

Management report to Council

Agenda item 6.7

Updated: Protocol supporting decision-making structures and city representation roles

29 October 2013

Presenter: Keith Williamson, Manager Governance Services

Purpose and background

1. The purpose of this report is to present an updated Protocol Supporting Decision-Making Structures and City Representation Roles (the Protocol).
2. The Protocol, first adopted by the previous Council in 2009, provides a set of understandings around individual and collective responsibilities. It is structured into three parts and provides guidance on roles and responsibilities, informed decision-making and city representation roles.
3. The Protocol has been reviewed by Councillors and an updated draft is included as Attachment 2.

Key issues

4. The key proposed changes to the Protocol can be summarised as follows:
 - 4.1. **Media protocol**

The Protocol now provides greater clarity in relation to processes around generating and responding to media contact. It acknowledges that the Lord Mayor, as chief representative, is spokesperson on major issues relating to the City of Melbourne. It provides criteria on what is considered a major issue and the circumstances in which matters are referred to a Portfolio Chair. The Protocol also encourages a greater sharing of information on media contact and provides guidance on use of social media.
 - 4.2. **Representation at Council organised and sponsored events**

The updated Protocol includes a change in the way representation opportunities are managed with a greater role for Portfolio Chairs. It provides that the Lord Mayor will be the initial contact point for opportunities to represent Council at City of Melbourne organised events and activities except where these relate to portfolio-specific consultations, forums and community meetings. In these circumstances the Portfolio Chair will first be given the opportunity to represent Council.
 - 4.3. **Corporate publications**

The Protocol relating to a range of corporate publications has been given a general update. The main change relates to the *Melbourne News* publication which aims to generate greater content on significant policy or projects and inclusion of extended written pieces on portfolio matters.

Recommendation from management

5. That Council:
 - 5.1. adopts the revised Protocol Supporting Decision-Making Structures and City Representational Roles included as Attachment 2 to this management report
 - 5.2. authorises the Manager Governance Services to make any further minor editorial changes to the Protocol prior to publication.

Attachments:

1. Supporting Attachment
2. Revised Protocol Supporting Decision-Making Structures and City Representation Roles

SUPPORTING ATTACHMENT

Legal

1. There are no direct legal implications arising from the recommendation contained in this report.

Finance

2. There are no direct financial implications arising from the recommendation contained in this report.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

Stakeholder consultation

4. There was no requirement to consult with external stakeholders.

Relation to Council policy

5. This report provides for an update to the Protocol which was first adopted by Council on 29 October 2009.

Environmental sustainability

6. This proposal has no significant impact on environmental sustainability.

**PROTOCOL SUPPORTING
DECISION-MAKING STRUCTURES
AND
CITY REPRESENTATION ROLES**

(D R A F T)

2013

CONTENTS

Section	Subject	Page
1.	Roles and Responsibilities	3
1.1	Lord Mayor	3
1.2	Deputy Lord Mayor	3
1.3	Councillors	3
1.4	Portfolio Chair (Committee Chair)	3
2.	Informed Decision Making	6
2.1	Chief Executive Officer meetings with Lord Mayor, Deputy Lord Mayor & Councillors	6
2.2	Preparation of Committee and Council Reports	6
2.3	Role of Supporting Director	7
3.	City Representation	8
3.1	Media Protocols	8
3.2	Corporate Publication Protocols	11
3.3	External Publication Protocols	13
3.4	Representing the City at Events, Functions & Delegations	13

1. Roles and responsibilities

1.1. Lord Mayor

The statutory provisions do not fully define the role and function of the Lord Mayor. As with many other aspects of government, it is tradition, convention and practice that broadens and better defines the role of the Lord Mayor. The Lord Mayor's role has three key functions: to lead the Council in its decision-making, represent the views of Council and its community and act as ceremonial head at events.

