

## 1. PROPOSED COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT GUIDE

### Introduction

The purpose of this report is to advise of the release of the consultation draft of the Councillor Induction and Professional Development Guidelines.

### Background

Amendments to the Local Government Act 1993 saw the inclusion in the prescribed role of councillors under section 232 *"to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor"*.

The Office of Local Government (OLG) has now advised of its proposed regulations to be made for induction and other professional development for Mayors and Councillors (**see Attachment No 1**).

In addition, the OLG has also released a consultation draft of the proposed guidelines to assist Councils to develop and deliver induction and ongoing professional development activities in compliance with the proposed regulations (**see Attachment No 2**). These guidelines will be issued under Section 23A of the Local Government Act.

### Issues

Under the guidelines, Council's induction and professional development programs are to consist of pre-election candidate sessions; an induction program; and a professional development program.

Councils will need to report on the induction and ongoing professional development activities offered to the Mayor and each Councillor and whether they participated in them and to make this information publicly available on their websites.

The OLG is now inviting submissions from Councils and other stakeholders on the consultation draft of the Councillor Induction and Professional Development Guidelines. Submissions may be made by email to [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au); labelled as "Councillor Induction and Professional Development Guidelines Consultation", marked for the attention of OLG's Council Governance Team; and received by close of business on Friday 16 March 2018.

### Assessment

#### **a) Legal Implications**

Sections 23A and 232 of the Local Government Act 1993  
Local Government (General) Regulation 2005 – proposed amendments

#### **b) Financial Implications**

Provision is made in Council's annual budget for Councillor training and professional development

**1. PROPOSED COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT GUIDE  
(Cont'd)**

**c) Policy Implications**

Nil

**d) Strategic Implications**

This report relates to item 4.2.2 of the Community Strategic Plan – Ensure ongoing skills development of Council staff and professional development for Councillors and Item 4.2.2.5 of the Delivery Program – Implementation of Councillor Training Program.

**Summary**

Section 232 of the Local Government Act 1993 has been amended to include a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor. In support of this the OLG proposes to amend the Local Government (General) Regulation 2005 and has also issued a consultation draft on guidelines to assist Councils to develop and deliver induction and ongoing professional development activities in compliance with the proposed regulations. Submissions on the proposed guidelines close Friday 16 March 2018.

**RECOMMENDATION**

That the report be noted.

**2. PROPOSED MODEL CODE OF MEETING PRACTICE**

**Introduction**

This report is to advise of the release of the Consultation Draft of the Model Code of Meeting Practice for Local Councils in NSW.

**Background**

Amendments made to the Local Government Act 1993 in August last year provide for a model code of meeting practice to be prescribed by regulation.

The Office of Local Government (OLG) has prepared a consultation draft of the proposed Model Meeting Code (**see Attachment No 3.**). Once this is finalised it will replace the meeting rules currently prescribed in the Local Government (General) Regulation 2005. Councils will be given a period of 6 months in which to adopt a code of meeting practice based on the Model Meeting Code.

## 2. PROPOSED MODEL CODE OF MEETING PRACTICE (Cont'd)

### Issues

The attached Model Meeting Code contains proposed mandatory provisions (in black font) and non-mandatory provisions (in red font). The non-mandatory provisions set a benchmark based on what the OLG sees as being best practice.

The OLG is now inviting submissions from Councils and other stakeholders on the consultation draft of the Model Meeting Code. Submissions may be made by email to [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au); labelled as "Model Meeting Code Consultation", marked for the attention of OLG's Council Governance Team; and received by close of business on Friday 16 March 2018.

If in making submissions, there is a sufficient body of support from Councils on whether the proposed non-mandatory provisions should be mandated, these may be made mandatory in the final version of the Model Meeting Code.

### Assessment

**a) Legal Implications**

Local Government Act 1993

**b) Financial Implications**

Nil

**c) Policy Implications**

Once the Model Meeting Code is finalised by the OLG, Council will have a period of 6 months in which to adopt a code of meeting practice based on the Model Meeting Code.

**d) Strategic Implications**

This report relates to Item 4.1.3 of the Community Strategic Plan – Provide opportunities for community members to participate in Council's decision-making processes and Item 4.1.3.1 of the Delivery program – Review Council's Code of Meeting Practice.

### Summary

The OLG has now released a consultation draft of the Model Code of Meeting Practice for Local Councils in NSW. Mandatory provisions are marked in black font, and non-mandatory provisions are marked in red font. Submissions on the Model Meeting Code close Friday 16 March 2018. If there is sufficient support for the non-mandatory provisions, these may be made mandatory in the final version of the Code.

**3. HALF YEARLY PROGRESS REPORT ON DELIVERY PROGRAM TO 31 DECEMBER 2017**

**Introduction**

This report is presented to Council to consider the progress of the Delivery Program actions to December 2017.

**Background**

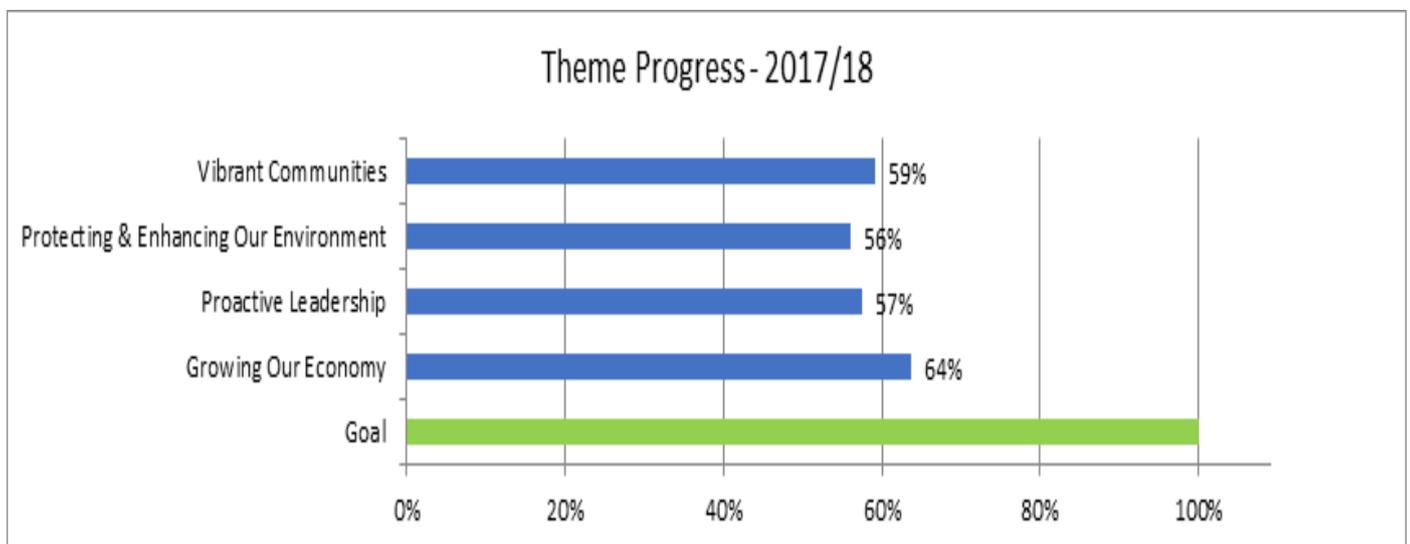
The General Manager must ensure that progress reports are provided to Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.

The report (**see Attachment No. 4**) presents the half yearly progress report on Council's achievements in implementing the 2017/2021 Delivery Program and the 2017/2018 Operational Plan to 31 December 2017. Each item in the Delivery Program and Operational Plan is referenced to one of the key priorities in the Community Strategic Plan – *Vibrant Communities; Growing Our Economy; Protecting and Enhancing Our Environment; Proactive Leadership*.

The report determines whether Council is moving towards or away from its principle activities set out in the Delivery Program.

**Issues**

Council's performance is reflected in the graph below:-



Further details on Council's performance is contained in the attached report.

**3. HALF YEARLY PROGRESS REPORT ON DELIVERY PROGRAM TO 31 DECEMBER 2017  
(Cont'd)**

**Assessment**

**(a) Legal Implications**

Section 406 – Local Government Act 1993 – Council must ensure that the requirements of the Integrated Planning and Reporting Guidelines are complied with Office of Local Government - Integrated Planning and Reporting Guidelines for Local Government in NSW (2013)

**(b) Financial Implications**

Operational Plan and Budget 2017/2018  
Delivery Program Financial Reports 2017/18 – 2020/21

**(c) Strategic Implications**

This report relates to Item No 4.3.1 of the Community Strategic Plan – Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies.

**Summary**

Council's progress on the achievement of actions in the Delivery Program to 31 December 2017 is considered to be satisfactory.

**RECOMMENDATION**

That Council endorse the attached Six Monthly Progress Report on the Delivery Program to 31 December 2017.

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**4. CLASSIFICATION OF PUBLIC LAND AS OPERATIONAL**

**Introduction**

This report is presented to Council to advise the status of the classification of public land as operational.

**Background**

Council resolved at its Ordinary Council Meeting held on 13 December 2017 to classify Lot 59 DP 755131 as operational land and provide public notice of its resolution for a period of not less than 28 days for submissions.

#### **4. CLASSIFICATION OF PUBLIC LAND AS OPERATIONAL (Cont'd)**

This was duly advertised on 20 December 2017 and again on 17 January 2018 in Council's Column with submissions closing Friday 19 January 2018. No submissions were received.

##### **Assessment**

##### **a) Legal Implications**

Sections 31 and 34 of the Local Government Act 1993.

##### **b) Financial Implications**

Minimal - advertised in Council's Column – 20 December 2017, 17 January 2018

##### **c) Strategic Implications**

This report relates to item 3.4 of the Community Strategic Plan 'Ensure a Range of Housing Options for the Community' and item 3.4.2 'Ensure appropriately zoned land that meets residential needs through the Shire's communities'.

##### **Summary**

Council resolved to classify Lot 59 DP 755131 as operational land in accordance with Section 31 of the Local Government Act 1993 and provide public notice of its proposed resolution for a period of not less than 28 days for submissions. Council's resolution was duly advertised with submissions closing 19 January 2018. No submissions were received. Council should now formally resolve to classify the land as operational to complete the process,

#### **RECOMMENDATION**

That Lot 59 DP 755131 be classified as operational land in accordance with Sections 31 and 34 of the Local Government Act 1993.

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#### **5 ESTABLISHMENT OF JOINT ORGANISATION**

##### **Introduction**

The purpose of this report is to provide information to Council regarding the establishment of a Joint Organisation (JO).

##### **Background**

The *Local Government Amendment (Regional Joint Organisations) Bill 2017* has recently be passed by Parliament and as a result the Office of Local Government has invited all regional NSW Councils to nominate to form a JO.

**5. ESTABLISHMENT OF JOINT ORGANISATION (Cont'd)**

A JO is a new entity under the Local Government Act comprising member councils in regional NSW to provide a stronger voice for the communities they represent. The JO will provide a more structured and permanent way for Councils, State Government and other stakeholders to collaborate. Each region is to decide its own priorities with short and long term projects e.g. economic development. Each JO must comprise of at least three member Councils and align with one of the State's strategic growth planning regions. One of the member Council's Mayors will be elected Chairperson and an Executive Officer may be appointed.

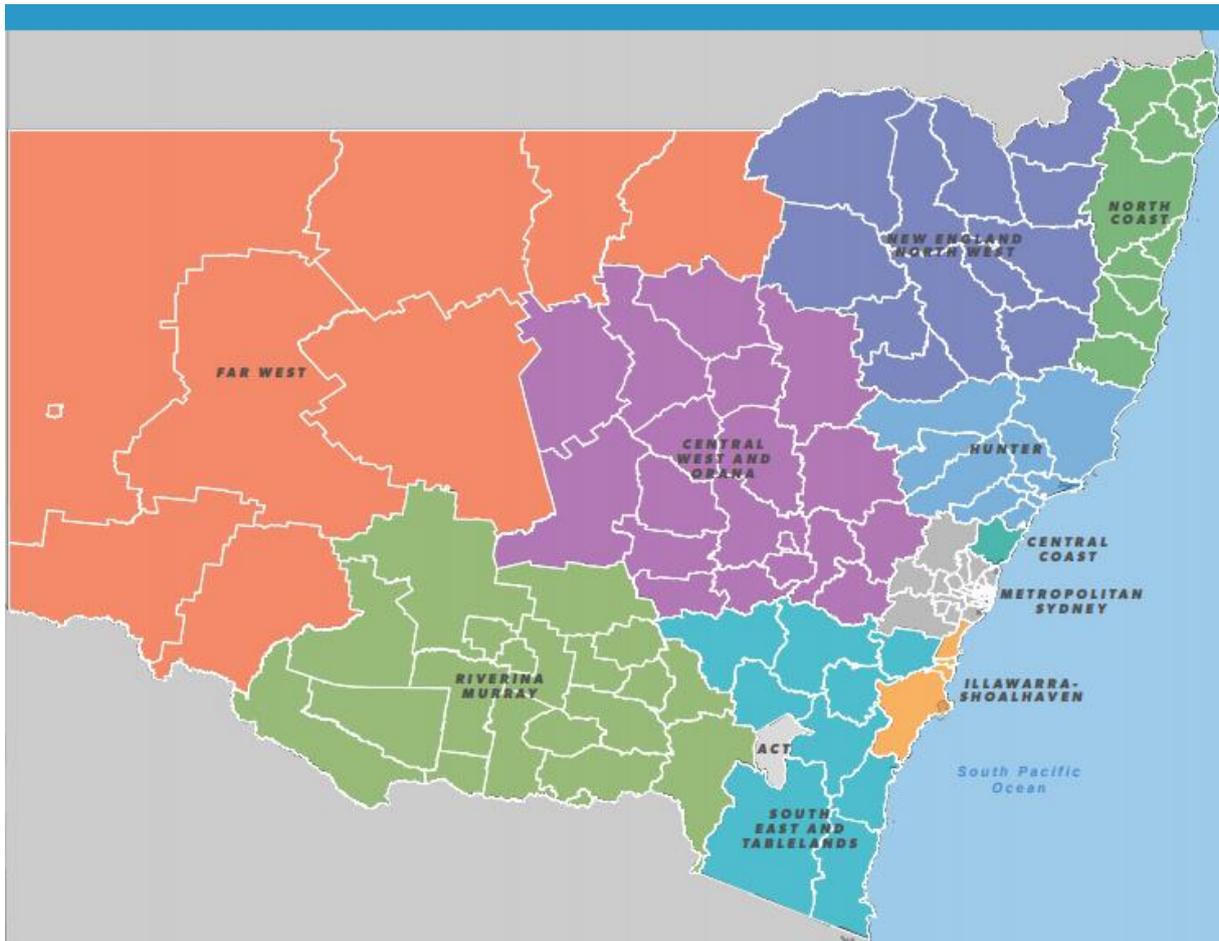
The Minister for Local Government, the Hon Gabrielle Upton MP, has advised that Councils choosing to form a JO will *"get a seat at the table in planning infrastructure and investment for their region, and access to better ways to get things done, with support and funding from the State Government"*. The State Government intends to provide \$3.3 million seed funding to support the establishment of JOs and will then identify opportunities for additional investment through JOs in regional economies. Funding for each JO will be based on the number of Councils that choose to form a JO, with maximum funding provided to regions where all Councils in a region choose to be members of the new regional body.

**Issues**

Councils can choose not to become a member of a JO, however the State Government strongly encourages all Councils in regional NSW to consider the benefits and opportunities offered by JOs. Councils that are members of JOs will be able to take advantage of investment opportunities that are delivered through the JO.

Whilst the choice to join a JO and the composition of the JO is voluntary, the State Government will only support the creation of a JO within existing State planning regions and in regional NSW (see map overleaf).

5. ESTABLISHMENT OF JOINT ORGANISATION (Cont'd)



The JO boundaries should:

- Align with, or 'nest' within one of the State's planning regions
- Demonstrate a clear community of interest between member councils and regions
- Not adversely impact on other Councils or JOs, e.g. leaving too few Councils to form a JO
- Be based around a strong regional centre or centres
- Be of an appropriate size to partner with State, Federal and other partners.

The OLG has stated it will work with JOs to support their establishment and ensure they have the necessary systems and governance in place for the JO to deliver results.

**5. ESTABLISHMENT OF JOINT ORGANISATION (Cont'd)**

**Next Steps for Councils**

- Plan**            Identify Council's planning region (see map above)  
                     Consider guidance material to be provided by OLG (**See Attachment No 5**)  
                     Review existing arrangements for regional collaboration in area (OROC)  
                     Consider key design criteria for JOs (see information above)  
                     Consider criteria for seed funding
- Consult**        Consult with Councils within preferred regional group to reach agreement on JO membership (see resolution from OROC Board Meeting minutes – 1 December 2017)  
                     Each JO must have a minimum of 3 member Councils
- Endorse**        Once the proposed JO membership is agreed, ensure each member endorses the proposal by resolution of Council (purpose of this report)
- Nominate**      Submit request to establish a JO to OLG by 28 February 2018
- Establish**      The final JO network will be finalised in March 2018  
                     Funding allocations will be announced in March 2018  
                     JOs will be proclaimed in April 2018  
                     OLG will support establishment and work closely with them once operational to ensure they are successful  
                     JOs will be ready to start in July 2018
- Commence**    Hold first JO meeting and elect a Chairperson  
                     Recruit the Executive Officer  
                     Work with member Councils, DPC Regional Director and OLG support team to fully establish JO  
                     Work with member Councils to draft first JO Charter and Statement of Strategic Regional Priorities

**Assessment**

**(a)    Legal Implications**

*Local Government Act 1993, recently amended to incorporate the Local Government Amendment (Regional Joint Organisations) Bill 2017.*

The legislation provides that each JO is to adopt a Charter that may be tailored to them to suit the needs of the regional group. The Charter will set out the way the JO operates and governs itself.

**5. ESTABLISHMENT OF JOINT ORGANISATION (Cont'd)**

Each Council will be represented by its Mayor. The JO Board will elect its own Chair but each member Council will have equal voting rights. The JO will be managed by a suitably skilled and capable Executive Officer to oversee the day to day operations.

The principal functions of the JO will be:

- Strategic planning and priority setting
- Intergovernmental collaboration
- Shared leadership and advocacy

JOs will be able to perform additional optional functions including shared services or overseeing share arrangements such as procurement.

**(b) Financial Implications**

The financial costs to establish a JO are unknown. The State Government is providing \$3.3 million in seed funding to support the establishment of JOs. Funding for each JO will be based on the number of Councils that choose to form a JO. JOs will be able to directly apply for grants and generate income to help fund their ongoing operations. It will be up to each JO to decide how Councils will contribute to the organisation.

**(c) Strategic Implications**

This report relates to items 4.4, 4.4.1, 4.4.2, 4.4.3, and 4.4.4 of the Community Strategic Plan – sound partnerships are encouraged and fostered; provide sound input into State, Regional and Non-Government Organisational Plans and Strategies; lobby and advocate for major infrastructure and issues for the Shire that are backed by sound research; work regionally to advocate on issues that affect us and our neighbouring Shires; develop and build partnerships with State and Federal Governments, industry and community organisations to foster development and delivery of community services and emerging business sectors.

**Summary**

Following the recent legislative amendments to the *Local Government Act 1993*, the OLG has invited Council to nominate to form a JO. This issue was considered by the OROC Board at its meeting held on 1 December 2017 wherein it was resolved that OROC supports to form a Regional Joint Organisation with the current OROC membership and that each Council resolve their own position by way of a Council resolution prior to the next OROC meeting. An invitation has been extended to Ashley Albury from the Department of Premier and Cabinet to attend the meeting to answer any queries.

**5. ESTABLISHMENT OF JOINT ORGANISATION (Cont'd)**

**RECOMMENDATION**

In accordance with Part 7 of Chapter 12 of the *Local Government Act 1993 (Act)*, Narromine Shire Council resolves:-

1. That the Council inform the Minister for Local Government (**Minister**) of the Council's endorsement of the Minister recommending to the Governor the establishment of a Joint Organisation (**Joint Organisation**) in accordance with this resolution.
2. To approve the inclusion of Narromine Shire Council's area in the Joint Organisation's area.
3. That the Joint Organisation be established to cover Narromine Shire Council's area and any one or more of the following Council areas:-  
Dubbo Regional Council; Midwestern Regional Council; Bogan Shire Council; Walgett Shire Council; Warren Shire Council; Brewarrina Shire Council; Warrumbungle Shire Council; Cobar Shire Council; Coonamble Shire Council; Gilgandra Shire Council and Bourke Shire Council.
4. That before 28 February 2018, the General Manager provide the Minister with a copy of this resolution including the date on which Council made this resolution.
5. That on the expiry of a period of 28 days from the making of this resolution, the General Manager inform the Minister that this resolution has not been rescinded.

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**6. INTERNAL AUDIT COMMITTEE CHARTER**

**Introduction**

The purpose of this report is to present Council with the attached draft Internal Audit Committee Charter for consideration and adoption (**see Attachment No. 6**).

**Background**

Council will recall at its Ordinary Meeting held on 12 October 2016 a report was provided on the proposed legislative changes to the Local Government Act wherein it will be mandatory for Council to appoint an Internal Audit, Risk and Improvement Committee. This section of the *Local Government Amendment (Governance and Planning) Bill 2016* has not been proclaimed as yet.

**6. INTERNAL AUDIT COMMITTEE CHARTER (Cont'd)**

**Issues**

In September 2010, the OLG released Internal Audit Guidelines to help Councils implement internal audit and risk management frameworks within their organisations. Council established an Internal Audit Committee following a resolution of Council at its Ordinary Meeting held 10 May 2011, wherein Council agreed in principle to participate in a joint arrangement with Coonamble, Gilgandra, Warren and Warrumbungle Councils to establish an internal audit function for the five Councils.

The Internal Audit Committee operated for a term of 3 years and was then suspended by Council in November 2014 at the conclusion of the 3 year audit plan.

As advised above, Council is still awaiting proclamation of the requirement to establish an Internal Audit, Risk and Improvement Committee.

**Options**

Council can continue to await the proclamation and the release of the new framework and written guidelines by the OLG, or it can re-establish its Internal Audit Committee based on the 2010 guidelines issued by the OLG; and once the new guidelines are finalised, review the Committee Charter.

Council has a budget allocation in this financial year for internal audit. As such, the attached draft Internal Audit Committee Charter based on the 2010 OLG Internal Audit Guidelines has been attached for consideration.

The General Manager has approached neighbouring OROC Councils with a view to using the same Internal Audit Committee external members and Internal Auditor. If this approach is accepted, each member Council would establish its own Internal Audit Committee and would operate their committees independently. Travel and accommodation costs for the independent members and internal auditor would therefore be shared by any participating Councils with each participating Council Committee meeting on the same day.

Should Council adopt the attached Charter, the next step would be to advertise for expressions of interest for the Internal Auditor; as well as two independent external members (one with financial expertise, and one of which will be Chair).

**Assessment**

**(a) Legal Implications**

*Local Government Act 1993; Local Government Amendment (Governance and Planning) Bill 2016*

## 6. INTERNAL AUDIT COMMITTEE CHARTER (Cont'd)

### **(b) Financial Implications**

Council has funds allocated in the 2017/2018 budget for internal audit.

### **(c) Strategic Implications**

This report relates to item 4.2.7 of the Community Strategic Plan – Continuously improve organisational performance, efficiency of services and project delivery and item 4.2.7.5 of the Delivery Program – Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model.

### **Summary**

An action within Council's Delivery Program is to establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed new legislation and based on a resource sharing model by 30 June 2018. This section of legislation has not been proclaimed and the OLG are yet to release their framework and updated guidelines. Council may either adopt the attached Draft Internal Audit Committee Charter based on the 2010 OLG guidelines; or wait until proclamation and the release of the new framework from the OLG. If Council establishes the Committee, it should appoint its Councillor delegate. Council has a budget within the 2017/2018 financial year for internal audit.

## **RECOMMENDATION**

That Council:-

1. Adopt the attached draft Internal Audit Committee Charter
2. Appoint its Councillor delegate (excluding the Mayor)

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## 7. FLAG FLYING POLICY

### **Introduction**

The purpose of this report is for Council to consider reviewing the attached policy.

### **Background**

Council adopted the attached Flying of the Australian National Flag and Other Flags at Council Chambers policy at its Ordinary Council Meeting held on 14 May 2014, **Resolution No 2014/127**.

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## 7. FLAG FLYING POLICY

### Issues

The policy is now scheduled for a review.

Minor amendments to the policy are proposed and have been marked in red for ease of reference (**see Attachment No. 7**).

### Assessment

#### **a) Legal Implications**

*Flags Act 1953*

*Protocols for the Appropriate Use and the Flying of the Flag – Department of Prime Minister and Cabinet (2006)*

#### **b) Financial Implications**

Nil

#### **c) Policy Implications**

Review of attached policy

#### **d) Strategic Implications**

Community Strategic Plan 4.2.8 – Implement best practice governance standards, transparent decision making and a strong ethical culture – Delivery Program 4.2.8.2 – Maintain a framework of relevant policies and procedures.

### Summary

The attached policy is due for review. Proposed amendments have been marked in red for ease of reference.

## **RECOMMENDATION**

That the attached Flag Flying Policy be adopted.

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## 8. RECORDS MANAGEMENT POLICY

### Introduction

The purpose of this report is for Council to consider changing the status of the Records Management Policy from a Corporate Policy to an Internal Policy.

## 8. RECORDS MANAGEMENT POLICY (Cont'd)

### Background

Council adopted the attached Records Management Policy at its Ordinary Council Meeting held on 12 July 2009, **Resolution No 2009/262 (see Attachment No. 8)**.

### Issues

The policy is now scheduled for a review. As the policy scope is for Council employees it would seem appropriate that the policy status be altered from a Corporate policy adopted by Council to an internal policy approved by the General Manager. It is intended that Council's *Records Management Policy and Procedures for Councillors* (adopted 10 December 2014) remain as a Corporate Policy.

### Assessment

#### **a) Legal Implications**

*State Records Act 1998* – requires Council to make and keep full and accurate records as evidence of business activities.

#### **b) Financial Implications**

Nil

#### **c) Policy Implications**

Review of attached policy – the reviewed Records Management Policy is intended to be authorised by the General Manager as the policy is only applicable to staff.

#### **d) Strategic Implications**

Community Strategic Plan 4.2.8 – Implement best practice governance standards, transparent decision making and a strong ethical culture – Delivery Program 4.2.8.2 – Maintain a framework of relevant policies and procedures.

### Summary

The attached policy is due for review. As the policy applies to staff only, it is intended to alter the status of the policy from Corporate to Internal, be reviewed by staff, and then be adopted/endorsed by the General Manager.

### **RECOMMENDATION**

That the attached Records Management Policy be made an internal policy.

