

ATTACHMENT BOOKLET 2

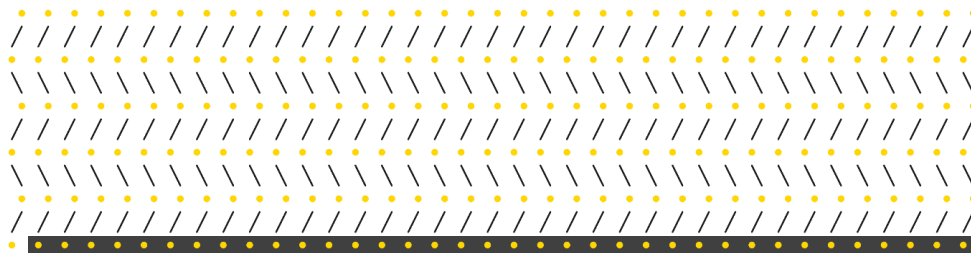
GOVERNANCE COMMITTEE MEETING
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Bradfield Strategic Governance Framework



For Liverpool City Council

February 2025

ITEM 01	Liverpool City Council and Bradfield Development Authority - Strategic Governance Framework and Memorandum of Understanding
Attachment 1	DRAFT Liverpool City Council and Bradfield Development Authority Strategic Governance Framework

About Astrolabe Group

Astrolabe Group are the recognised experts in urban growth and change management with a uniquely empathetic approach to client and community.

This report was prepared for Liverpool City Council. In preparing the report, Astrolabe has made every effort to ensure the information included is reliable and accurate. Astrolabe is unable to accept responsibility or liability for the use of this report by third parties.

Acknowledgement of Country

In the spirit of reconciliation, Astrolabe Group Acknowledges the Traditional Owners of Country throughout Australia and their continuing connections to land, waters and community.

We show our respect to elders past and present. We acknowledge that we stand on Country which was and always will be Aboriginal Land.



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ITEM 01	Liverpool City Council and Bradfield Development Authority - Strategic Governance Framework and Memorandum of Understanding
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1. Purpose of this framework

1.1 Purpose

This governance framework supports the strategic and operational interaction between Liverpool City Council (LCC) and the Bradfield Development Authority (BDA) as it relates to the development and ongoing maintenance of the Bradfield City Centre. The framework specifically responds to the Bradfield City Centre within the Aerotropolis Core (see Figure 1).

The BDA will be responsible for the development of the agreed infrastructure and handover to Liverpool who will manage and maintain the infrastructure into the future.

This framework:

- Sets out key governance principles LCC will apply within Bradfield to ensure positive benefits to the community of Liverpool; and
- Outlines clear decision making and accountability among stakeholders.

This framework is intended for the use of LCC to communicate a shared vision of the governance arrangements with BDA. It will act as the source of truth to obtain a shared narrative across different departments and roles in Council.

The framework is not limited to operational and asset issues, it will more broadly support the strategic relationships between LCC and BDA including communication, marketing, planning, community services and technology. The strategic relationship will be captured in a memorandum of understanding (MoU) process.

1.2 Background

Liverpool City Council is a large council area in the heart of South-West Sydney and comprises of 42 city, suburban and rural suburbs. Liverpool is home to one of the most diverse communities in Sydney with over 140 different backgrounds within the LGA. Its population is expected to increase by 60% between 2019 to 2036.¹

Liverpool also makes up one of eight councils of the Western Parkland City who entered a partnership to form the Western Sydney City Deal. Established in 2018, this City Deal committed to a series of goals including:

- Realising the 30-minute city by delivering the Sydney Metro Western Sydney Airport
- Creating 200,000 jobs by supercharging the Bradfield Aerotropolis and agribusiness precinct as catalysts for employment.²

Part of Liverpool's growth will be driven by the Western Sydney International Airport expected to open in 2026. This catalyst will generate significant shared benefits with Liverpool including employment and economic opportunities and knowledge intensive jobs.³

¹ Liverpool City Council (n.d.), Community Strategic Plan, available at https://listens.liverpool.nsw.gov.au/data/assets/pdf_file/0006/217149/Community-Strategic-Plan-2022-2032.pdf >

² Liverpool City Council (n.d.), Western Sydney City Deal, available at <https://www.liverpool.nsw.gov.au/development/major-projects/western-sydney-city-deal> >

³ Liverpool City Council (n.d.), Community Strategic Plan, available at https://listens.liverpool.nsw.gov.au/data/assets/pdf_file/0006/217149/Community-Strategic-Plan-2022-2032.pdf >



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The area surrounding the airport, known as the Aerotropolis is located within the Liverpool Council and Penrith Council LGA. Within the Aerotropolis lies the Bradfield City Centre of which there will be infrastructure assets Liverpool Council will manage and maintain after its development and handover from BDA.

To help support the management and maintenance of the City Centre, a s7.12 Contributions Plan was developed and adopted in July 2024. The plan authorises a s7.12 levy at the rate of 4.6% for development costs over \$200,000.⁴

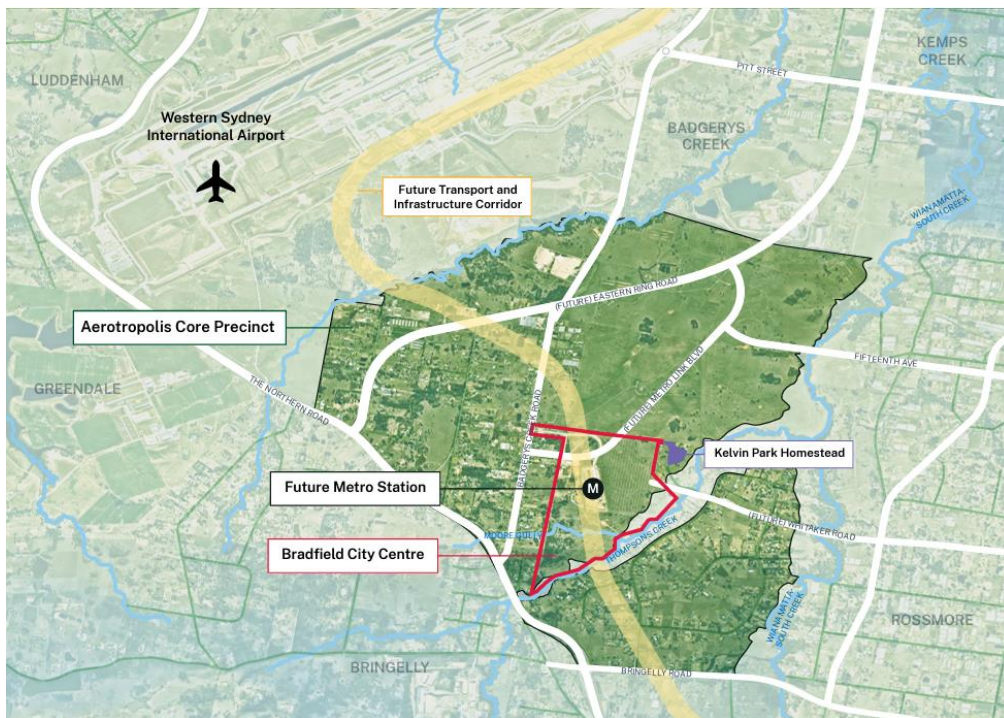


Figure 1 Aerotropolis core (outlined in red) including key future developments and proximity to the Western Sydney International Airport⁵

1.3 Bradfield Development Authority

The Bradfield Development Authority (BDA) formerly known as the Western Parkland City Authority (WPCA), are responsible for the development of the Bradfield City Centre located in the heart of the Aerotropolis. The BDA also has a focus on attracting investment to drive economic benefits to the Aerotropolis and surrounding areas.⁶

⁴ Liverpool City Council (July 2024), Aerotropolis s7.12 Contributions Plan 2024, available at <https://www.liverpool.nsw.gov.au/_data/assets/pdf_file/0005/262877/Adopted-City-of-Liverpool-s7-12-Aerotropolis-Contributions-Plan-2024-publication.pdf>

⁵ Bradfield Development Authority (September 2024), Bradfield City Centre Master Plan, available at <https://shared-drupal-s3fs.s3.ap-southeast-2.amazonaws.com/master-test/fapub_pdf/NSW+Planning+Portal+Documents/Bradfield+City+Centre+Master+Plan.pdf>

⁶ Bradfield Development Authority (2024), About Us, available at <<https://www.wpca.sydney/about-us/>>



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In September 2024, the Bradfield City Centre Masterplan was approved by the Minister for Planning and Public Spaces. The plan will guide the delivery of homes, jobs, mixed-use areas, open and green spaces and essential connectivity and transport links.⁷

1.4 Methodology

The development of this governance framework involved interviewing director-level Council officers and BDA staff to understand and shape the scope of the framework. This was bolstered by desktop research on best practice strategic governance frameworks and comparable endeavours.

Engagement with Key Stakeholders

Targeted interviews were conducted with director-level Council officers and executive-level BDA officers to understand their current roles in relation to the Bradfield City Centre and their interactions with the BDA. Relevant insights derived from each interview has been considered as part of this governance framework.

Table 1. Key stakeholders engaged.

Role	Organisation
Acting CEO	Liverpool City Council
Acting Director Operations	Liverpool City Council
Director City Futures	Liverpool City Council
Director Planning and Compliance	Liverpool City Council
Director Corporate Support	Liverpool City Council
General Counsel – Legal and governance	Liverpool City Council
Director Community and Lifestyle	Liverpool City Council
Director Customer Experience and Business Performance	Liverpool City Council
Chief Executive Officer	Bradfield Development Authority
Executive Director, Strategy and Development	Bradfield Development Authority
Executive Director, Infrastructure, Development and Delivery	Bradfield Development Authority
Director Office of Chief Executive Officer	Bradfield Development Authority

⁷ NSW Government (n.d.), Bradfield City Centre Master Plan, available at <<https://pp.planningportal.nsw.gov.au/draftplans/made-and-finalised/bradfield-city-centre-master-plan>>



1.5 Principles of this Governance Framework

The following principles have been developed based on our research of best practice governance frameworks and draws on the work of the Griffith Centre for Systems Innovation on collective governance.⁸

- **Strategy and leadership:** the processes and structures that guide the long-term direction, decision making and leadership oversight
- **Organisational roles and responsibilities:** the duties and functions of organisations involved, ensuring they understand the role they play in achieving the objectives and maintaining accountability. This will include establishing a secretariat function managed by a Precinct Partnership Manager.
- **Engagement and inclusion:** ensures a diverse participation of stakeholders, fostering a culture of inclusivity and collaboration on decision making and supports an informed, equitable and transparent framework.
- **Risk, compliance and communications:** ensures organisations operate within legal and regulatory boundaries while also maintaining transparency and effective communication with stakeholders.
- **Evaluation and continuous improvement:** regularly assessing the performance of the framework, relevant policies, procedures and using these insights to drive continuous improvement.

⁸ See article from Medium, 2024, *Governance in and for complexity*, Part 1: collective governance within intermediary organisations,



2. Applying this framework

2.1 What is good governance?

Good governance enables government agencies to effectively implement actions which lead to improved outcomes. Good governance will enable LCC and BDA to strive towards providing all parties with desirable outcomes.

This governance framework empowers LCC to adopt a “good governance” approach, which is defined by the NSW Audit Office as “high-level processes and behaviours that ensure an organisation performs by achieving its intended purpose, and conforms by complying with all relevant laws, codes and directions while meeting community expectations of probity, accountability and transparency.”⁹

All parties must act according to the principles and processes that enact a culture of good governance to provide high quality customer-focused outcomes.

2.2 Who should use this framework?

The framework applies to the following agencies that oversee the planning and delivery of infrastructure assets in Bradfield City Centre:

- Liverpool City Council
- Bradfield Development Authority

Other infrastructure delivery agencies will follow the development of the Bradfield City Centre and may be involved in governance matters in association with the above agencies, including education, health, and planning.

2.3 Where does this framework apply?

This framework applies to the Bradfield City Centre and its relationship to Liverpool local government area (LGA).