1.2. Deputy Lord Mayor

The Deputy Lord Mayor has a leadership and representational role in conjunction with the Lord Mayor. Due to the large number of Mayoral engagements and commitments, the Deputy Lord Mayor is expected to assist in representing the Lord Mayor at various functions and meetings.

The Deputy Lord Mayor will assume the role of Acting Lord Mayor during periods of absence of the Lord Mayor, or at the request of the Lord Mayor.

1.3. Councillors

1.3.1. General

In fulfilling the legislative role of Council, all Councillors shall be guided by the principles in the Council's Code of Conduct. In carrying out their role, Councillors shall:

- provide civic leadership and contribute effectively to the interests and advancement of the Capital City and its community
- contribute to the strategic vision for the City as a Capital City
- participate in deliberations of Committee and Council.

1.3.2. Councillor - Representing the Lord Mayor

Councillors will represent the Lord Mayor at functions and meetings where the Lord Mayor and Deputy Lord Mayor are unavailable. Allocation of representation roles will be made based on portfolio responsibilities of Councillors (see section 3.4 for further protocol).

1.3.3. Councillor - Acting Lord Mayor

A Councillor may be appointed as Acting Lord Mayor by resolution of Council. This will arise in exceptional circumstances where both the Lord Mayor and Deputy Lord Mayor are absent from office.

1.4. Portfolio Chair (Committee Chair)

1.4.1. Overview

Council will determine the creation of Committees of Council to reflect the policy and strategic direction of the City. Portfolio Chairs and Deputy Portfolio Chairs, also known as Committee Chairs, will be appointed to these Committees.

A Portfolio Chair has responsibilities that involve the co-ordination of Committee business and a key role in the representation of Council in areas covered under the terms of reference of their Committee. The representational role of a Portfolio Chair is carried out in line with spokesperson and representational protocols outlined in section 3.

The Deputy Portfolio Chair shall act as Chair in the absence of a Portfolio Chair and shall assume the full responsibilities and the spokesperson role of the Chair. The Deputy Chair shall also work closely with the Chair in ensuring that the following objectives are achieved.

1.4.2. Committee Business

As a Portfolio Chair, the Councillor shall:

- provide efficient co-ordination of business conducted in public and closed sessions of Committee meetings
- provide leadership and guidance to fellow Councillors by ensuring that meetings are conducted in line with the Meetings Procedures Code, Councillor Code of Conduct and other protocols that instil the highest level of community confidence in Council processes
- represent the decisions and views of the Committee on matters which relate to the Committee's responsibilities in line with media protocols outlined in section 3.1
- work closely with the supporting Director to communicate with other Councillors on the forward plan of Committee business in line with protocol for preparation of reports for Committee and Council as outlined in section 2.2
- undertake a role in relation to emerging issues, challenges and opportunities relevant to the portfolio area. This may involve liaison and consultation with key stakeholders on areas that impact on the development and review of Council priorities and programs
- lead discussion on areas within portfolio responsibilities and assist other Councillors in developing the fullest possible understanding of matters being put to the Council. This includes keeping other Councillors updated through avenues such as Councillor Forums.

1.4.3. City Representation as Portfolio Chair

In line with protocols outlined in section 3 that acknowledge the role of the Lord Mayor and Deputy Lord Mayor, a Portfolio Chair will also play a key role in representing the City of Melbourne.

- **Community Leadership and Engagement:** Leadership in liaison and consultation is an important part of a Portfolio Chair's role. As such, a Portfolio Chair shall:
 - act as a focus for liaison between the Council, community and external organisations on significant issues relating to the portfolio area. The Chair shall take the lead on such issues raised with Councillors and where necessary shall ensure fellow Councillors and Council officers are informed and consulted in efforts to provide positive outcomes for the community and the city in general
 - be given the opportunity of playing a lead role in community engagement activities that fall within portfolio areas of responsibility. These activities will facilitate the development of, and communication to, the community of Council policies, strategies and programs
 - be given the opportunity of participating (with the Lord Mayor and Chief Executive Officer) in meetings between Council and Ministers at State and Federal levels of government on major policy issues or decisions.