**9.      ORANA ARTS INC**

**Introduction**

This report is presented to Council to provide information regarding the annual contribution to the Orana Arts Inc.

**Background**

Council has for a number of years paid an annual contribution to the Orana Arts Inc. This organisation supports and advocates for arts and culture in the region through programs and projects that help communities participate in the arts and provide opportunities for artists. Cr Lambert is the appointed Councillor Representative to the Regional Arts Board.

The contribution being sought from Council for the 2017/18 financial year is \$8,241.00.

Correspondence received from the Executive Director of the organisation indicates that following their AGM in March 2018, Orana Arts will formalise a new MOU for participating Councils which aligns with their three year Strategic Plan.

At present participating Councils are Bogan Shire, Dubbo Regional, Gilgandra Shire, Mid-Western Regional, Narromine Shire and Warrumbungle Shire.

**Issues**

It is intended that the contribution for the 2017/18 financial year be paid and following the Orana Arts AGM in March, the Executive Director make a presentation to Council regarding the new MOU and the budget contributions expected for the next 3 years.

**Assessment**

**a) *Legal Implications***

Orana Arts intends presenting a new three year Memorandum of Understanding following their March AGM.

**b) *Financial Implications***

The 2017/2018 financial contribution from Council is \$8,241.00. Further financial contributions will be determined following Orana Arts presentation to Council.

**c) *Policy Implications***

Nil.

**d) *Strategic Implications***

This report relates to item 1.2.2 of the Community Strategic Plan – Share and celebrate our cultural and social diversity through local events, programs and projects.

**9. ORANA ARTS INC (Cont'd)**

**Summary**

It is intended to pay the 2017/2018 financial contribution to the Orana Arts Inc. and invite the Executive Officer to make a presentation to Council on their proposed Memorandum of Understanding for the next three years.

**RECOMMENDATION**

That Council:-

1. Pay the financial contribution for the 2017/2018 year being \$8,241.00
2. Invite the Executive Officer of Orana Arts Inc. to make a presentation to Council on the proposed three year Memorandum of Understanding and the merits of Council remaining a financial contributor to the organisation.

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**10. SERVICE NSW EASY TO DO BUSINESS PROGRAM**

**Introduction**

This report is presented to Council to provide an overview of the Easy to Do Business Program.

**Background**

Service NSW in partnership with the Office of the NSW Small Business Commissioner has launched the NSW Outdoor Dining Trial to streamline the process for existing restaurants, cafes and other food-based businesses to expand trading onto the public footpath. This trial runs from September 2017 to July 2018.

The objective of the trial is to streamline the process for outdoor dining approvals by cutting red tape for small businesses and local councils using an online application and approval process.

After the Outdoor Dining Trial is completed, the next program sector to be launched is Housing and Construction.

**Issues**

The Narromine Local Government area does not have a large café, small bar and restaurant sector, and Council staff consider that they are able to provide a simplified consultation and approval process with regard to local government issues; without involving a third party.

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**10. SERVICE NSW EASY TO DO BUSINESS PROGRAM (Cont'd)**

It is therefore proposed that Council consider entering into a contract with Service NSW for Easy to do Business at a later stage when the benefits of the trial program have been measured and feedback from other participating Councils obtained.

**Assessment**

**(a) Legal Implications**

If Council wishes to join the program it will need to enter into a Contract with Service NSW for Easy to Do Business, with the documents authorised for execution under the Common Seal.

**(b) Financial Implications**

There is no joining fee applicable for the trial program. Confirmation has been sought from Service NSW, that should Council consider joining the housing and construction program, this too will be a free service.

**(c) Strategic Implications**

This report relates to Item 4.2.7 of the Community Strategic Plan – continuously improve organisational performance, efficiency of services and project delivery.

**Summary**

Service NSW in partnership with the Office of the NSW Small Business Commissioner has launched the NSW Outdoor Dining Trial to streamline the process for the outdoor dining approvals. Council staff consider that this is a small industry and therefore can adequately provide consultation and support on local government issues without involving a third party. It is proposed that Council consider joining the Easy to Do Business program in the future.

**RECOMMENDATION**

That the information be noted.

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**11. WORK HEALTH AND SAFETY POLICY**

**Introduction**

This report is presented to Council for the adoption of the reviewed Work Health and Safety Policy.

**Background**

Council is committed to providing and maintaining a safe and healthy workplace for its workers and other persons in the workplace.

## 11. WORK HEALTH AND SAFETY POLICY (Cont'd)

Council adopted its Work Health and Safety Policy at its Ordinary Council Meeting held on 10 June 2015, Resolution No 2015/133. The policy is now due for revision. Minor amendments have been marked in red for ease of reference (**see Attachment No 9**).

### Assessment

#### **a) Legal Implications**

*Work Health and Safety Act 2011, Work Health and Safety Regulations 2017, Workers Compensation Act 1998, Workplace Injury Management and Workers Compensation Act 1998; Workers Compensation Regulation 2016.*

Council has a primary duty of care to ensure, so far as is reasonably practicable, the health and safety of workers engaged, and workers whose activities in carrying out work are influenced or directed by Council, whilst at work.

#### **b) Financial Implications**

Failure to ensure the health and safety of workers can result in significant penalties to the body corporate and/or individuals.

#### **c) Policy Implications**

Work Health and Safety Policy; Management Plans and Procedures

#### **d) Strategic Implications**

This report relates to item 4.2.7 of the Community Strategic Plan – continuously improve organisational performance, efficiency of services and project delivery and item 4.2.7.2 of the Delivery Program – review and implement the Work Health Safety Management System.

### Summary

Council is committed to ensuring the health and safety of its workers and others persons in the workplace. The attached Work Health and Safety Policy was adopted by Council in 2015 and is now due for revision. Minor amendments have been marked in red for ease of reference.

### **RECOMMENDATION**

That the attached Work Health and Safety Policy be adopted.

Jane Redden  
**General Manager**

# Attachment No. 1

## Proposed Amendments to the Local Government (General) Regulation 2005

### Councillor Induction and Professional Development Programs

- The general manager is to ensure an induction program is delivered for newly elected and returning councillors and a specialised supplementary induction program for the mayor within six months of their election.
- The general manager is to ensure an ongoing professional development program is delivered for the mayor and each councillor over the term of the council for the purposes of assisting them to acquire and maintain the knowledge and skills necessary to perform their roles.
- The content of the ongoing professional development program to be delivered to the mayor and councillors is to be determined in consultation with the mayor and each councillor and is to have regard to the specific knowledge and skills required by the mayor, each individual councillor and the governing body as a whole to perform their roles.
- Mayors and councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or ongoing professional development program.
- The general manager is to report to the first council meeting held following the completion of the delivery of the induction program identifying the activities offered to the mayor and each councillor as part of the induction program, and whether or not the mayor and each councillor participated in the activities offered to them.
- The general manager is to report to the first council meeting held following 30 June in each year identifying the ongoing professional development activities offered to the mayor and each councillor in the year to 30 June as part of the professional development program, and whether or not the mayor and each councillor participated in the activities offered to them under the program.
- The general manager is to ensure these reports are published on the council's website.
- The Chief Executive of the Office of Local Government may, at the request of a general manager, exempt the council from the requirement to publish details of induction and ongoing professional development activities offered to the mayor or an individual councillor where he or she is satisfied that there are exceptional circumstances.

## Proposed Amendments to the Local Government (General) Regulation 2005

### Councillor Induction and Professional Development Programs

- The general manager is to ensure an induction program is delivered for newly elected and returning councillors and a specialised supplementary induction program for the mayor within six months of their election.
- The general manager is to ensure an ongoing professional development program is delivered for the mayor and each councillor over the term of the council for the purposes of assisting them to acquire and maintain the knowledge and skills necessary to perform their roles.
- The content of the ongoing professional development program to be delivered to the mayor and councillors is to be determined in consultation with the mayor and each councillor and is to have regard to the specific knowledge and skills required by the mayor, each individual councillor and the governing body as a whole to perform their roles.
- Mayors and councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or ongoing professional development program.
- The general manager is to report to the first council meeting held following the completion of the delivery of the induction program identifying the activities offered to the mayor and each councillor as part of the induction program, and whether or not the mayor and each councillor participated in the activities offered to them.
- The general manager is to report to the first council meeting held following 30 June in each year identifying the ongoing professional development activities offered to the mayor and each councillor in the year to 30 June as part of the professional development program, and whether or not the mayor and each councillor participated in the activities offered to them under the program.
- The general manager is to ensure these reports are published on the council's website.
- The Chief Executive of the Office of Local Government may, at the request of a general manager, exempt the council from the requirement to publish details of induction and ongoing professional development activities offered to the mayor or an individual councillor where he or she is satisfied that there are exceptional circumstances.

# Councillor Induction and Professional Development Guidelines

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December 2017



**CONSULTATION DRAFT**

# CONSULTATION DRAFT

## About these guidelines

The Councillor Induction and Professional Development Guidelines (the Guidelines) have been issued under section 23A of the *Local Government Act 1993* (the Act) to assist general managers and council staff to develop, deliver, evaluate and report on the induction and professional development programs they are required to provide mayors and councillors under the Local Government (General) Regulation 2005 (the Regulation). Councils are required to consider the Guidelines when undertaking these activities.

The Guidelines have also been developed to ensure mayors and councillors are aware of the knowledge, skills and personal attributes expected of them in their civic roles under the Act, and of the support their council should be providing to ensure they are able to effectively fulfil their roles.

### THESE GUIDELINES ARE DIVIDED INTO FIVE PARTS:

- Part 1** introduction
- Part 2** explains the statutory requirements for **induction and professional development programs** for mayors and councillors in NSW.
- Part 3** guides councils on how to develop and deliver **information sessions** to potential candidates considering nominating for election.
- Part 4** guides councils on how to develop and deliver **induction programs** for newly elected and returning mayors and councillors.
- Part 5** guides councils on how to develop and deliver **ongoing professional development programs** that ensure mayors and councillors continue to develop their skills and knowledge throughout their terms in office.
- Part 6** outlines how councils are to **report** on the induction and professional development activities offered to mayors and councillors and their participation in those activities.

It is acknowledged that many NSW councils already have induction and ongoing professional development programs for mayors and councillors. It is also recognised that the needs and circumstances of councils vary, as do the skills and needs of individual mayors and councillors. The aim of the Regulation and the Guidelines is to ensure that all mayors and councillors across the state have access to such programs, and that the programs delivered by councils meet a consistent minimum standard. The Guidelines have therefore been designed to be used flexibly by councils and to accommodate, and in some cases build upon, existing programs.

These Guidelines include:

- details of the knowledge and skills that mayors and councillors are required to have or acquire in order to fulfil their roles effectively
- a framework for the development of pre-election information sessions for candidates, and induction and ongoing professional development programs for elected members
- information about the developmental stages of each program and what to consider at each stage, and
- checklists of the content that could be included in each program.

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# Part 1:

## Introduction



## Background

Mayors and councillors come from a diverse range of backgrounds and bring different knowledge, skills, perspectives and insights to their roles. This is one of the strengths of a democratic and representative system of local government.

However, few new mayors or councillors have extensive knowledge of the system of local government, how a council works or the full range of their roles and responsibilities when they assume office for the first time. Some are unaware of the need for mayors and councillors to work as a team, despite their political differences, to make decisions that are in the best interests of the community. There may be others who, if they had been fully aware, prior to their election, of the nature of the role of a mayor or councillor, and of the time commitment involved, may not have nominated to stand.

The role exercised by mayors and councillors is a very demanding one and the community rightly has high expectations of the performances of the mayor and councillors. As the governing body of the council, mayors and councillors must work together as a cohesive team to meet the needs of the community. The multi-faceted nature of the roles also requires mayors and councillors to have a wide variety of skills, experience and knowledge, along with the time, passion and commitment to achieve results for the community.

From their first council meeting, mayors and councillors will be required to work together to make important decisions on behalf of their communities, and to take responsibility for those decisions. These decisions will impact on local communities, the services and infrastructure delivered by the council, and the local natural and built environments. They will often involve significant use of public money. Proper induction into their roles, and the building of the governing body as a unified and collaborative team, are vital if mayors and councillors are to be effective from the start of their terms in office.

Some mayors and councillors may need to develop knowledge and skills in areas that are unfamiliar to them in order to undertake the breadth of their roles successfully. These may include, for example, understanding council meeting procedures, understanding land use planning regulatory requirements, or interpreting financial statements.

Even experienced mayors and councillors say they can find it challenging to keep abreast of changes to the legislative and policy context for local government as well as changes to their councils' policies and procedures.

Ongoing professional development and training, as well as early relationship building between councillors, is essential if the community is to be well served by their elected representatives on council.

## Statutory requirements

The Act prescribes the roles and responsibilities of mayors and councillors collectively as the governing body of the council and as individual members of the governing body. It also places a responsibility on each mayor and councillor to make all reasonable efforts to acquire and maintain the knowledge and skills necessary to perform their roles.

To assist mayors and councillors to meet this obligation, the Regulation requires general managers to deliver induction and professional development programs that will help mayors and councillors to acquire and maintain the knowledge and skills necessary to perform their roles. Mayors and councillors have a reciprocal obligation to participate in these programs.

**Part 2** of these Guidelines further explains what is required of councils, mayors and councillors under the Regulation.

Each council is required to publicly report on the activities offered to the mayor and councillors as part of council's induction and professional development programs, and their participation in those activities. **Part 6** of these Guidelines outlines these reporting requirements.

## Induction and professional development – an overview

### Pre-election candidate information sessions

Whilst not a regulatory requirement, it is recommended that general managers begin induction and professional development activities by holding at least one candidate information session prior to the election for people considering nominating for election.

These sessions should be designed to ensure potential candidates are fully aware and informed of what will be expected of them if they are elected. **Part 3** of these Guidelines provides more information about how each council should develop and deliver candidate information sessions.

### Induction programs

An induction program is a process used within many businesses, government agencies and non-government bodies to welcome new people to an organisation and to prepare them for their new roles.

It ensures the organisation provides a person commencing a role with all the information they need to do their job in the first few months. It also enables the person to become a useful, integrated member of the organisation, rather than being ‘thrown in at the deep end’ without understanding how to perform their role, or how it fits in with the rest of the organisation.

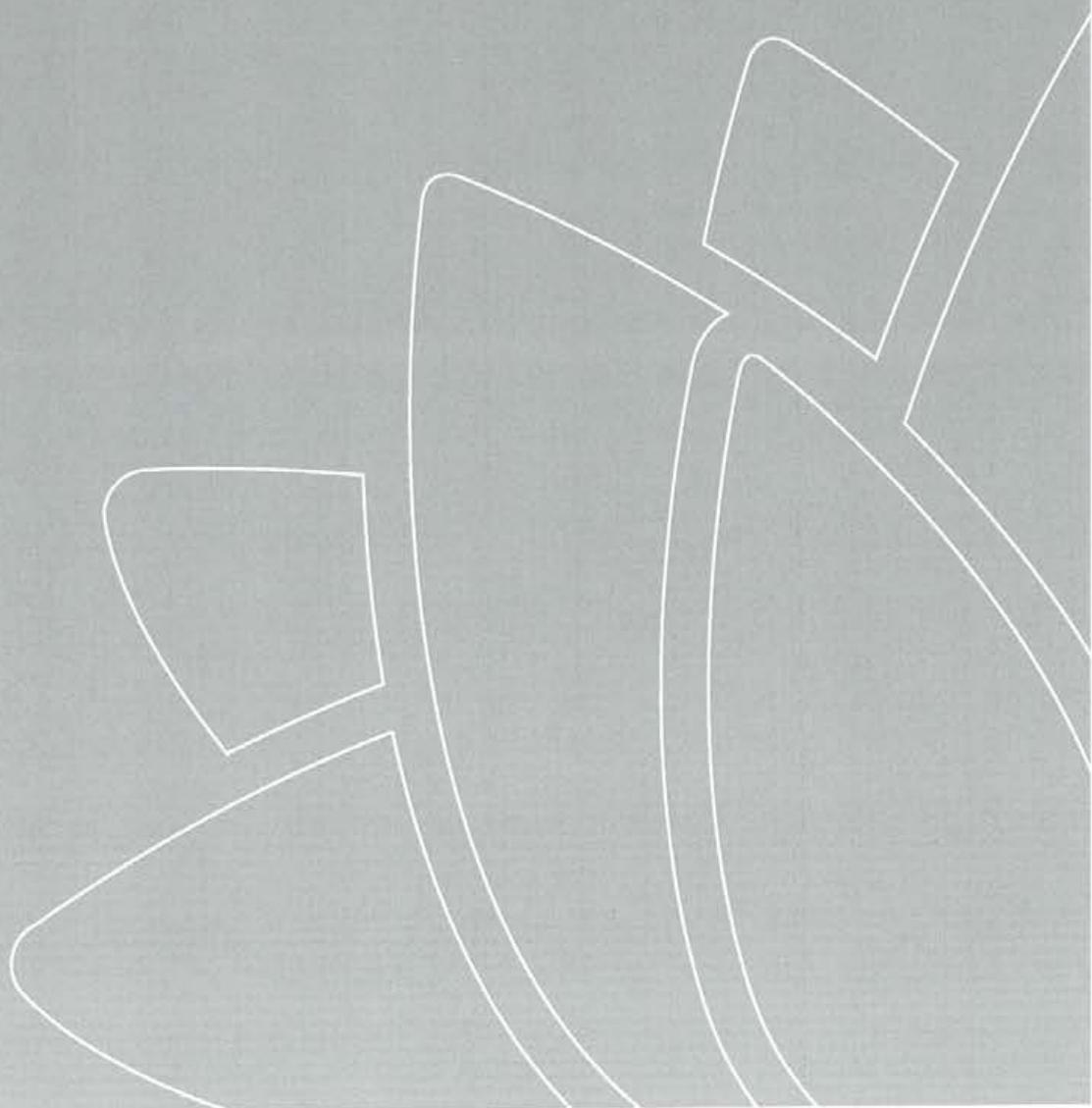
A good councillor induction program can build early positive relationships and teamwork between councillors, increase productivity and provide essential knowledge from the moment a mayor or councillor is elected. This can ensure newly elected mayors and councillors are more productive in a shorter period of time.

**Part 4** of these Guidelines outlines how each council should develop its councillor induction program.

### Professional development programs

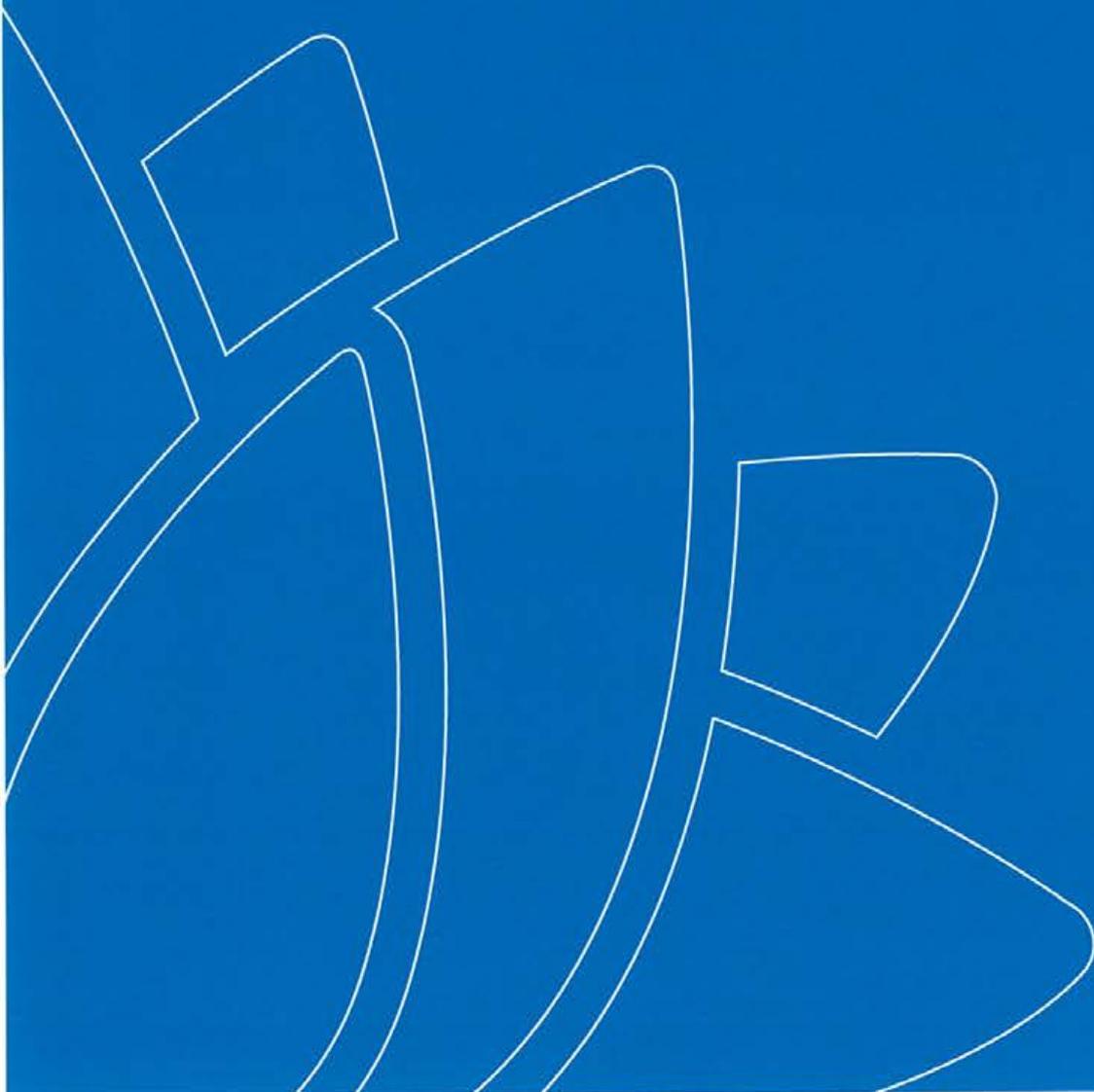
A professional development program is any program which involves a deliberate and ongoing process of improving and increasing the professional knowledge, competence, skill and effectiveness of people in the workplace through training specific to their needs.

In local government, an effective professional development program can ensure mayors and councillors fill any skills or knowledge gaps they have that may otherwise prevent them from making the best possible contributions to their communities. **Part 5** of these Guidelines outlines how each council should develop its councillor professional development program.



## Part 2:

# Statutory Context



Under section 232(1)(g) of the Act, all mayors and councillors have a responsibility to make all reasonable efforts to acquire and maintain the skills necessary to perform their roles.

To support this, the general manager is required under clause x of the Regulation to ensure the delivery of:

- an **induction program** for newly elected and returning councillors and a specialised supplementary induction program for the mayor within six months of their election, and
- an **ongoing professional development program** for the mayor and each councillor over the term of the council to assist them to acquire and maintain the skills and knowledge necessary to perform their roles. The content of the ongoing professional development program is to be determined in consultation with the mayor and each councillor. It must be needs-based and reflect the specific skills and knowledge required by the mayor, each individual councillor and the governing body as a whole, to perform their roles effectively.

Under the Regulation, mayors and councillors must make all reasonable efforts to participate in the activities offered to them as part of an induction or professional development program.

## Principles, roles and responsibilities under the Act

Councils are required to apply the five sets of guiding principles prescribed under the Act in exercising their functions. These principles (outlined in **Appendix A**) seek to ensure that each council carries out its functions in a way that facilitates the creation of a strong, healthy and prosperous local community. Mayors and councillors must understand these principles and be able to apply them when exercising their functions.

The Act also prescribes the roles and responsibilities of mayors and councillors, both collectively as the governing body of the council, and individually as members of the governing body (these are outlined in

**Appendix B**). Mayors and councillors must have a strong understanding of their prescribed roles and responsibilities under the Act in order to be able to fulfil them.

Councils must design their induction and professional development programs to ensure that mayors and councillors have the knowledge and skills needed to apply the guiding principles, and to undertake their roles and responsibilities prescribed under the Act.

## Reporting requirements

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their duties.

To facilitate this accountability, the general manager is required under clause x of the Regulation to report to the first council meeting held after the induction program is delivered:

- the activities offered to the mayor and each councillor as part of the induction program, and
- whether or not the mayor and each councillor participated in them.

The general manager is also required to report to the first council meeting held after 30 June each year:

- the ongoing professional development activities that were offered to the mayor and each councillor in the year to 30 June, and
- whether or not the mayor and each councillor participated in these activities.

The general manager is also required to ensure these reports are published on the council's website.

The Chief Executive of the Office of Local Government may, at the request of the general manager, exempt the council from the requirement to publish details of induction and ongoing professional development activities offered to the mayor or an individual councillor where he or she is satisfied that there are exceptional circumstances.

## Part 3:

# Pre-election Information Sessions for Potential Candidates



## Benefits of a pre-election candidate information session

It is vital that people who are considering nominating for election to a council have a solid understanding of the role before they nominate. This includes an understanding of what will be expected of them should they be elected, and the legislative boundaries they must work within.

Being fully informed will ensure that candidates who nominate have seriously considered whether they have the skills and personal attributes required to fulfil the responsibilities of civic office (noting that the specific knowledge required can be developed if these skills and personal attributes are present). Being fully informed will also assist them to judge whether they will be able to effectively meet the demands of representing their community on council.

The general manager should therefore ensure that at least one candidate information session is held prior to nomination day for people considering nominating for election to council.

The benefits of a pre-election information session/s include:

- candidates being fully informed about the:
  - roles and responsibilities of a mayor and/or councillor
  - the legislation and council policies they are expected to comply with
  - time commitment required, and
  - the skills, knowledge and personal attributes needed.
- candidates being given the opportunity to learn from experienced mayors and councillors
- candidates being given the opportunity to ask council any questions about the role
- candidates being aware of the financial and other support available to them to fulfil the role of a mayor and/or councillor
- candidates understanding that their behaviour as a mayor and/or councillor will be governed by council's code of conduct and that there are penalties for breaches
- council being able to provide potential candidates ahead of time the key dates of any known events that they will be required to participate in during council's term if they are elected (for example, council meetings, induction) so that candidates may then make tentative arrangements to enable them to attend the induction program if they are elected
- the community benefiting from each candidate seeking election based on a platform that reflects what they can and cannot do or achieve as councillor, and
- reduced tension and conflict due to newly elected mayors and councillors having a better understanding of their roles and what can be achieved by a unified governing body.

## Delivering a pre-election candidate information session

### Timing

Councils should plan to hold at least one candidate information session before the deadline for nomination. The session/s could be held at council premises, or another appropriate public venue/s, at a convenient time that will enable as many potential candidates as possible to attend. For councils divided into wards, consideration should be given to holding sessions in different wards.

Councils will need to ensure that the details of the candidate information session/s are well advertised in the local community (for example, the council's website, local radio, social media, newspapers, and/or any other effective means) so that any potential candidates are aware the information session/s is being held.