⁹ Audit Office of New South Wales (2015), Governance Lighthouse, available at <<https://www.audit.nsw.gov.au/our-work/resources/governance-lighthouse>>



2.4 When does this framework apply?

This framework outlines phases of work anticipated across development projects within the Bradfield City Centre:

- Planning and design phase
- Investment attraction and activation
- Construction phase
- Handover phase
- Maintenance and management phase

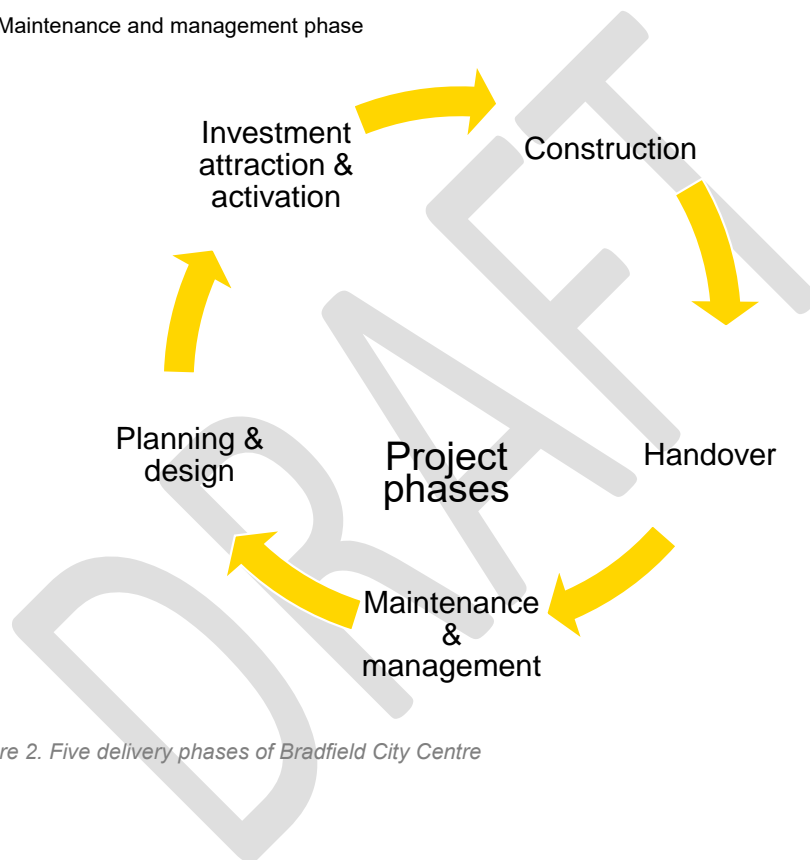


Figure 2. Five delivery phases of Bradfield City Centre



Table 2. Delivery phases and relevant policies

Delivery phase	Description	Relevant policies to consider	
		LCC	BDA
Planning and design	The planning and design phase involves understanding the infrastructure and assets BDA intend to develop as part of the Bradfield City Centre. While BDA are responsible for the development of these assets and infrastructure, LCC must be involved in the planning and design process as they are required to manage and maintain the assets and infrastructure. The planning and design should consider existing policies to ensure the assets and infrastructure align to Council and BDA needs.	Future action for LCC/BDA: map out your relevant policies to delivery phase to ensure alignment.	
Investment and attraction	Investment and attraction plays a critical role in developing the Bradfield City Centre. It involves communicating the vision and the distinct brands between Liverpool's CBD and Bradfield City Centre.		
Construction	The construction phase involves understanding the relevant processes and policies that Council and BDA are required to consider over the phase of asset development.		
Handover	The process of handing over assets to Council, including guarantees and minimum standards of maintenance and/or service.		
Maintenance and management	The maintenance and management phase involves activities required to maintain and manage the assets for the ongoing future. At this point, the assets will be maintained and managed by LCC however, clarity over the involvement and ongoing responsibilities BDA has must be determined.		



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2.5 Administering this framework

This framework will be administered by a dedicated secretariat function managed by a Precinct Partnership Manager and set within a structured reporting framework. We anticipate the establishment of a strategic executive-level board supported by several working groups to support the coordination and collaboration between LCC and BDA.

An MoU between LCC and BDA will be a critical first step to solidify the partnership between the two parties. We anticipate the MoU will provide both with a clear and shared understanding of how they will work together for a defined period and define the shared goals and objectives for Bradfield City Centre.

3. Governance framework

This section outlines the principles of a governance framework as it relates to the Bradfield City Centre. The governance framework has been developed around the key governance principles set out in section 1.5 of this document.

3.1 Strategy and Leadership

Principle 1: Strategy and Leadership – the processes and structures that guide the long-term direction, decision making and leadership oversight

The long-term direction of Bradfield and LCC's role is set by several planning instruments and frameworks, as illustrated in Table 3.4. The City Centre aims to be a centre for innovation, education and skills development, delivering 20,000 jobs and 10,000 new homes for the Western Sydney region.¹⁰

Table 3 Planning instruments and their relevance to Bradfield City Centre

Planning Instrument	Purpose and Alignment
Bradfield City Centre Master Plan ¹¹	Identifies the vision, objectives and key outcomes to support a cohesive, innovative, and environmentally responsible urban landscape for the Bradfield City Centre.
Western Sydney Aerotropolis Precinct Plan ¹²	Provides the place-based objectives and requirements to guide development in the Aerotropolis and sets out the details to support land use zoning.

¹⁰ NSW Government (February 2024), New Bradfield City Centre master plan revealed in major step for Western Sydney Aerotropolis, available at <<https://www.nsw.gov.au/media-releases/new-bradfield-city-centre-master-plan-revealed-major-step-for-western-sydney-aerotropolis>>

¹¹ Bradfield Development Authority (September 2024), Bradfield City Centre Master Plan, available at <https://shared-drupal-s3fs.s3.ap-southeast-2.amazonaws.com/master-test/fapub_pdf/NSW+Planning+Portal+Documents/Bradfield+City+Centre+Master+Plan.pdf>

¹² Department of Planning and Environment (May 2023), Western Sydney Aerotropolis Precinct Plan, available at <<https://www.planning.nsw.gov.au/sites/default/files/2023-03/western-sydney-aerotropolis-precinct-plan.pdf>>



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Western Parkland City State Environmental Planning Policy (SEPP) ¹³	Facilitates the development, redevelopment or protection of important urban, coastal and regional sites with economic, environmental and social significance to the State. It also facilitates the delivery of outcomes for a range of public services to provide development of major sites for public purpose.
Western Sydney Aerotropolis Development Control Plan ¹⁴	Provides controls to guide development across the initial precincts in the Aerotropolis.
Aerotropolis s7.12 Contributions Plan ¹⁵	Imposes conditions of development consent requiring developers to make monetary contributions to assist in meeting the cost of providing the local infrastructure in precincts.
Western Sydney Aerotropolis Special Infrastructure Contributions ¹⁶	Applies a special infrastructure contribution to help pay for new infrastructure in the precinct and will help fund roads, active travel infrastructure, multi-use community and cultural facilities.

The role of BDA is to develop the Bradfield City Centre. They have a key focus on attracting investment to drive economic benefits to the Aerotropolis and surrounding areas.¹⁷ LCC will be responsible for collaborating with BDA to determine the infrastructure being developed, and to manage and maintain the infrastructure post-handover from BDA.

This governance framework is an opportunity to establish leadership oversight over Bradfield to ensure best outcomes for the future city and its interconnectedness with Liverpool, including existing centres and precincts in the local government area. An executive level governance group, with executives from BDA and LCC, will be established to provide oversight and leadership as it relates to matters in Bradfield that interface with LCC (see 3.2 for further details).

3.2 Organisational roles and responsibilities

Principle 2: Organisational role and responsibilities – the duties and functions of organisations involved, ensuring they understand the role they play in achieving the objectives and maintaining accountability. This will include establishing a secretariat function managed by a Precinct Partnership Manager.

¹³ NSW Government (June 2024), State environmental Planning Policy (Precincts – Western Parkland City) 2021, available at <<https://legislation.nsw.gov.au/view/html/inforce/current/epi-2021-0728>>

¹⁴ NSW Government (n.d.), Western Sydney Aerotropolis Development Control Plan Phase 2, available at <<https://www.planningportal.nsw.gov.au/western-sydney-aerotropolis-DCP>>

¹⁵ Liverpool City Council (July 2024), Aerotropolis s7.12 Contributions Plan 2024, available at <https://www.liverpool.nsw.gov.au/data/assets/pdf_file/0005/262877/Adopted-City-of-Liverpool-s7-12-Aerotropolis-Contributions-Plan-2024-publication.pdf>

¹⁶ NSW Government (2024), Western Sydney Aerotropolis Special Infrastructure Contributions, available at <<https://www.planning.nsw.gov.au/plans-for-your-area/infrastructure-funding/special-infrastructure-contributions/aerotropolis-sic>>

¹⁷ Bradfield Development Authority (2024), About us, available at <<https://www.wpca.sydney/about-us/>>



Establishing clear roles and responsibilities and delineation of duties is essential for clarity on who, what, where and when items will be delivered in Bradfield, and the expectations and understanding between both LCC and BDA about when their responsibility starts and ends.

A secretariat, managed by a Precinct Partnership Manager, has been identified as an essential component to overseeing the interactions between BDA and LCC. This will be managed by a Precinct Partnership Manager who will take on the role of supporting the Bradfield planning, Infrastructure and Development working groups and reporting to the SteerCo. As the Aerotropolis develops further, LCC envisions the Precinct Partnership Manager will also expand to oversee interactions across the wider Aerotropolis and airport precinct.

This governance framework adopts both a strategic and operational lens. Figure 3 provides an indicative governance structure at two levels. The strategic level (SteerCo) takes on decisions and activities at a CEO level. This level will develop the goals and measures of success, identify the potential partnerships and define high level roles and responsibilities. The operational level (working groups) looks at officer-level activities including reporting on progress against goals, determining the relevant policies and procedures required and allocating resources where needed.

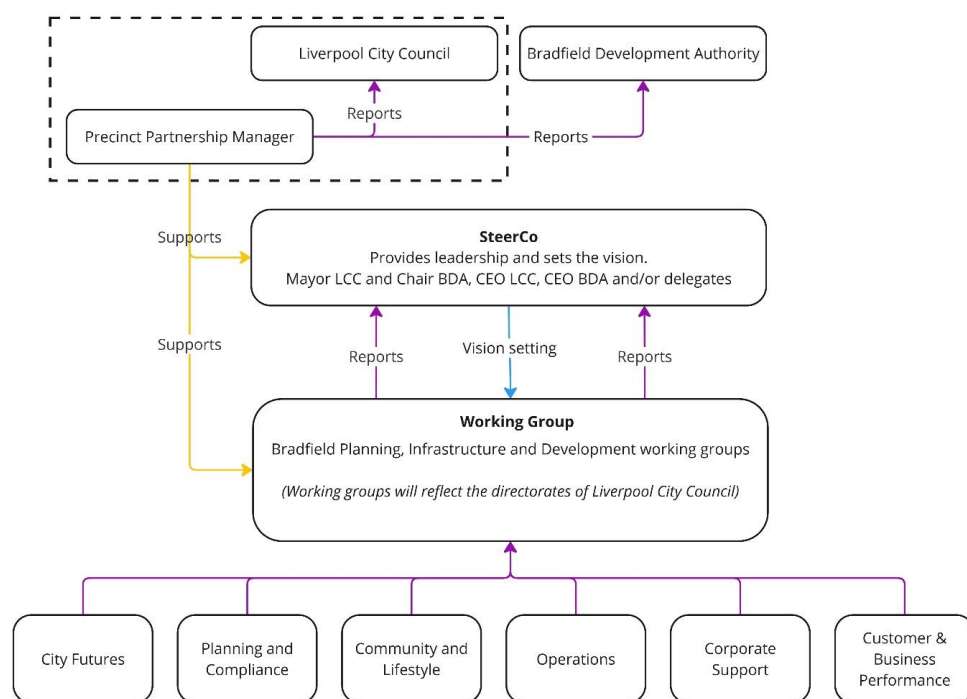


Figure 3. Indicative governance structure

Teams involved in the delivery of Bradfield City Centre infrastructure and assets are detailed in Table 4.

