	<p><i>Media, Communication and Social Media Policy</i> Policy No. ADMPOL 11</p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

1. Introduction

District Council of Grant uses a variety of communication tools and channels to inform and engage with the community on Council decisions, policies, programs, services, and events.

This policy outlines Council's commitment to:

- Effectively engage with the media, wider community and stakeholders in a professional, factual, timely and positive manner
- Provide understanding and guidance for the appropriate use of communication tools and channels for Elected Members, Council employees, volunteers and contractors
- Ensure appropriate authorisation and responsibility for information published in the public realm
- Protect Council's reputation by ensuring consistency and accuracy in the information provided by Council in the public realm

This Policy also nominates the official spokesperson(s) for Council for all forms of communication, response and public comment.

2. Scope

This policy applies to all official communications and engagements provided by Elected Members, Council employees, volunteers, agents, and contractors on behalf of the District Council of Grant.


The policy also applies to all current and future social media tools and channels used for the purpose of conducting Council business and when representing Council.

During a Council election this policy must be read in conjunction with the Caretaker Policy.

Limited personal use of social media is permitted during paid work hours provided it is incidental. Use must not affect expected levels of performance and productivity, output and work responsibilities, and must comply with relevant policies.

3. Definitions

Communication	The imparting or exchanging information from Council, to the community and stakeholders
Community	Includes all people who live, work, study or conduct business in, or who visit or use the services, facilities and public spaces, in the District Council of Grant.
Consultants	Self-employed independent businesspersons who offer a specialised field of expertise or skill
Contractors	Self-employed independent businesspersons who agree (contracts) to do work for another usually at a fixed price


	<i>Media, Communication and Social Media Policy</i> <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

<i>Council</i>	District Council of Grant
<i>Delegated Authority</i>	Spokesperson and or Chief Executive Officer
<i>Electronic communication</i>	Any communication channel that is transmitted electronically, for example emails and e-newsletters
<i>Jargon</i>	Special words or expressions used by a profession or group that are difficult for others to understand
<i>Media</i>	Official, registered publications and official registered online news sites
<i>Moderation</i>	Editing and/or removal of content posted to a social media site, such as removing offensive material and response as per the social media guidelines and flow chart.
<i>Official Council Business</i>	Business of the Corporate Council entity, not the individuals which make up the corporate entity not including outreach at the Council Member's own initiative.
<i>Policy</i>	A set of ideas or plan of what to do situations that has been agreed to officially by Council
<i>Operational Matters</i>	Items relating to the day to day running of Council that are not deemed to be political or likely come before Council or progress on initiatives after council resolution i.e., project or service update.
<i>Social Media</i>	Web-based technology that allows for the creation of content, social networking, and engagement. Examples include Facebook, YouTube and LinkedIn
<i>Spokesperson</i>	The person with approval to speak to a media outlet on behalf of Council
<i>Trolling</i>	Malicious online behaviour characterised by aggressive and deliberate provocation of others

4. Policy

4.1. Media Relations

Media relations is a key part of Council operations as our role of community leader and advocate within the region. The District Council of Grant will use this policy to assist the Mayor, Elected Members, Chief Executive Officer (CEO) and staff in understanding the correct communication processes. Attached to this policy is a full media relations protocol.

	Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026


Council will maintain good working relationships with all media organisations. This will be achieved by:

- Providing clear consistent, and reliable information to the media in a timely manner. Where possible a response will be issued by the journalist deadline and generally a reply to all enquiries within 48 hours of being received, including on occasions a deliberate decision not to make public comment.
- Issuing regular media releases and statements.
- Initiating, developing and implementing positive media strategies that inform the community about Council's activities and services, and enhance the reputation and image of Council.

4.2. Roles and Responsibilities

The roles and responsibilities are outlined in the following table:

Role	Responsibility
Mayor	<ul style="list-style-type: none"> • Official spokesperson* on all strategic decisions of Council <ul style="list-style-type: none"> ◦ Advocacy to governments on behalf of the Council when authorised by the Council ◦ Allocating public speaking roles at Council organised events requiring Elected Member participation • Mayor to work within the guidelines of other external committees when appointed, noting this may include as spokesperson when appointed to an office
Presiding Member	<ul style="list-style-type: none"> • Official spokesperson** on all strategic decisions of the Committee including: <ul style="list-style-type: none"> ◦ Advocacy to governments on behalf of the Committee when authorised by the Council ◦ Allocating public speaking roles at Council organised events requiring Elected Member participation
Deputy Mayor	<ul style="list-style-type: none"> • Acts as the Mayor's or Committee Presiding Member's delegated spokesperson if the Mayor or Committee Presiding Member is unavailable
Elected Member Body (including Mayor)	<ul style="list-style-type: none"> • Once decisions are made, Elected Members will fully ratify, be united and support the Council's position (endorsed Elected Member Charter) • Active role in media/events when delegated by Mayor, CEO or Committee Presiding Member.
Chief Executive Officer (CEO) Or Acting Chief Executive Officer	<ul style="list-style-type: none"> • Official spokesperson on high level operational matters (e.g. services, administration, programs and projects update) • Lead on Community Engagement and time sensitive media responses • Delegate media response or opportunities to appropriate Council officers/subject experts or consultants.

	Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Directors	<ul style="list-style-type: none"> Official spokesperson(s) as delegated by the CEO
Media and Community Officer	<ul style="list-style-type: none"> Coordinating responses and providing information to the media on behalf of Council Support spokesperson(s) Developing and implementing Council's Media and Communication strategies Writing and seeking necessary approvals for media releases and statements Centre-led advice to Community Engagement activities under the Community Engagement Framework
Staff	<ul style="list-style-type: none"> No media roles unless requested by the Delegated Authority to provide information or comment in the formulation of a media enquiry/release May be chosen to feature in communications materials as the subject matter expert Provide accurate and timely information for communications

* The role of official spokesperson is subject to full Council approval. This approval is assumed at the start of each Council term under the Local Government Act 1999 to be the Mayor for Council unless otherwise determined by Council resolution.

**This policy also delegates the role of official spokesperson to the Presiding Member of a Committee, unless otherwise determined by Council resolution.


The Media and Community Officer and/or the Executive Assistant may at times engage individual Elected Members to feature in communications to promote the District Council of Grant (e.g. a social media video to promote local area).

Elected Members are entitled to communicate their own views to the media, constituents and others, but must not actively undermine any decision or position already taken by Council or bring Council into disrepute. Elected Members must make it clear that they are expressing their own individual view and not the official position of Council.

Elected Members and Council staff must not communicate in any manner that is likely to defame, slander, or attempt to defame or slander members of Council, Council staff, contractors, volunteers, residents or rate payers. They must not publish, share, or create communications that are untrue, inaccurate or have the potential to offend a person or group, or encourage others to do so.

Elected Members are responsible for ensuring any information or response they provide is accurate and consistent with Council's decisions, legislation and/or policies. Elected Members must only share information that is already publicly available.

The Media and Community Officer and/or the Executive Assistant may include comments from community members and/or Council staff in communications, to add further depth and interest to the communication piece. Where appropriate, Council's spokesperson will feature and will be at least equally represented. Where the communication piece is not directly related to Council activities, instead a positive representation of District Council of Grant, Council's official spokesperson may not feature.

	<p style="text-align: center;"><i>Media, Communication and Social Media Policy</i> <i>Policy No. ADMPOL 11</i></p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Council staff, contractors, volunteers are not authorised to speak on behalf of Council or the organisation without the express authorisation of the CEO. Comments made as public community members, via any communication channel, need to clearly outline that they are personal opinions only.

4.3. Communication Channels

Attached to this policy is a table outlining the Media and Communication Tools used by the District Council of Grant including social media, engagement opportunities and traditional communication options.

4.4. Responsible Use

The Media and Community Officer and/or the Executive Assistant is responsible for approving new website and/or social media sites relevant to specific audiences and authorising the appropriate staff members to post content on behalf of Council.

The Executive Assistant is responsible for maintaining a database of all the log ins and passwords of all corporately owned and managed social media sites and website content management systems.

4.5. Content Standards

Council's communication channels and resources will be used only to promote and disseminate the decisions, intentions, activities and actions of Council and will not be used to promote Elected Member or Council staff views.

At times to support and promote the District Council of Grant as a progressive and caring Council, and our Community as great place to live, conduct business and an exciting destination to visit and stay, Council may include District Council of Grant businesses, organisations and community groups in Council communications.


Council will endeavour to include a range of different business, organisations and community groups as appropriate to reflect and celebrate the diversity of the District Council of Grant.

Council communication channels (e.g. social media) will not be used to promote individual for profit business events. Businesses, Organisations, Community Groups and individuals can promote their events by submitting an event via Council's website onto our online events calendar.