## Content

A checklist of the content to be included in a candidate information session/s is provided in **Appendix C**. Recommended content covers:

- the role of council
- the roles and responsibilities of the governing body and mayor and councillors, and of the general manager and other staff
- legal and ethical responsibilities
- the time commitment required of a mayor and councillor
- the support available to assist the mayor and councillors in their roles, and
- the knowledge, skills and personal attributes required to successfully fulfil the roles of mayor and councillor.

The NSW Electoral Commission provides a range of information and educational resources about the election process and the legal obligations of candidates when nominating and campaigning. More information can be found at [www.elections.nsw.gov.au](http://www.elections.nsw.gov.au) and [www.votensw.info](http://www.votensw.info).

## Delivery

The candidate information session/s should be delivered by the person who is best able to engage attendees and deliver the content in a way that will achieve the outcomes sought. This person could be the general manager, another staff member or an external provider. The general manager should be present, however, to answer any questions.

Previous or current mayors or councillors may also be invited to provide overview/s of their experience in council, and any significant issues they think potential candidates should consider before deciding whether to nominate. This could take the form of an informal talk, a panel discussion or a councillor question and answer session.

Consideration should be given to which delivery method, or combination of delivery methods, would best suit the information being conveyed and should recognise that attendees are likely to have a variety of learning styles.

## Candidate information pack

Councils should prepare a candidate information pack for attendees that provides key information for continued consideration after the session/s. This can take the form of printed material presented in a folder that potential candidates can take away and read, or a dedicated section on council's website that provides all the necessary information. The pack can also include any relevant information or resources made available by external bodies. The NSW Electoral Commission, for example, provides a range of educational resources that guide candidates through the election process.

## Cost

The cost of the information session/s should be covered by council's councillor induction and professional development budget.

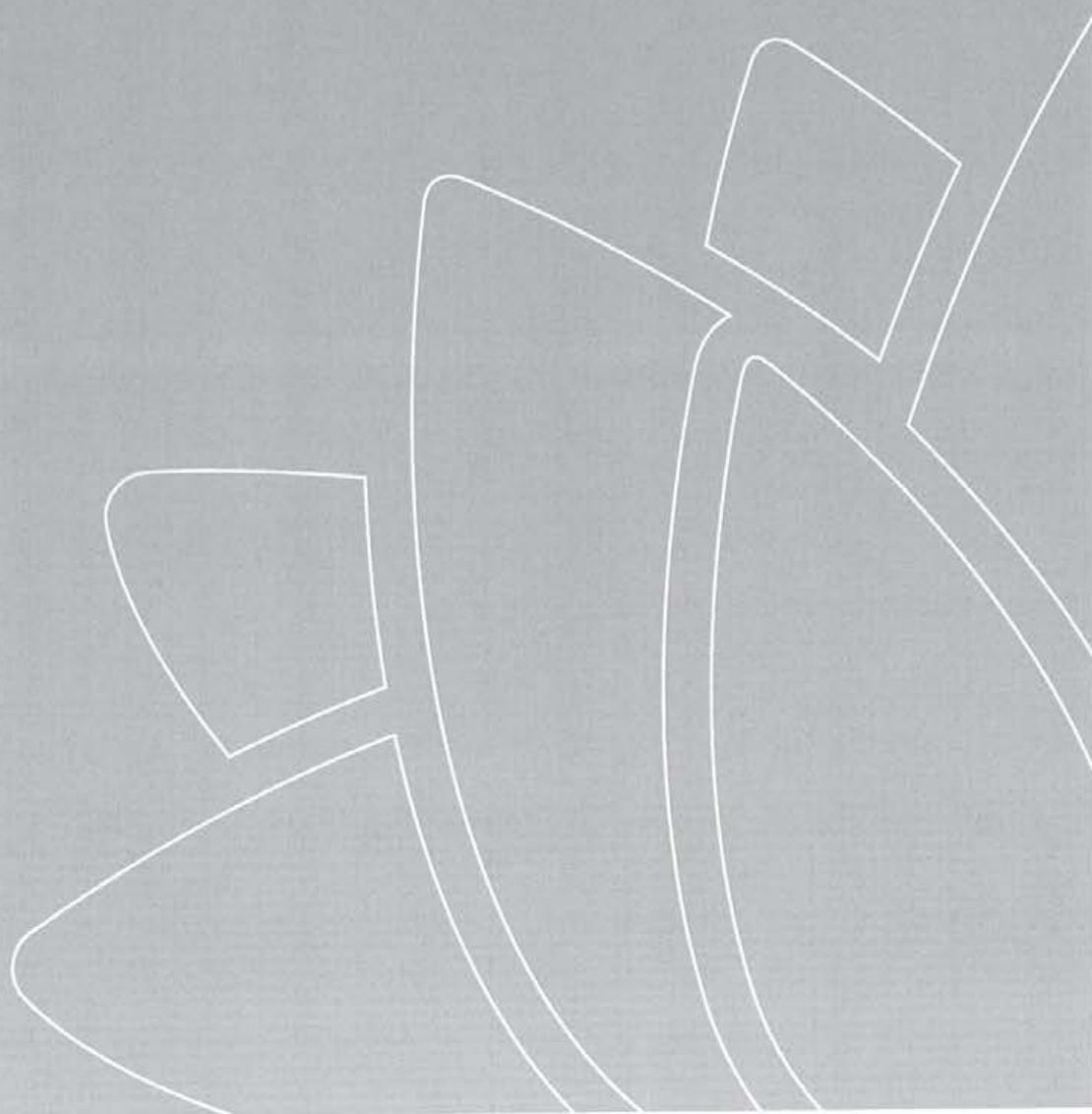
## Evaluation

The information session/s should be evaluated by council to determine how effective it was in helping potential candidates understand what is involved in being a councillor or mayor, and to enable them to assess their suitability for these roles.

The outcomes achieved from the information session/s should include, at a minimum, potential candidates fully understanding:

- the roles and responsibilities of a councillor and mayor, including the personal attributes, skills and knowledge needed to perform these roles effectively
- the legislation, code of conduct and other council policies they will need to comply with
- the time commitment that will be required from them, and
- the financial and other support available to them to fulfil the role of a mayor and/or councillor.

The evaluation should assess whether these outcomes were achieved.



## **Part 4:**

# **Induction Program for Mayors and Councillors**



## Benefits of a councillor induction program

An induction program enables the mayor and councillors to quickly become familiar with how the council works, the rules under which it operates and the complexities of the roles. It is a vital way to ensure new and returning mayors and councillors get the information they need to be effective leaders from the very beginning of the council's term.

It is important that an induction program is not simply used to present dry facts. It is also a vital opportunity to talk with councillors and the mayor about the accepted values and behaviours of the council that they have become a part of.

The induction program is also an invaluable opportunity to sow the seeds for a governing body that functions as a strong, collaborative team. It provides the chance for the mayor and each councillor to understand what motivated their new colleagues to become councillors, and to bond as a team with a common focus on making a difference for the community. It can also be used as an opportunity to have early conversations about how they would like to operate as a team to work towards common goals and to identify success factors for council and the community.

In this way, an induction program also provides an opportunity to set a positive tone for the governing body, establish clear roles and responsibilities and build trust and positive working relationships from the outset. This lays the foundations for a successful, collaborative and cooperative term in office for new mayors and councillors.

The induction program will benefit mayors and councillors by:

- enabling more active and rapid participation in the business of the council
  - enabling them to meet, build rapport, share knowledge and experiences, and form positive working relationships with each other
  - identifying common goals and a shared vision as a governing body
  - introducing councillors to staff to help break down any 'us and them' divide and create one team working for the community whilst still recognising the legislated separation between the two groups
  - providing an opportunity for appropriate role models and mentoring relationships to be established between experienced mayors and councillors and new councillors
  - helping participants to understand key legislation
  - helping participants to understand their prescribed roles and responsibilities
  - briefing them on the 'big picture', and providing them with a clear understanding of council's health and performance
  - enabling them to understand and agree on the key issues and tasks for the new council, and to build a vision for the governing body's term
  - enabling them to understand key council information, policies and procedures
  - enabling them to understand the council and the local government area
  - enabling them to feel empowered with key information about the integrated planning and reporting processes and their opportunities for influence, and
  - increasing their self-confidence in their ability to perform their roles.
- providing them with access to essential information in a structured and consistent way that will assist them to function well in their role and to make informed and effective decisions from the start of their term in office

### Returning councillors

Because local government is complex and subject to change, the mayor and all councillors, both new and experienced, should attend council's induction program at the commencement of each term.

Whilst returning councillors may already know much of the information provided in the induction program, their attendance at these sessions will demonstrate to new councillors that their roles and responsibilities are important. Returning councillors can also contribute valuable information and lessons learnt from previous council terms, and help build a positive and collaborative culture for the new governing body.

Important aspects of the induction program include building trust and positive relationships between the members of the new governing body, establishing working bonds and determining how they can work together as a team. All councillors need to be part of this process.

## Delivering a councillor induction program

### Planning

Councils should aim to have their induction programs finalised in time to provide potential candidates the proposed induction timetable at the candidate information sessions. Candidates can then make tentative arrangements to enable them to attend the induction program if they are elected.

It is important that councillors feel welcome when they start their terms. This will send a supportive message that builds on the positive culture being encouraged for the governing body. Council should also ensure that the resources each councillor and the mayor needs are set up and ready when they start. This includes any IT equipment, office facilities or other necessary resources that will ensure they are productive from their first day in office.

### Timing

The Regulation allows a maximum of six months for the delivery of the induction program to provide councils the flexibility to develop an approach that best meets the needs of its mayor and councillors.

The first induction training session should take place as soon as possible after the results of the election are declared and prior to the first council meeting. It should aim to provide councillors with the information they need to function in their roles, including in meetings, until the rest of the induction program is delivered. The rest of the induction program must be delivered within six months of the polls being declared.

The delivery of the components of the induction program should be timed to reflect the information the councillors and the mayor need in the first week, the first month and the first three months of council. In addition, the relevant components of the induction program should be delivered before the review of the council's community strategic plan, and before the adoption of its delivery program.

Some councils prefer to deliver the full induction program as soon as possible to provide councillors with all of the information and induction training they need from the start of their term in office. However, this approach runs the risk of councillors feeling overloaded with information.

Other councils prefer to deliver the induction program approximately six weeks after the election so that new councillors have the opportunity to gain some practical experience first. However, this approach runs the risk of councillors not being effective or lacking confidence during the weeks preceding the induction training.

Alternatively, some councils choose to do a mixture of these approaches by staging the induction program over a number of weeks. Ultimately, the optimum timing for delivery of an induction program will vary depending on local circumstances.

### Content

A checklist of recommended content for induction programs for councillors and a supplementary program for mayors is provided at **Appendix D**.

There should be two core components of council's induction program:

- a knowledge-based component that ensures new mayors and councillors have the information they need to undertake their roles during the first few weeks of their term, and
- a team-building component designed to bring councillors together to form a collaborative, positive and united governing body.

#### **Knowledge component**

In the first few weeks in particular, new mayors and councillors will need to know:

- their roles, responsibilities and legislative obligations
- what the council does and how the council operates, including an overview of integrated planning and reporting and land use planning
- their financial management responsibilities
- the key issues and tasks for the new council
- the legislation, rules, principles and political context under which councils operate
- the council's organisational structure and the roles and responsibilities of staff
- key council policies and procedures they must comply with
- the role of council meetings and how to participate effectively in them
- the support available to the mayor and councillors, and where they can go to get more information or assistance
- how to speak to the media appropriately and effectively, and
- information on the process for electing the mayor (where applicable).

Mayors will also need to know:

- the roles and responsibilities of the mayor as leader of the council, including ceremonial functions
- how to chair council meetings
- the role and functions of regional and other external bodies council is a member of
- how to oversee the general manager, including understanding recruitment processes and leading performance reviews
- how to lead council's integrated planning and reporting, and
- how to manage code of conduct complaints about the general manager.

#### **Team building component**

Team building activities should be held, where necessary, depending on the relationships that exist between councillors and how they are likely to function as a team. The activities should aim to ensure mayors and councillors, as a governing body, understand the need to:

- build relationships with each other based on trust and mutual respect
- contribute to a positive and ethical culture within the governing body
- encourage and facilitate collaboration with each other
- work towards consensus as members of the governing body for the benefit of the community
- win concessions without damaging relationships within the governing body
- champion and communicate the council's vision and strategic plans as a cohesive team
- respect the diversity of skills and experiences on the governing body, and
- communicate and uphold the decisions of council in a respectful way, even if their own positions are not adopted.

Activities should also help the mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within council and when representing council in the community and elsewhere.

## Structure and delivery

Each component of the induction program should be presented by the person who is best able to deliver the content and achieve the outcomes sought. This could be the general manager, another staff member or an external provider. Previous or current mayors or councillors may also be invited to provide an overview of their experiences on council, as might an experienced former or current mayor from outside the council.

The induction program should be conducted in a way that avoids the mayor and councillors being overloaded with information, particularly if this is at the expense of team building. This may be achieved by limiting the length of sessions, having a number of short sessions rather than one longer session and/or through the use of a range of delivery modes and materials.

Some councils structure their councillor induction programs intensively over two or more days – possibly a weekend – while others choose to hold shorter, evening sessions over several weeks. Others choose a combination of these two approaches.

When planning and delivering their induction programs, councils may consider making use of resource sharing arrangements with other councils, including Joint Organisations or Regional Organisations of Councils. For example, one part of the induction may be provided at the regional level to cover the more generic and regional issues, and another part within the council may cover local issues, policies and procedures. Printed and face-to-face training resources could also be utilised.

The Office of Local Government also offers 'Hit the Ground Running' workshops, held shortly after each council election, which councils may wish to include in their induction program.

Consideration should be given to which delivery method, or combination of methods, would best suit the information being conveyed and the different learning styles of councillors. Options could include:

- intensive blocks over two or more days (including weekends)
- evening or dinner sessions over several weeks
- a mix of regional and local level induction sessions
- informal briefings from the general manager and other senior staff
- guest speakers and presenters from other councils, state government agencies or other local government groups
- a guided tour of the council's administration building/s, depot, council facilities and local government area
- in-house workshops by council staff and/or professional training providers
- seminars and conferences
- panel discussions
- a mock council meeting or meetings
- training booklets and discussion papers distributed to councillors to work through at their own pace, and/or
- online information and training resources.

Where possible, presentations should be supported by written materials, including an induction manual or handbook that councillors can retain and refer to.

## Induction manual

Councils should develop an induction manual or handbook to support councillors in the first weeks following the commencement of the council's term of office. This resource may also include relevant background reference material for the longer term, and printed or online resources specifically developed for new councillors. It could also include a copy

of the Councillor Handbook which has been developed by the Office of Local Government for councillors. The induction handbook may be provided prior to, at or after induction training.

How the information is presented in the induction manual will affect how useful it is. For example, some councils have found that a manual is most likely to be used if the information is presented in a folder. Some councils may consider also providing the information as an online resource. An online resource may be easier for councils to keep updated and can make topic searching easier for users.

**Appendix E** provides a checklist of the content that could be included in an induction manual or online resource. Recommended content includes:

- basic information about the council
- profiles (demographic, economic etc.) of the local government area
- information about council meetings
- key planning and policy documents and information
- key legislation
- information about support for councillors, and
- other useful resources, such as Bluett's Local Government Handbook NSW, and/or details about where they may be accessed.

It is suggested that online resources include hyperlinks to electronic versions of any plans, policies or other documents referred to in the councillor induction manual.

## Cost

The cost of the induction program should be budgeted for within the council's councillor induction and professional development budget.

## By-elections

Under the Regulation, an induction program must also be delivered by a council for any newly elected mayor or councillor who joins the council as a result of a by-election to fill a casual vacancy.

## Evaluation

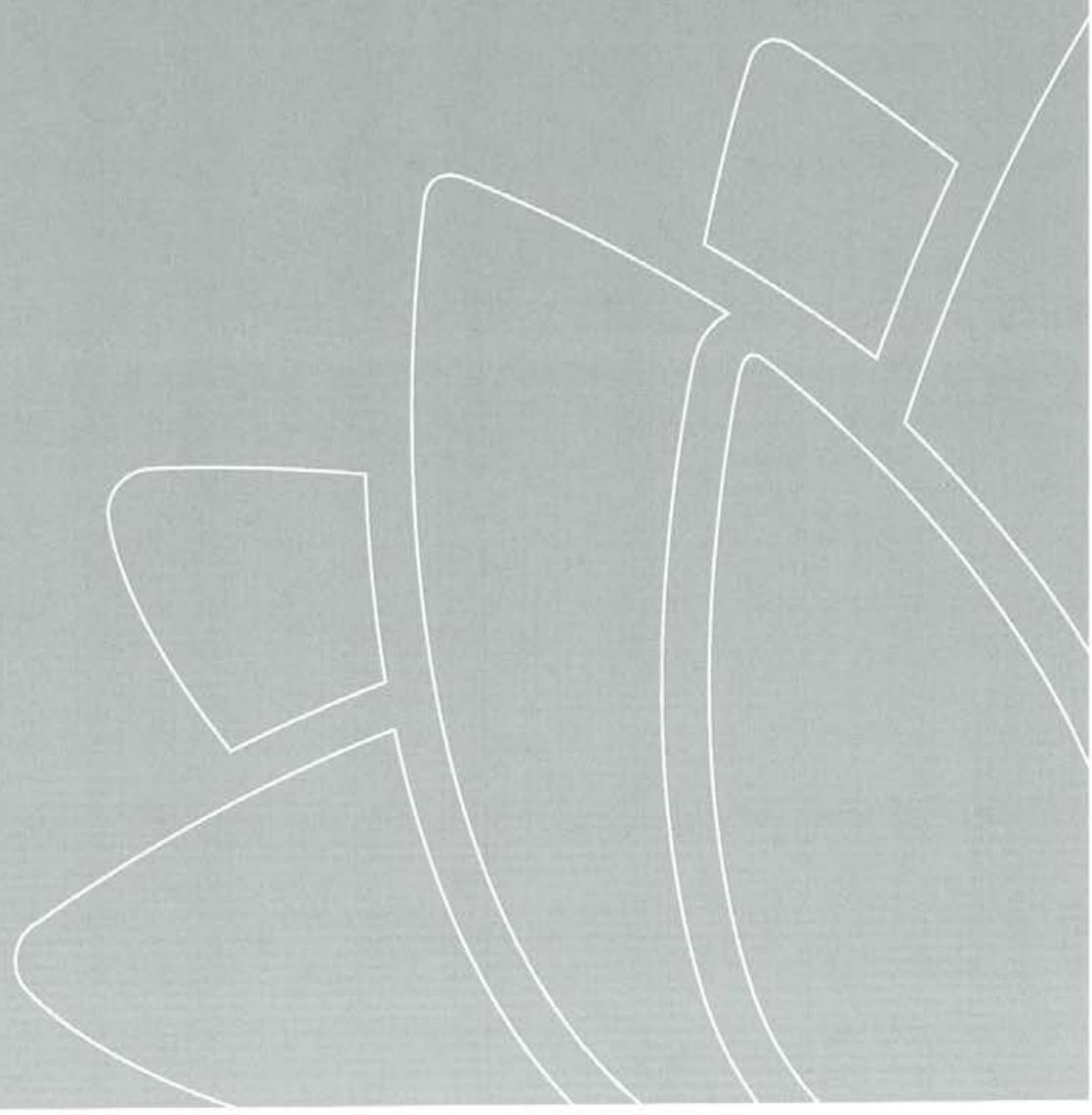
Council should evaluate the induction program to determine what elements worked well and whether there were any deficiencies that need to be addressed.

The methodology for the evaluation should be determined when the induction program is being developed to ensure that relevant data is collected. At a minimum, the evaluation should assess whether the induction program resulted in councillors and the mayor:

- understanding the need to build trusting and positive relationships with a common purpose as a team of councillors
- understanding the need to build a cohesive and positive culture for the governing body
- understanding the need to build a positive working relationship with the general manager and other staff
- understanding their roles and the roles of internal and external stakeholders, and feeling confident in their ability to perform their roles
- understanding key council information and how council works
- being aware of all relevant legislation and council policies and procedures, and being committed to complying with them
- understanding the key issues and tasks for the new council
- being able to make informed and effective decisions from the start of their term in office
- being able to effectively participate in council meetings and apply meeting rules correctly from the start of their term in office
- being able to fulfil their integrated planning and reporting responsibilities, including financial management responsibilities
- knowing how to speak to the media appropriately, and
- feeling confident in understanding and using financial information to manage council's finances.

In the case of the mayor, being able to:

- act as a stabilising influence and show leadership in times of crisis
- build a positive working relationship with the general manager
- oversee the general manager, including leading recruitment processes and performance reviews
- chair council meetings
- undertake his or her ceremonial functions
- lead the council's integrated planning and reporting, and
- manage code of conduct complaints about the general manager.



## **Part 5:**

# **Professional Development Program for Mayors and Councillors**



## Benefits of a professional development program for mayors and councillors

Ongoing professional development for mayors and councillors is an investment which will enhance the effectiveness of a council's performance in achieving its goals.

The benefits of an ongoing professional development program for councillors and mayors include:

- mayors and councillors representing their communities to the best of their ability
- mayors and councillors feeling confident and supported in their roles
- the governing body making decisions based on a full understanding of all the key issues and consequences
- improved performance of council overall
- greater understanding of, and compliance with, legal responsibilities
- better management of the council's finances and resources, and
- mayors and councillors developing skills and knowledge that they can take into their personal and professional lives.

## Enshrine commitment in council policies

Each council needs to enshrine its commitment to the ongoing professional development of mayors and councillors in all relevant council policies. This will ensure that this commitment is embedded in council's values and operations, and that an effective ongoing professional development program is implemented.

## Policy on the provision of expenses and facilities to councillors

Each council's ongoing professional development program should be accommodated by and reflected in its councillor expenses and facilities policy. The expenses and facilities policy should make clear and adequate provision for relevant training and professional development activities as legitimate expenses.

## Other mechanisms

Councils may also wish to consider other mechanisms to reinforce their commitment to ongoing professional development for the mayor and councillors, and they may wish to develop a structured approach for realising this commitment in practice.

This may be done through developing and adopting a resolution or a charter as a statement of commitment to support ongoing professional development for the mayor and councillors.

Alternatively, councils may wish to develop and adopt a councillor training and professional development policy. A model policy is provided in **Appendix F**.

## Development of a training and professional development plan

As part of council's professional development program, council should develop a professional development plan for the mayor and each councillor. The plan should be developed in consultation with the mayor, each individual councillor and the governing body as a whole, and the general manager.

Depending on the needs of the council and the governing body, council's professional development program could comprise:

- generic activities delivered to all councillors which address the needs of council (identified in council's needs analysis), with a supplementary program for the mayor, or
- an individualised program for each councillor or mayor which caters to their specific professional development needs, and which addresses the skills and knowledge gaps that the councillor or mayor is identified as having, or
- a generic program that offers activities to meet council's skill and knowledge requirements, supplemented with individual activities to meet the specific needs of individual councillors or groups of councillors and the mayor.

The program can span the council's term, with individual activities implemented over time according to priority.

## Needs analysis

The first step in creating a professional development plan is to identify any gaps in the knowledge and skills required by the mayor and each councillor to perform their roles and responsibilities effectively. These needs should be assessed individually for the mayor and each councillor, and for the governing body as a whole.

To do this, each council will first need to conduct a needs analysis prior to each new council term to determine what knowledge and skills their mayor and councillors must have to effectively serve their local community.

The knowledge and skills listed in **Appendix G**, together with any additional needs a council may have (for example, specific services or particular environmental, social or economic challenges facing their community), should form the basis of this needs analysis.

## Assessment of skills and knowledge gaps

Once the council has determined the knowledge and skills required of the mayor and councillors, an assessment should be undertaken of what skills and knowledge the mayor and each councillor bring to their roles. The assessment should identify areas where they require development. This should be done for both new and experienced mayors and councillors.

Council, the mayor and councillors can use information obtained through a range of activities to identify any gaps. Examples of information sources include: self-assessments, questionnaires, councillor feedback, observations during council meetings and workshops, and interviews.

Any deficit identified through the assessment process should form the basis of the professional development plans for the mayor and councillors.

## Structure and timing

Councillors' professional development plans should outline:

- the outcome of council's needs analysis
- the knowledge and skills the councillor or mayor brings to their role
- the development needs of each councillor or mayor
- the priority given to each development need
- how the knowledge or skill will be developed (i.e. on-the-job training, mentoring, internal training, external training, briefing session etc.)
- timeframes for development
- who is responsible for organising training/development
- approval processes, and
- estimated costs.

The timing of the delivery of each component of the professional development plans for the mayor and councillors should be designed in such a way so as to not overload councillors with learning activities in the early part of council's term. The timing should reflect what knowledge and skills councillors and the mayor need at various points in council's term to undertake their roles.

For example, council should ensure that the mayor and councillors have acquired the knowledge and skills necessary to effectively contribute to the review of the community strategic plan and the development of the delivery program before these activities are undertaken.

## Delivery

A range of delivery methods and materials should be used to support the training and development needs of the mayor and councillors, recognising the varied learning styles councillors may have. These could include:

- in-house workshops, seminars and briefing sessions conducted by the council with appropriate staff, trainers and guest speakers
- workshops, seminars and conferences for mayors and councillors offered by external training providers and industry bodies
- printed material, including training booklets and discussion papers, that may be distributed to councillors for information, and
- online training courses and webinars.

Councils could also consider making use of resource sharing arrangements with other councils, including Joint Organisations and Regional Organisations of Councils.

Each councillor's professional development plan should outline possible delivery methods for each training need identified.

## Cost

Each year the council should allocate a budget to support professional development activities to be undertaken in that year. Progress against expenditure of the budget allocation should be reported on a quarterly basis as part of the budgetary cycle.

Councils will need to determine the size of the budget allocation, which may change annually, depending on training needs. It is to be expected that costs will be higher in the first year of council's term due to the need to deliver candidate information sessions and the induction program. The delivery program financial estimates and the Long Term Financial Plan will reflect the varying training and development budget requirements over the term of the council.