Table 4 Organisational roles and responsibilities

Organisation/body	Description
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Precinct Partnership Manager	The strategic governance framework will be implemented by a Precinct Partnership Manager. It is anticipated this function will be funded equally by BDA and LCC. Key accountabilities/responsibilities are listed in Appendix 1 Precinct Partnership Manager draft position description.
City Futures, LCC	<p>The City Futures Directorate within LCC will act as the single point of contact between whole of Council, BDA and the Precinct Partnership Manager. Information will be distributed by the Precinct Partnership Manager to the City Futures team and further distributed to other relevant council teams by City Futures. Conversely, any questions or information from other council teams should be directed to the City Futures team to be relayed to the Precinct Partnership Manager and BDA .</p> <p>The Directorate will play a gateway role, collating interactions and applying Council policies as required.</p> <p>Information will be reported to the SteerCo.</p>
Relevant teams at BDA	<p>The BDA team will act as the single point of contact between whole of BDA, LCC and the Precinct Partnership Manager.</p> <p>BDA to advise</p>
SteerCo	<p>The SteerCo will provide leadership and set the vision for the strategic relationship. They will ensure decisions being considered align with the broader vision of NSW Government and Liverpool City Council policies. This will comprise:</p> <ul style="list-style-type: none"> • Mayor of LCC • Chair of BDA • CEO LCC and/or their delegate • CEO BDA and/or their delegate <p>Supported by the Bradfield City Centre Precinct Partnership Manager. See Appendix 2 SteerCo draft terms of reference.</p>
Project Working Groups (PWGs)	<p>PWGs will be established for each project phase:</p> <ul style="list-style-type: none"> • Planning and design phase • Investment and attraction • Construction phase • Handover phase • Maintenance and management phase <p>These working groups will ensure the progress and implementation of operational activities relation to the Bradfield City Centre. See Appendix 3 PWG draft terms of reference.</p>



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3.3 Engagement and inclusion

Principle 3: Engagement and inclusion – ensure a diverse participation of stakeholders, fostering a culture of inclusivity and collaboration on decision making and supports an informed, equitable and transparent framework.

Bradfield promises to be the city of the future. It has ambitions to be an ecosystem of culture, creativity and innovation, located in a living landscape of inspiration and experience. The city aims to incorporate rich Indigenous culture through storytelling and respected heritage and connection to Country. It also looks to foster innovation through free-flowing knowledge and collaboration.¹⁸

Establishing engagement and inclusion principles will help guide how stakeholders are engaged by LCC as it relates to Bradfield. Table 5 outlines the key stakeholders who LCC/BDA should consider in terms of how and what they communicate, as well as how they will continue to ensure the buy-in and contribution of these stakeholders.

Table 5. Stakeholder engagement

Stakeholders	Level of interest (L, M, H)	Method to engage
Precinct Partnership Manager	H	Meetings (SteerCo, PWG)
Councillors	M	Council meetings, progress reports
LCC executive	H	Meetings (SteerCo, PWG), progress reports
SteerCo	H	Meetings, progress reports
PWG	H	PWG meetings, progress reports
INSW	M	Meetings, stakeholder workshops
Infrastructure providers (Sydney Water, NBN, Endeavour Energy)	M	Meetings, stakeholder workshops
First Nations groups	M	Meetings, stakeholder workshops, progress reports
Community of Liverpool	M	Stakeholder workshops, progress reports, social media, surveys
Western Parklands Councils	L	Meetings, stakeholder workshops, progress reports

Branding and communications

¹⁸ Bradfield Development Authority (2023), Bradfield City Centre Master Plan, available at <https://shared-drupal-s3fs.s3.amazonaws.com/master-test/fapub_pdf/NSW+Planning+Portal+Documents/Bradfield+City+Centre+Master+Plan.pdf>



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Branding and communications are essential for establishing the Bradfield City Centre's strong identity. Effective branding will clearly convey the City's vision and direction into the future. The BDA and LCC must ensure the message conveyed to stakeholders both internally and externally are consistent with the City's brand.

Case Study: Palo Alto, NVIDIA and the Valley

Attraction, investment and brand

Palo Alto, California, is the birthplace of Silicon Valley and a global centre for technology and innovation. It is home to Stanford University, a top-ranked public school system¹⁹ and offers a range of diverse amenities and retailers for over 66,600 employees and visitors for surrounding communities.²⁰ Similar to Palo Alto, the Liverpool CBD is branded to support universities, schools, shops, dining, entertainment, public transport and green space. It focuses on being the gateway to the Western Sydney International Airport, the Western Sydney Aerotropolis and home to the Liverpool Innovation Precinct.²¹

Santa Clara. Located in the same county as Palo Alto, is roughly a 20-minute drive or 23-minute train from Palo Alto. It promotes living and working in an environment that supports quality liveability and services their businesses through individualised assistance and attention.²² Liverpool's equivalent to this is the Aerotropolis.

Unlike Palo Alto, the City of Santa Clara and its districts do not have a distinct brand. Instead, are part of the bigger brand of Silicon Valley. When developing Bradfield's brand, LCC should consider whether this brand will be absorbed into the brand of the wider Aerotropolis or whether Bradfield's brand will be taken on by the Aerotropolis.

Collaboration to secure and develop workforce pipeline for future jobs

There is an opportunity for Bradfield to attract a technology company similar to Nvidia which could create further opportunities for the broader Liverpool LGA. For example, Nvidia is a multinational technology company, specialising in AI and accelerated computing. They are located in Santa Clara and have recently signed an agreement with the City of San Jose and San Jose State University to position the city as a leader in AI. The agreement includes the first workforce pipeline initiative in the company's history with a city government, offering training programs to enhance skills of the workforce and drive innovation in the city²³.

¹⁹ City of Palo Alto (2024), About, available at <<https://www.cityofpaloalto.org/About>>

²⁰ City of Palo Alto (2020), Quantitative Assessment Study, Palo Alto Businesses & Economic Activity, available at <<https://siliconvalleyindicators.org/pdf/palo-alto-report-2020-05.pdf>>

²¹ Liverpool City Council (2024), Sydney's Third CBD, available at <<https://www.liverpool.nsw.gov.au/development/major-projects/sydneys-third-cbd>>

²² City of Santa Clara (2021), About Santa Clara, available at <<https://www.santaclaraca.gov/our-city/about-santa-clara#:~:text=The%20city%20is%20also%20home,FIFA%20World%20Cup%20in%202026.>>>

²³ Bay Area News Group (2024), San Jose, SJSU announce collaboration with NVIDIA to further workforce development, AI innovation, available at <<https://www.siliconvalley.com/2024/12/12/san-jose-sjsu-announce-collaboration-with-nvidia-to-further-workforce-development-ai-innovation/>>



Translating this to LCC's context could see a company or companies leveraging the existing and emerging talent from the university and education precinct of Liverpool CBD to jobs within Bradfield City Centre.

The opportunity of Fifteenth Avenue

Liverpool's Fifteenth Avenue Smart Transit (FAST) Corridor plays a crucial role in connecting Liverpool's CBD to Bradfield City Centre. This area could attract additional enterprise while maintaining their commitment to a parkway off effective public and active transport such as cycling and walking.²⁴

Knowledge management system

Knowledge management is the process of creating, sharing and using information across multiple organisations. It provides a system in which important information is collected and stored to be accessed at any point in time.

Establishing a knowledge management system is critical to reducing knowledge or information loss during staff turnover. It also ensures relevant staff from multiple organisations can access information. However, security of information must be considered. A shared database should involve access to only relevant staff or otherwise include password protection to ensure quality and security of information.

3.4 Risk, compliance and communications

Principle 4: Risk, compliance and communications – ensures organisations operate within legal and regulatory boundaries while also maintaining transparency and effective communication with stakeholders.

Risk and compliance are crucial components of a governance framework to ensure LCC and BDA are aware of the consequences internal and external risks pose. The table below identifies high-level risks associated with this governance framework, the impact it would have, the consequences of each risk and the mitigation strategies in place.

Table 6. Risks to the governance framework

Risks	Impact (L, M, H)	Consequences	Mitigation
Lack of clear roles and responsibilities	H	Poor decision-making, poor performance and increased operational risk	Clearly define the roles and responsibilities for relevant stakeholders, particularly those in decision-making positions.

²⁴ Liverpool City Council (2024), Fifteenth Avenue Smart Transit (FAST) Corridor, available at <https://www.liverpool.nsw.gov.au/development/major-projects/fifteenth-avenue-smart-transit-fast-corridor>



Ineffective communication	M	Misalignment on objectives and strategies leading to inefficiencies and strategic drift	Establish a consistent and clear channel of communication. Meet regularly to ensure communications are aligned.
Inadequate risk management	H	Vulnerable to unforeseen risk such as reputational damage and legal issues	Regularly assess risk and determine risk ownership to ensure accountability.
Poor stakeholder engagement	M	Poor decision-making that does not reflect the needs of expectations of key stakeholder groups	Engage stakeholders frequently and provide progress updates as needed.
Inefficient decision-making	M	Untimely decision-making processes that can result in missed opportunities and reactive decisions	Develop clear decision-making pathways to avoid bottlenecks. Empower managers to make decisions within defined boundaries and reserve strategic decisions for senior leadership or equivalent.



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3.5 Evaluation and continuous improvement

Principle 5: Evaluation and continuous improvement – regularly assessing the performance of the framework, relevant policies, procedures and using these insights to drive continuous improvement.

Accountability can be achieved through ongoing and periodic monitoring of the framework. Regular reporting will establish and maintain transparent communication with relevant stakeholders. The evaluation of the framework can look to adopt components of the NSW Treasury Policy and Guidelines for Evaluation.²⁵ The policy and guidelines set out mandatory requirements, recommendations and guidance for NSW General Government Sector agencies and other government entities planning and conducting evaluations.

The Precinct Partnership Manager will establish multiple pathways in which feedback can be collected including through the following:

- SteerCo meetings
- PWG meetings
- Direct emails to Precinct Partnership Manager
- Shared OneDrive or equivalent
- Regular governance framework audits

The feedback collected will be collated by the Precinct Partnership Manager and form part of the evaluation of the governance framework. In discussion with the SteerCo, feedback will be incorporated into the updated framework and changes communicated to relevant stakeholders.

²⁵ NSW Treasury (2023), Policy and Guidelines: Evaluation, available at <https://www.treasury.nsw.gov.au/sites/default/files/2024-04/tpg22-22_evaluation.pdf>



Appendix 1 – Precinct Partnership Manager draft position description

Precinct Partnership Manager of the Bradfield City Centre

Directorate:	City Futures	Department:	City Economy
Position Grade:	Coordinator	Reports to:	Manager City Economy
Last review:	TBC	Next Review:	TBC

Position Purpose

The purpose of this position is to implement the governance framework and provide support to the two governance groups:

1. Bradfield Strategic Governance – SteerCo
2. Bradfield Planning, Infrastructure and Development Working Groups

Key accountabilities/responsibilities

- Coordinate and attend SteerCo and Working Group meetings
- Develop and distribute administrative documents including agendas, minutes and actions arising from meetings
- Prepare and distribute regular progress reports, memos and presentations to key stakeholder groups including CEOs, Mayors and Councillors, all levels of government representatives and private sector organisations
- Ensure alignment of official communications relevant to Bradfield City Centre
- Manage the shared knowledge management system between Liverpool City Council and Bradfield Development Authority
- Develop and maintain a high level of knowledge, proficiency and collaborative strategic partnerships with relevant stakeholders

Decisions made in the position:

- Decisions within delegated authority as granted by CEO of Liverpool

Decisions referred:

- All other decisions

Key issues/challenges:

- Manage expectations and balance priorities of each stakeholder group
- Reporting in accordance with requirements and deadlines set by the SteerCo, Working Groups and other key stakeholders



ITEM 01	Liverpool City Council and Bradfield Development Authority - Strategic Governance Framework and Memorandum of Understanding
Attachment 1	DRAFT Liverpool City Council and Bradfield Development Authority Strategic Governance Framework

-
- Building and fostering relationships with key influencers internal and external to Council
 - Navigate various silos that can exist across Liverpool City Council and Bradfield Development Authority

Key working relationships:

Liverpool City Council:

- Mayor
- CEO
- Councillors
- Directors
- Managers
- Officers
- Project Working Groups
- Executive Board

Bradfield Development Authority:

- CEO
- Chair of the Board
- Project Working Groups

Others:

- Government Departments
 - Industry/Private Sector
 - First Nations Groups
 - Community of Liverpool
 - Western Parklands Councils
-



Appendix 2 – SteerCo draft Terms of Reference

Background

Liverpool City Council (LCC) is a large council area in the heart of South-West Sydney and comprises of 42 city, suburban and rural suburbs. Liverpool's growth will be driven by the Western Sydney International Airport expected to open in 2026. The area surrounding the airport, known as the Aerotropolis is located within the Liverpool Council and Penrith Council LGA. Within the Aerotropolis lies the Bradfield City Centre of which Liverpool Council will manage and maintain after its development and handover from the BDA.