All publications and promotional material (print and online) about Council's decisions, policies, programs, services and events must adhere to Council's Corporate Branding Guide. This includes the use of Council's primary and secondary logos.

All material should be accurate, informative, and written in plain English in line with Council's Corporate Branding Guide (under development). They should be produced and distributed in an accessible way to the relevant audience(s).

Where practical seek permission from anyone who appears in any photographs, video or other footage before sharing via any form of media. It is essential there is parental/guardian consent in writing for photographs/video of people under the age of 18 years. If asked, remove materials as soon as practicable.

	<p align="center">Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i></p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

4.6. Media Releases

The following protocol applies for quoting in media releases:

- Council or policy-orientated stories are to quote the Mayor or delegated spokesperson as determined by the Mayor or the full Council
- Stories connected to specific wards or geographic location may quote the relevant ward Elected Member and/or the Mayor
- Stories arising from the work of a committee are to be quoted by the presiding Elected Member and/or the Mayor
- Contentious issues will be quoted by the Mayor
- Operational matters will be quoted by the CEO or relevant Director or their delegate
- Staff with specialist knowledge may be quote in media releases with the permission of the delegated authority
- The Official Spokesperson responsible for the media quote on the media release and statement will have relevant quote material provided to them by the appropriate staff for their approval. The Spokesperson may change the quote so long as it remains consistent with relevant Council Policy or Resolution.
- Taking into account the principles identified at 4.1 Media Relations if the quote is not approved by the Official Spokesperson within 48 hours, the media release or statement will be actioned to the Chief Executive Officer for approval and the quote attributed to the Chief Executive Officer or delegate.

4.7. Crisis Communications


Occasionally an unforeseen crisis occurs, and in that event the Delegated Authority will implement the following steps to manage crises:

- Identify a single well briefed spokesperson to liaise with the Media
- Prepare and have at hand factual up to date information
- Provide timeframes for responses to enquiries if required information is not available
- Community should be considered in any response, and clearly outline steps taken
- Provide a constant flow of relevant information to the public
- Monitor ongoing media coverage

4.8. Council Facebook Pages

Council has four Facebook pages:

- District Council of Grant
- Mount Gambier and District Saleyards

	<p align="center">Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i></p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

- Mount Gambier Airport and
- Port MacDonnell Community Complex.

The purpose and content standards for each of the above pages are as follows:

4.8.1. District Council of Grant (Facebook)

This is the primary Council page where the following Council information is shared:

- Services, programs and events
- Consultation opportunities
- Staff recognition
- Plans and policies, and
- Vacancies

Other information that is relevant and of benefit to the community, such as SA Health, Regional Development Australia, Emergency/Disaster Management and funding opportunities, can also be posted on this page.

Comments on Council posts promoting Council Community Consultation opportunities are not considered feedback, however Council staff will endeavour to respond to comments by referring the commenter to the appropriate engagement and validation process.

The following content should not be posted on this page without permission from the Media and Community Officer and/or Executive Assistant:

- Single business/commercial promotion e.g., events
- Community meetings/committees that are not facilitated by Council
- Community newsletters, flyers, or posters

4.8.2. Mount Gambier and District Saleyards (Facebook)


This Facebook Page is used to promote and share information regarding the Mount Gambier and District Saleyards, for example:

- Stock and store sale day information,
- Vacancies at the Saleyard,
- Advocacy, and
- Photos and videos of the facility and stock
- Project updates.

4.8.3. Mount Gambier Regional Airport (Facebook)

The Mount Gambier Regional Airport Facebook page is used to share information about the airport including:

- Facility information
- Photos and videos
- Project updates

	<p align="center">Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i></p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Information regarding flight times, bookings or single business promotion is not to be posted on this page. General posts letting the community know where they can find this kind of information is acceptable.

4.8.4. Port MacDonnell Community Complex (PMCC) (Facebook)

The PMCC Facebook page is a community resource where the following information can be posted:

- PMCC services, activities, events and updates
- Evidence based community health information e.g. SA Health updates
- Relevant sector information such as Libraries SA and tourism bodies
- Promotion of Council's community events calendar
- Photos and videos promoting the local area*

Community requests to post information regarding events, meetings, activities on the PMCC Facebook page should be referred to the Media and Community Officer and/or the Growth and Tourism Manager for assessment prior to posting. This will ensure an equitable and appropriate response to requests that also aligns with the purpose of the PMCC Facebook page.