- **Media Spokesperson Roles:** A Portfolio Chair will be the authorised spokesperson in line with the media protocols outlined in section 3.1.
- **Events, Functions and Delegations:** A Portfolio Chair will, in line with representation protocol outlined in section 3.4 be given the opportunity of representing Council at a range of cultural, community, business and sporting events in Melbourne. These will involve those organised or sponsored by the City of Melbourne and those being staged by external sources. Many of these will involve speaking opportunities.
A Portfolio Chair may also be required to represent Council at forums, meetings or conferences at a national and international level on key issues relating to portfolio responsibilities. Such representation will be in accordance with travel guidelines contained in the Councillor Expenses and Resources Guidelines.
- **Advisory Committees and External Organisations:** The Councillor representing Council on an advisory committee or external organisation shall generally be the Chair of the Committee which has portfolio responsibility for the issue or subject matter.

2. Informed decision making

2.1. Chief Executive Officer - meetings with Lord Mayor, Deputy Lord Mayor and Councillors

In recognition of the leadership roles of the Chief Executive Officer, the Lord Mayor and the Deputy Lord Mayor, regular meetings will be held. These meetings shall provide the opportunity of raising emerging issues (including stakeholders issues), that have the potential to impact on Council position or policy. Discussion shall seek to identify the most appropriate strategy or way forward in progressing such matters through Council. The Chief Executive Officer shall provide advice in relation to progressing matters within budgeted resources. This includes advice in respect of any operational issues raised by the Lord Mayor and Deputy Lord Mayor.

The Chief Executive Officer will also hold regular meetings with individual Councillors to determine whether priorities are being met.

2.2. Preparation of Committee and Council reports

2.2.1. Reports from the administration

The administration will provide professional advice and recommendation to Councillors in the form of reports to Committee and Council. The administration will maintain a Forward Plan of proposed committee business and this shall be available to all Councillors. A Portfolio Chair will be kept informed on upcoming issues through regular meetings with the supporting Director. The preparation and submission of such reports shall generally be based on the following:

- **Public interest:** The proposal raises an issue of significant public interest.
- **Policy change:** The proposal raises an issue of policy or process not covered by existing policy or practice.
- **Public objection:** The proposal has given rise to substantial public objection or appears likely to do so.
- **Consistency:** A council officer recommends approval of the proposal, but such approval would be, or could reasonably appear to be, inconsistent with a previous decision or decisions by or on behalf of the Council.
- **Unbudgeted expenditure:** Implementation of the proposal would require expenditure of Council funds, and such funds have not been specifically provided for in the budget.
- **Consultation:** A council officer is not satisfied that the proposal has been the subject of appropriate consultation with those likely to be interested in or affected by it.
- **Decision by Council:** A Council officer:
 - is not satisfied that the proposal is one that is appropriate for the decision of the administration rather than the Council
 - believes that it is more appropriate that the proposal or any issue arising in connection with it should be determined by the Council rather than the administration.
- **Call-in of proposal:** Any Councillor has indicated a desire to call in the proposal for Council decision.

2.2.2. Councillor requests for report preparation

Individual Councillors seeking the preparation of a report to Committee or Council should convey the request to the Chief Executive Officer. The Chief Executive Officer will assess the request and if fulfilling such a request requires use of significant resources, a briefing paper shall be prepared on the matter. The briefing paper will be made available to all Councillors for consideration at the next scheduled Councillor-Only Session. The Chief Executive Officer will only proceed with preparation of a report following advice that a consensus view was reached at Councillor-Only Session on the need for a report.