The Bradfield Development Authority (BDA) formerly known as the Western Parkland City Authority or WPCA, are responsible for the development of the Bradfield City Centre located in the heart of the Aerotropolis. The BDA also has a focus on attracting investment to drive economic benefits to the Aerotropolis and surrounding areas.

Both the LCC and BDA are working together to develop and maintain the Bradfield City Centre to unlock economic opportunities, create homes and support new jobs for people in Western Sydney. The City Centre aims to attract new industries and innovation, creating good quality jobs, closer to home.

Functions of the SteerCo

The role of the SteerCo is to provide leadership and set the vision for the strategic relationship between LCC and BDA. They will ensure decisions being considered align with the broader vision of NSW Government and Liverpool City Council policies.

The following roles will comprise the SteerCo:

Role	Organisation
Mayor	Liverpool City Council
Chair	Bradfield Development Authority

Roles and Responsibilities

SteerCo members' responsibilities include:

- To act with the best interests of the Bradfield City Centre in mind at all times
- To treat all discussions and documents provided in meetings as commercial in confidence
- To promptly declare any conflicts of interest

Precinct Partnership Manager

- Provide an agenda and papers at least 5 working days before each meeting
- To ensure meetings are held with the regularity agreed and that they run efficiently and to time
- To liaise with members on any issues relating to the membership and procedures.
- To take meeting minutes and record action items
- To ensure meeting minutes, papers and actions are followed up and reported against.



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<i>Attachment 1</i>	DRAFT Liverpool City Council and Bradfield Development Authority Strategic Governance Framework

The Precinct Partnership Manager will be guided the CEO LCC and BDA in setting agendas and liaising with the Mayor LCC and Chair BDA.

Meetings

The SteerCo will convene twice yearly to:

- Maintain the strategic relationship between LCC and BDA
- Provide leadership and set the vision for the relationship, including providing an update on progress against the vision
- Consider anything else required to enable the City Centre's outcomes to be achieved

Frequency: Minimum bi-annually

Duration: 1 hour

Format: Virtually or face to face, as required

Minutes will be kept, recording the outcomes of each agenda item discussed and action items generated.

Review and amendments

The SteerCo's terms of reference may be reviewed if substantial changes to the scope are required or if there are additional functions the group is expected to perform.

Approval

Approved by [insert approver]

Endorsed by [insert endorser]

These terms of reference will be reviewed 12 months from the date of the first meeting.



Appendix 3 – Project Working Group(s) draft Terms of Reference

Background

Liverpool City Council (LCC) is a large council area in the heart of South-West Sydney and comprises of 42 city, suburban and rural suburbs. Liverpool's growth will be driven by the Western Sydney International Airport expected to open in 2026. The area surrounding the airport, known as the Aerotropolis is located within the Liverpool Council and Penrith Council LGA. Within the Aerotropolis lies the Bradfield City Centre of which Liverpool Council will manage and maintain after its development and handover from the BDA.

The Bradfield Development Authority (BDA) formerly known as the Western Parkland City Authority or WPCA, are responsible for the development of the Bradfield City Centre located in the heart of the Aerotropolis. The BDA also has a focus on attracting investment to drive economic benefits to the Aerotropolis and surrounding areas.

Both the LCC and BDA are working together to develop and maintain the Bradfield City Centre to unlock economic opportunities, create homes and support new jobs for people in Western Sydney. The City Centre aims to attract new industries and innovation, creating good quality jobs, closer to home.

Functions of the Bradfield Project Working Groups

The role of the Bradfield Working Groups (PWGs) is to progress the implementation and operational activities as it relates to matters in the Bradfield City Centre.

The PWGs will undertake the following functions during the Term:

- Ensure projects remain aligned with strategic direction
- Plan and coordinate projects' plans and deliverables
- Provide progress updates and identified risks and mitigation strategies
- Ensure resource allocation remains on budget and meets project needs
- Provide 6-monthly reports and updates to the SteerCo for use in Council reports

The following members are as stated in the Governance Framework. Delegates and additional members may be appointed by members of the Working Groups from time to time. LCC Directors or nominated delegates will chair each meeting with support from the Precinct Partnership Manager.

Role	Organisation
City Futures	Liverpool City Council
Planning and Compliance	Liverpool City Council
Community and Lifestyle	Liverpool City Council
Operations	Liverpool City Council
Corporate Support	Liverpool City Council
Customer & Business Performance	Liverpool City Council



ITEM 01	Liverpool City Council and Bradfield Development Authority - Strategic Governance Framework and Memorandum of Understanding
Attachment 1	DRAFT Liverpool City Council and Bradfield Development Authority Strategic Governance Framework

TBD

Bradfield Development Authority

Roles and Responsibilities

Working Group members' responsibilities include:

- To act with the best interests of the Bradfield City Centre in mind at all times
- To treat all discussions and documents provided in meetings as commercial in confidence
- To promptly declare any conflicts of interest

Chairperson

- Provide an agenda and papers at least 5 working days before each meeting
- To ensure meetings are held with the regularity agreed and that they run efficiently and to time
- To liaise with members on any issues relating to the PWG membership and procedures.

Precinct Partnership Manager

- To take meeting minutes and record action items
- To ensure meeting minutes, papers and actions are followed up and reported against.

Meetings

The PWGs will convene monthly and as needed to:

- Provide a holistic assessment of the progress of the Bradfield City Centre.
- Consider anything else required to enable the City Centre's outcomes to be achieved

Frequency: As needed

Duration: 1 hour

Format: Virtually or face to face, as required

Minutes will be kept, recording the outcomes of each agenda item discussed and action items generated.

Review and amendments

The Working Group terms of reference may be reviewed if substantial changes to the scope are required or if there are additional functions the group is expected to perform.

Approval

Approved by [insert approver]

Endorsed by [insert endorser]

These terms of reference will be reviewed 6 months from the date of the first meeting.



MODEL SOCIAL MEDIA POLICY

2022



MODEL SOCIAL MEDIA POLICY

2022

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Introduction

Social media – opportunities and challenges

Social media is at the heart of modern communication. Since its inception, social media has grown in popularity and influence and is now fundamental to not just how people interact with one another, but also to how we work, play and consume information and ideas.

Social media can be broadly defined as *online platforms and applications - such as social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards - that allow people to easily publish, share and discuss content*¹. Significantly, one of social media's key features is its unprecedented reach and accessibility, in that anyone with a computer or mobile device can use social media to generate content which has the potential to be viewed and shared by hundreds of millions of people worldwide.

Despite its obvious benefits, social media also presents a variety of challenges and risks. These include:

- the emergence of new, harmful forms of behaviour, such as cyber-bullying and trolling;
- maintaining the accuracy, reliability and integrity of information disseminated from multiple sources;
- organisations can be held liable for content uploaded onto their social media platforms by third parties²;
- content uploaded in a person's private capacity can adversely affect their employment and cause significant reputational damage to colleagues and employers; and
- rapid innovation can make it difficult to keep pace with emerging technologies and trends.

In addition, potential corruption risks may arise due to social media use. These include:

- customers, development proponents / objectors, tenderers, or other stakeholders grooming public officials by behaviours such as 'liking' specific posts, reposting content, or sending personal or private messages;
- public officials disclosing confidential or sensitive information;
- using social media for sponsorship opportunities, which may unfairly advantage one sponsor over another and lack transparency; and
- public agencies or officials promoting certain businesses by behaviours such as 'following' them, 'liking' content, or making comments, which may result in those businesses being favoured over others.

Social media and local government in NSW

As in the federal and state jurisdictions, social media has become an important tool in government and political discourse at the local level. In the context of NSW local government, social media has two primary functions:

- a) it is used by councils to interact and share information with their communities in an accessible and often more informal format.
- b) it enables councillors to promote their achievements and address their constituents directly about community issues and events in ways that either complement or bypass traditional news and print media.

In addition, many councils use social media as the platform through which they webcast their meetings. This increases transparency by providing visibility of council decision making in real time.

¹ NSW Department of Education. Social media policy: Implementation procedures – November 2018

² As confirmed by the High Court of Australia in *Fairfax Media Publications Pty Ltd v. Voller, Nationwide News Pty*

Limited v. Voller, and Australian News Channel Pty Ltd v. Voller, 8 September 2021.

However, councils and councillors are not immune from the challenges associated with social media, which can pose a significant risk both in a legal sense, and in terms of a council's ability to operate in a unified and coordinated way. It is therefore vital that councils have the right policy settings in place so that both councils and councillors can realise the full benefits of social media whilst mitigating risk.

The development and intent of this policy

The Model Social Media Policy has been developed by the Office of Local Government (OLG) in consultation with councils. It is applicable to councils, county councils and joint organisations.

The Model Social Media Policy sets out an exemplar approach by incorporating examples of best practice from the social media policies of a diverse range of NSW councils, as well as from Commonwealth and State Government agencies.

The Model Social Media Policy provides councils, county councils and joint organisations with a robust framework for the administration and management of their social media platforms. It also sets standards of conduct for all council officials who use social media in their official capacity. It has been developed to be fit-for-purpose in a digital age where innovation and emerging trends are the norm.

The Model Social Media Policy recognises that councils use social media differently depending on factors such as a council's size and resources, the demographics of a local government area, and council's willingness to engage with their community in this way. For these reasons, the Model Social Media Policy ensures a degree of flexibility by including optional and adjustable provisions which enables each council to tailor the policy to suit its own unique circumstances.

Content of the Model Social Media Policy

At the heart of the Model Social Media Policy are the four 'Principles' of social media engagement. These are:

- Openness
- Relevance
- Accuracy
- Respect

These principles, which are expanded upon in Part 1, should underpin every aspect of a council's social media activity and all councils and council officials should commit to upholding them.

Except for Part 8, this policy applies to council social media pages and councillor social media pages.

The Model Social Media Policy is structured as follows:

- | | |
|---------------|--|
| Part 1 | Sets out the principles of social media engagement for councils |
| Part 2 | Contains two administrative models that councils can adopt in relation to the management of their social media platforms |
| Part 3 | Details the administrative framework for councillors' social media platforms |
| Part 4 | Prescribes the standards of conduct expected of council officials when engaging on social media in an official capacity or in connection with their role as a council official |
| Part 5 | Provides a framework by which councils can remove or 'hide' content from their social media platforms, and block or ban third parties |
| Part 6 | Prescribes how councils' social media platforms should be used during emergencies |
| Part 7 | Contains information about records management and privacy requirements relating to social media |

Part 8	Relates to personal use of social media by council officials
Part 9	Provides information about where concerns or complaints about a councils' or council officials' social media platform(s), or the conduct of council officials on social media, can be directed.
Part 10	Definitions

Adoption

While not mandatory, the Model Social Media Policy reflects best practice and all councils, county councils and joint organisations are encouraged to adopt it. In doing so, they are free to adapt the policy to suit their local circumstances and operating environments or to supplement it with their own provisions.