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## Evaluation

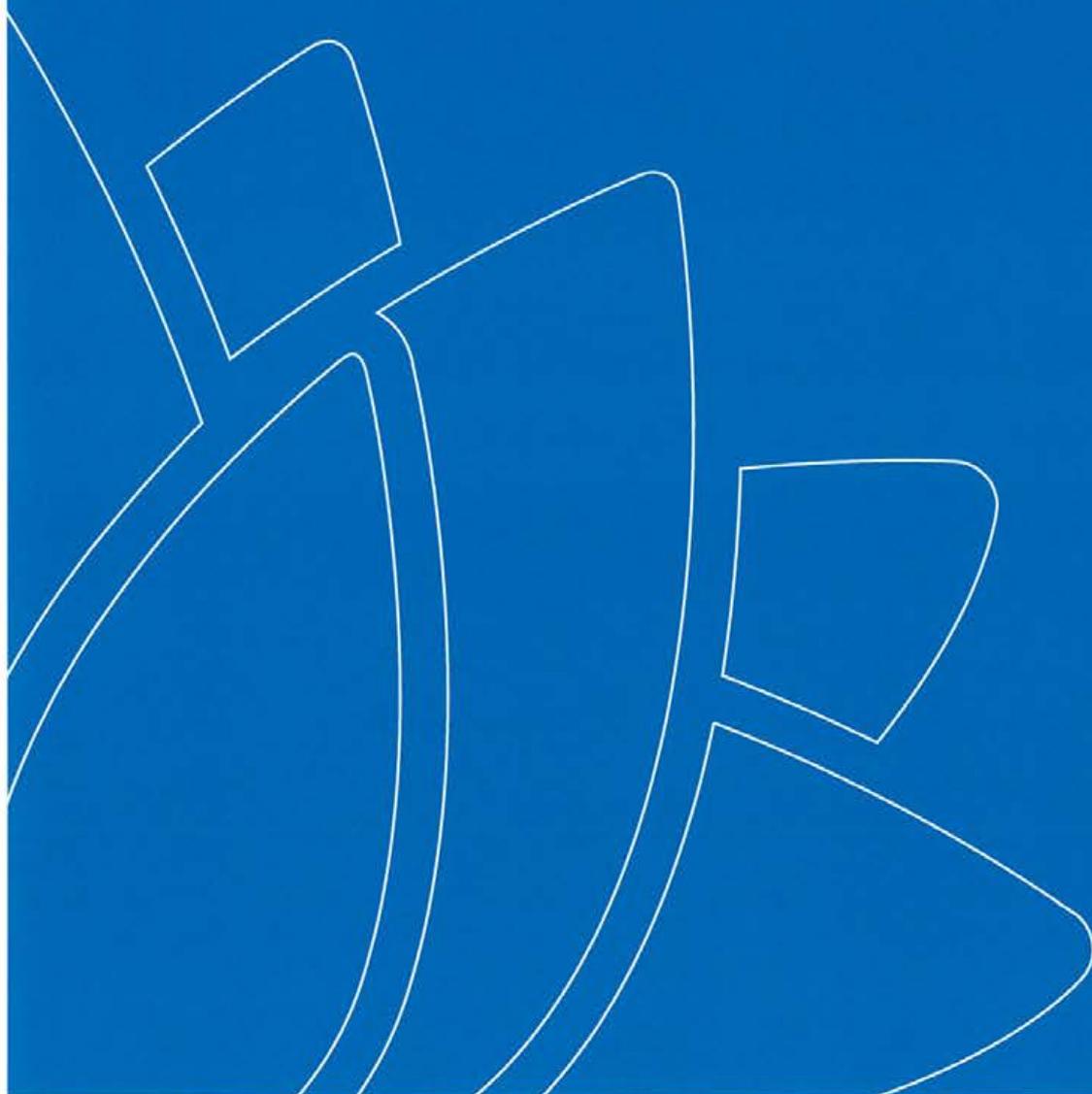
As with the pre-election information session and the councillor induction program, the professional development program should be evaluated to assist the council to determine the program's effectiveness and to identify areas of possible improvement.

The outcomes of the professional development program should, at a minimum, include councillors and mayors demonstrating the core skills and knowledge areas listed in council's needs analysis.

The evaluation should assess whether these outcomes were achieved.

## Part 6:

# Public Reporting



Holding elected office in a council is a role that carries with it significant responsibilities. All holders of elected offices in councils owe it to the communities that entrust them with this responsibility to ensure that they hold and maintain the knowledge and skills necessary to exercise their functions effectively on behalf of the community.

Mayors and councillors are ultimately accountable to the community that elects them for the performance of their functions. For this reason, councils are required to publicly report on the activities offered to the mayor and each councillor as part of induction and professional development programs and their participation in those activities.

In the case of induction programs, the general manager must prepare a report for the first council meeting held after the induction program is delivered. The report must identify the activities offered to the mayor and each councillor as part of the induction program and indicate whether they participated in them.

In the case of ongoing professional development programs, general managers must prepare a report to the first council meeting held after 30 June in each year. The report must identify the professional development activities offered to the mayor and each councillor in the year to 30 June and indicate whether they participated in them.

The general manager is also required to ensure these reports are published on the council's website.

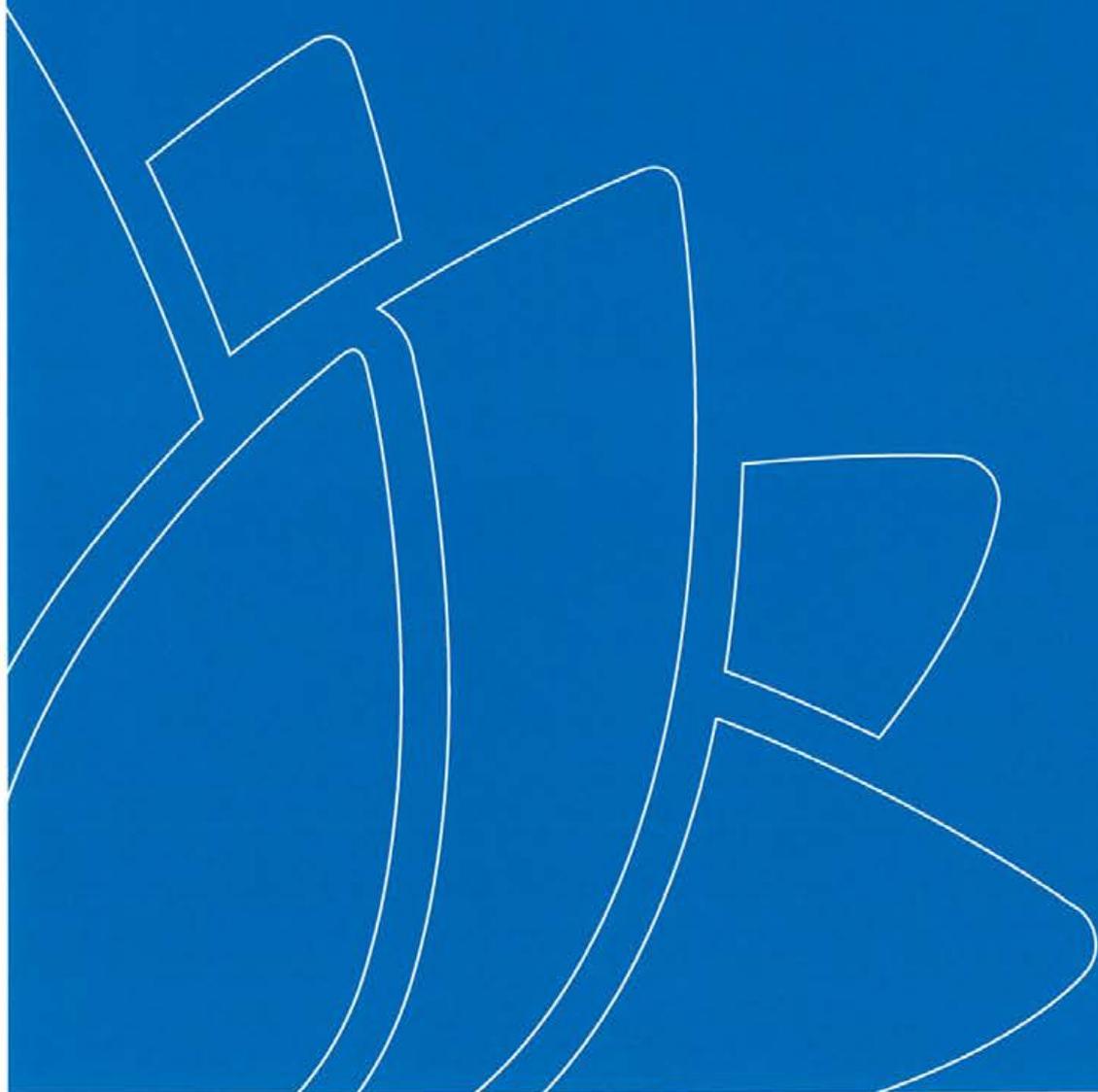
Under the Regulation, the Chief Executive of the Office of Local Government may, at the request of a general manager, exempt a council from the requirement to publish details of induction and professional development activities offered to the mayor or an individual councillor where he or she is satisfied that there are exceptional circumstances.

Such an exemption would be likely to be granted in circumstances where the public reporting of a development activity offered to a mayor or councillor would cause them undue embarrassment, may serve to deter them from identifying a training or development need, or where there are other compelling public interest grounds not to do so.

**Appendix H** of these Guidelines provides a suggested template for public reporting on participation in induction and ongoing professional development program activities.

# Appendix A:

## Guiding Principles for Councils



## General principles (section 8A(1))

Councils should:

- provide strong and effective representation, leadership, planning and decision-making
- carry out functions in a way that provides the best possible value for residents and ratepayers
- plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community
- apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements
- work cooperatively with other councils and the state government to achieve desired outcomes for the local community
- manage lands and other assets so that current and future local community needs can be met in an affordable way
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community, and
- be responsible employers and provide a consultative and supportive working environment for staff.

## Decision-making principles (section 8A(2))

Councils should:

- recognise diverse local community needs and interests
- consider social justice principles
- consider the long-term and cumulative effects of actions on future generations, and
- consider the principles of ecologically sustainable development

Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

## Community participation principle (section 8A(3))

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

## Principles of sound financial management (section 8B)

Council spending should be responsible and sustainable, aligning general revenue and expenses.

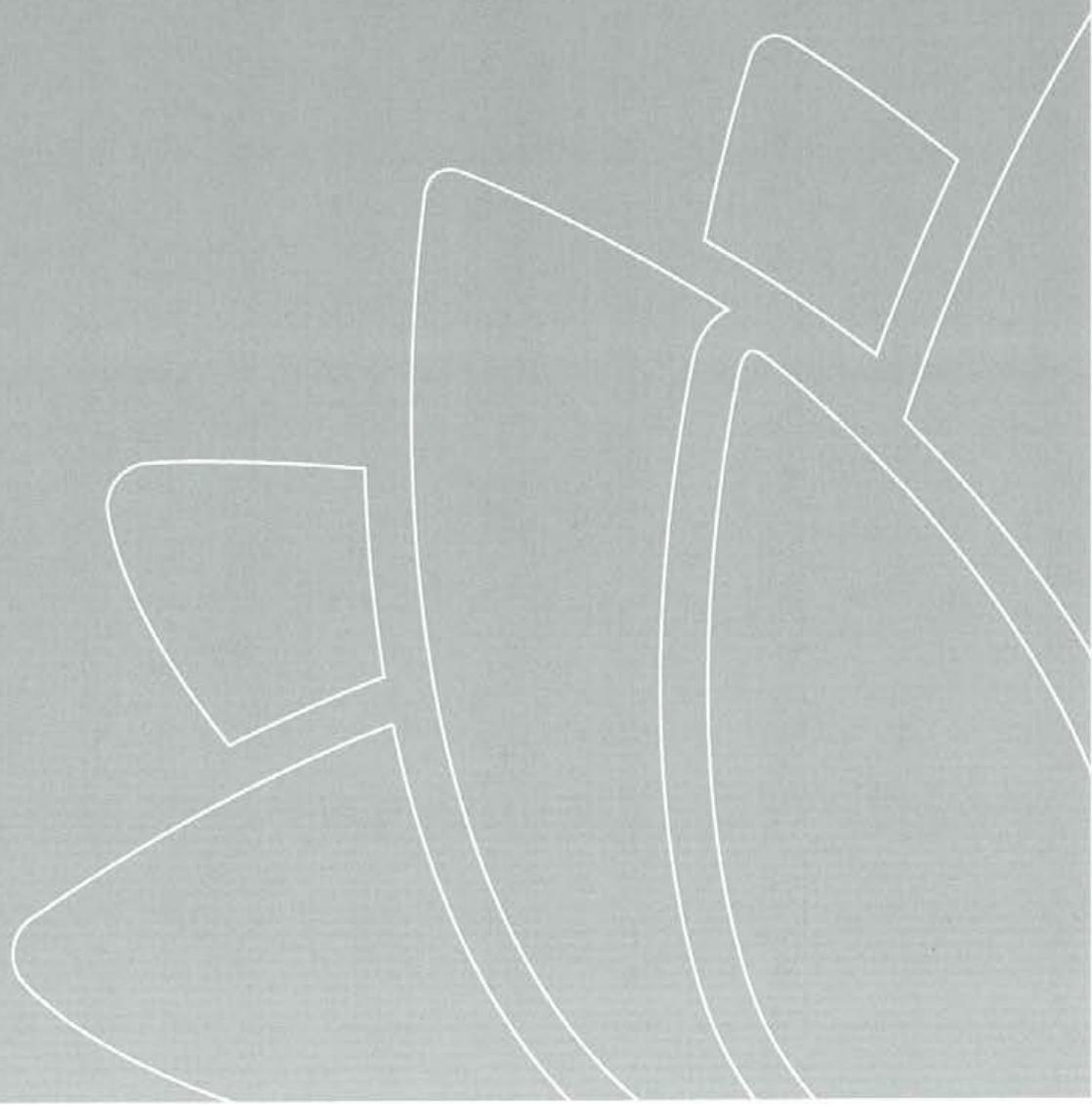
Councils should:

- invest in responsible and sustainable infrastructure for the benefit of the local community
- have effective financial and asset management, including sound policies and processes for:
  - performance management and reporting
  - asset maintenance and enhancement
  - funding decisions, and
  - risk management practices
- have regard to achieving intergenerational equity, including by ensuring that policy decisions are made after considering their financial effects on future generations, and by ensuring that the current generation funds the cost of its services.

## Integrated planning and reporting principles (section 8C)

Councils should:

- identify and prioritise key local community needs and aspirations and consider regional priorities
- identify strategic goals to meet those needs and aspirations
- develop activities, and prioritise actions, to work towards the strategic goals
- ensure that the strategic goals, and the activities developed to work towards them, may be achieved within council resources
- regularly review and evaluate progress towards achieving strategic goals
- maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- collaborate with others to maximise the achievement of strategic goals
- manage risks to the local community or area or to the council effectively and proactively, and
- make appropriate evidence-based adaptations to meet changing needs and circumstances.



**Appendix B:**  
**Roles and Responsibilities**  
**Under the Act**



## Governing body of a council (section 223)

The mayor and councillors collectively comprise the governing bodies of councils. The role of the governing body is to:

- direct and control the affairs of the council in consultation with the general manager
- provide effective civic leadership to the local community
- ensure as far as possible the financial sustainability of the council
- ensure as far as possible that the council acts in accordance with the principles prescribed under the Act and the council's plans, programs, strategies and policies
- develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies
- determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the council's strategic plans and for the benefit of the local area
- keep the performance of the council under review, including service delivery
- make decisions necessary for the proper exercise of the council's regulatory functions
- determine the process for the appointment of the general manager and for monitoring their performance
- determine the senior staff positions within the organisation structure of the council
- consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities, and
- ensure that the council acts honestly, efficiently and appropriately.

The governing body is to consult with the general manager in directing and controlling the affairs of the council.

## Individual councillors (section 232)

Councillors are individually and collectively accountable to the local community for the performance of the council. Each councillor has a responsibility to:

- be an active and contributing member of the governing body
- make considered and well informed decisions as a member of the governing body
- participate in the development of the council's integrated planning and reporting framework
- represent the collective interests of residents, ratepayers and the local community
- facilitate communication between the local community and the governing body
- uphold and represent accurately the policies and decisions of the governing body, and
- make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

## The mayor (section 226)

The mayor is often considered the voice of the council and the leader of the community. While the mayor has the same roles and responsibilities as councillors, the mayor is essentially the "first among equals" and is expected to exercise a leadership role within a council. This leadership role is reflected in the mayor's extra responsibilities.

The role of the mayor is to:

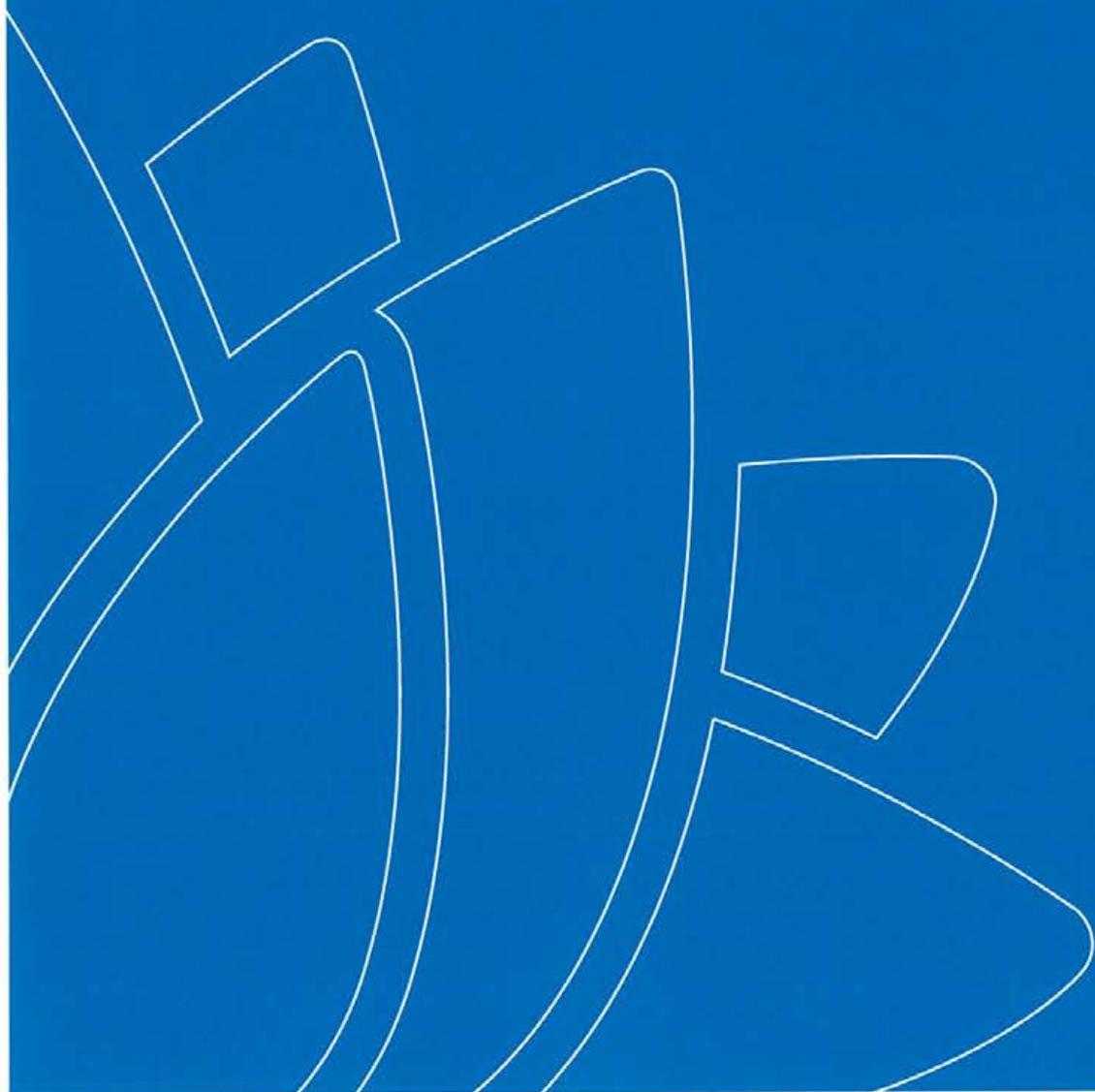
- be the leader of the council and a leader in the local community
- advance community cohesion and promote civic awareness
- be the principal member and spokesperson of the governing body, including representing the views of the council in regard to its local priorities
- exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council

- preside at meetings of the council and ensure that meetings of the council are conducted efficiently, effectively and in accordance with the Act
- ensure the timely development and adoption of the council's strategic plans, programs and policies
- promote the effective and consistent implementation of the council's strategic plans, programs and policies
- promote partnerships between the council and key stakeholders
- advise, consult with and provide strategic direction to the general manager in relation to the implementation of the council's strategic plans and policies
- in conjunction with the general manager, ensure adequate opportunities and mechanisms for engagement between the council and the local community
- carry out the civic and ceremonial functions of the mayoral office
- represent the council on regional organisations and at inter-governmental forums at the regional, state and commonwealth levels
- in consultation with the councillors, lead performance appraisals of the general manager, and
- exercise any other functions of the council that the council determines.



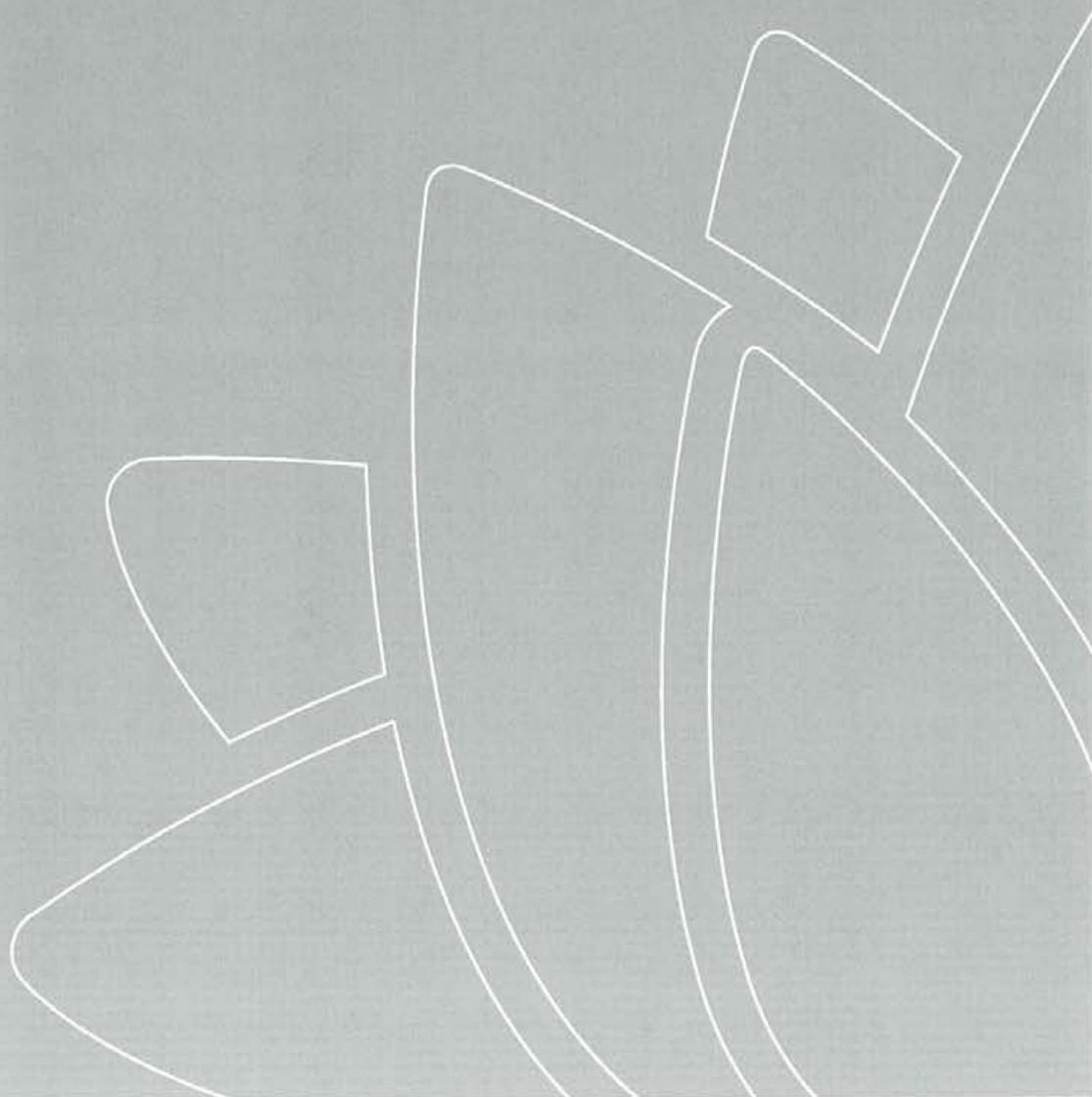
# Appendix C:

## Candidate Information Session Content Checklist

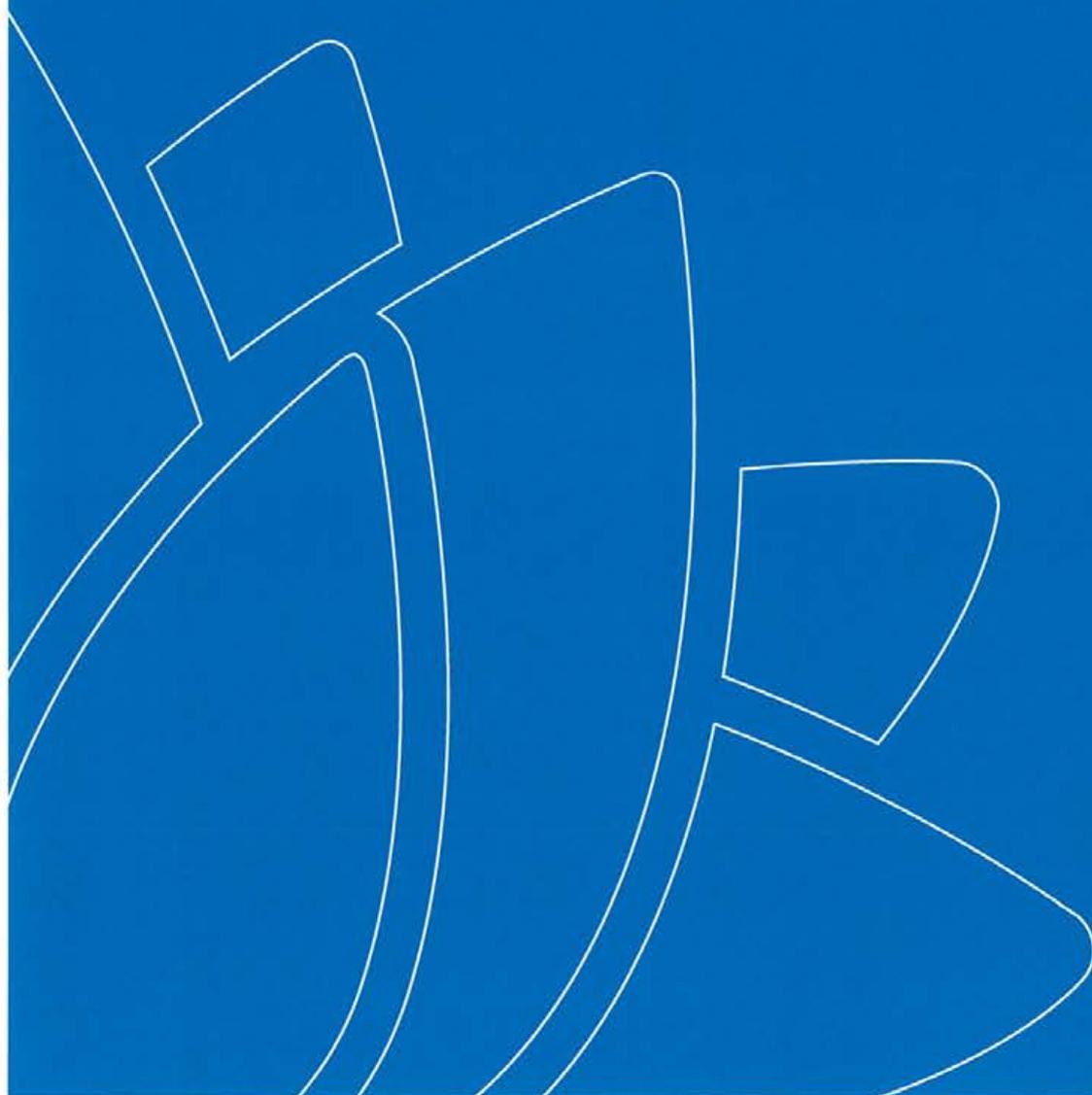


Topic Area	Suggested Content
Role of council	<ul style="list-style-type: none"> <li>• The role and responsibilities of local government</li> <li>• The guiding principles under the Act that govern council's functions</li> <li>• The purpose of council and committee meetings</li> </ul>
Roles and responsibilities of councillors and staff under the Act	<ul style="list-style-type: none"> <li>• The roles and responsibilities of the governing body and individual councillors under the Act, including in relation to integrated planning and reporting</li> <li>• The roles and responsibilities of the mayor as leader of the governing body, including oversight of the general manager</li> <li>• The strategic nature of the roles of elected members compared to the operational roles of the general manager and council staff</li> <li>• The regional and other bodies the council is a member of and the roles of those bodies</li> </ul>
Legal and ethical responsibilities	<ul style="list-style-type: none"> <li>• Requirement to take an oath of office</li> <li>• Requirement to meet the ethical standards prescribed under the Act, including managing pecuniary and non-pecuniary interests</li> <li>• Outline of the legal responsibilities of councillors under the Act and their personal responsibilities under other legislation, for example in relation to: <ul style="list-style-type: none"> <li>- work health and safety</li> <li>- anti-discrimination</li> <li>- privacy</li> <li>- public access to information</li> <li>- records management</li> </ul> </li> <li>• Outline of any council policies that councillors will be expected to comply with, for example: <ul style="list-style-type: none"> <li>- councillor and staff interaction policy</li> <li>- code of meeting practice</li> <li>- code of conduct</li> <li>- councillor expenses and facilities policy</li> <li>- gifts and benefits policy</li> <li>- councillor induction and professional development policy</li> </ul> </li> </ul>

Topic Area	Suggested Content
Skills and knowledge	<ul style="list-style-type: none"> <li>• Participation in council's councillor induction program</li> <li>• Participation in the mayor's supplementary induction program</li> <li>• Expected attendance at council meetings, their frequency and possible duration</li> <li>• Preparation required for council meetings, for example:               <ul style="list-style-type: none"> <li>- attending pre-meeting briefings</li> <li>- reading business papers</li> <li>- ensuring councillors have a full understanding of issues requiring decisions</li> </ul> </li> <li>• Potential participation in other meetings, for example extraordinary council meetings, regional bodies, external bodies</li> <li>• Potential attendance at community events, ceremonies and other functions</li> <li>• Responding to media requests and inquiries</li> <li>• Potential participation in formal community consultation processes</li> <li>• Answering letters, emails and phone calls from residents and ratepayers as well as participating in regular informal conversations</li> <li>• Participation in any other activities that are likely to arise and require the mayor or councillors' time</li> </ul>
Support available to assist councillors in the role	<ul style="list-style-type: none"> <li>• The annual fees paid to councillors and the mayor</li> <li>• Council's policy on the payment of expenses incurred and the provision of facilities and resources to the mayor and councillors</li> <li>• Induction and professional development programs for councillors and the mayor</li> <li>• The responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary for councillors to effectively discharge their functions.</li> </ul>



**Appendix D:**  
**Induction Program**  
**Content Checklist**

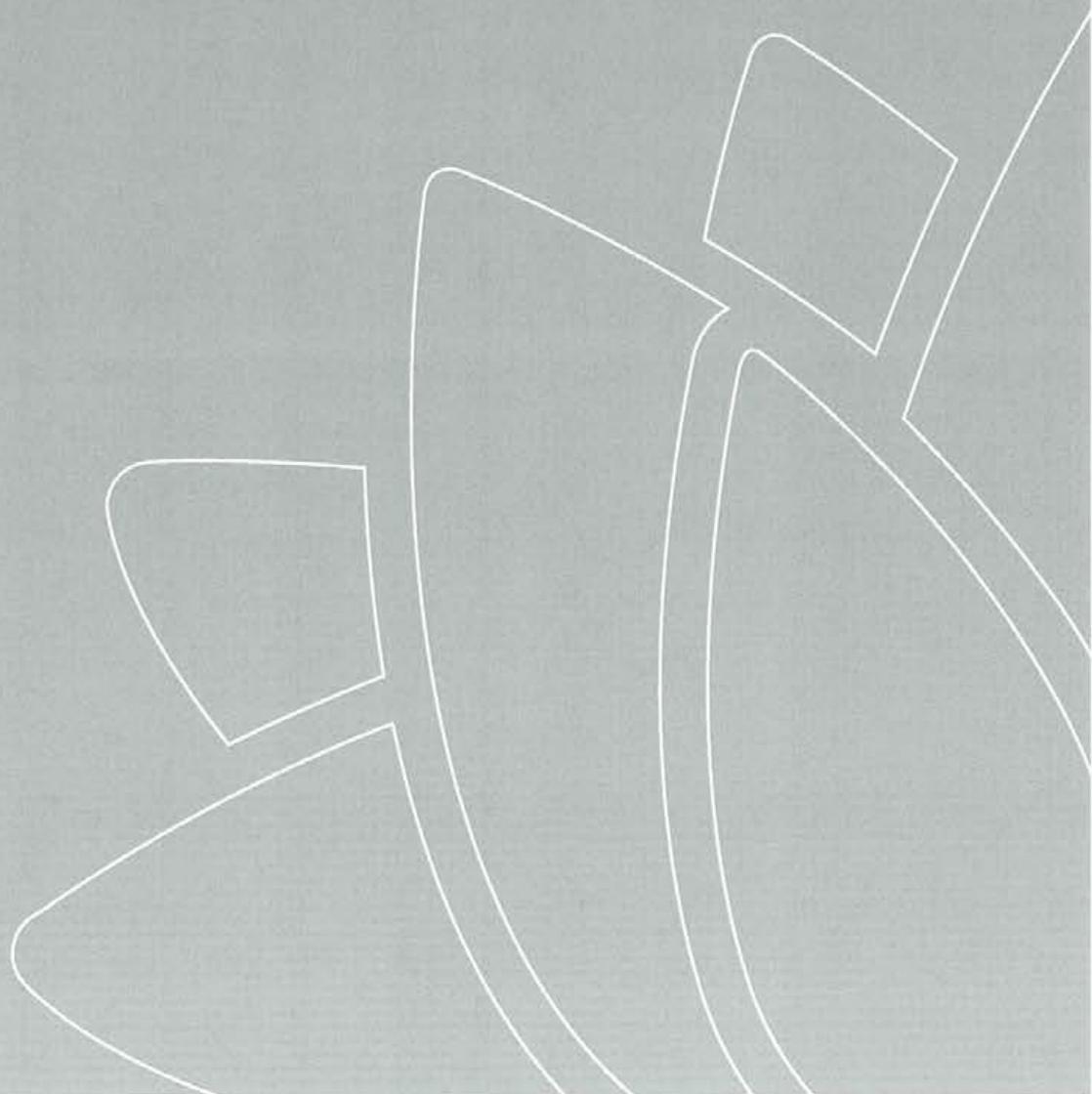


Topic Area	Suggested Content
Establishment of a well-functioning governing body	<ul style="list-style-type: none"> <li>• Team building activities to help councillors and the mayor:               <ul style="list-style-type: none"> <li>- identify how they would like to work together as a team</li> <li>- understand why each councillor is in office and help identify a common purpose and bond between councillors</li> <li>- identify a common vision for the governing body</li> <li>- identify what a successful term in office will look like for council and the community and what is needed from individual councillors and the mayor to achieve this</li> <li>- identify accepted values and behaviours</li> <li>- build relationships with each other based on trust and mutual respect</li> <li>- contribute to a positive and ethical culture within the governing body</li> <li>- value and develop teamwork and collaboration skills</li> <li>- work towards consensus as members of the governing body for the benefit of the community</li> <li>- win concessions without damaging relationships within the governing body</li> <li>- develop respectful negotiation and conflict resolution skills</li> <li>- champion and communicate the council's vision and strategic plans as a cohesive team</li> <li>- respect the diversity of skills and experience of the other members of the governing body</li> <li>- communicate and uphold the decisions of council in a respectful way, even if their own position was not adopted</li> <li>- understand what supports or undermines the effective functioning of the governing body</li> <li>- identify appropriate council meeting practice and behaviours</li> <li>- understand their opportunities for influence</li> </ul> </li> </ul>
Orientation to council facilities and local government area	<ul style="list-style-type: none"> <li>• Guided tour of the council facilities available to councillors, for example, chambers, offices, utilities</li> <li>• Guided tour of the local government area including council facilities, significant sites and projects</li> <li>• Introduction to council staff to help build a positive team culture between the governing body and administration (whilst respecting the legislated separation between the two)</li> </ul>

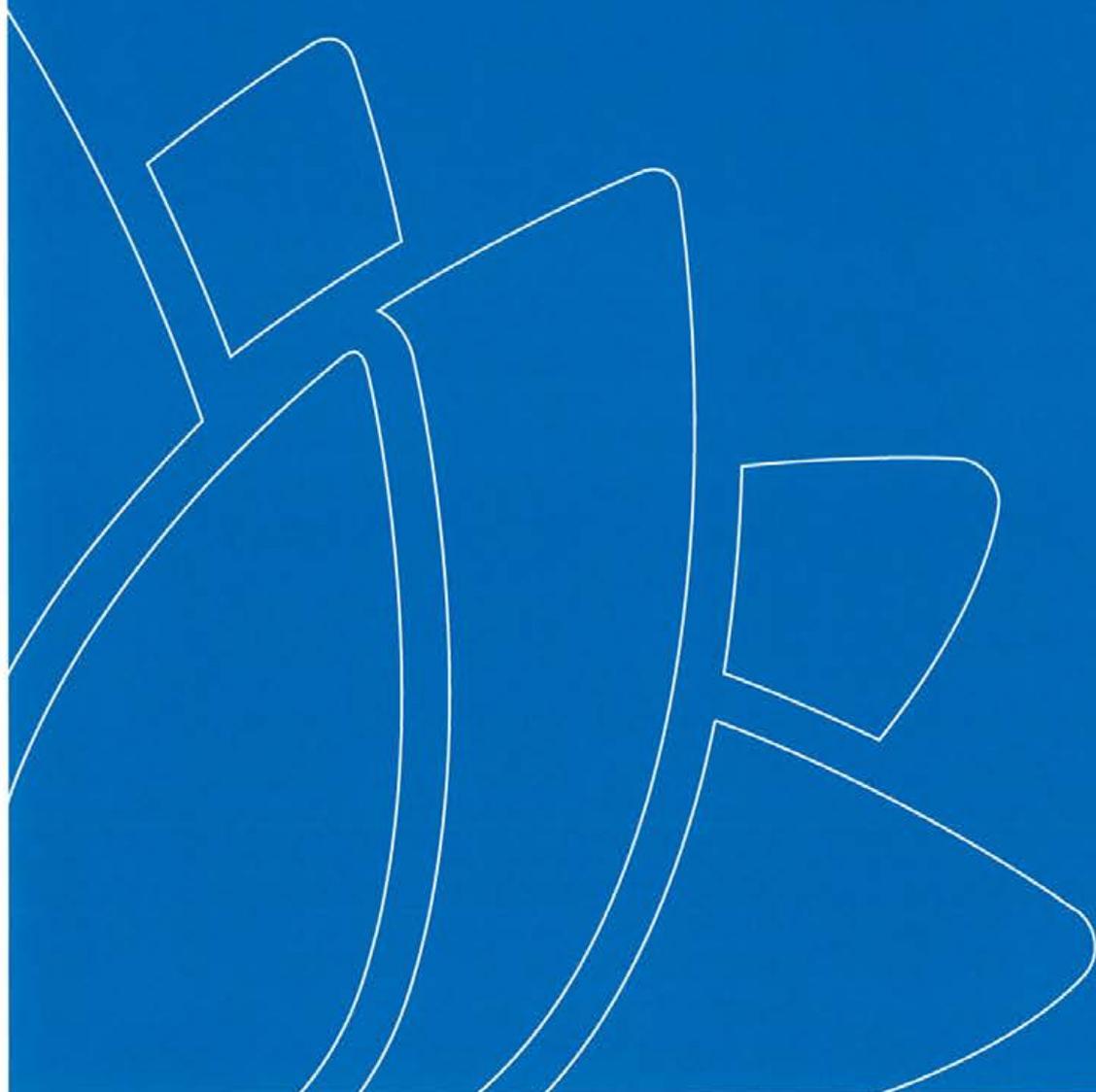
Topic Area	Suggested Content
Overview of the key issues and tasks for the new council	<ul style="list-style-type: none"> <li>- The demographic profile of the local government area</li> <li>- Council's current social and economic health and performance</li> <li>- The key social, environmental and economic concerns facing the community</li> <li>- The key issues and tasks the new council will need to address</li> <li>- Any issues faced by previous councils or useful historical information that may impact or assist the new council</li> <li>- The current community strategic plan and the process that led to its development, including its role in informing the new council's activities</li> <li>- Council's current delivery program, operational plan, resourcing strategy and community engagement strategy</li> </ul>
Legal and political context of local government	<ul style="list-style-type: none"> <li>• The relationship of state and commonwealth governments to local government</li> <li>• The guiding principles under the Act that govern council's functions</li> <li>• The roles and responsibilities of oversight agencies such as the:               <ul style="list-style-type: none"> <li>- Office of Local Government</li> <li>- Department of Planning and Environment</li> <li>- Environment Protection Authority</li> <li>- Audit Office</li> <li>- Independent Commission Against Corruption, and</li> <li>- NSW Ombudsman</li> </ul> </li> </ul>
Roles and responsibilities of councillors and staff	<ul style="list-style-type: none"> <li>- The roles and responsibilities of the governing body and individual councillors under the Act</li> <li>- The role and responsibilities of the mayor</li> <li>- The roles and responsibilities of the general manager and council staff</li> <li>- Council's policy on councillor and staff interaction and how councillors can request assistance from staff</li> <li>- The regional and other bodies the council is a member of and the roles of those bodies</li> <li>- Delegations</li> <li>- Integrated planning and reporting responsibilities</li> </ul>
Overview of the key functional areas of council operations and staffing	<ul style="list-style-type: none"> <li>• Council's organisational structure</li> <li>• The role and responsibilities of each business unit within council, for example:               <ul style="list-style-type: none"> <li>- planning and other regulatory functions</li> <li>- assets and infrastructure</li> <li>- financial management</li> <li>- community services</li> <li>- governance</li> <li>- teams responsible for implementing key council policies, strategies or programs</li> </ul> </li> <li>• Council's workforce strategy</li> </ul>

Topic Area	Suggested Content
Legal and ethical responsibilities and risk management	<ul style="list-style-type: none"> <li>• Preparation for taking the oath or affirmation of office</li> <li>• Requirement to meet the ethical standards prescribed under the Model Code of Conduct for Local Councils in NSW, including disclosing and managing pecuniary and non-pecuniary interests</li> <li>• The legal responsibilities of councillors under the Act and their personal responsibilities under other legislation, for example in relation to: <ul style="list-style-type: none"> <li>- work health and safety</li> <li>- anti-discrimination</li> <li>- privacy</li> <li>- public access to information</li> <li>- records management</li> </ul> </li> <li>• Council policies that councillors will be expected to comply with, for example: <ul style="list-style-type: none"> <li>- councillor and staff interaction policy</li> <li>- code of meeting practice</li> <li>- code of conduct</li> <li>- councillor expenses and facilities policy</li> <li>- gifts and benefits policy</li> </ul> </li> <li>• Participation in the councillor induction and professional development program</li> <li>• How the council manages risk, including: <ul style="list-style-type: none"> <li>- council's risk management framework</li> <li>- the role of the Audit, Risk and Improvement Committee</li> <li>- internal audit</li> </ul> </li> </ul>
Decision-making	<ul style="list-style-type: none"> <li>• The purpose of council meetings</li> <li>• Prescribed meeting rules</li> <li>• Council's code of meeting practice</li> <li>• The role of the chair</li> <li>• How to use closed meetings appropriately</li> <li>• What an orderly, effective and efficient council meeting looks like and how it is conducted</li> <li>• How councillors should prepare for a council meeting, including pre-meeting briefings</li> <li>• The role of business papers and meeting minutes and how to understand and interpret them</li> <li>• The role of committees and how they are established and structured</li> </ul>

Topic Area	Suggested Content
Strategic planning	<ul style="list-style-type: none"> <li>• The statutory requirements for integrated planning and reporting</li> <li>• How integrated planning and reporting is conducted by council including:               <ul style="list-style-type: none"> <li>- council's integrated planning and reporting frameworks, timelines and processes</li> <li>- the mayor's and councillors' roles</li> <li>- community consultation and participation</li> <li>- change management processes</li> <li>- reporting mechanisms</li> </ul> </li> </ul>
Land use planning	<ul style="list-style-type: none"> <li>• Overview of the land use planning system, including:               <ul style="list-style-type: none"> <li>- relevant legislation</li> <li>- the role of council in land use and development approvals</li> <li>- how development applications are considered and decided by council, including independent panels</li> <li>- the role of environmental planning instruments and how to interpret them</li> <li>- delegations</li> <li>- the role of oversight agencies, for example, the Department of Planning</li> </ul> </li> </ul>
Natural resource management	<ul style="list-style-type: none"> <li>• Council's public land management responsibilities and regulatory frameworks</li> <li>• Council's natural resource management responsibilities and regulatory frameworks</li> </ul>
Financial processes and financial management	<ul style="list-style-type: none"> <li>• The responsibility of councillors for the financial management and sustainability of the council under the Act</li> <li>• Council's long-term financial plan and other components of council's resourcing strategy</li> <li>• How to interpret and understand the financial information contained in financial reports prepared by council</li> </ul>
Customer services and complaints handling	<ul style="list-style-type: none"> <li>• Council's complaints handling process and how councillors should handle constituents' concerns</li> </ul>
Support available to assist councillors in the role	<ul style="list-style-type: none"> <li>• The annual fees paid to councillors and the mayor</li> <li>• Council's policy on the payment of expenses incurred and the provision of facilities and resources to the mayor and councillors</li> <li>• Ongoing professional development for the mayor and councillors</li> <li>• The responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary for councillors to effectively discharge their functions</li> </ul>
Supplementary topics for mayor	<ul style="list-style-type: none"> <li>• How to be an effective leader of the governing body and the council</li> <li>• The role of the chair and how to chair council meetings</li> <li>• How to manage code of conduct complaints about the general manager</li> <li>• How to conduct day-to-day oversight of the general manager</li> <li>• How to lead recruitment and performance reviews of the general manager</li> <li>• Citizenship and other ceremonial functions.</li> </ul>

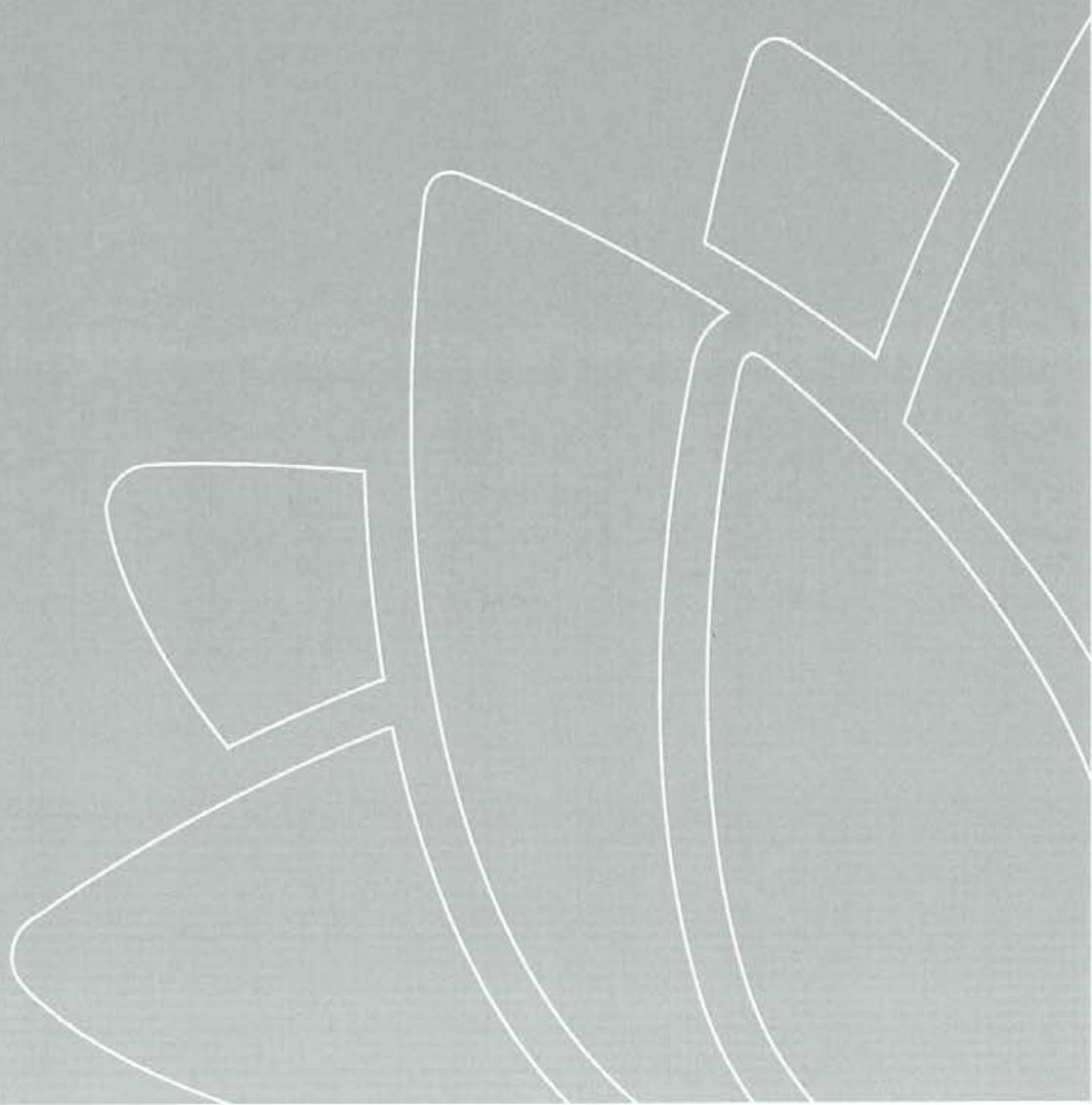


**Appendix E:**  
**Councillor Induction Manual**  
**Content Checklist**

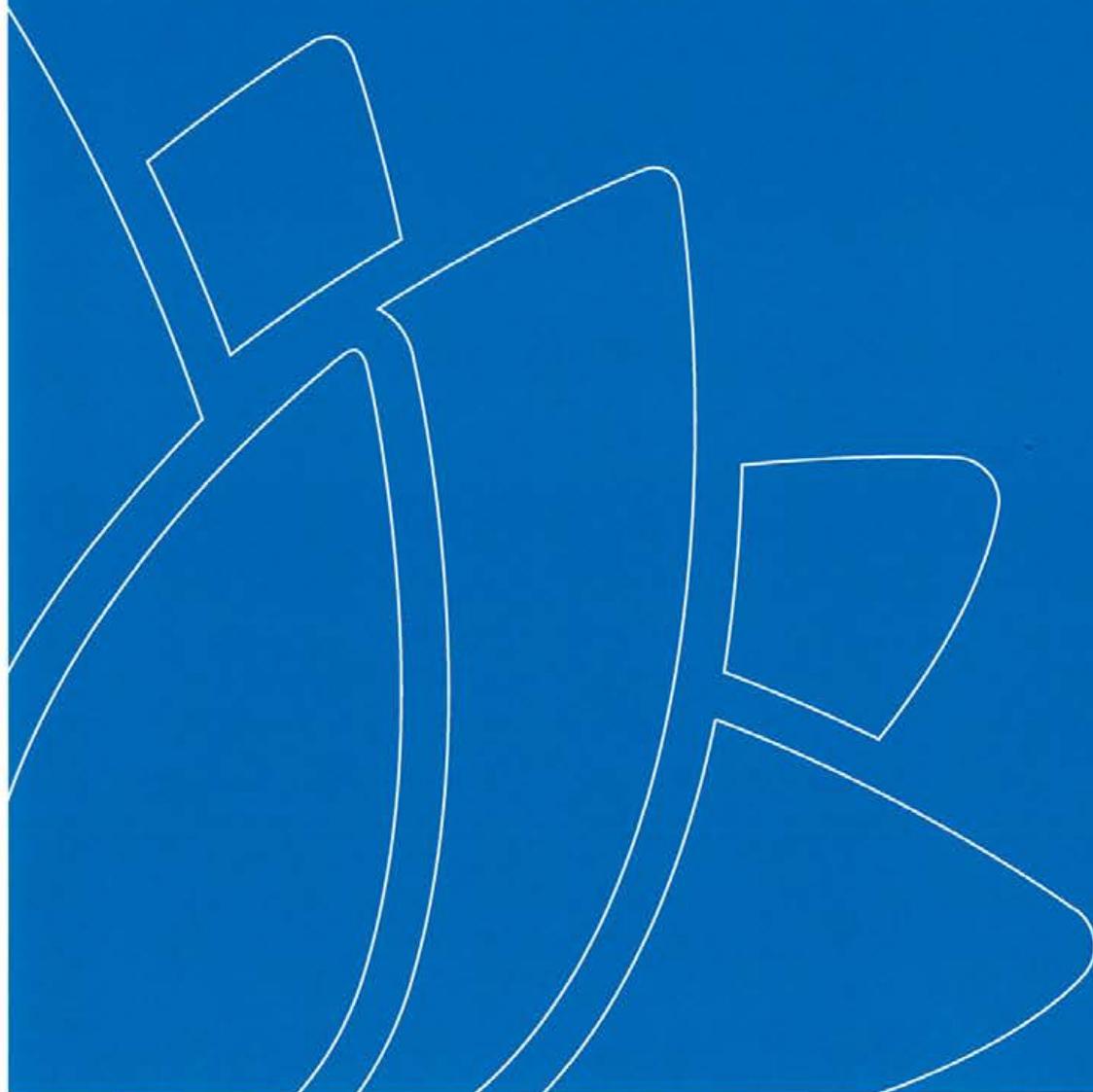


Topic Area	Suggested Content
Governing body	<ul style="list-style-type: none"> <li>• Summary of the shared purpose, goals, vision and success markers identified by the governing body during the induction process</li> <li>• Summary of the values and behaviours identified by the governing body during the induction process that will characterise the council term</li> </ul>
Basic information about the council	<ul style="list-style-type: none"> <li>• Organisational chart and outline of key function and service areas, including those of senior staff</li> <li>• Information and/or chart showing the relationships between councillors and council staff and decision-making processes</li> <li>• List of council facilities and map of the local government area</li> </ul>
Profile of the local government area	<ul style="list-style-type: none"> <li>• Wards</li> <li>• Population statistics</li> <li>• Useful information about the local government area</li> <li>• Useful information about key issues or tasks for the new council</li> </ul>
Information about council meetings	<ul style="list-style-type: none"> <li>• Code of meeting practice</li> <li>• Agenda and minutes of recent meetings</li> <li>• Meeting times and venues</li> <li>• Deadlines related to meetings, business papers and minutes</li> <li>• List of council committees and their composition</li> </ul>
Key planning and policy documents and information	<ul style="list-style-type: none"> <li>• Integrated planning and reporting documents, for example, the current community strategic plan, delivery program, operational plan, community engagement strategy and resourcing strategy etc.</li> <li>• Delegations</li> <li>• Most recent annual report</li> <li>• End-of-term report of last council</li> <li>• Code of conduct</li> <li>• Policy on the provision of councillor expenses and facilities</li> <li>• Policy on access to information</li> <li>• Policy on councillor and staff interaction</li> <li>• Policy on gifts and benefits</li> <li>• Council's workforce strategy</li> <li>• Council's risk management framework and relevant audit- and risk management-related documents</li> <li>• Other relevant plans, policies and procedures</li> <li>• Policy register/list of policies</li> </ul>