2.3. Role of Supporting Director

2.3.1. Portfolio Support

The designated supporting Director shall play an overarching portfolio support role. The Director shall work closely with the Portfolio Chair. In doing so, a supporting Director shall:

- establish regular meetings (based on requirements) with the Portfolio Chair with the objective of exchanging information on emerging issues and opportunities relating to the portfolio area
- involve other Council officers (relevant managers and media advisers as part of a Portfolio Support Network) as required in discussions on upcoming issues and opportunities relating to the portfolio area
- provide an administration sounding board (advice and possible direction) on issues raised by community and stakeholder groups on matters relating to the portfolio
- provide guidance on those matters which for reasons of community interest and benefit require immediate action and may be advanced under delegated authority of the Chief Executive Officer. This shall involve providing reasonable information which allows a Portfolio Chair to pursue the reaching of a consensus by Councillors on the need for the Chief Executive Officer to take a course of action. In such circumstances, the Portfolio Chair shall use Councillor Forums as a means of pursuing a consensus.

2.3.2. Agenda co-ordination

The supporting Director provides a key role in co-ordinating the agenda papers for Committee meetings. In doing so, the supporting Director shall:

- review, with the Portfolio Chair, upcoming items proposed for Committee consideration and develop a Forward Plan of Committee Business
- Provide advice in relation to matters proposed to be reported to an upcoming meeting of Committee
- seek the Portfolio Chair's assistance in progressing matters through a Councillor Forum or other briefings aimed at informing all Councillors on matters where Councillor views are required to be canvassed
- provide advice to a Chair on Councillor requests for future Committee reports in line with protocols for preparation of reports for Committee and Council (see section 2.2);
- liaise with the Manager Governance Services (and Chief Executive Officer where necessary) on matters relating to report preparation and approval processes (including Directors Agenda Review Panel, terms of reference and protocols guiding preparation of reports).

3. City representation

3.1. Media protocol

3.1.1. General principles

The following protocol acknowledges the primary spokesperson role of the Lord Mayor whilst recognising the important role of Portfolio Chairs in communicating Council policy on matters relevant to the Melbourne community.

It acknowledges that the resources of the Media Team will be made available to assist the Lord Mayor, Deputy Lord Mayor, Councillors and Chief Executive Officer (or delegate) to communicate with media outlets on matters of Council policy.

The protocol relies on the principle that the Lord Mayor will be the spokesperson on major issues involving the City of Melbourne. Whilst this at times will rely on the professional judgement of the Media Team, major issues will generally meet one or a number of the following criteria:

- announcements or commentary relating to premier events, major projects or key community infrastructure being undertaken by the City of Melbourne
- key announcements regarding Annual Plan and Budget, Council Plan and other key strategic plans setting the long-term vision for the City
- matters, including those considered by Committee or Council, which are likely to involve dialogue at a national or international level;
- matters of a controversial nature and likely to impact on Council reputation
- matters involving an emergency or crisis
- where the community would reasonably expect to hear from the chief spokesperson or leader of an organisation on an issue.

Where a Councillor feels they have played a key role in development of a Council position or initiative and would like the opportunity to be engaged with media, the Councillor should advise the Lord Mayor, relevant Portfolio Chair and the Media Team who will ensure that the Councillor is kept informed when advancing media opportunities in line with the following protocol.

A Councillor acting as authorised spokesperson in line with the following protocol has a responsibility to represent the Council position in relation to a matter. If that Councillor wishes to express a personal view which differs from an adopted position, the Councillor is obliged to identify that the opinion or view is their own.

3.1.2. Responding to media

For the purposes of this section, approaches from the Media are categorised into three types:

- A. Where the media contacts a Councillor directly.
- B. Where the media contacts the City of Melbourne requesting a comment specifically from the Lord Mayor, Deputy Lord Mayor or an individual Councillor.

- C. Where the media contacts the City of Melbourne requesting general comment or information without specifying the preferred respondent.

Where the media contacts a Councillor directly (type A), Councillors are encouraged to inform the Media Team, Portfolio Chair and where appropriate all Councillors as soon as practicable where the issue relates to Council business or policy. If in this circumstance the Councillor is not the Portfolio Chair, the Councillor is also encouraged to suggest to the media outlet that the Portfolio Chair be contacted.