Alternate and adjustable provisions are marked in **red**.

Note: In adopting the Model Social Media Policy, Joint Organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

Note: In adopting the Model Social Media Policy, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

Enforcement

Clause 3.1(b) of the *Model Code of Conduct for Local Councils in NSW* provides that council officials must not conduct themselves in a manner that is contrary to a council's policies. If adopted by a council, a breach of the policy will be a breach of the council's code of conduct.

Concerns or complaints

Concerns or complaints about the administration of a council's social media platforms should be made to the council's general manager or social media coordinator in the first instance. Council's should provide clear information about where any concerns and complaints can be directed in Part 9 of this model policy.

Acknowledgements

The Office of Local Government wishes to thank Local Government NSW, councils, the Independent Commission Against Corruption, the Information and Privacy Commission of NSW, the NSW Ombudsman, Resilience NSW, and the State Archives and Records Authority of NSW for their invaluable assistance in drafting this model policy .

Model Social Media Policy

Part 1 – Principles

- 1.1 We, the councillors, staff and other officials of (insert name of Council), are committed to upholding and promoting the following principles of social media engagement:

Openness	Our social media platforms are places where anyone can share and discuss issues that are relevant to our Council and the community we represent and serve.
Relevance	We will ensure our social media platforms are kept up to date with informative content about our Council and community.
Accuracy	The content we upload onto our social media platforms and any other social media platform will be a source of truth for our Council and community and we will prioritise the need to correct inaccuracies when they occur.
Respect	Our social media platforms are safe spaces. We will uphold and promote the behavioural standards contained in this policy and our Council's code of conduct when using our social media platforms and any other social media platform.

Part 2 – Administrative framework for council's social media platforms

Note: this Part contains two different models for who appoints authorised users. These models are:

- **Option 1 – the General Manager model**
- **Option 2 – the Social Media Coordinator model**

Platforms

- 2.1 Council will maintain a presence on the following social media platforms:
- **Council to specify social media accounts**
- 2.2 Council's social media platforms must specify or provide a clearly accessible link to the 'House Rules' for engaging on the platform.

Establishment and deletion of Council social media platforms

- 2.3 A new council social media platform, or a social media platform proposed by a council related entity (for example, a council committee), can only be established or deleted with the written approval of the General Manager or their delegate.
- 2.4 Where a council social media platform is established or deleted in accordance with clause 2.3, the General Manager or their delegate may amend clause 2.1 of this policy without the need for endorsement by the Council's governing body.

Option 1 – the ‘General Manager’ model

The role of the General Manager

2.5 The role of the General Manager is to:

- a) approve and revoke a staff member’s status as an authorised user
- b) develop and/or approve the training and/or induction to be provided to authorised users
- c) maintain a register of authorised users
- d) maintain effective oversight of authorised users
- e) ensure the Council adheres to the rules of the social media platform(s)
- f) coordinate with the Council’s (Insert name of Council department or team) to ensure the Council’s social media platforms are set up and maintained in a way that maximises user friendliness and any technical problems are resolved promptly.

2.6 The General Manager is an authorised user for the purposes of this policy.

Option 2 – the ‘Social Media Coordinator’ model

Appointment and role of the Social Media Coordinator

2.7 The General Manager will appoint a member of council staff to be the council’s social media coordinator (SMC). The SMC should be a senior and suitably qualified member of staff.

2.8 The General Manager may appoint more than one SMC.

2.9 The SMC’s role is to:

- a) approve and revoke a staff member’s status as an authorised user

- b) develop and/or approve the training and/or induction to be provided to authorised users
- c) maintain a register of authorised users
- d) maintain effective oversight of authorised users
- e) moderate the Council’s social media platforms in accordance with Part 5 of this policy
- f) ensure the Council complies with its record keeping obligations under the *State Records Act 1998* in relation to social media (see clauses 7.1 to 7.4 of this policy)
- g) ensure the Council adheres to the rules of the social media platform(s)
- h) coordinate with the Council’s (Insert name of Council department or team) to ensure the Council’s social media platforms are set up and maintained in a way that maximises user friendliness and any technical problems are resolved promptly.

2.10 The SMC may delegate their functions under paragraphs (e) and (f) of clause 2.9 to authorised users.

2.11 The SMC is an authorised user for the purposes of this policy.

Authorised users

2.12 Authorised users are members of council staff who are authorised by the **General Manager/SMC** to upload content and engage on social media on the Council’s behalf.

2.13 Authorised users should be members of council staff that are responsible for managing, or have expertise in, the events, initiatives, programs or policies that are the subject of the social media content.

2.14 The General Manager/SMC will appoint **(Insert a number)** member(s) of Council staff from each division of the Council to

be the authorised users for social media content relating to the work of that division.

OR

The General Manager/SMC will appoint authorised users when required.

2.15 An authorised user must receive a copy of this policy and induction training on social media use and Council's obligations before uploading content on Council's behalf.

2.16 The role of an authorised user is to:

- a) ensure, to the best of their ability, that the content they upload onto social media platforms is accurate
- b) correct inaccuracies in Council generated content
- c) engage in discussions and answer questions on Council's behalf on social media platforms
- d) keep the Council's social media platforms up to date
- e) moderate the Council's social media platforms in accordance with Part 5 of this policy
- f) ensure the Council complies with its record keeping obligations under the *State Records Act 1998* in relation to social media (see clauses 7.1 to 7.4 of this policy)

Note: Paragraphs (e) and (f) are applicable if the council adopts option 1.

- g) where authorised to do so by the SMC:
 - i) moderate the Council's social media platforms in accordance with Part 5 of this policy
 - ii) ensure the Council complies with its record keeping obligations under the *State Records Act 1998* in relation to social media (see clauses 7.1 to 7.4 of this policy)

Note: Paragraph(g) is applicable if the council adopts option 2.

2.17 When engaging on social media on Council's behalf (such as, but not limited to, on a community social media page), an authorised user must identify themselves as a member of Council staff but they are not obliged to disclose their name or position within the Council.

2.18 Authorised users must not use Council's social media platforms for personal reasons.

Administrative tone

2.19 Authorised users upload content and engage on social media on the Council's behalf. Authorised users must use language consistent with that function and avoid expressing or appearing to express their personal views when undertaking their role.

2.20 Authorised users may use more personal, informal language when engaging on Council's social media platforms, for example when replying to comments.

Register of authorised users

2.21 The SMC/General Manager will maintain a register of authorised users. This register is to be reviewed (Council to specify frequency) to ensure it is fit-for-purpose.

Ceasing to be an authorised user

2.22 The General Manager / SMC may revoke a staff member's status as an authorised user, if:

- a) the staff member makes such a request
- b) the staff member has not uploaded content onto any of the Council's social media platforms in the last (council to specify time period).
- c) the staff member has failed to comply with this policy

- d) the General Manager/SMC is of the reasonable opinion that the staff member is no longer suitable to be an authorised user.

Part 3 – Administrative framework for councillors' social media platforms

- 3.1 For the purposes of this policy, councillor social platforms are not council social media platforms. Part 2 of this policy does not apply to councillors' social media platforms.
- 3.2 Councillors are responsible for the administration and moderation of their own social media platforms (in accordance with Parts 3 and 5 of this policy), and ensuring they comply with the record keeping obligations under the *State Records Act 1998* (see clauses 7.1 to 7.4 of this policy) and council's records management policy in relation to social media.
- 3.3 Clause 3.2 also applies to councillors in circumstances where another person administers, moderates, or uploads content onto their social media platform.
- 3.4 Councillors must comply with the rules of the platform when engaging on social media.

Induction and training

- 3.5 Councillors who engage, or intend to engage, on social media must receive induction training on social media use. Induction training can be undertaken either as part of the councillor's induction program or as part of their ongoing professional development program.

Identifying as a councillor

- 3.6 Councillors must identify themselves on their social media platforms in the following format:

Councillor "First Name and Last Name".

- 3.7 A councillor's social media platform must include a profile photo which is a clearly identifiable image of the councillor.
- 3.8 If a councillor becomes or ceases to be the mayor, deputy mayor, or the holder of another position (for example, chairperson of a committee), this must be clearly stated on the councillor's social media platforms and updated within (Council to specify timeframe) of a change in circumstances.

Other general requirements for councillors' social media platforms

- 3.9 Councillor social media platforms must specify or provide a clearly accessible link to the 'House Rules' for engaging on the platform.

- 3.10 A councillor's social media platform must include a disclaimer to the following effect:

"The views expressed and comments made on this social media platform are my own and not that of the Council".

- 3.11 Despite clause 3.10, mayoral or councillor media releases and other content that has been authorised according to the Council's media and communications protocols may be uploaded onto a councillor's social media platform.

- 3.12 Councillors may upload publicly available Council information onto their social media platforms.

- 3.13 Councillors may use more personal, informal language when engaging on their social media platforms.

Councillor queries relating to social media platforms

- 3.14 Questions from councillors relating to their obligations under this policy, technical queries relating to the operation of their social media platforms, or managing records on social media may be directed to the General Manager/SMC in the first instance, in accordance with Council's councillor requests protocols

Other social media platforms administered by councillors

- 3.15 A councillor must advise the General Manager/SMC of any social media platforms they administer on which content relating to the Council or council officials is, or is expected to be, uploaded. The councillor must do so within:

- (Council to specify timeframe) of becoming a councillor, or
- (Council to specify timeframe) of becoming the administrator.

Part 4 – Standards of conduct on social media

4.1 This policy only applies to council officials' use of social media in an official capacity or in connection with their role as a council official. The policy does not apply to personal use of social media that is not connected with a person's role as a council official.

4.2 Council officials must comply with the Council's code of conduct when using social media in an official capacity or in connection with their role as a council official.

4.3 Council officials must not use social media to post or share comments, photos, videos, electronic recordings or other information that:

- a) is defamatory, offensive, humiliating, threatening or intimidating to other council officials or members of the public
- b) contains profane language or is sexual in nature
- c) constitutes harassment and/or bullying within the meaning of the *Model Code of Conduct for Local Councils in NSW*, or is unlawfully discriminatory
- d) is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
- e) contains content about the Council, council officials or members of the public that is misleading or deceptive
- f) divulges confidential Council information

- g) breaches the privacy of other council officials or members of the public
- h) contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*
- i) could be perceived to be an official comment on behalf of the Council where they have not been authorised to make such comment
- j) commits the Council to any action
- k) violates an order made by a court
- l) breaches copyright
- m) advertises, endorses or solicits commercial products or business
- n) constitutes spam
- o) is in breach of the rules of the social media platform.

4.4 Council officials must:

- a) attribute work to the original author, creator or source when uploading or linking to content produced by a third party
- b) obtain written permission from a minor's parent or legal guardian before uploading content in which the minor can be identified.

4.5 Council officials must exercise caution when sharing, liking, retweeting content as this can be regarded as an endorsement and/or publication of the content.

4.6 Council officials must not incite or encourage other persons to act in a way that is contrary to the requirements of this Part.

- 4.7 Councillors must uphold and accurately represent the policies and decisions of the Council's governing body but may explain why they voted on a matter in the way that they did. (see section 232(1)(f) of the *Local Government Act 1993*).

Part 5 – Moderation of social media platforms

Note: Councils and council officials should be aware that they may be considered a 'publisher' of any content uploaded onto a social media platform they administer, including content that:

- is uploaded by a third party; and/or
- appears on their social media platform because they have 'liked', 'shared', or 'retweeted' the content, or similar.

5.1 Council officials who are responsible for the moderation of the Council's or councillors' social media platforms may remove content and 'block' or ban a person from those platforms. Such actions must be undertaken in accordance with this Part.

5.2 For the purposes of this Part, 'social media platform' and 'platform' means both the Council's and councillors' social media platforms.