*Photos and videos taken by professional photographers and for-profit businesses are not to be shared on Council Facebook Pages, however permission can be sought to use on a council created post with acknowledgement to source.

4.8.5. Instagram Page

This is a Council page where the following Council information is appropriate to be shared, with a focus on images rather than content:

- Services, programs and events
- Consultation opportunities
- Staff recognition
- Vacancies


Other information that is relevant and of benefit to the community, such as SA Health, Regional Development Australia, Emergency/Disaster Management and funding opportunities, can also be posted on this page.

Comments on Council posts promoting Council Community Consultation opportunities are not considered feedback, however Council staff will endeavour to respond to comments by referring the commenter to the appropriate engagement and validation process.

4.8.6. Linked In

This is a Council page where the following Council information is appropriate to be shared:

- Promotion of the District Council of Grant as a professional organisation

	<p align="center">Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i></p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

- Professional opportunities present to the District Council of Grant
- Staff recognition
- Vacancies
- Media reports
- Visits from dignitaries
- Major project milestones
- Major funding

4.9. Monitoring and Moderation

Social media sites must be appropriately monitored and maintained to ensure appropriate use and that inappropriate content is removed in a timely manner. A Social Media Guidelines and a Social Media Response Flow Chart is attached to this Policy.

Council will be taking the position of post-moderation of social media content, which allows for user-submitted content to appear online, where it will then be reviewed and removed/edited at a later time if necessary. As per the Response Flow Chart, Council reserves the right to remove content that does not adhere to the Social Media Guidelines identified in this policy or other associated policies.

Media coverage of the District Council of Grant will generally be reported to Council in a monthly Community Engagement Update.

4.10. Mayoral Letterhead

In Council's Corporate Branding Guide there is a District Council of Grant Mayoral Letterhead. This letterhead is to be used only with the approval and by the Elected Mayor of the District Council of Grant as Council Spokesperson, and only for Official Council Business.

The Records Management Policy ADMPOL 04 applies to the use of the Mayoral Letterhead.

5. Records Management

Where necessary, keep formal records of social media activity in line with Council's Records Management Policy and the State Records Act 1997.

6. References / Other Documents


6.1. Legislation

6.1.1. Federal Legislation

- *Copyright Act 1968 (Cth)*
- *Spam Act 2003 (Cth)*

6.1.2. State Legislation

- *Local Government Act 1999 (SA)*
- *Defamation Act 2005 (SA)*

	<i>Media, Communication and Social Media Policy</i> <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

- *Disability Inclusion Act 2018 (SA)*

6.2. Council Policies / Procedures

- Community Engagement Framework
- Customer Service Charter
- Public Consultation Policy
- Electronic Use Policy
- Customer Service, Complaints & Request for Service Policy
- Code of Conduct for Council Employees
- Code of Conduct for Council Members
- Caretaker Policy


7. Attachments

- Attachment A: Media and Communication tools table
- Attachment B: Media Relations Protocol
- Attachment C: Social Media Guidelines
- Attachment D: Social media response flow chart

8. Review


This Policy shall be reviewed by the District Council of Grant at a minimum, once within every four (4) year Council term (or on significant change to legislation or other matters which could affect this policy).

Action	Date	Minute Reference
Adopted by Council	21 February 2022	22035
Amended	18 July 2022	22195.2


	Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Attachment A: Media and Communication tools table

Communication Tool	Purpose	Responsible person
Advisory Groups/Committees/ Community Workshop/Focus Groups/Township Meetings	Community engagement tools	Media and Community Officer (MCO) Relevant Staff
Business/ Community Newsletter	Publication to share Council information and activities	MCO Growth and Tourism Manager (GTM) Port MacDonnell Community Complex (PMCC)
Council Workshops or Committees	A focused group to effectively deliver common objectives and meet strategic outcomes	Elected Members CEO Directors Relevant Staff/contractors
Corporate Branding Guide	A set of standards for use, formatting and design of council communication materials	MCO
Customer Service	Council's Customer Service Charter defines customer service standards and expectations	All staff
Events	To celebrate and recognise achievements within the community	Relevant Staff
Mail	Hard copy information to the ratepayer database or relevant recipient	Relevant staff
Media Release	For communication Council activities, events, and items of high importance that are newsworthy. Distributed to local media outlets and posted on Council's website	MCO and/or the Executive Assistant (EA)

	Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Print Advertisements	Notices of information that: <ul style="list-style-type: none"> • may be required by legislation • promoting a Council employment opportunity • recognition/promotion of special event/activity 	Relevant staff
Public Notice	Notices of information that are required by legislation	Relevant staff
Public Relations Materials	Official speeches, promotional literature and website content	EA MCO Relevant Staff
Radio interviews	For providing comment on request from the media	Authorised spokesperson MCO and EA (support)
Social Media	Council Facebook Pages and LinkedIn accounts	MCO and EA Relevant staff
Surveys	Tool used to obtain feedback from the community	Relevant staff
Website	To key communication tool used to publish information in accordance with the Local Government Act 1999 and is regarded as a corporate publication.	MCO and EA Relevant Staff
Your Say DCG	An online interactive community engagement tool	MCO and EA Relevant Staff

	<p align="center">Media, Communication and Social Media Policy <i>Policy No. ADMPOL 11</i></p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Attachment B: Media Relations Protocol

This document provides guidance to Elected Members and Council staff for the application of the Media, Communication and Social Media Policy (the Policy), this protocol should be read in conjunction with the Policy.

All media enquiries are to be sent to Council's Media and Community Officer, who will liaise with the CEO/Mayor/delegated spokesperson to determine the appropriate response from Council.

Council will maintain good working relationships with all media organisations. This will be achieved by:

- Providing clear consistent, and reliable information to the media in a timely manner. Where possible a response will be issued by the journalist deadline and a reply to all enquiries within 48 hours of being received.
- Issuing regular media releases and statements.
- Initiating, developing and implementing positive media strategies that inform the community about Council's activities and services, and enhance the reputation and image of Council.

Should Council choose not to provide a response, or in the event that a response cannot be met due to the complexity of the request, the Media and Community Officer will contact the journalist(s) and advise.

Responses are to be in the best interest of Council and not for personal advantage. If there are factual inaccuracies the delegated spokesperson in collaboration with the Media and Community Officer will rectify. An official Council media release cannot be altered without the permission of the delegated spokesperson.


Elected Members

If a media outlet directly contacts an individual Elected Member for an 'official Council comment' it should be referred to the Media and Community Officer. Elected Members are permitted to initiate or respond to media, however it must be made clear that personal views are being expressed and not the official view of Council and be consistent with obligations under the Elected Member Charter.

Elected Members must notify the Mayor and CEO prior to making any comments in or to media, to ensure the Mayor (or delegated spokesperson) can be prepared to officially respond to subsequent media requests. If prior notification is impractical, Elected Members must notify the Mayor and CEO immediately following making any comments.


Elected Members can participate in official media relation activities by:

- suggesting ideas for communication materials
- photo opportunities

	<p><i>Media, Communication and Social Media Policy</i> Policy No. ADMPOL 11</p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Council Staff

To assist in preparing responses Council staff will promptly provide background information when requested by the Media and Community Officer. Wherever possible responses will be prepared in collaboration with the relevant Director and staff.

	<p><i>Media, Communication and Social Media Policy</i> Policy No. ADMPOL 11</p>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Attachment C: Social Media Guidelines

These Guidelines ensure that the District Council of Grant social media channels are a useful, positive and accurate experience of all community members.

We encourage you to contribute, ask questions, discuss and share information with Council and other community members on our social media channels. Please refrain from unsuitable or unpleasant comment and keep interactions respectful and in line with these guidelines.


Our social media channels are monitored and moderated and District Council of Grant reserves the right to remove/edit inappropriate activity/information (as listed below) and to block any user that breaches these guidelines.

Some examples of inappropriate activity/information include:

- defamatory, slanderous, misleading, or inaccurate
- confidential or personal (e.g. phone numbers or address)
- obscene, abusive or inflammatory language
- considered harassment or bullying
- breaching copyright or intellectual property laws
- discrimination (e.g. age, disability, gender, nationality, religion)
- deliberately disruptive or trolling behaviours
- promotion of commercial interests or
- violate the social media channels terms of service