Where the media contacts the City of Melbourne requesting a comment from, or an interview with, the Lord Mayor, Deputy Lord Mayor or a particular Councillor (type B), the Media Team will refer it to that person. The Media Team will then notify the Lord Mayor, Deputy Lord Mayor, Portfolio Chair and Deputy Portfolio Chair and where appropriate and practicable all Councillors of the nature of the media request and the identified spokesperson. After any media request has been responded to all Councillors will be provided with a copy of the response given (if it was a written response) and/or a copy of the resulting article or story (if available).

Where the media contacts the City of Melbourne requesting a response from a City of Melbourne spokesperson or is otherwise seeking a comment from the City of Melbourne or Councillors (type C), the Media Team will follow the protocol below:

- the Media Team will establish the identity of the relevant spokesperson according to the order of priorities specified in Table 1 such that if and when the first priority for a spokesperson is reasonably determined by the Media Team to be unavailable or otherwise declines to be the spokesperson, the second priority for spokesperson will be approached, and so on
- the Media Team will, where media requests specifically concern a resolution relating to a Notice of Motion, keep the mover of that Motion informed of all media requests and the outcomes of those requests regardless of whether the mover is the spokesperson
- the Media Team will, where it has been established that a Councillor is the relevant spokesperson, notify the Lord Mayor, Deputy Lord Mayor, Portfolio Chair and Deputy Chair and where appropriate and practicable notify all Councillors of the nature of the media request and the identity of the spokesperson
- The Media Team will, when responding to media requests for information on operational, administrative or regulatory matters, notify the Lord Mayor, Deputy Lord Mayor, Portfolio Chair and Deputy Chair when seeking information from a relevant area of Council. All Councillors will receive a copy of the response provided to the media
- the Media Team will, after any media request has been responded to, report to all Councillors the response given (if it was a written response) and/or a copy of the resulting article or story (if available)

TABLE 1

Type of Request	Spokesperson			
	Lord Mayor	Portfolio Chair	Deputy Portfolio Chair	Officer as authorised by the CEO
Media has approached City of Melbourne with a request for an interview or comment on an issue which meets the criteria for major issue	1	2	3	4
Media has approached City of Melbourne with a request for an interview or comment on an issue other than a major issue		1	2	3
Media has approached City of Melbourne with a request for information or comment on an administrative, operational or regulatory nature				1

3.1.3. Generating media

Where Councillors instigate media interest, contribute written pieces or give interviews on Council matters to online print or electronic media, they are encouraged as a courtesy to inform the relevant Portfolio Chair and the Media Team prior to publication. In situations where a Councillor's media comments may be regarded as controversial or divisive in nature, that Councillor should inform all Councillors and the Media Team.

Media Releases will be issued to assist media and community understanding of a Council position in relation to any matter. In creating and issuing Media Releases, the Media Team will follow the protocol below:

- The Media Team will determine which Councillor is to be quoted, such that for Media Releases on major issues as defined in section 3.1.1 this will be the Lord Mayor for Media Releases on matters other than major issues this will be the relevant Portfolio Chair. At the discretion of the Lord Mayor, Portfolio Chairs may also be quoted in media releases where the Lord Mayor is the spokesperson.
- The Media Team will determine key quotes in consultation with the office of the Lord Mayor and/or any Councillor being quoted.
- The Media Team will ensure that the Portfolio Chair is kept informed of the intention to issue a Media Release which concerns the relevant portfolio for those instances where the Lord Mayor is to be quoted but the Portfolio Chair is not.
- The Media Team will circulate final copies of all Media Releases to all Councillors.

The City of Melbourne uses social media to engage with the wider community. The administration operates various social media accounts in accordance with the City of Melbourne *Social Media Policy*.

As the Council's chief spokesperson and representative, appropriate social media accounts using the title of Lord Mayor will be maintained by the administration. The accounts will be utilised as part of the City of

Melbourne's broader communication and engagement through social media.