House Rules

5.3 Social media platforms must state or provide an accessible link to the 'House Rules' for engaging on the platform.

5.4 At a minimum, the House Rules should specify:

- a) the principles of social media engagement referred to in clause 1.1 of this policy
- b) the type of behaviour or content that will result in that content being removed or 'hidden', or a person being blocked or banned from the platform
- c) the process by which a person can be blocked or banned from the platform and rights of review

- d) a statement relating to privacy and personal information (see clause 7.4 of this policy)
- e) when the platform will be monitored (for example weekdays 9am – 5pm, during the Council's business hours)
- f) that the social media platform is not to be used for making complaints about the Council or council officials.

Note: If the Council adopts clause 5.4(f), the House Rules should include information about, or a link to, Council's complaints handling policy.

- 5.5 For the purposes of clause 5.4(b), third parties engaging on social media platforms must not post or share comments, photos, videos, electronic recordings or other information that:
- a) is defamatory, offensive, humiliating, threatening or intimidating to council officials or members of the public,
 - b) contains profane language or is sexual in nature
 - c) constitutes harassment and/or bullying within the meaning of the *Model Code of Conduct for Local Councils in NSW*, or is unlawfully discriminatory
 - d) contains content about the Council, council officials or members of the public that is misleading or deceptive
 - e) breaches the privacy of council officials or members of the public
 - f) contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*,
 - g) violates an order made by a court
 - h) breaches copyright

- i) advertises, endorses or solicits commercial products or business,
- j) constitutes spam
- k) would be in breach of the rules of the social media platform.

Removal or 'hiding' of content

- 5.6 Where a person uploads content onto a social media platform that, in the reasonable opinion of the moderator, is of a kind specified under clause 5.5, the moderator may remove or 'hide' that content.
- 5.7 Prior to removing or 'hiding' the content, the moderator must make a record of it (for example, a screenshot).
- 5.8 If the moderator removes or 'hides' the content under clause 5.6, they must, where practicable, notify the person who uploaded the content that it has been removed and the reason(s) for its removal and their rights of review.
- 5.9 A person may request a review of a decision by a moderator to remove or 'hide' content under clause 5.6. The request must be made in writing to the General Manager and state the grounds on which the request is being made.
- 5.10 Where a review request is made under clause 5.9, the review is to be undertaken by the **General Manager/SMC** or a member of staff nominated by the General Manager who is suitably qualified and who was not involved in the decision to remove or 'hide' the content.

Blocking or banning

- 5.11 If a person uploads content that is removed or 'hidden' under clause 5.6 of this policy on **(Council to specify a number)** occasions, that person may be blocked or banned from **the social media platform / all social media platforms**.

- 5.12 A person may only be blocked or banned from a Council social media platform with the approval of the General Manager/SMC. This clause does not apply to blocking or banning a person from a councillor's social media platform.
- 5.13 Prior to blocking or banning a person from a social media platform, the person must, where practicable, be advised of the intention to block or ban them from the platform/all platforms and be given a chance to respond. Any submission made by the person must be considered prior to a determination being made to block or ban them.
- 5.14 The duration of the block or ban is to be determined by the General Manager/SMC, or in the case of a councillor's social media platform, the councillor.
- 5.15 Where a determination is made to block or ban a person from a social media platform/all social media platforms, the person must, where practicable, be notified in writing of the decision and the reasons for it. The written notice must also advise the person which social media platforms they are blocked or banned from and the duration of the block or ban and inform them of their rights of review.
- 5.16 Despite clauses 5.11 to 5.15, where a person uploads content of a kind referred to under clause 5.5, and the moderator is reasonably satisfied that the person's further engagement on the social media platform poses a risk to health and safety or another substantive risk (such as the uploading of defamatory content), an interim block or ban from the platform/all platforms may be imposed on the person immediately for a period no longer than (Council to specify time period).
- 5.17 A person who is blocked or banned from the platform/all platforms under clause 5.16 must, where practicable, be given a chance to respond to the interim block or ban being imposed. Any submission made by the person must be considered when determining whether the interim block or ban is to be removed or retained under clauses 5.11 to 5.15.
- 5.18 A person may request a review of a decision to block or ban then from a social media platform. The request must be made in writing to the General Manager and state the grounds on which the request is being made.
- 5.19 Where a review request is made under clause 5.18, the review is to be undertaken by the General Manager or a member of staff nominated by the General Manager who is suitably qualified and who was not involved in the decision to block or ban the person. Where the decision to block or ban the person was made by the General Manager, the review must be undertaken by another senior and suitably qualified member of staff who was not involved in the decision.
- 5.20 Where a person that is the subject of a block or ban continues to engage on a social media platform(s) using an alternative social media account, profile, avatar, etc., a moderator may block or ban the person from the platform(s) immediately. In these circumstances, clauses 5.11 to 5.19 do not apply.

Part 6 – Use of social media during emergencies

- 6.1 During emergencies, such as natural disasters or public health incidents, the (Council to specify the applicable staff member/team) will be responsible for the management of content on the Council's social media platforms.
- 6.2 To ensure consistent messaging both during and after an emergency, authorised users and council officials must not upload content onto the Council's or their own social media platforms which contradicts advice issued by the agency coordinating the emergency response, or agencies supporting recovery efforts.
- 6.3 Training on social media use during emergencies should be included in training and/or induction provided to authorised users and councillors.

Part 7 – Records management and privacy requirements

Records management

- 7.1 Social media content created, sent and received by council officials (including councillors) acting in their official capacity is a council record and may constitute open access information or be subject to an information access application made under the *Government Information (Public Access) Act 2009*. These records must be managed in accordance with the requirements of the *State Records Act 1998* and the Council's approved records management policies and practices.
- 7.2 You must not destroy, alter, or remove social media content unless authorised to do so. If you need to alter or remove social media content, you must do so in accordance with this policy, and consult with the Council's records manager and comply with the requirements of the *State Records Act 1998*.
- 7.3 When/if a councillor's term of office concludes, the councillor must contact the Council's records manager and general manager/SMC to manage/transfer records of social media content created during their term of office and comply with the requirements of the *State Records Act 1998*.
- 7.4 In fulfilling their obligations under clauses 7.1 to 7.3, council officials should refer to any guidance issued by the State Archives and Records Authority of NSW relating to retention requirements for councils' and councillors' social media content³.

³ See State Archives and Records Authority of NSW 'Government Recordkeeping / Advice and Resources / Local

Government' and 'Social media recordkeeping for councillors'

Privacy considerations and requirements

7.5 Social media communications are in the public domain. Council officials should exercise caution about what personal information, if any, they upload onto social media.

7.6 The *Privacy and Personal Information Protection Act 1998* applies to the use of social media platforms by the Council and councillors. To mitigate potential privacy risks, council officials will:

- a) advise people not to provide personal information on social media platforms
- b) inform people if any personal information they may provide on social media platforms is to be used for official purposes
- c) moderate comments to ensure they do not contain any personal information
- d) advise people to contact the Council or councillors through alternative channels if they have personal information they do not want to disclose in a public forum.

7.7 Council officials must ensure they comply with the *Health Records and Information Privacy Act 2002* when engaging on and/or moderating social media platforms. In fulfilling their obligations, council officials should refer to any guidance issued by the Information and Privacy Commission of NSW, such as, but not limited to, the Health Privacy Principles.

Part 8 – Private use of social media

Note: Activities on social media websites are public activities. Even though privacy settings are available, content can still be shared and accessed beyond the intended recipients.

The terms and conditions of most social media sites state that all content becomes the property of the site on which it is posted⁴.

What constitutes 'private' use?

8.1 For the purposes of this policy, a council official's social media engagement will be considered 'private use' when the content they upload:

- a) is not associated with, or does not refer to, the Council, any other council officials, contractors, related entities or any other person or organisation providing services to or on behalf of the Council in their official or professional capacities, and
- b) is not related to or does not contain information acquired by virtue of their employment or role as a council official.

8.2 If a council official chooses to identify themselves as a council official, either directly or indirectly (such as in their user profile), then they will not be deemed to be acting in their private capacity for the purposes of this policy.

Use of social media during work hours

8.3 Council staff may access and engage on social media in their private capacity during work hours for a period of time to be specified by their manager (OPTION 1).

⁴ Social Media: Guidance for Agencies and Staff (Government of South Australia) – page 9

OR

Council staff may only access and engage on social media in their private capacity while at work during breaks (OPTION 2).

OR

Council staff must not access or engage on social media in their private capacity during work hours (OPTION 3).

8.4 Council staff who access and engage on social media in their private capacity during work hours must ensure it not does not interfere with the performance of their official duties.

Note: Councils that adopt clause 8.3 (Option 3) should delete clause 8.4.

Part 9 – Concerns or complaints

- 9.1 Concerns or complaints about the administration of a council's social media platforms should be made to the council's **general manager/SMC** in the first instance.
- 9.2 Complaints about the conduct of council officials (including councillors) on social media platforms may be directed to the general manager.
- 9.3 Complaints about a general manager's conduct on social media platforms may be directed to the mayor.

Part 10 - Definitions

In this Model Social Media Policy, the following terms have the following meanings:

authorised user	members of council staff who are authorised by the General Manager or SMC to upload content and engage on the Council's social media platforms on the Council's behalf
council official	<p>in the case of a council - councillors, members of staff and delegates of the council (including members of committees that are delegates of the council);</p> <p>in the case of a county council – members, members of staff and delegates of the council (including members of committees that are delegates of the council);</p> <p>in the case of a joint organisation – voting representatives, members of staff and delegates of the joint organisation (including members of committees that are delegates of the joint organisation)</p>
minor	for the purposes of clause 4.4(b) of this policy, is a person under the age of 18 years
personal information	information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
SMC	is a council's social media coordinator appointed under clause 2.7 of this policy
social media	online platforms and applications - such as but not limited to social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards - that allow people to easily publish, share and discuss content. Examples of social media platforms include, but are not limited to Facebook, Twitter, Snapchat, LinkedIn, Yammer, YouTube, Instagram, Flickr and Wikipedia



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DRAFT MEDIA POLICY **2025**

~~Adopted:- 29 July 2020~~

~~TRIM 182384.2018~~



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MEDIA POLICY

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MEDIA POLICY**1. PURPOSE/ ~~OBJECTIVE~~ OBJECTIVES**

a) ~~To support positive engagement~~ Provide guidelines in accordance with the media, including social media, by Local Government Act and the overarching Code of Conduct for the Mayor, Councillors and Council staff both in professional and personal capacities (Council Officials) for all Media interaction.

~~To protect~~ Support positive engagement with all forms of Media.

b) ~~Protect the reputation of the Council, community and staff and support key directions outlined in the Community Strategic Plan and Delivery Program and Operational Plan including Creating Connection, Generating Opportunity and Leading through Collaboration.~~

2. ~~LEGISLATIVE REQUIREMENTS~~

Local Government Act 1993

Provide protection from all forms of online bullying and abuse and prevent the dissemination of false information.

2. DEFINITIONS

Council Official: The Mayor, Councillors, members of staff and delegates of the council (including members of committees that are delegates of the council), service providers, contractors employed by Council, volunteers, apprentices or trainees, and work experience students

Traditional Media: print, broadcast and online media used for communicating information to the public, including, but not limited to, newspapers, magazines, internet publishers, radio, and television broadcasters.

Social Media: online platforms and applications such as but not limited to, social networking sites, wikis, blogs, microblogs, video and audio sharing sites, and message boards, that allow people to easily publish, share and discuss content. Examples of Social Media platforms include, but are not limited to: Facebook, X, Snapchat, LinkedIn, Yammer, YouTube, Instagram, TikTok, Flickr and Wikipedia.

Media: the word "Media" in this Policy means both Traditional Media and Social Media as defined above.

Personal Information: information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion.