Topic Area	Suggested Content
Key legislation	<ul style="list-style-type: none"> <li>• Copy of key legislation or relevant excerpts from legislation such as the Act and the Regulation</li> <li>• List of key legislation under which council exercises its functions, for example:               <ul style="list-style-type: none"> <li>- <i>Environmental Planning and Assessment Act 1979</i></li> <li>- <i>Protection of the Environment Operations Act 1997</i></li> <li>- <i>Work Health and Safety Act 2011</i></li> <li>- <i>State Records Act 1998</i></li> </ul> </li> <li>• How to access up-to-date versions of the legislation online (<a href="http://www.legislation.nsw.gov.au">www.legislation.nsw.gov.au</a>)</li> </ul>
Information about support for councillors	<ul style="list-style-type: none"> <li>• How to make a request or claim under council's expenses and facilities policy</li> <li>• Information about the induction and professional development program</li> <li>• Contact details of council officer/s that councillors may contact for information</li> </ul>
Other useful resources and/or details about where they may be accessed	<ul style="list-style-type: none"> <li>• Induction program presentations and materials</li> <li>• Contact details for key organisations such as the Office of Local Government and Local Government NSW</li> <li>• A copy of useful publications such as the Councillor Handbook and the Meetings Practice Note and Bluett's Local Government Handbook NSW.</li> </ul>



**Appendix F:**  
**Model Councillor Training**  
**and Development Policy**



## Purpose

The purpose of this policy is to demonstrate X Council's commitment to ensuring that the mayor and councillors have access to training and educational opportunities which will assist them to develop and maintain the skills and knowledge required to effectively perform their civic role and responsibilities under the *Local Government Act 1993* ('the Act').

## Scope

This policy applies to all councillors of X Council, including the mayor.

## Policy

### Statement of commitment

X Council is committed to developing an induction and ongoing professional development program for the mayor and councillors to ensure they can fulfil their statutory roles and responsibilities. As part of this program, the general manager will work with the mayor and each councillor to develop a professional development plan that identifies and addresses the specific gaps in skills and knowledge that the mayor and councillors and/or Council has recognised as needing attention.

### Induction program

X Council will develop an induction program for new and returning councillors as well as a supplementary program for the mayor to ensure they are provided all the information they need to effectively fulfil their roles in the first few months of Council's term and feel confident in their ability to do so. The induction program will cover:

- their roles, responsibilities and formal obligations
- what the council does and how the council operates, including an overview of integrated planning and reporting and land-use planning
- their financial management responsibilities

- the key issues and tasks for the new council
- the legislation, rules, principles and political context under which councils operate
- Council's organisational structure and the roles and responsibilities of staff
- key Council policies and procedures they must comply with
- the role of Council meetings and how to participate effectively in them
- the support available to the mayor and councillors and where they can go to get more information or assistance,
- how to speak to the media appropriately and effectively, and
- information on the process for electing the mayor (where applicable).

In the case of the mayor, the program will also cover:

- the role and responsibilities of the mayor as leader of the council, including ceremonial functions
- how to chair Council meetings
- the roles and functions of regional and other external bodies Council is a member of
- how to oversee the general manager, including understanding recruitment processes and leading performance reviews
- how to lead Council's integrated planning and reporting, and
- how to manage code of conduct complaints about the general manager.

The mayor and councillors must have a working knowledge and understanding of these areas by the end of the induction program.

The induction program will also include activities to help the governing body establish itself as a cohesive and collaborative team focused on a common purpose with shared values and goals. Activities will aim to ensure mayors and councillors, as a governing body, understand the need to:

- build relationships with each other based on trust and mutual respect

- contribute to a positive and ethical culture within the governing body
- encourage and facilitate collaboration with each other
- work towards consensus as members of the governing body for the benefit of the community
- win concessions without damaging relationships within the governing body
- champion and communicate the council's vision and strategic plans as a cohesive team
- respect the diversity of skills and experiences on the governing body, and
- communicate and uphold the decisions of Council in a respectful way, even if their own position was not adopted.

Activities should also help the mayor, as the leader of the governing body, to:

- act as a stabilising influence and show leadership, and
- promote a culture of integrity and accountability within Council and when representing Council in the community and elsewhere.

The mayor and councillors must attend all induction sessions when first elected. Returning councillors (including the mayor) must also attend all induction sessions to ensure the effective and cohesive operation of the governing body.

X Council will evaluate the induction program at the end of each Council term to determine whether it has achieved these outcomes, and to identify and address areas for improvement.

## Assessment of skills and knowledge

The minimum skills and knowledge required of councillors to perform their roles and responsibilities effectively are listed at the end of this policy. Council will conduct a needs analysis prior to each new term to determine whether this list is appropriate and whether it reflects Council's needs.

An assessment will be made of the skills and knowledge each councillor brings to their role against these minimum requirements to identify any gaps that their professional development plan should address.

To identify any gaps, Council will obtain this information through activities such as self-assessments, questionnaires, councillor feedback, observations during Council meetings and workshops and interviews.

## Ongoing professional development program

A professional development plan will be developed for the mayor and each councillor to address the gaps identified. The plans will include:

- the outcome of Council's needs analysis
- the knowledge and skills the councillor or mayor brings to their roles
- the development needs of each councillor or mayor and the priority given to each development need
- how the knowledge or skill will be developed (i.e. on-the-job training, mentoring, internal training, external training, briefing session etc.), and
- operational information such as timeframes for development, who is responsible for organising training/development, approval processes and estimated costs.

Training activities may include:

- in-house workshops and briefing sessions conducted by the council with appropriate staff, trainers and guest speakers
- attendance at external training courses and events, for example, seminars, conferences and workshops
- practical on-the-job training
- printed materials such as training booklets
- mentoring and/or
- online training resources.

The professional development plans are to be developed in consultation with the mayor, each individual councillor and the governing body as a whole, and the general manager.

X Council will evaluate the professional development program at the end of each council term to assess whether it was effective in assisting the mayor and councillors to develop the skills and knowledge listed in Council's needs analysis.

### Responsibilities

The mayor and each councillor are responsible for making themselves available to attend any development activities identified in the professional development plan. The mayor and all councillors must make all reasonable endeavours to attend and participate in the induction sessions and professional development activities arranged for them during the term of the council.

[Identify the role or responsible staff member] is responsible for planning, scheduling and facilitating induction and professional development sessions for the mayor and councillors in consultation with the general manager.

The general manager has overall responsibility for X Council's induction and professional development program.

### Notification of induction and professional development activities to the mayor and councillors

The mayor and councillors will be provided with as much notice as possible for upcoming induction and professional development activities.

### Budget

An annual budget allocation will be provided to support the training and professional development activities undertaken by the mayor and councillors. Expenditure will be monitored and reported quarterly.

### Approval of training and/or expenses

The mayor and councillors are encouraged to identify professional development opportunities and may seek approval from the general manager to attend any such activities.

Approval of training and payment and reimbursement for expenses relating to a councillor's registration and attendance at training, will be determined in accordance with X Council's Councillor Expenses and Facilities Policy.

### Reporting

[Identify responsible team or unit] will maintain data pertaining to councillor induction and professional development activities and attendance.

The general manager of X Council will:

- report to the first Council meeting held after the induction program is delivered the activities offered to the mayor and each councillor as part of the induction program, and whether or not they participated in them
- report to the first Council meeting held after 30 June each year identifying the professional development activities offered to the mayor and each councillor in the year to 30 June and whether or not they participated in them, and
- publish these reports on Council's website.

# **Appendix G:** **Skills and Knowledge Required** **by Councillors and Mayors**



The core skills and knowledge required by mayors and councillors to exercise their roles and responsibilities are listed below. These are drawn from the Municipal Association of Victoria's Councillor Competency Framework (but have been adapted to reflect NSW statutory and operational requirements) and the Local Government Capability Framework developed by Local Government NSW.

Additional attributes, skills and knowledge are included for mayors given the additional responsibilities of their roles under the Act. Induction and professional development in these areas can be included in the mayor's supplementary program if required.

### Highest priority

A ranking system has been applied to the skills, attributes and knowledge needed by councillors and mayors to reflect the influence each has on how successfully a person will be able to fulfil these roles.

To '**understand**' means to know and be able to apply this knowledge in a practical way without the assistance of others. This refers to the **knowledge** that a councillor or mayor must have and be able to apply if they are to be successful in their civic role.

To '**be able to**' means is capable of demonstrating in action without the assistance of others. This phrase is generally used in connection with the **personal attributes** or **skills** that a councillor or mayor must have in order to fulfil their roles effectively.

Skills, attributes and knowledge that mayors and councillors need to 'understand' or 'be able to' demonstrate are classified the **highest priority** because a councillor or mayor will not be able to fulfil their roles or responsibilities effectively if they do not know or are unable to apply this skill, attribute or knowledge in a practical way while performing their civic duties.

### Lower priority

To '**have knowledge of**' means to know that this information/policy exists and affects their role, and to be able to source more information or assistance if application is needed. These attributes, skills or knowledge are considered a **lower priority** as they can be acquired when needed.

## A. LEADERSHIP

### Mayors and councillors

#### are able to:

- fulfil their civic roles in accordance with the Act
- be positive and unifying members of the governing body
- provide effective and positive leadership to their community, as well as the council administration
- build relationships with a diverse range of people in the community
- listen to, understand and promote the interests of the community they represent, particularly on complex issues
- initiate, support and champion change in their community
- work with external stakeholders for the benefit of the community, including regional bodies, organisations, private businesses and other levels of government
- represent council and the community in the media effectively.

#### understand:

- the prescribed roles and responsibilities of the governing body, councillors and the mayor
- each of the guiding principles under the Act
- the key accountabilities of the council to the community, the NSW Government and oversight agencies.

#### have knowledge of:

- council's media policy
- the regional and other bodies the council is a member of and the roles of those bodies.

### Mayors (additional)

#### are able to:

- lead and unify the governing body, particularly through contentious issues and decision-making
- promote a positive community and council culture
- represent council at community events and on regional/ external bodies to the benefit of the community.

#### understand:

- the prescribed role and responsibilities of the mayor under the Act
- the mayor's civic and ceremonial role and the functions they exercise under it
- how to be an effective leader.

## B. COMMUNICATION AND WORKING WITH OTHERS

### Mayors and councillors

#### are able to:

- communicate effectively with individuals and groups and adjust their communication styles to cater to different audiences
- work collaboratively and cooperatively with other councillors, the mayor, the general manager, council staff, external stakeholders and community members
- listen to others and ask appropriate respectful questions
- show sensitivity to religious and cultural differences
- be open to the advice of others and reflect on and integrate feedback
- negotiate and resolve differences respectfully and sensitively, with the aim of reaching consensus and finding common ground
- manage their emotions and remain objective in challenging situations.

#### understand:

- the functions of the general manager and council staff prescribed under the Act
- the different roles of the governing body and the general manager in relation to council's organisational structure and statutory requirements for consultation
- the governing body's responsibility for appointing the general manager and monitoring their performance
- the mayor's responsibility for exercising day-to-day oversight of the general manager and for leading performance reviews of the general manager
- the strategic nature of their role compared to the operational roles and responsibilities of the general manager and council staff
- the importance of good working relationships with the general manager to the effective performance of the council
- the responsibility of the general manager and staff to provide timely information and advice and the administrative and professional support necessary to effectively discharge their functions
- the council's adopted protocol for interaction with council staff
- how to forward constituent and other action requests or information requests to council staff
- their obligations under the council's code of conduct and the *Work Health and Safety Act 2011* in their dealings with and behaviour towards the general manager and other council staff.

#### have knowledge of:

- the council's workforce management strategy
- each of the functional areas of responsibility of the council
- the general manager's contract of employment and the need for key performance indicators for the general manager to align with council's integrated planning and reporting goals
- the Guidelines for the Appointment and Oversight of General Managers.

<b>Mayors (additional)</b>	<b>are able to:</b>
	<ul style="list-style-type: none"> <li>• foster collaboration between councillors to build a unified governing body</li> <li>• support productive working relationships between the governing body and the general manager</li> <li>• guide debate towards achieving acceptable outcomes</li> <li>• build a productive working relationship with the general manager based on clear expectations, trust and respect</li> <li>• provide strategic direction and day-to-day oversight of the general manager</li> <li>• build partnerships between council and external stakeholders that are of strategic value to council and benefit the broader region.</li> </ul>
	<b>understand:</b>
	<ul style="list-style-type: none"> <li>• how to lead the general manager's performance review and recruitment.</li> </ul>

### C. ETHICAL CONDUCT AND ACCOUNTABILITY

<b>Mayors and councillors</b>	<b>are able to:</b>
	<ul style="list-style-type: none"> <li>• follow all legislation, rules, policies and the code of conduct applicable to councillors and mayors</li> <li>• observe the highest standards of personal and ethical conduct at all times</li> <li>• be honest, transparent and accountable for their words, actions, decisions and behaviour</li> <li>• demonstrate council values</li> <li>• identify and manage different types of conflicts of interest</li> <li>• treat all people in the community equally</li> <li>• maintain confidentiality</li> <li>• contribute to a positive and ethical culture within the governing body</li> <li>• take responsibility and be accountable for fulfilling the roles of councillor and mayor to the best of their ability</li> <li>• uphold the principles of social justice.</li> </ul>
	<b>understand:</b>
	<ul style="list-style-type: none"> <li>• their ethical obligations under the council's code of conduct</li> <li>• their obligations under council's councillor expenses and facilities policy.</li> </ul>
	<b>have knowledge of:</b>
	<ul style="list-style-type: none"> <li>• the process for making and managing code of conduct complaints under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW</li> <li>• the consequences of a breach of council's code of conduct</li> <li>• the definition of "corrupt conduct" under the <i>Independent Commission Against Corruption Act 1988</i> and the potential consequences of engaging in corrupt conduct.</li> </ul>
<b>Mayors (additional)</b>	<b>are able to:</b>
	<ul style="list-style-type: none"> <li>• manage code of conduct complaints about the general manager</li> <li>• promote a culture of integrity and ethical conduct within council and when representing council in the community and elsewhere.</li> </ul>

## D. GOVERNANCE

### Mayors and councillors

#### understand:

- what is good governance and its importance
- the statutory framework that applies to local government
- the role of the council's Audit, Risk and Improvement Committee and the role of internal audit

#### have knowledge of:

- council's statutory compliance and risk management frameworks
- council's obligations in relation to the management of council information under the *State Records Act 1988*, the *Government Information (Public Access) Act 2009* and the *Privacy and Personal Information Act 1998* and understand their personal responsibilities under that legislation
- council's complaints management processes

## E. STRATEGIC PLANNING

### Mayors and councillors

#### are able to:

- contribute effectively to integrated planning and reporting at council
- contribute to and communicate the strategic plan, goals, priorities and vision for the community
- make resourcing and budget decisions and strategies to achieve these goals
- take account of the wider context and long-term impacts on future generations when considering options
- participate effectively in community engagement processes relating to strategic planning
- set performance goals that include quality measures, timeframes and budgets for delivery
- consider the impact of changes (e.g. government policy, economic conditions) on council's strategic plan and goals
- identify potential risks to the achievement of council goals and take steps to address these
- understand council performance reports and develop strategies to improve performance.

**understand:**

- the statutory requirements for integrated planning and reporting, including its conceptual basis and the guiding principles under the Act
- the relevance of integrated planning and reporting to the general principles and decision-making principles prescribed under the Act
- the prescribed roles and responsibilities of the governing body, individual councillors, the mayor and the general manager in relation to integrated planning and reporting
- the community strategic plan and the process that led to its development, as well as its role in informing council's activities over the current term of the council
- council's delivery program, operational plan, resourcing strategy and community engagement strategy
- the reporting mechanisms under the integrated planning and reporting framework and the importance of clear and measurable key performance indicators to ensure progress towards council's goals can be measured.

**Mayors  
(additional)****are able to:**

- work with the general manager to translate the council's strategic direction into a delivery program and operational plan
- continuously monitor progress against the delivery program and operational plan, ensuring the resourcing strategy is appropriate.

**F. DECISION-MAKING****Mayors and  
councillors****are able to:**

- make and uphold considered, timely and transparent decisions based on merit and the best interests of the community as a whole
- exercise good judgement
- research, understand and evaluate a wide range of information
- understand how to read and interpret council business papers and contribute constructively to debate in council
- work towards consensus as a member of the governing body for the benefit of the community
- weigh up the following when making decisions:
  - financial and budget implications (including value for money)
  - legislative and regulatory requirements
  - community and social impacts
  - environmental, social and economic sustainability
  - the wider context
  - the long-term impacts on future generations.

	<p><b>understand:</b></p> <ul style="list-style-type: none"> <li>• the purpose of council and committee meetings</li> <li>• the meeting rules prescribed under the Act and the council's code of meeting practice</li> <li>• how to use closed meetings appropriately</li> <li>• the importance and attributes of orderly, effective and efficient meetings, and their individual roles in creating these types of meetings</li> <li>• the importance of preparing for meetings, including attending pre-meeting briefings and reading business papers</li> <li>• recognise the role of the Chair.</li> </ul>
	<p><b>have knowledge of:</b></p> <ul style="list-style-type: none"> <li>• the committee structure adopted by the council and the functions of each of the council's committees</li> <li>• the delegations made by the council.</li> </ul>
<b>Mayors</b>	<p><b>are able to:</b></p> <ul style="list-style-type: none"> <li>• lead constructive, orderly council meetings with a view to reaching consensus.</li> </ul>
	<p><b>understand:</b></p> <ul style="list-style-type: none"> <li>• their role and responsibilities as Chair.</li> </ul>

## G. LAND-USE PLANNING AND REGULATORY FUNCTIONS

<b>Mayors and councillors</b>	<p><b>are able to:</b></p> <ul style="list-style-type: none"> <li>• make appropriate land-use planning and development approval decisions.</li> </ul>
	<p><b>understand:</b></p> <ul style="list-style-type: none"> <li>• the role of the council in relation to land use planning and development approvals.</li> </ul>
	<p><b>have knowledge of:</b></p> <ul style="list-style-type: none"> <li>• the <i>Environmental Planning and Assessment Act 1979</i> and relevant land use planning concepts</li> <li>• the environmental planning instruments that apply to the council's area and the development control plans adopted by the council</li> <li>• the role of the Minister for Planning, the Department of Planning and Environment and the Greater Sydney Commission (where relevant) in relation to land use planning</li> <li>• the development assessment and approval process and the statutory criteria prescribed under section 79C of the <i>Environmental Planning and Assessment Act 1979</i></li> <li>• the delegations made with respect to development assessments and approvals</li> <li>• the role of Joint Regional Planning Panels and Independent Hearing and Assessment Panels in relation to development approvals.</li> </ul>

## H. FINANCIAL MANAGEMENT

### Mayors and councillors

#### are able to:

- use basic financial terminology and demonstrate an understanding of recurrent and capital spending
- interpret information in council's financial reports
- make informed contributions to debate about the allocation of financial resources to community priorities
- display an awareness of financial risk and exposure and solutions to mitigate these
- identify and discuss the implications of council's long-term financial plan, audited financial statements and budget reviews.

#### understand:

- the statutory responsibility of the governing body to ensure as far as possible the financial sustainability of the council
- the statutory responsibility of the governing body to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources for the benefit of the local area
- the guiding principles of sound financial management under the Act
- council's long-term financial plan and other components of the council's resourcing strategy
- financial reporting requirements
- their responsibilities in relation to the review and approval of capital expenditure
- the statutory principle that councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.

#### have knowledge of:

- council's revenue sources
- the role of external audit and the Audit Office
- the tendering requirements under the Act and their responsibilities in relation to the acceptance of tenders.

## I. ENVIRONMENTAL AND ASSET MANAGEMENT

### Mayors and councillors

#### are able to:

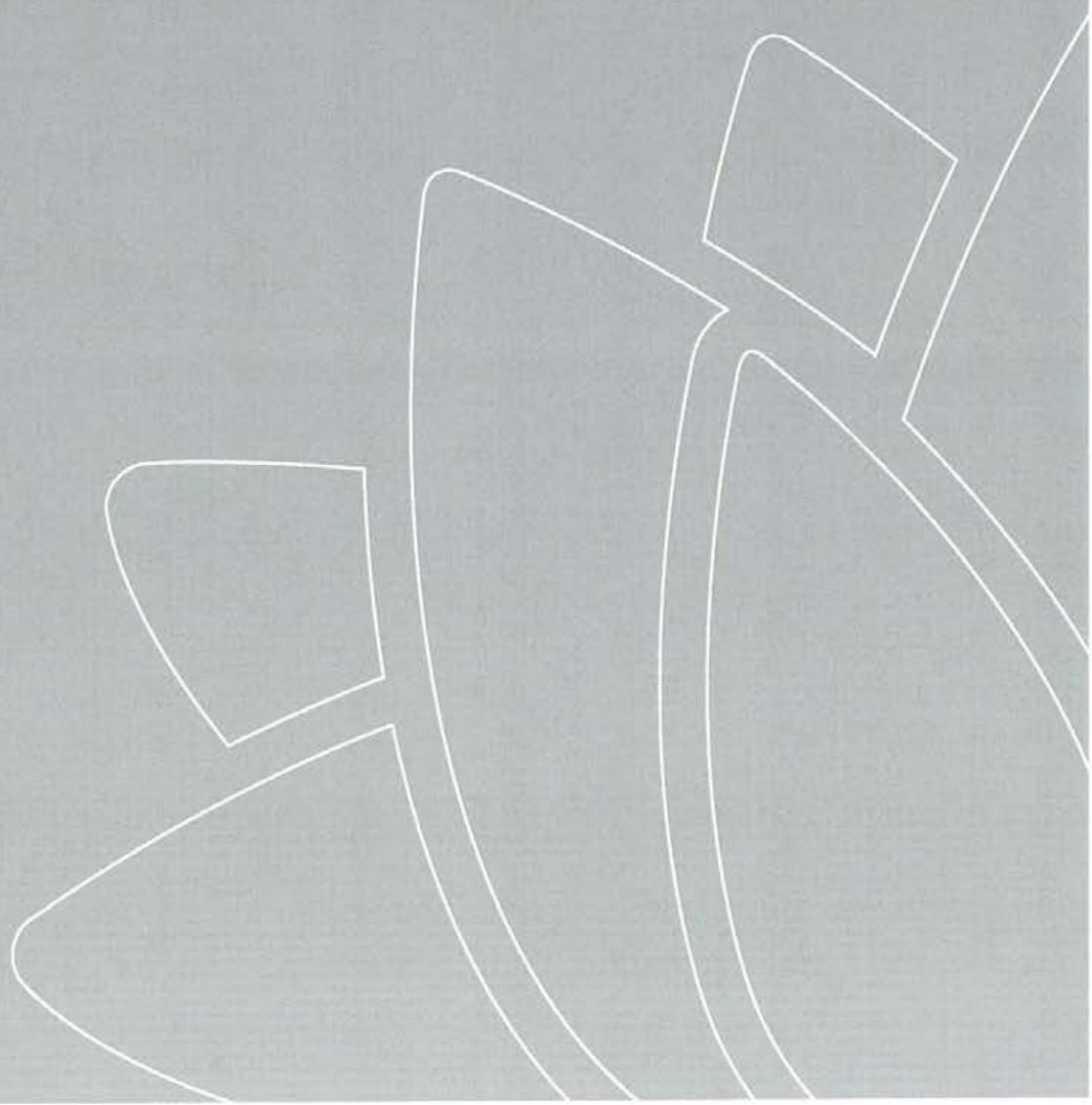
- meet their obligations as custodians of council and community assets.