As part of a broader approach to enhancing community engagement in Council decision-making processes, social media will be used to publicise impending Committee and Council business as well as outcomes on matters which may benefit from increased community awareness and debate.

3.1.4. Media Team support to Councillors

While Councillors are entitled to speak to the media on any topic, if they are not acting as the authorised spokesperson on Council matters or positions as described in this protocol, the Media Team's resources are not available to them.

The Media Team aims to ensure that all Councillors are kept informed and updated on media issues relating to the City of Melbourne. In doing so, a Weekly Media Report will be produced to provide an outline of week-in-review and week-ahead media activity and opportunities.

The Media Team will also participate in portfolio support networks and work with Council officers and Portfolio Chairs in developing strategy around upcoming Committee and Council business and issues relating to implementation of Council initiatives and policies. Councillors wishing to progress ideas and opportunities which promote City of Melbourne activities or initiatives should do so through portfolio support networks in first instance and with the Media Team.

A member of the Media Team will generally accompany Lord Mayor, Deputy Lord Mayor and Councillors, if required, to media opportunities or events where media is likely to be present. Support is also provided to the Lady Mayoress on City of Melbourne related matters where considered appropriate.

3.2. Corporate publication protocols

The following protocols apply to the Lord Mayor, Deputy Lord Mayor and Councillors and cover use of quotes, photographs and publications, including:

- Melbourne News;
- Publication Forewords;
- Corporate advertisement;
- Promotion Letters;
- Photos – use of photos in publications; and
- Christmas/Festive Season cards

3.2.1. Melbourne News

The Corporate Affairs and Strategic Marketing Branch prepares articles which include quotes from Councillors and photos where relevant. Quotes will be attributed to the relevant Portfolio Chair or the Councillor who has had direct involvement. If a quote is sourced from a media release, the quote in the article will be similarly attributed in Melbourne News. This means that if a Councillor is quoted in a media release, the quote will be used in the article and attributed to the same Councillor. The Lord Mayor, Deputy Lord Mayor and Councillors are provided three working days to approve their own quote used in the article. In the absence of approval, the quote will be removed if it has not been sourced from a media release. If the quote is sourced from a media release, the quote will be published. The accuracy of the article will be approved by the relevant operational manager.

Articles are prepared based on:

- opportunity to inform City residents and ratepayers on significant policies or projects in detail
- providing timely information about relevant services/programs delivered or funded by the City of Melbourne
- corporate report card on achievements, strategies and plans
- promotion of City of Melbourne sponsored/funded or owned events
- promotion of consultation
- relevant outcomes of work conducted.

This combination of articles aims to cover interesting and significant matters, include at least one major written piece per edition and at all times to enhance the City of Melbourne's reputation. Over the course of a year, at least one significant extended piece should be included from each portfolio area. This means that in some cases, not all portfolio areas will be covered in each issue of Melbourne News and therefore not all Councillors will be quoted. Not all articles will include quotes, particularly shorter articles, for example, those under the "In Brief" section. The Corporate Affairs and Strategic Marketing Branch retains editorial control over content in Melbourne News. Advertising space is not offered in Melbourne News.

3.2.2. Publication Forewords

Where considered appropriate, corporate wide and strategic publications shall include a foreword by the Lord Mayor, Deputy Lord Mayor or Councillors. The number of contributions shall be guided by the following principles:

- That where possible, the Lord Mayor and Portfolio Chair shall each be given the opportunity of contributing a foreword for inclusion in publications.
- In situations where contribution by one Council representative is considered appropriate for a publication, the opportunity shall be referred to the Lord Mayor and relevant Portfolio Chair for determination.
- That where a Councillor has taken a lead role in an activity outside portfolio responsibilities, he or she may be given the opportunity of making a contribution and will be included in communication steps associated with those outlined in two dot points above. The relevant Director will advise on the appropriate number of contributions to be included in a publication.