3. POLICY STATEMENT

3.1. ~~A policy on media use, particularly social media, has been requested by Council.~~

3.1. Overview

This policy ~~Policy~~ has been developed to ~~assist Liverpool City~~ provide a guidance framework so Council Councillors/Officials can:

- Confidently and staff appropriately respond to enquiries from journalists and use social media;
- Use Social Media in an informed and appropriate manner. The policy sets guidelines for preparing media releases, responding to enquiries; and

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MEDIA POLICY

~~3.1.4. Have protection against unwarranted attacks and using social media other forms of abuse, vilification and bullying.~~

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3.1.3 Liverpool Council's Code of Conduct is also relevant when considering appropriate interaction with the media:

~~3.2. The policy covers: Councillors; Council staff; service providers; contractors employed by Council; volunteers; apprentices or trainees; and work experience students. Application~~

~~This Policy applies to:~~

- ~~• Council Officials as defined; and~~
- ~~• Members of the public that interact with Council's various Social Media outlets.~~

3.3. Implementation

~~Implementation of the Policy will be monitored/enforced by the Mayor, CEO and/or delegate and the Manager, Communications Marketing and Brand (The Manager).~~

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~~In the first instance, any questions about the application of this Policy should be directed to The Manager.~~

3.4. Enforcement

~~Liverpool Council's Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to a council's policies. A breach of the Policy will be a breach of the Council's Code of Conduct. Concerns or complaints about the administration of a council's engagement with Media should be made to the council official responsible for media management in the first instance.~~

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3.5. Training and Compliance

~~Council Officials must comply with the Council's Code of Conduct and the Media Policy when engaging with the Media in an official capacity or in connection with their role.~~

~~Council Officials who engage, or intend to engage, with the Media must receive induction training on Media use. Training can be undertaken either as part of the induction program or as part of their ongoing professional development program.~~

~~The Council will provide training for Council Officials who engage or are authorised to engage with the Media.~~

~~Council staff will be provided with a copy of Council's Media Policy during induction.~~

~~3.1.2 Councillors will receive a briefing on and be provided with a copy of Council's Media Policy during induction.~~

4.3.6 Roles and Responsibilities

3.6.1. The Mayor

~~4.1.1 The Mayor is the official principal member and spokesperson of the governing body of the Council.~~

~~4.1.2, including representing the views The CEO, who is responsible for the day-to-day management of the Council, is the spokesperson on operational matters.~~

MEDIA POLICY

4.1.5 Councillors may provide the media with comment, or post on social media, as long as they make clear this is provided as their own personal opinion and does not represent the official position to its local priorities (section 226(c) of Council the Local Government Act 1993).

4.1.6 Councillors are to remember that if the Mayor and CEO are is unavailable, the official spokespersons on all matters Deputy Mayor may act as the Council's spokesperson.

4.1.7 The Mayor may nominate another Councillor to act as an official Council spokesperson for an issue, event or topic as required

4.1.8 Council staff are to refer all media enquiries to the Communications Manager. Council staff may not speak to reporters or provide background information without delegate the express prior approval role of the CEO or Communications Manager.

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MEDIA POLICY

4.1.9 ~~The CEO may nominate spokesperson to other staff to act as spokespeople for the Council as Councillors where appropriate. For, (for example, the Director where another Councillor is best placed to comment, because the issue is of Gasula Powerhouse Arts Centre may speak to the media at any time about events.~~

~~The Communications unit particular interest to them, or it is within their particular area of expertise, or the Mayor is unavailable).~~

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3.6.2. ~~The CEO~~ responsible

~~The CEO is the official spokesperson for preparing media materials in consultation with relevant the Council on operational and administrative matters.~~

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~~The CEO may delegate to other council staff. The Mayor, and/or CEO to act as a Council spokesperson when relevant, must approve all media releases appropriate (for example, where the delegated staff member has professional expertise regarding the subject matter, or when the CEO is unavailable).~~

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4.1.40 ~~Manager, Communications, Marketing and media responses.~~

3.6.3. ~~Brand (The Communications Manager)~~

3.6.3.1. ~~The Manager is responsible to:~~

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- ~~Be the lead point of contact for all media enquiries, requests for co-ordinating interviews, requests to film or photograph council staff, facilities or events for news and issuing current affairs purposes;~~
- ~~Be responsible for preparing all media materials. Social statements prior to their release;~~
- ~~Liaise with relevant staff members within the organisation where appropriate;~~

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- 4.1.14 • ~~Ensure that media posts and responses based on pre-approved material may be statements are approved by the Communications Manager. Mayor and/or CEO prior to their release;~~

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4.2 ~~Media releases~~

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- ~~Develop and/or approve media training and/or induction to be provided to relevant staff and/or Councillors;~~
- ~~Maintain a record of all media enquiries and responses;~~
- ~~Ensure that media organisations and their representatives are treated professionally, equally and without bias;~~
- ~~Ensure that media enquiries are dealt with promptly and within the agreed deadlines;~~
- ~~Provide guidance to Councillors approached by the media for comment to avoid communication of misinformation;~~
- ~~Ensure that all media releases are published on the Council's website;~~
- ~~Develop and/or approve the training and/or induction to be provided to relevant Council Officials;~~
- ~~Moderate the Council's social media platforms in accordance with this policy;~~
- ~~Ensure the Council complies with its record keeping obligations (see Item 3.18);~~
- ~~Ensure the Council adheres to the rules of the social media platforms; and~~
- ~~Coordinate with the Council's Communications Team to ensure the Council's social media platforms are set up and maintained in a way that maximises user friendliness and any technical problems are resolved promptly.~~

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3.6.3.2. ~~The Manager may delegate functions to authorised members of staff.~~

MEDIA POLICY

3.6.3.3. The Manager is an authorised user for the purposes of this policy.

3.6.4. Councillors

Suggestions about suitable content for Media and Social Media content are welcome and should be forwarded to The Manager.

As members of the governing body and, as a representative of the community, Councillors are free to express personal views to the Media.

When engaging with the Media, Councillors:

- Are strongly advised to seek information and guidance from The Manager where appropriate before providing comment to the Media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks;
- Should make The Manager aware of potential issues that could result in Media interest;
- Must not purport to speak for the Council unless authorised so to do;
- Must uphold and accurately represent the policies and decisions of the Council's governing body but may explain why they voted on a matter in the way that they did. (see section 232(1)(f) of the Local Government Act 1993);
- In the interests of promoting a positive, safe and harmonious organisational culture, Councillors should resolve personal differences privately and must not prosecute them publicly through the Media; and
- Will not disclose council information unless authorised to do so.

The use of council resources for Councillor's private Media activity is covered by the Liverpool City Council Code of Conduct.

3.7. Council Staff may prepare draft

Suggestions about suitable content for Media and Social Media content are welcome and should be forwarded to The Manager.

All Media enquiries or invitations to comment made to Council staff must be referred to The Manager.

Council staff:

- Should make The Manager aware of positive stories and potential negative issues that could result in Media interest;
- Do not speak to the Media about Council matters unless authorised so to do; and
- Are free to express personal views to the Media on matters that do not relate to the Council, but in doing so, must not make comments that bring Council into disrepute.

When authorised to speak to the Media, Council staff:

- Seek information and guidance from The Manager where appropriate before providing comment to the Media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks;
- Uphold and accurately represent the policies and decisions of the Council; and
- Do not disclose Council information unless authorised so to do by The Manager.

3.8. Standard of conduct

Council Officials must comply with the Council's Code of Conduct and this Media Policy when engaging with the Media.

Council Officials must not share information or make comments to the Media through either direct or indirect mechanisms that:

MEDIA POLICY

- Are defamatory, offensive, humiliating, threatening, or intimidating to other Council Officials or members of the public;
- Contains content about the Council, Council Officials or members of the public that is false, inaccurate, misleading or deceptive;
- Contains profane language, is sexual, prejudicial, or inflammatory;
- Constitutes harassment and/or bullying within the meaning of the Liverpool City Council Code of Conduct, or is unlawfully discriminatory;
- Is contrary to their duties under the Work Health and Safety Act 2011 and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety;
- Divulges confidential Council information;
- Breaches the privacy of other Council Officials or members of the public;
- Contains allegations of suspected breaches of the Council's Code of Conduct or information about the consideration of a matter under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW;
- Could be perceived to be an official comment on behalf of the Council where they have not been authorised to make such comment;
- Commits the Council to any action;
- Violates an order made by a court;
- Breaches copyright;
- Advertises, endorses, or solicits commercial products or business;
- Constitutes spam; or
- Is in breach of the rules of the social media platform.

3.9. Media output

4.2.4 Council Officials are encouraged to suggest ideas for media releases, but they must be forwarded to the Communications Manager for approval, editing and distribution. The Director, Casula Powerhouse Arts Centre, may approve promotional and Social Media material.

4.2.2 A media release should never be issued quoting a Councillor or member of staff Council Official without that person's prior knowledge.

4.2.3 Staff with specialist knowledge may be quoted in media releases with the permission of staff member and the approval of the CEO.

4.2.4 All new employees are to be given Council's Media Policy as a part of the induction process.

4.3 Dealing with the media

4.3.1 Council employees may not provide any comment or information to the media with the intention of contesting or undermining Council policy or casting Council, Councillors or Council staff in a negative light.

4.3.2 In the event of an industrial dispute (or an incident likely to lead to an industrial dispute), statements on behalf of Council employees should be issued via the relevant union.

4.3.3 When appropriate, a Council employee may become the sole spokesperson on a specific issue, event or initiative within their operational portfolio, to ensure consistency of message.

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MEDIA POLICY

~~4.3.4 Council staff should treat all media outlets fairly and should avoid giving one outlet preferential treatment.~~

~~4.3.5 Council staff should avoid providing information "off the record" during media interviews. It is best to assume that everything said to any media representative may appear in a news story.~~

~~4.3.6 Contractors or service providers employed by Council must refer all media enquiries relating to Council to the Communications Manager.~~

MEDIA POLICY**4.4 Personal comments**

4.4.1 Council employees may speak to the media, post on social media or write letters to the Editor as private individuals. However staff must not distribute information that:

- a) Compromises your capacity to perform your official duties in an unbiased manner;
- b) Has the potential to have a negative impact on your working relationships within the council or with external parties;
- c) Is offensive, humiliating, threatening or intimidating to other council officials or those that deal with the council;
- d) Has the capacity to damage the council's reputation or contains content about the council that may be misleading or deceptive;
- e) Divulges confidential council information;
- f) Breaches the privacy of other council officials or those that deal with council;
- g) Contains allegations of suspected breaches of this code or information about the consideration of a matter under this code or any other code pertaining to Conduct; or

3.10. Could be perceived to be an Private use of Media

3.10.1. For the purposes of this policy, a council official's social media engagement will be considered 'private use' when the content they upload:

- is not associated with, or does not refer to, the Council, any other council officials, contractors, related entities or any other person or organisation providing services to or on behalf of the Council in their official or professional capacities, and
- is not related to or does not contain information acquired by virtue of their employment or role as a council official comment on behalf of the council where you have not been.

3.10.2. If a council official chooses to identify themselves as a council official, either directly or indirectly (such as in their user profile), then they will not be deemed to be acting in their private capacity for the purposes of this policy.

3.11. Use of Media during emergencies

During emergencies, such as natural disasters or public health incidents, The Manager will be responsible for coordinating media releases and statements on behalf of the Council.

Council Officials must not provide comment or information that is inconsistent with official advice issued by the Council or any other agency coordinating the emergency response.

Training on Media engagement during emergencies will be provided to Councillors and relevant staff and other Council Officials.

h) To ensure consistent messaging both during and after an emergency, authorised to make such comment users and council officials must not upload content onto the Council's or their own social media platforms which contradicts advice issued by the agency coordinating the emergency response, or agencies supporting recovery efforts.

3.12. Media engagement in the lead up to elections

This Policy does not prevent the Mayor or Councillors who are candidates at a Council or any other election from providing comment to the Media in their capacity as a candidate for election.

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MEDIA POLICY

Any Media comment provided by the Mayor or Councillors who are candidates at a council or another election must not be provided in an advertisement, newspaper column, or a radio or television broadcast paid for by the Council or produced by the Council or using Council resources.