#### understand:

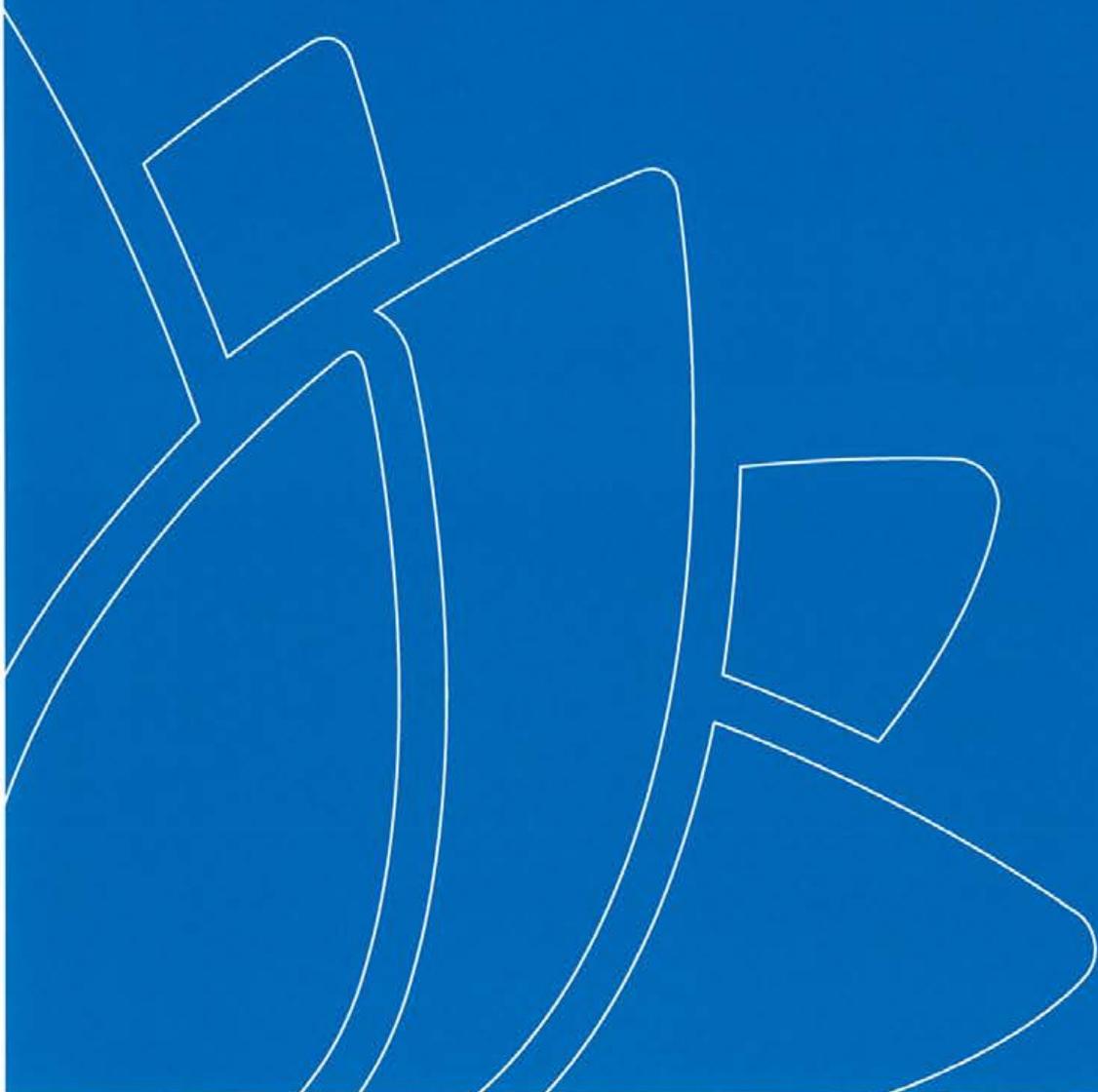
- the council's public land management responsibilities and the statutory requirements that apply to public land management
- the importance of sound asset management and its impact on council finances
- asset management planning requirements
- the council's natural resource management responsibilities and the regulatory frameworks under which it exercises its functions.

#### have knowledge of:

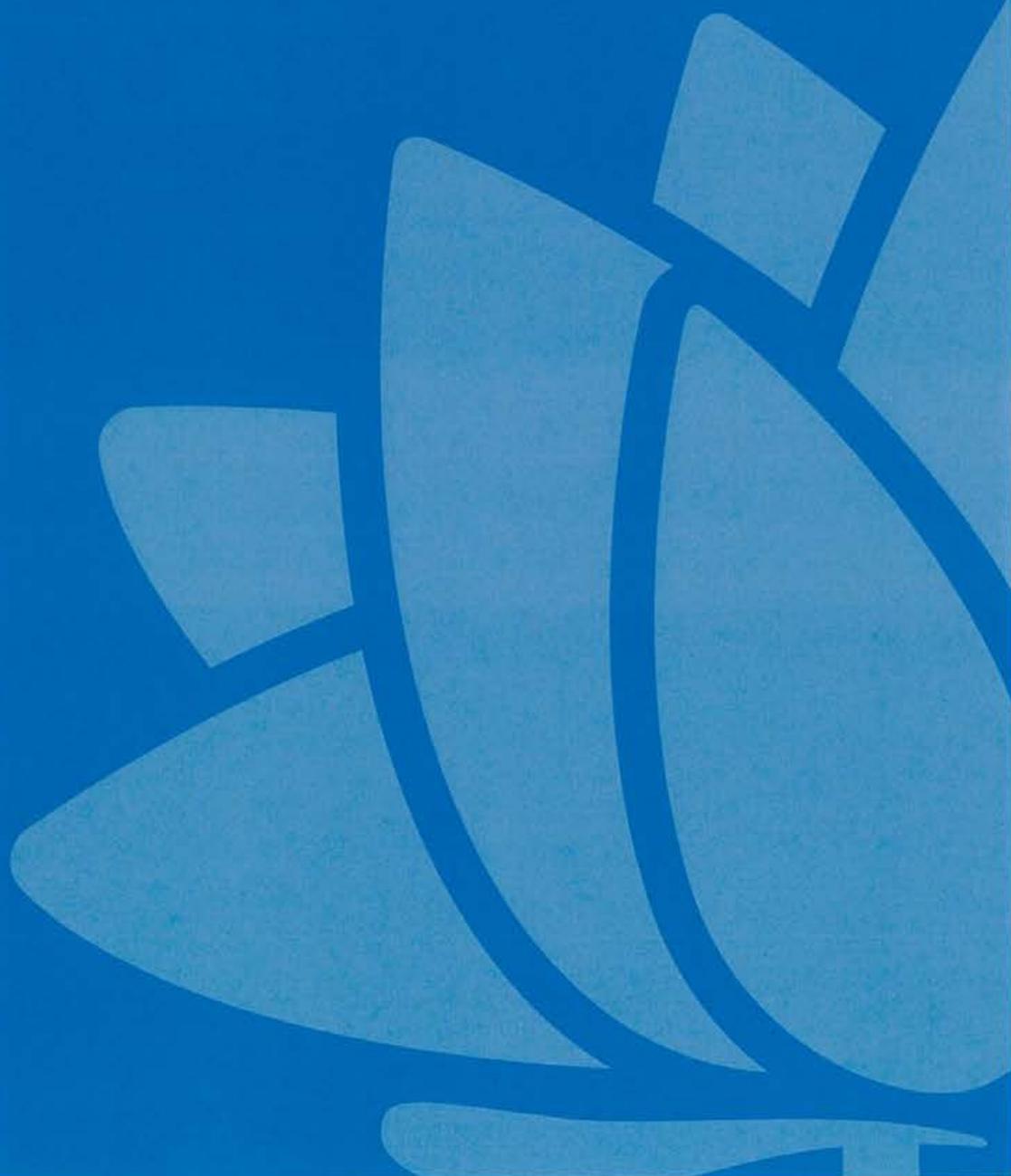
- the principles of ecologically sustainable development
- council's asset management strategy.



# Appendix H: Reporting Template







# MODEL CODE OF MEETING PRACTICE

for Local Councils  
in NSW

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December 2017



**CONSULTATION DRAFT**

# CONSULTATION DRAFT

## MODEL CODE OF MEETING PRACTICE FOR LOCAL COUNCILS IN NSW

December 2017

### ACCESS TO SERVICES

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# 1 Introduction

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is made under section 360 of the *Local Government Act 1993 (the Act)* and the *Local Government (General) Regulation 2005 (the Regulation)*.

This code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

The provisions of the Model Meeting Code that are not mandatory are indicated in **red font**.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

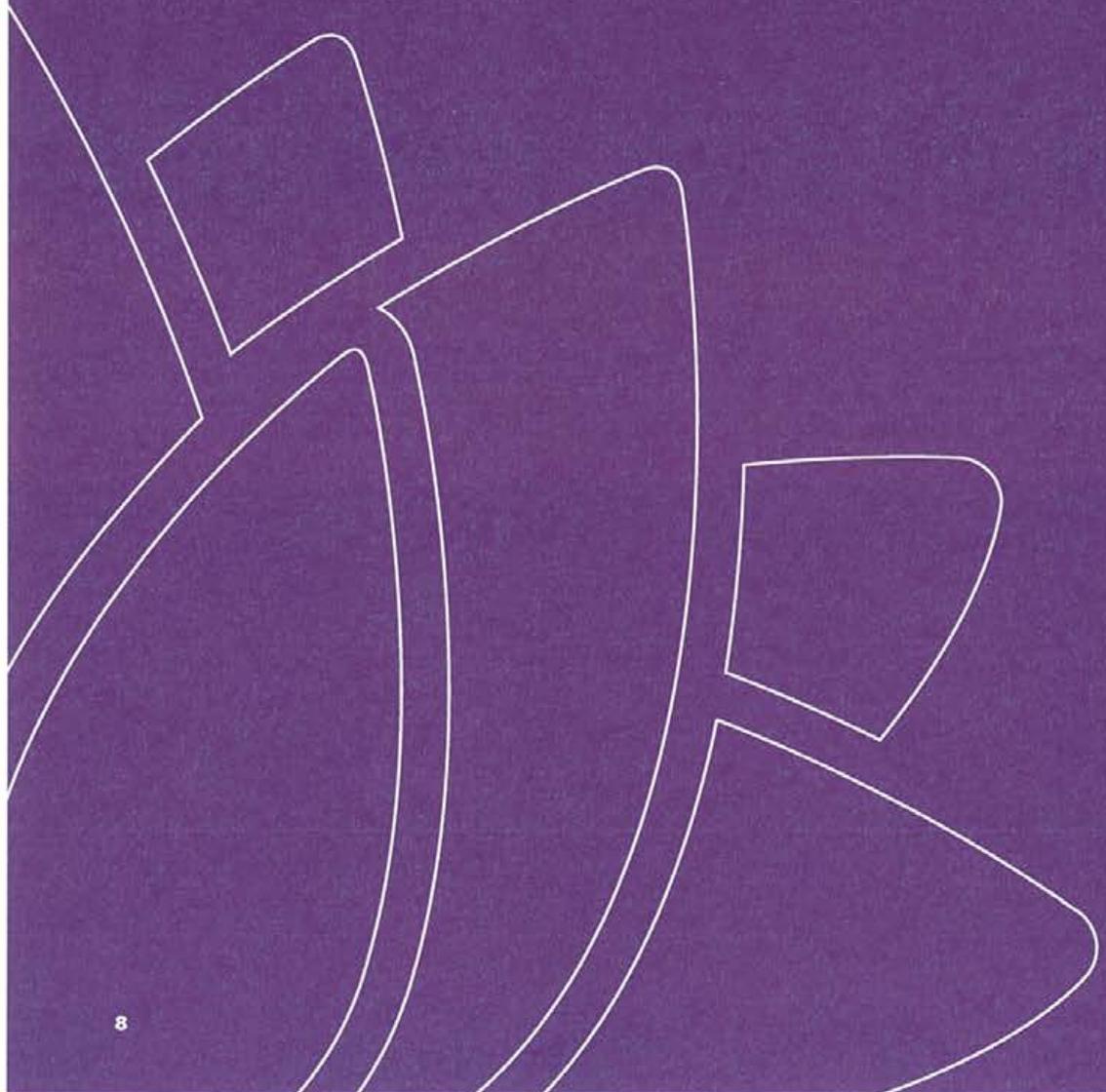
## 2 Meeting Principles



**2.1** Council and committee meetings should be:

<b>Transparent</b>	Decisions are made in a way that is open and accountable.
<b>Informed</b>	Decisions are made based on relevant, quality information.
<b>Inclusive</b>	Decisions respect the diverse needs and interests of the local community.
<b>Principled</b>	Decisions are informed by the principles prescribed under Chapter 3 of the Act.
<b>Trusted</b>	The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.
<b>Respectful</b>	Councillors, staff and meeting attendees treat each other with respect.
<b>Effective</b>	Meetings are well organised, effectively run and skilfully chaired.
<b>Orderly</b>	Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

## 3 Before the Meeting



## Timing of ordinary council meetings

- 3.1** The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

**Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.**

## Extraordinary meetings

- 3.2** If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

**Note: Clause 3.2 reflects section 366 of the Act.**

- 3.3** The mayor or the general manager, in consultation with the mayor, may call an extraordinary meeting without the need to obtain the signature of two councillors to consider urgent business.
- 3.4** For the purpose of clause 3.3, urgent business is any matter that, in the opinion of the mayor or the general manager, requires a decision by the council before the next scheduled ordinary meeting of the council.

## Notice to the public of council meetings

- 3.5** The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

**Note: Clause 3.5 reflects section 9(1) of the Act.**

- 3.6** For the purposes of clause 3.5, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be:
- a) published on the council's website, and
  - b) published:
    - i) where practicable, in a local newspaper or in a newspaper circulating throughout the state (or both), as determined by the council, or
    - ii) in such other manner as is determined by the council, with the object of bringing notice of the meeting to the attention of as many people as possible.
- 3.7** For the purposes of clause 3.5, notice of more than one (1) meeting may be given in the same notice.

## Notice to councillors of ordinary council meetings

**3.8** The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

**Note: Clause 3.8 reflects section 367(1) of the Act.**

**3.9** The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

**Note: Clause 3.9 reflects section 367(3) of the Act.**

## Notice to councillors of extraordinary meetings

**3.10** Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

**Note: Clause 3.10 reflects section 367(2) of the Act.**

## Giving notice of business to be considered at council meetings

**3.11** A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted **[council to specify notice period required]** business days before the meeting is to be held.

**3.12** A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

**3.13** A councillor may submit no more than **[number to be specified by the council]** notices of motion to be considered at each ordinary meeting of the council.

**3.14** If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may either:

- (a)** prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council, or
- (b)** by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such

a date specified in the notice, pending the preparation of such a report.

- 3.15** A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:
- (a)** prepare a report on the availability of funds for implementing the motion if adopted, or
  - (b)** by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

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## Questions with notice

- 3.16** A councillor may, by way of a notice submitted under clause 3.11, ask a question for response by the general manager about the performance or operations of the council.
- 3.17** A councillor is not permitted to ask a question with notice under clause 3.16 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.18** The general manager or their nominee may respond to a question with notice submitted under clause 3.16 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

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## Agenda and business papers for ordinary meetings

- 3.19** The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.20** The general manager must ensure that the agenda for an ordinary meeting of the council states:
- (a)** all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
  - (b)** if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c)** all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d)** any business of which due notice has been given under clause 3.11.
- 3.21** Nothing in clause 3.20 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.22** The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

**3.23** Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
- (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

**Note: Clause 3.23 reflects section 9(2A)(a) of the Act.**

**3.24** The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public, and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

## Availability of agenda and business papers to the public

**3.25** Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

**Note: Clause 3.25 reflects section 9(2) and (4) of the Act.**

**3.26** Clause 3.25 does not apply to the business papers for items of business that the general manager has identified under clause 3.23 as being likely to be considered when the meeting is closed to the public.

**Note: Clause 3.26 reflects section 9(2A)(b) of the Act.**

**3.27** For the purposes of clause 3.25, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

**Note: Clause 3.27 reflects section 9(3) of the Act.**

**3.28** A copy of an agenda, or of an associated business paper made available under clause 3.25, may in addition be given or made available in electronic form.

**Note: Clause 3.28 reflects section 9(5) of the Act.**

## Agenda and business papers for extraordinary meetings

- 3.29** The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.30** Despite clause 3.29, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:
- (a)** a motion is passed to have the business considered at the meeting, and
  - (b)** the business to be considered is ruled by the chairperson to be of great urgency.
- 3.31** A motion moved under clause 3.30(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.32** Despite clauses 10.19–10.27, only the mover of a motion moved under clause 3.30(a) can speak to the motion before it is put.
- 3.33** A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.30(b) on whether a matter is of great urgency.

## Pre-meeting briefing sessions

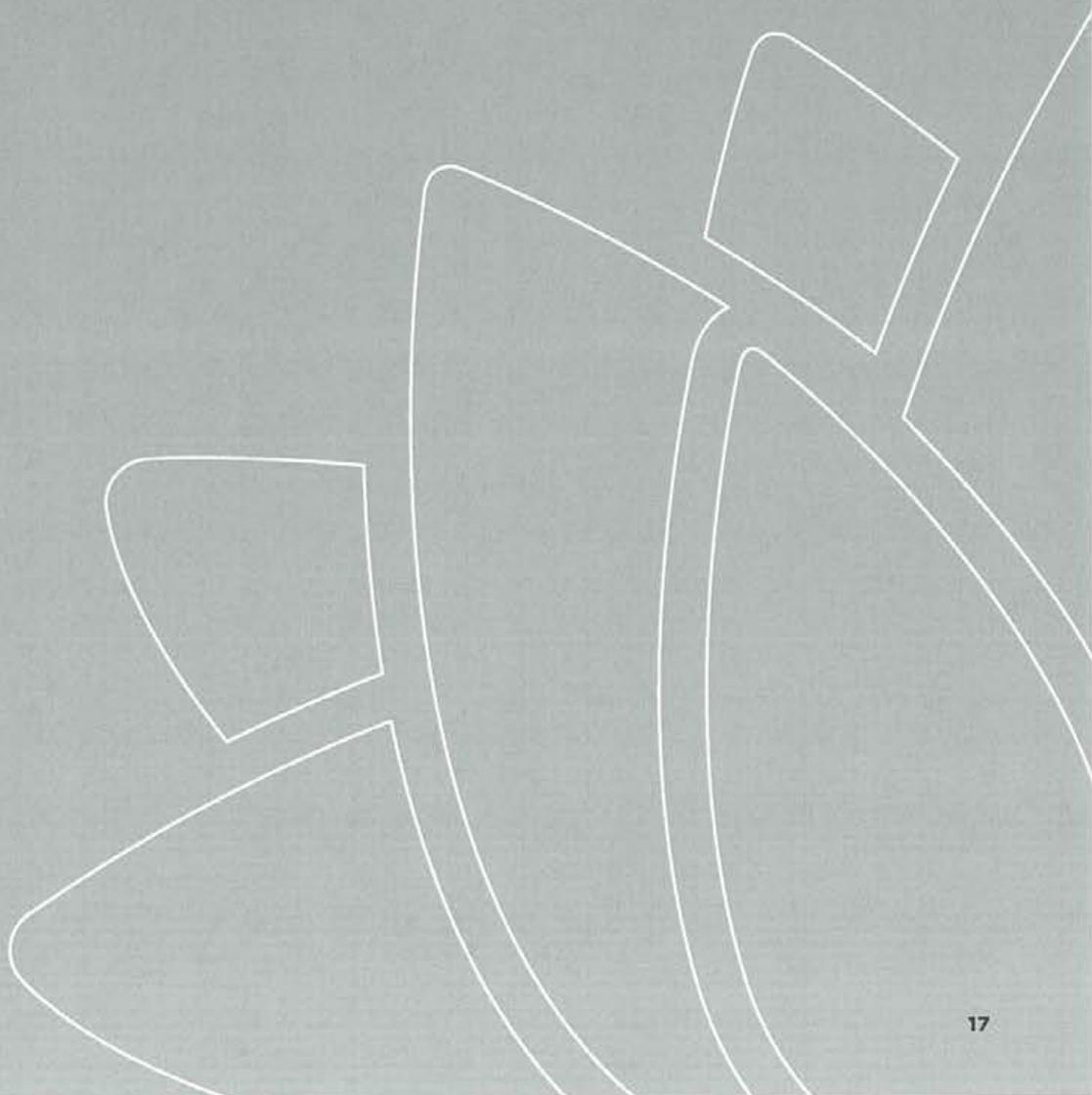
- 3.34** Prior to each ordinary meeting of the council, the general manager will arrange a pre-meeting briefing session to brief councillors on the items of business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.
- 3.35** Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.36** The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.
- 3.37** Councillors (including the mayor) are to make all reasonable efforts to attend pre-meeting briefing sessions.
- 3.38** Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.
- 3.39** Councillors (including the mayor) must disclose and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do at a council or committee meeting.

## 4 Public Forums

- 4.1** The council will hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.
- 4.2** Public forums are to be chaired by the mayor or their nominee.
- 4.3** To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by **[date and time to be specified by the council]** before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.4** A person may apply to speak on no more than **[number to be specified by the council]** items of business on the agenda of the council meeting.
- 4.5** Nominated candidates at federal, state or local government elections and serving councillors are not permitted to speak at a public forum.
- 4.6** Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.7** The general manager or their delegate may refuse an application to speak at a public forum.
- 4.8** No more than **[number to be specified by the council]** speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.
- 4.9** If more than the permitted number of speakers applies to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.
- 4.10** Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than **[number to be specified by the council]** days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.11** The general manager or their delegate is to determine the order of speakers at the public forum.
- 4.12** Each speaker will be allowed **[number to be specified by the council]** minutes to address the council. This time is to be strictly enforced by the chairperson.
- 4.13** Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.14** A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.

- 4.15** Speakers are under no obligation to answer a question put under clause 4.14. Answers by the speaker, to each question are to be limited to **[number to be specified by the council]** minutes.
- 4.16** Speakers at public forums cannot ask questions of the council, councillors or council staff.
- 4.17** The general manager or his or her nominee may, with the concurrence of the chairperson, address the council for up to **[number to be specified by the council]** minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.18** Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.19** When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.20** If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.19, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.21** Clause 4.20 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.22** Where a speaker engages in conduct of the type referred to in clause 4.19, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.23** Councillors (including the mayor) must disclose and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do at a council or committee meeting.

**Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council.**



## 5 Coming Together

## Attendance by councillors at meetings

- 5.1** All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.
- 5.2** A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting.
- 5.3** Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.4** A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.5** The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.6** A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because he or she has been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

**Note: Clause 5.6 reflects section 234(1)(d) of the Act.**

- 5.7** A councillor who intends to attend a meeting of the council despite having been granted leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

## The quorum for a meeting

- 5.8** The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

**Note: Clause 5.8 reflects section 368(1) of the Act.**

- 5.9** Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

**Note: Clause 5.9 reflects section 368(2) of the Act.**

- 5.10** A meeting of the council must be adjourned if a quorum is not present:
- (a)** within half an hour after the time designated for the holding of the meeting, or
  - (b)** at any time during the meeting.
- 5.11** In either case, the meeting must be adjourned to a time, date and place fixed:
- (a)** by the chairperson, or
  - (b)** in his or her absence, by the majority of the councillors present, or
  - (c)** failing that, by the general manager.

- 5.12** The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.13** Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the safety and welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster (such as, but not limited to flood or bushfire), the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and using such other means as will bring notice of the cancellation to the attention of as many people as possible.
- 5.14** Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered at an extraordinary meeting called under clause 3.3.

## Entitlement of the public to attend council meetings

- 5.15** Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

**Note: Clause 5.15 reflects section 10(1) of the Act.**

- 5.16** Clause 5.15 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.17** A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:
- (a) by a resolution of the meeting, or
  - (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

**Note: Clause 5.17 reflects section 10(2) of the Act.**

**Note: If adopted, clauses 5.13 and 5.14 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 5.13 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 5.14 authorises chairpersons to expel persons other than councillors from a council or committee meeting.**

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## Webcasting of meetings

- 5.18** All meetings of the council and committees of the council are to be webcast.
- 5.19** Clause 5.18 does not apply to parts of a meeting that have been closed to the public under section 10A of the Act.
- 5.20** At the start of each meeting the chairperson is to make a statement informing those in attendance that the meeting is being webcast and that those in attendance should refrain from making any defamatory statements.

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## Audio recording of meetings

- 5.21** Audio recordings are to be made of all meetings of the council and committees of the council for the dominant purpose of assisting with the preparation of the minutes for meetings.

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## Attendance of the general manager and other staff at meetings

- 5.22** The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

**Note: Clause 5.22 reflects section 376(1) of the Act.**

- 5.23** The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

**Note: Clause 5.23 reflects section 376(2) of the Act.**

- 5.24** The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

**Note: Clause 5.24 reflects section 376(3) of the Act.**

- 5.25** The attendance of other council staff at a meeting, (other than as members of public) shall be with the approval of the general manager.

## 6 The Chairperson

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## The chairperson at meetings

- 6.1** The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

**Note: Clause 6.1 reflects section 369(1) of the Act.**

- 6.2** If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

**Note: Clause 6.2 reflects section 369(2) of the Act.**

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## Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3** If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4** The election of chairperson must be conducted:

- (a)** by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
- (b)** by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

- 6.5** If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

- 6.6** For the purposes of clause 6.5, the person conducting the election must:

- (a)** arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b)** then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

- 6.7** The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

- 6.8** Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

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## Chairperson to have precedence

- 6.9** When the chairperson rises or speaks during a meeting of the council:

- (a)** any councillor then speaking or seeking to speak must, if standing, immediately resume their seat, and
- (b)** every councillor present must be silent to enable the chairperson to be heard without interruption.

## 7 Modes of Address

- 7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A councillor is to be addressed as 'Councillor [surname]'.
- 7.4 A council officer is to be addressed by their official designation.

## 8 Order of Business for Ordinary Council Meetings

- 8.1** At a meeting of the council, the general order of business is as fixed by resolution of the council.
- 8.2** The general order of business for an ordinary meeting of the council shall be: **[councils may adapt the following order of business to meet their needs]**
- 01 Opening meeting
  - 02 Acknowledgement of country
  - 03 Prayer
  - 04 Apologies and applications for leave of absence by councillors
  - 05 Confirmation of minutes
  - 06 Disclosures of interests
  - 07 Mayoral minute(s)
  - 08 Reports of committees
  - 09 Reports to council
  - 10 Notices of motions/questions with notice
  - 11 Confidential matters
  - 12 Conclusion of the meeting

**Note: Councils must use either clause 8.1 or 8.2.**

- 8.3** The order of business as fixed under clause [8.1/8.2] **[delete whichever is not applicable]** may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: If adopted, Part 13 allows council to deal with items of business by exception.**

- 8.4** Despite clauses 10.19-10.27, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

## 9 Consideration of Business at Council Meetings

## Business that can be dealt with at a council meeting

**9.1** The council must not consider business at a meeting of the council:

- (a) unless a councillor has given notice of the business, as required by clause 3.11, and
- (b) unless notice of the business has been sent to the councillors in accordance with clause 3.8 in the case of an ordinary meeting and clause 3.10 in the case of an extraordinary meeting.

**9.2** Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

- (a) is already before, or directly relates to, a matter that is already before the council, or
- (b) is the election of a chairperson to preside at the meeting, or
- (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
- (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.

**9.3** Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency.

**9.4** A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.19–10.27, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.