3.2.3. Corporate Advertisement

The City of Melbourne's Corporate Advertisement is a three quarter page size advertisement appearing in City Weekly and Melbourne Times every fortnight. The advertisement's primary function is to provide information about City of Melbourne programs, services and initiatives. The advertisement has a "footer" comprising an official photo of the Lord Mayor, Deputy Lord Mayor and Councillors.

3.2.4. Promotion Letters

These are letters to stakeholders that are prepared as part of a promotional campaign for a Council service, program or initiative. Letters are used to communicate directly with targeted audiences. The signatory of the letter is similar to the Foreword protocol. The Chief Executive Officer is the signatory to the stakeholder letter regarding the Annual Report or other letters deemed to be more appropriately signed by the Chief Executive Officer.

3.2.5. Photos: use of Lord Mayor, Deputy Lord Mayor or Councillor photos in publications

Individual photos of the Lord Mayor, Deputy Lord Mayor or Councillor in publications are to be used in the following circumstances:

- to accompany a Foreword
- where relevant, to illustrate an article. For example, photos from a launch
- Photos of all Councillors, the Deputy Lord Mayor and the Lord Mayor will be used (either as a collective photo or a collection of individual photos) in the publications in Melbourne News and those relating to Councillor – community consultative arrangements.

3.2.6 Christmas/Festive Season Cards

Christmas/Festive season cards are developed by the Corporate Affairs and Strategic Marketing Branch in a printed and electronic format in consultation with Councillors. Councillors proposing to send Christmas/Festive season messages are encouraged to use an electronic format.

To minimise production costs, only one design will be produced and a personalised message within printed cards will only be made available to the Lord Mayor.

3.3. External publication protocols

Opportunities to contribute to publications produced by external sources shall be referred to the Lord Mayor, Deputy Lord Mayor or Councillors as appropriate to their Portfolio Chair role or that of the Lord Mayor as chief spokesperson.

3.4. 3.4 Representing the city at events, functions and delegations

3.4.1. Nationally and Internationally

As a Capital City, Council plays an important role in issues at a local, national and international level. In representing the Council, Councillors and the administration will be required to travel with the aim of strengthening domestic and international relationships and arrangements. Travel undertaken by Councillors and the administration will be in accordance with guidelines that provide for authorisation processes, reporting and recording of related expenses. The protocols covering travel by Councillors are outlined in the Councillor Expenses and Resources Guidelines.

3.4.2. Local Representation - Functions, Events and Delegations

3.4.2.1 Opportunities generated through Council organised and sponsored events

As chief representative and spokesperson for Council, the Lord Mayor is given first opportunity to represent Council at functions and events organised or sponsored by the City of Melbourne, with the exception of portfolio-specific consultations, forums and community meetings, for which the relevant Portfolio Chair is given first opportunity to represent Council.

For functions and events where the Lord Mayor is given first opportunity to represent Council, if the Lord Mayor is unavailable, the invitation is first forwarded to the Deputy Lord Mayor, then the relevant Portfolio Chair if the Deputy Lord Mayor is also unavailable, then the relevant Deputy Portfolio Chair if the Chair is also

unavailable. To ensure that the portfolio holder is kept informed, the relevant Portfolio Chair shall, for information purposes, receive notification of opportunities referred to the Lord Mayor for consideration.

For functions and events where the relevant Portfolio Chair is given first opportunity to represent Council, if the Portfolio Chair is unavailable, the invitation is first forwarded to the Deputy Portfolio Chair.

Where a Councillor has played a key role in development of a Council organised or sponsored event and would like the opportunity to represent the City at that event, the Councillor should advise the Councillor/s otherwise entitled to be the representative, and either request that the speaking opportunity be passed on, or that arrangements otherwise be made to include the Councillor in the formal proceedings of the event.

Opportunities for representation by Councillors, the Chief Executive Officer and Directors will be communicated through a Corporate Calendar system which provides full details of opportunities and background information to maximize benefits from Council involvement. In some situations, it may be appropriate for event organisers to identify representation opportunities for the Lady Mayoress.