4.5 Council's use of social media**3.13. Social media is one of many communicationMedia usage and engagement****3.13.1. Responsible Officer**

The Manager is responsible for authorising and monitoring the use of the Social Media channels for associated with Liverpool City Council.

4.5.1 Council to engage with the community.**3.13.2. Social Media Posts**

4.5.2 Posts on Council outlets by authorised officersstaff members must:

- Be approved by The Manager;
- a) Be honest, polite and considerate;
- b) Include appropriate information;
- c) Ensure relevant permissions have been obtained for photos - photos of children under 16 must have the guardian's written permission;
- d) Ensure flyers or posters are approved and works of art are credited as appropriate;
- e) Be accurate and comply with council policies and other relevant requirements;
- f) Adhere to legislation including copyright, privacy, defamation, contempt of court, discrimination, harassment and Council's Privacy Management Plan and Code of Conduct; and
- g) Not damage Council's reputation.

4.63.14. Monitoring posts by External users of Council outlets

Participation by the general public on Council's Social Media outlets is governed by Council's Social Media Interaction Guidelines (see Attachment A).

Council's Social Media Interaction Guidelines will be posted on the Council website.

A post will be made to all Council Social Media outlets each quarter, reminding users about the interaction guidelines requirements and linking to the relevant website page.

4.6.4 Authorised officers need to will regularly monitor posts regularly during business hours and immediately remove or hide content that:

- Defames any individual, group or is defamatory, offensive, humiliating, threatening or intimidating to council officials or members of the public,
- Contains profane language or is sexual in nature
- Constitutes harassment and/or bullying within the meaning of the Model Code of Conduct for Local Councils in NSW, or is unlawfully discriminatory
- Contains content about the Council, council officials or members of the public that is misleading or deceptive
- Breaches the privacy of council officials or members of the public

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MEDIA POLICY

- Contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW.
- Violates an order made by a court
- Breaches copyright
- Advertises, endorses or solicits commercial products or business.
- Constitutes spam; or
- Would be in breach of the rules of the social media platform.

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3.15. Staff use of social media during work hours

Council staff who access and engage on social media in their private capacity during work hours must ensure it not does not interfere with the performance of their official duties.

3.16. Fact Checking

Council will publish information to correct false, inaccurate, misleading or deceptive Social Media content (Fact Checks).

Fact Checks will be issued following a determination at the operational level of Council and will be triggered by content that:

- Directly relates to Council business or policies;
- Is demonstrably incorrect or misleading;
- a) • Requires a correction or clarification from the Council organisation;
 - b) Vilifies any individual, group or organisation because of their political affiliation, race, religion, cultural background, gender, age or sexual identity;
 - c) Contains obscene, racist, sexist, threatening or offensive language or images;
 - d) Breaches copyright;
 - e) Is potentially unlawful; or
 - f) Is spam or advertising.

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MEDIA POLICY

4.7 Enquiry and response handling

4.7.1 Customer enquiries should be handled as follows:

Type	Action
Simple question, e.g. date of an event	Communications Officer to post reply
Controversial or ongoing topic, e.g. Western Sydney Airport	Communications Officer/Manager to assess and reply if required
Likely to turn into a media issue	Communications Officer/Manager to assess and reply if required
Customer Service Enquiry, e.g. parking, bins	Post: Hi xx, please click on the 'send email' button at the top of the page or Customer Request Form to send your enquiry to Council's Customer Service Or If it appears urgent, pass on to the relevant team and post: Hi xx, thanks for your comment, we have passed this on to Council's xx team to investigate.
Detailed/complex question	Post: Hi xx, please click on the 'send email' button at the top of the page or Customer Request Form to send your enquiry to Council's Customer Service
Abusive/defamatory/racist etc	Hide post
Person or others likely to be in danger	Request a phone number so someone can contact them

4.7.2 Communication to public about roles and responsibilities:

- a) Explicitly set expected response times and state limitations to responding (such as during business hours). Eg We will update and monitor this site during office hours; Monday to Friday;
- b) Recommend appropriate channels for certain types of communication (such as emergencies);
- c) Prohibit posting of offensive material; and
- d) Document action moderator will take if user doesn't comply: modify or delete, then block after three breaches.

4.8 New social media channels

4.8.1 In order to efficiently manage the social media channels used by Council, the Communications Manager must authorise the use of new social media channels that are associated with Liverpool City Council.

MEDIA POLICY**4.9 Personal use of social media**

- Council does not seek to restrict personal use of social media (see above, Personal comments). However, employees need to be aware that their Relates to a contemporary or current matter; or
- Has gained Social Media or communications traction in the community.

3.17. Photography

Media content photo opportunities will be co-ordinated by Council's Communications Team. Attendance by the Mayor or a Councillor at Council events constitutes permission to be photographed or videoed and for that content to be published unless otherwise specified at the time.

Material published must have the permission of those featured; in the case of a person under the age of 18, this must be written permission from the child's parent or guardian.

Photos taken by Council staff and any Council contract photographers remain the property of Council.

3.18. Records Management

Council's Media and Communication team will maintain a record of Media output, including but not limited to media releases, media inquiries and responses and Social Media posts.

Media content created and received by Council Officials acting in their official capacity is a Council record and may be subject to information access applications made under the *Government Information (Public Access) Act 2009*.

These records must be managed in accordance with the requirements of Liverpool City Council's Records Management Policy and the *State Records Act 1998*.

3.19. Concerns and Complaints

3.19.1. Concerns or complaints about activity considered to be a breach of this Policy should be made to the CEO in the first instance.

4.9.1 Complaints about a general manager's conduct on social media may impact on their employment.

4.9.2 It is a staff responsibility to protect Council's brand and reputation.

4.9.33.19.2 Employees are responsible for content which they publish on social media platforms. They should ensure that their personal comments or opinions are not mistaken for Council's official position. All employees should promote a positive image of Council at all times and are encouraged not to comment on local issues that relate to or involve Council in a way that would reflect poorly on themselves or Council should be directed to the mayor.

4. Staff employed by Legislative Requirements

Local Government Act 1993

Work Health and Safety Act 2011

Copyright Act 1968

Defamation Act 2005

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MEDIA POLICYGovernment Information and Privacy Act 2009State Records Act 1998Privacy and Personal Information Protection Act 19984.9.4 ~~Liverpool City Council are obliged to follow these conditions:~~Code of Conduct

- ~~a) Employees must not post any statement or comment which brings Council into disrepute;~~
- ~~b) Employees must ensure they do not commit Council to any action or initiative without the appropriate authority;~~
- ~~c) Employees must not post material that is obscene, defamatory, threatening, harassing or discriminatory to any individual, group or organisation, including Liverpool City Council;~~
- ~~d) Employees must not disclose official information unless authorised to do so; and~~
- ~~e) Employees must ensure appropriate approval is obtained prior to using social media options in an official Council capacity.~~

4.9.5 ~~Breaching this policy may result in disciplinary action, counselling or dismissal.~~**4.10 Personal use of social media when using Council's resources, or in work time**4.10.1 ~~Staff may use social media as long as it does not interfere with their work.~~

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MEDIA POLICY

ATTACHMENTS

Attachment A

Social Media Policy 2013 Interaction Guidelines

Department of Public Works: Official use of social media guidelines, ICT Policy and Coordination Office, December 2010 v.1.0.0
 Victorian Department of Health: Social Media Action Plan Part 2: Staff toolkit, Best practice guidelines and templates to help you use social media, 2010
 Coffs Harbour City Council: Social Media Policy, October 2012
 Gunnedah Council: Social Media Policy, 2013
 Parramatta City Council: Social Media Policy
 Transport for NSW: The Development of Social Media Policy
 City of Ryde: Media Policy 2014

Thomas Tudehope, NSW LGA: Reaching your Social Media Guidelines

Liverpool City Council's Social Media channels are intended to provide communication about Council services, initiatives, events, programs and news. Council welcomes interaction on its sites and encourages responses, however it will moderate content in line with these guidelines. Council reserves the right to fact check posts or comments and issue corrections.

Council's primary communication is via Facebook and Instagram with select communications published through LinkedIn, YouTube and Tik Tok.

The full list of Council's communication channels is listed here.

Council's Social Media outlets

[Facebook](#)

[Instagram](#)

[LinkedIn](#)

[YouTube](#)

[TikTok](#)

What to expect from Council

Council staff will be monitoring Council's Social Media outlets from 09.00 am to 5.00 pm Mondays to Fridays (excluding public holidays) and will act when posts or comments contravening the Social Media Interaction Guidelines are discovered.

Council Enquiries via Social Media

You will get a faster and better response to questions about Council's services and operations by contacting Council's Customer Service team rather than by going online.

Report all emergencies (including property damage) to 000.

Contact Council's Customer Service Team if you:

- Have an enquiry about Council operations or services:

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MEDIA POLICY

- Want to report an emergency relating to Council property or services;
- Need to request a Council service;
- Would like to give us official feedback; or
- Wish to make a complaint.

Direct all these enquiries to Council's Customer Service Team via:

Phone: 1300 36 2170

Email: lcc@liverpool.nsw.gov.au

Online: [By clicking here](#)

You can get more information about Council's Customer Service facilities by reading the Customer Service and Communication Policy.

Moderation of public comments

Social Media posts and comments must adhere to that platforms' own community –guidelines, user agreements and policies.

Liverpool City Council does not accept responsibility for community comments – they are not representative of the opinions of the Council, nor does Council make any warranty to their accuracy.

Official communications such as those related to media releases, election information and announcements, public exhibitions and draft policies will be shared on Council's Social Media channels with comments turned off. If you wish to share your feedback about these communications, Council asks that you do this through Council's Customer Service channels.

Council's team may hide or remove comments if they are considered to breach privacy or the guidelines.

A person who repeatedly breaches these guidelines may be blocked or banned from Council's social media platforms.

Council does not participate in Facebook groups nor respond to any tagging within these groups.

Council reserves the right to report posts to Facebook, page moderators, the Police or other agencies as deemed necessary.

What Council expects from those who interact on Council's Media platforms

Council supports the Terms of Service and all other related policies of the Social Media platforms with which it participates and expects visitors to and users of Council's Social Media pages to do the same.

Council's Social Media channels should be a safe space for everyone.

Council encourages open discussion and seeks to create a positive and engaging environment for the community where users treat each other and Council's Social Media moderators with respect.

Disagreement is a natural part of life, but Council asks users to remain respectful when conveying a contrary point of view. The best outcome is to agree to disagree.

When interacting on Council's social pages Council expects users will:

- Exercise courtesy;

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MEDIA POLICY

- Always be respectful to others;
- Not post personal addresses or phone numbers; and
- Acknowledge that the Council cannot check the accuracy of every comment and does not take any responsibility for any reliance on comments.

Posts on Liverpool City Council's Social Media outlets will be deleted or hidden as determined at Council's absolute discretion. Likely trigger points include content that:

- Is defamatory, offensive, humiliating, threatening or intimidating to council officials or members of the public,
- Contains profane language or is sexual in nature
- Constitutes harassment and/or bullying within the meaning of the Model Code of Conduct for Local Councils in NSW, or is unlawfully discriminatory
- Contains content about the Council, council officials or members of the public that is misleading or deceptive
- Breaches the privacy of council officials or members of the public
- Contains allegations of suspected breaches of the Council's code of conduct or information about the consideration of a matter under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW,
- Violates an order made by a court
- Breaches copyright
- Advertises, endorses or solicits commercial products or business,
- Constitutes spam; or
- Would be in breach of the rules of the social media for local government, April 2013 platform.

Users who do not comply with Council's Social Media community guidelines will be blocked from the page at the absolute discretion of the Council.

Recordkeeping

Council may record information posted to any of its Social Media channels for Council purposes. This includes your public social networking account name.

Disclaimer

Although Council takes care producing content for Social Media, it does not guarantee the information is accurate, complete or current, and that the data is free from defects.

Council neither endorses nor takes responsibility for content posted by third parties. This is also the case if Council likes or follows a page. Commenting may be turned off on content shared from third parties.

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