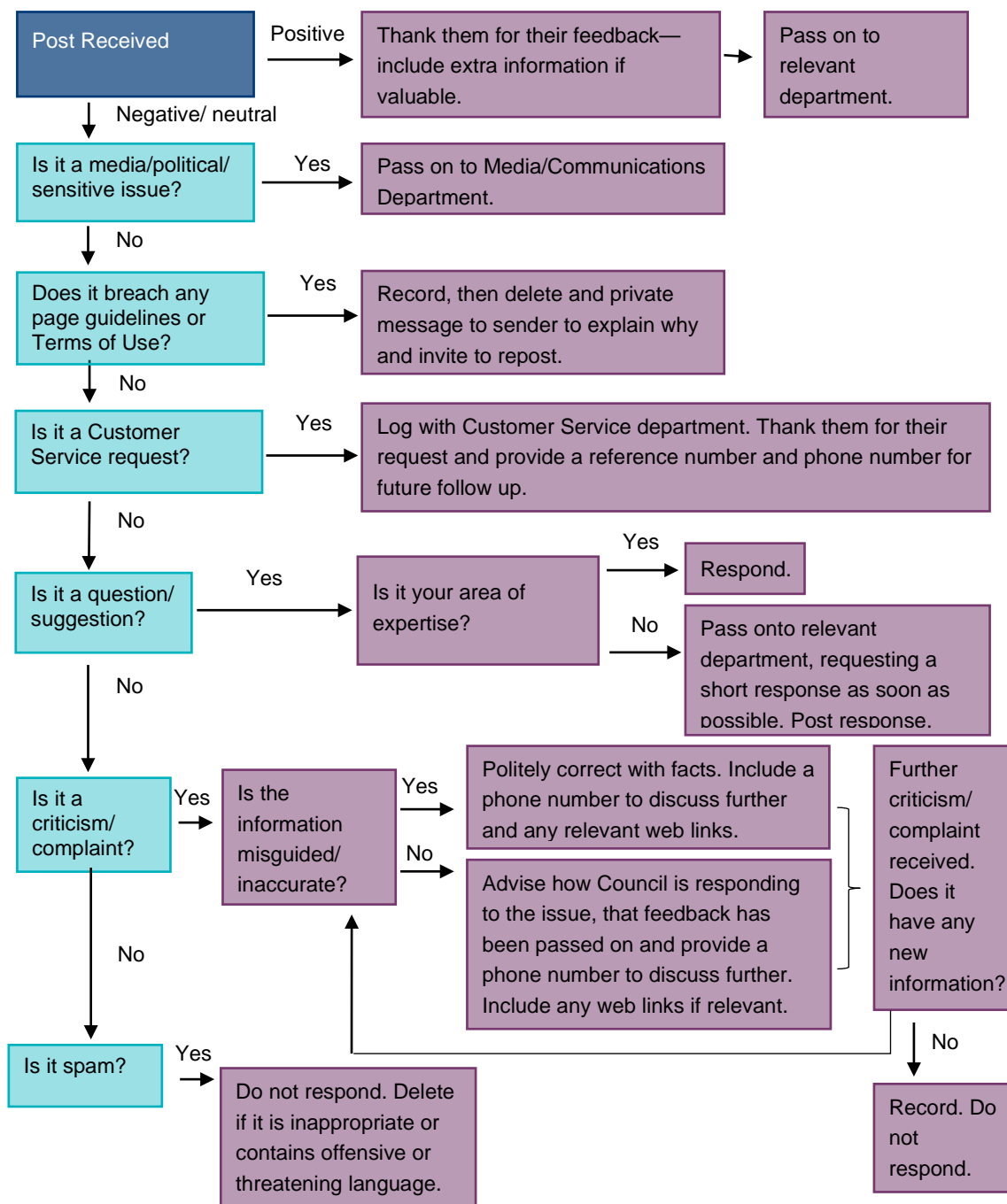
Content and comments posted by the District Council of Grant community on our social media channels are not the opinions of the District Council of Grant.


We take privacy very seriously. Any personal, sensitive, confidential or identifiable information inadvertently or otherwise posted on Council's social media channels may be collected by Council and will abide by our Privacy Policy.

	Media, Communication and Social Media Policy Policy No. ADMPOL 11	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Attachment D: Social media response flow chart

A guide for deciding which posts need a response and in what manner.



	<i>Media, Communication and Social Media Policy</i> <i>Policy No. ADMPOL 11</i>	Version No:	2
		Responsible Officer/s:	Executive Assistant
		Classification:	Council
		Issued:	21 February 2022
		Next Review:	February 2026

Consider the four 'T's

Transparency

Be forthcoming and honest.

Timeliness

Respond on the same business day, or sooner if an issue.

Tone

Be friendly, professional and comprehensible.

Take it offline

Try to limit negative conversations by asking people to call to discuss further.