TABLE 2 – description of allocation process outlined above

Type of event or function	Spokesperson				
	Lord Mayor	Deputy Lord Mayor	Portfolio Chair	Deputy Portfolio Chair	Other Councillors
Council organised events and functions	1	2	3	4	5
Council sponsored events and functions *	1	2	3	4	5
Portfolio-specific consultations, forums and community meetings			1	2	3

***Sponsored events and functions:** For the purposes of the protocol, sponsorship refers to City of Melbourne funding or in-kind support towards the staging of an event or function. This does include funding provided through the purchase of tickets or seating at events and functions once the event has been announced and promoted.

3.4.2.2 Opportunities received directly by Councillors and the administration from external sources

Invitations received by the Lord Mayor

As the chief representative of Council, the Lord Mayor will be approached by city stakeholders to participate in events, functions and activities important and relevant to Melbourne. If the Lord Mayor is unavailable and the nature of the event suggests it may be valuable to have City of Melbourne participation, the event organiser will be approached regarding representation by another Councillor. If the event organiser agrees, the

opportunity will be referred to the Deputy Lord Mayor in the first instance. If unavailable, the opportunity will be offered to the appropriate Portfolio Chair, Deputy Portfolio Chair or other Councillor taking into consideration positions on advisory committees and external organisations, areas of expertise and interest expressed by Councillors.

Invitations received by the Deputy Lord Mayor and Councillors

The Deputy Lord Mayor and Councillors will receive invitations in an individual capacity to represent Council. These may be received in acknowledgement of portfolio responsibilities or in response to established relationships with city stakeholders. Councillors will consider and respond to such invitations in an individual capacity. If the opportunity is transferable, Councillors should consider referring the invitation to the relevant Portfolio Chair.

Invitations received by the administration

Where an external source approaches the administration with a view to seeking representation by a Councillor, the administration first refers the approach to the Lord Mayor for consideration. If the Lord Mayor declines the invitation and an alternative Councillor is considered acceptable to the organising body, the request is forwarded to the Deputy Lord Mayor and then to the relevant Portfolio Chair.

3.4.2.3 Support for Councillor Representation

In representing Council at events, functions and delegations, Councillors may require support in the form of speech notes, presentations and background information. This support shall be arranged through the Corporate Calendar system or through other agreed processes and support networks.

Support is also provided to the Lady Mayoress when representing Council at events and functions.

3.4.3. Ticketing guidelines

As the organiser or sponsor of many key cultural, community, business and sporting events in Melbourne, there will be ticketing opportunities for Councillors, the administration and stakeholders. It is important to have a transparent and accountable system of allocation of tickets. The Ticketing Guidelines provide detailed protocols supporting an allocation system that allows Council to use tickets in a strategic way to maximize the profile and relationship opportunities for the City of Melbourne.

The Ticketing Guidelines acknowledge the following principles:

- The need to ensure Council is appropriately represented at all sponsored and organised events.
- That representation involves participation of Councillors and the administration.
- That where limited tickets are available, priority shall be given to the Lord Mayor, Deputy Lord Mayor and relevant Portfolio Chair.
- Ticketing should be used to further develop and enhance Council relationships with stakeholders.
- For the purposes of stakeholder relations and continuous improvement in the delivery of events, Council officer representation may also occur.
- Allocated tickets should be used. Unused tickets represent a loss in profile, stakeholder relationship opportunities.

Councillors should be aware that Fringe Benefits Tax and Reportable Fringe Benefits Tax provisions apply in respect of use of tickets provided by Council. Councillors should refer to the Councillor Expenses and

Resources and Guidelines for further guidance on these provisions.

3.4.4. Requests for Council support or funding for events

Councillors approached for Council support or funding for events and activities must first raise the matter with management for consideration in accordance with Council policy and guidelines under specific programs and projects. The guidelines ensure that assessment processes are fair, transparent and accountable.