**9.5** A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

## Mayoral minutes

**9.6** If the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of council, or of which the council has official knowledge.

**9.7** A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.

**9.8** A recommendation made in a mayoral minute put by the mayor is, insofar as it is adopted by the council, a resolution of the council.

**9.9** A mayoral minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity.

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## Staff reports

- 9.10** A recommendation made in a staff report is, insofar as it is adopted by the council, a resolution of the council.

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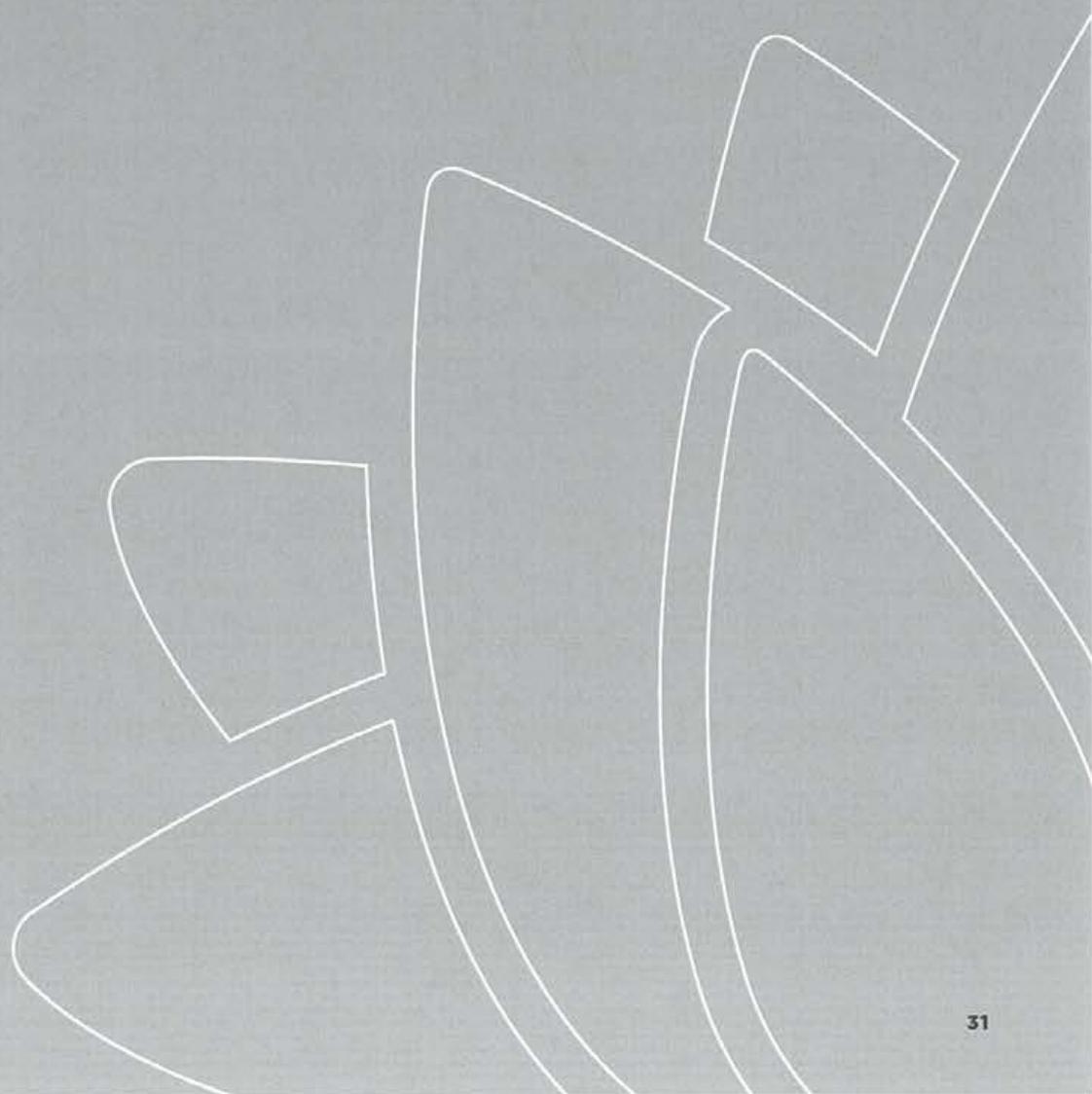
## Reports of committees of council

- 9.11** The recommendations of a committee of the council are, insofar as they are adopted by the council, resolutions of the council.
- 9.12** If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

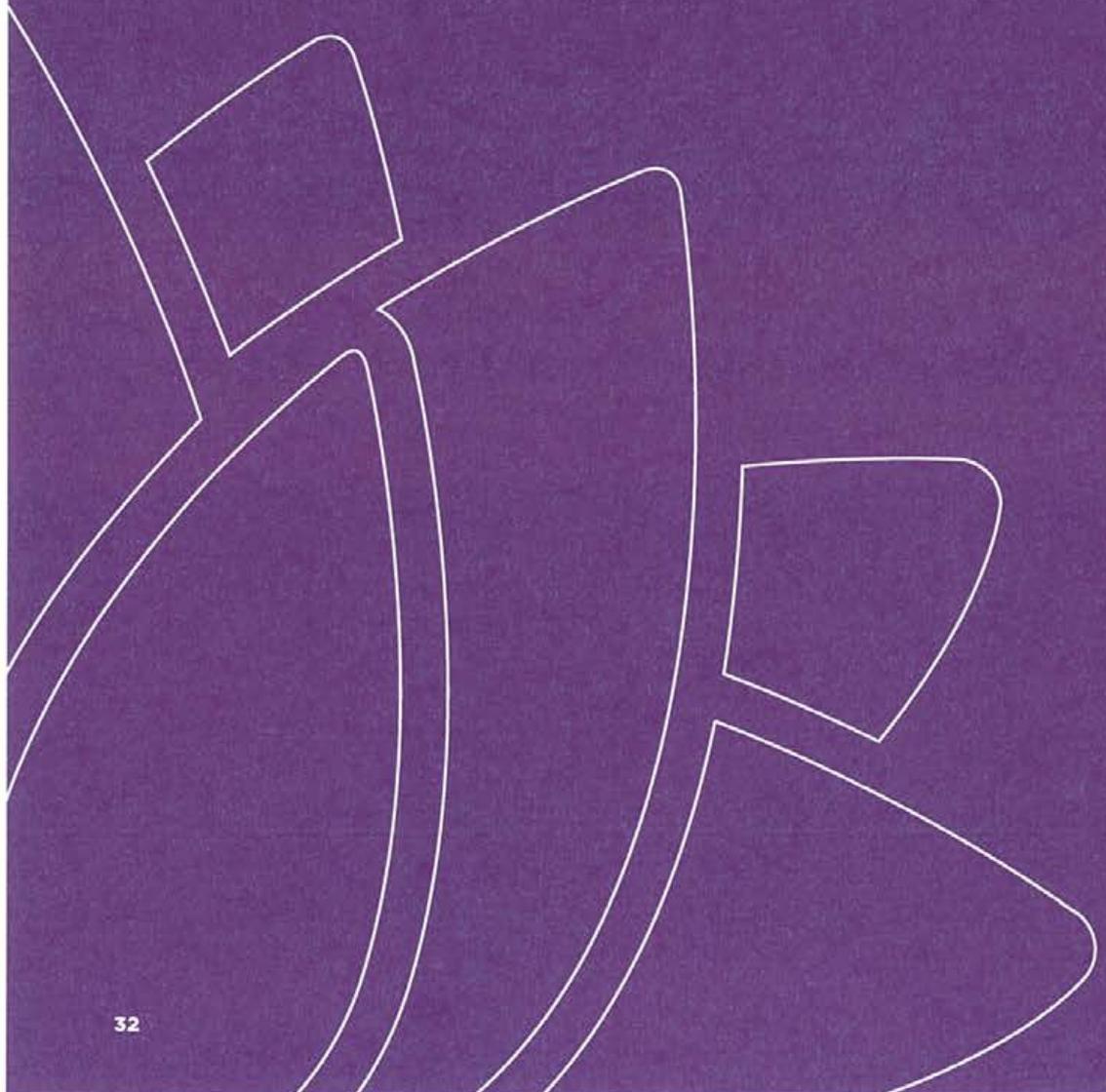
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## Questions

- 9.13** A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.11 and 3.16.
- 9.14** A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.15** A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 9.16** A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.
- 9.17** The councillor must put every such question directly, succinctly and without argument.
- 9.18** The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.



# 10 Rules of Debate



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## Motions to be seconded

- 10.1** Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

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## Notices of motion

- 10.2** A councillor who has submitted a notice of motion under clause 3.11 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3** If a councillor who has submitted a notice of motion under clause 3.11 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4** In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a)** any other councillor may move the motion at the meeting, or
  - (b)** the chairperson may defer the motion until the next meeting of the council at which the motion can be considered.

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## Chairperson's duties with respect to motions

- 10.5** It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6** The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7** Before ruling out of order a motion or an amendment to a motion under clause 10.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8** Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been rejected.

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## Motions requiring the expenditure of funds

- 10.9** A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

## Amendments to motions

- 10.10** An amendment to a motion must be moved and seconded before it can be debated.
- 10.11** An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12** The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13** If an amendment has been rejected, a further amendment can be moved to the motion to which the rejected amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14** While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15** If the amendment is carried, it becomes the motion and is to be debated. If the amendment is rejected, debate is to resume on the original motion.

## Foreshadowed motions

- 10.16** A councillor may propose a foreshadowed motion without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.17** Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.18** Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

## Limitations on the number and duration of speeches

- 10.19** A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and to any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.20** A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.21** A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time. However, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.22** Despite clauses 10.19 and 10.20, a councillor may move that a motion or an amendment be now put:
- (a)** if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
  - (b)** if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.23** The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.22. A seconder is not required for such a motion.
- 10.24** If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.19.
- 10.25** If a motion that the original motion or an amendment be now put is rejected, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.26** All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.27** Once the debate on a matter is closed and a matter has been dealt with, the chairperson must not allow further debate on the matter.

# 11 Voting

## Voting entitlements of councillors

**11.1** Each councillor is entitled to one (1) vote.

**Note: Clause 11.1 reflects section 370(1) of the Act.**

**11.2** The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

**Note: Clause 11.2 reflects section 370(2) of the Act.**

**11.3** Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

## Voting at council meetings

**11.4** A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

**11.5** If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.

**11.6** The decision of the chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.

**11.7** When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.

**11.8** When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.4 of this code.

**11.9** Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

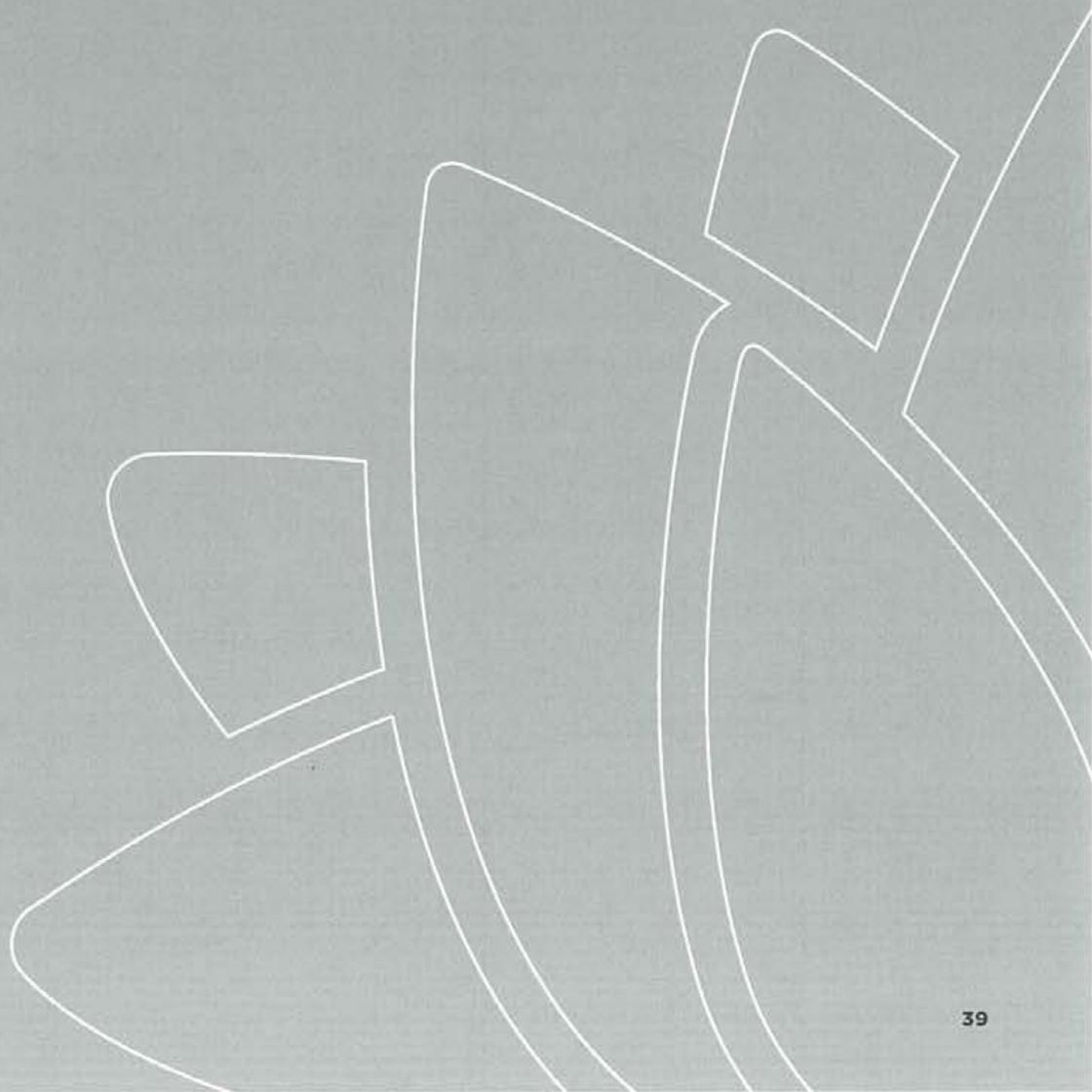
**11.10** All voting at council meetings must be recorded in the minutes of the meeting with the names of councillors who voted for or against a motion or amendment being recorded as if a division had been called under clause 11.6.

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## Voting on planning decisions

- 11.11** The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 11.12** For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- 11.13** Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.14** Clauses 11.11-11.13 apply also to meetings that are closed to the public.

**Note: Clauses 11.11-11.14 reflect section 375A of the Act.**



## 12 Committee of the Whole

- 12.1 The council may resolve itself into a committee to consider any matter before the council.

**Note: Clause 12.1 reflects section 373 of the Act.**

- 12.2 All the provisions of this code relating to meetings of the council, insofar as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.

**Note: Clauses 10.19-10.27 limit the number and duration of speeches.**

- 12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.
- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

# 13 Dealing with Items by Exception

- 13.1** The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 13.2** Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson is to list the items of business to be adopted and ask councillors to identify any of the individual items of business listed by the chairperson that they wish to speak on.
- 13.3** The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they wish to speak on.
- 13.4** Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.3.
- 13.5** A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6** Items of business adopted under clause 13.1 are to be taken as having been unanimously adopted.
- 13.7** Councillors must ensure that they disclose and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the requirements of the council's code of conduct.

# 14 Closure of Council Meetings to the Public



## Grounds on which meetings can be closed to the public

**14.1** The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

- (a) personnel matters concerning particular individuals (other than councillors),
- (b) the personal hardship of any resident or ratepayer,
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed:
  - (i) prejudice the commercial position of the person who supplied it, or
  - (ii) confer a commercial advantage on a competitor of the council, or
  - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, councillors, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of the council's code of conduct.

**Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.**

**14.2** The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

**Note: Clause 14.2 reflects section 10A(3) of the Act.**

## Matters to be considered when closing meetings to the public

**14.3** A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 14.3 reflects section 10B(1) of the Act.**

**14.4** A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

- (a) are substantial issues relating to a matter in which the council or committee is involved, and
- (b) are clearly identified in the advice, and
- (c) are fully discussed in that advice.

**Note: Clause 14.4 reflects section 10B(2) of the Act.**

**14.5** If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

**Note: Clause 14.5 reflects section 10B(3) of the Act.**

**14.6** For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
  - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
  - (ii) cause a loss of confidence in the council or committee.

**Note: Clause 14.6 reflects section 10B(4) of the Act.**

**14.7** In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Chief Executive of the Office of Local Government.

**Note: Clause 14.7 reflects section 10B(5) of the Act.**

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## Notice of likelihood of closure not required in urgent cases

**14.8** Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.23 as a matter that is likely to be considered when the meeting is closed, but only if:

- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
- (b) the council or committee, after considering any representations made under section 14.9, resolves that further discussion of the matter:
  - (i) should not be deferred (because of the urgency of the matter), and
  - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 14.8 reflects section 10C of the Act.**

## Representations by members of the public

- 14.9** The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.
- Note: Clause 14.9 reflects section 10A(4) of the Act.**
- 14.10** A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11** Where the matter has been identified in the agenda of the meeting under clause 3.23 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by **[date and time to be specified by the council]** before the meeting at which the matter is to be considered.
- 14.12** The general manager (or their delegate) may refuse an application made under clause 14.11.
- 14.13** No more than **[number to be specified by the council]** speakers are to be permitted to make representations under clause 14.9.
- 14.14** If more than the permitted number of speakers applies to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.
- 14.15** The general manager (or their delegate) is to determine the order of speakers.
- 14.16** Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.23 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than **[number to be specified by the council]** speakers to make representations in such order as determined by the chairperson.
- 14.17** Each speaker will be allowed **[number to be specified by the council]** minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers are to confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

## Expulsion of non-councillors from meetings closed to the public

- 14.18** If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19** If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the person from that place and, if necessary restrain that person from re-entering that place.

## Information to be disclosed in resolutions closing meetings to the public

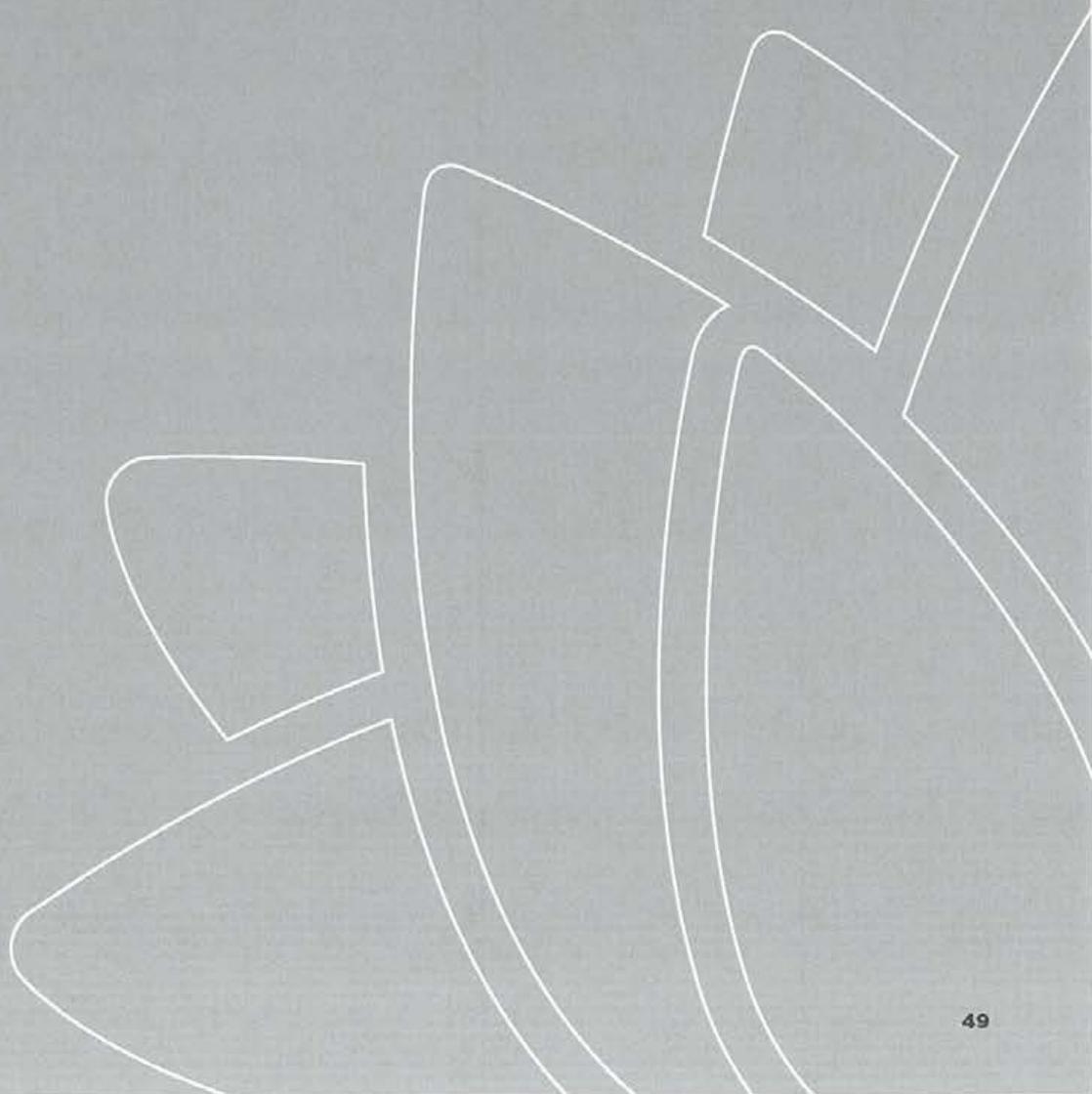
- 14.20** The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,

- (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 14.20 reflects section 10D of the Act.**

## Resolutions passed at closed meetings to be made public

- 14.21** If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.22** Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.21 during a part of the meeting that is webcast.



# 15 Keeping Order at Meetings



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## Points of order

- 15.1** A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2** A point of order must be taken immediately it is raised. The chairperson must suspend business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

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## Questions of order

- 15.3** The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.4** A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.5** The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.6** The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

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## Motions of dissent

- 15.7** A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.8** If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been discharged as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.9** Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

## Acts of disorder

**15.10** A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

- (a) contravenes the Act or any regulation in force under the Act or this code, or
- (b) assaults or threatens to assault another councillor or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
- (d) insults or makes personal reflections on or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into contempt.

**15.11** The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.10(a) or (b), or
- (b) to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for an act of disorder referred to in clauses 15.10(d) and (e).

## How disorder at a meeting may be dealt with

**15.12** If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

## Expulsion from meetings

**15.13** All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.

**15.14** All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

**Note:** Councils may use either clause 15.13 or clause 15.14.

**15.15** Clause [15.13/5.14] [~~delete whichever is not applicable~~], does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2) (a) of the Act.

- 15.16** A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.11. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.
- 15.17** A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.18** Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.19** If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place.

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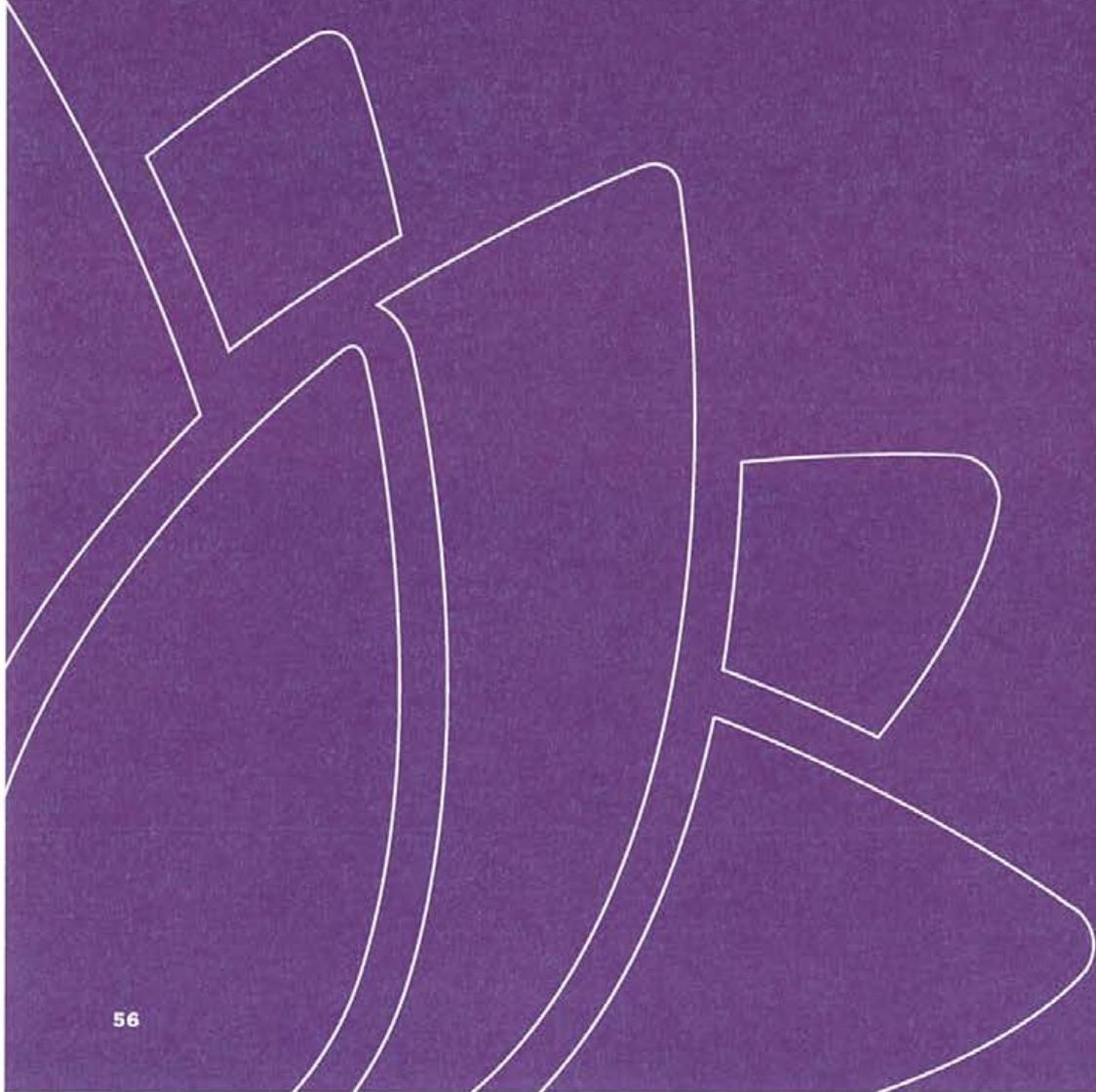
## Use of mobile phones and the unauthorised recording of meetings

- 15.20** Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.21** A person must not use a tape recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.22** Any person who makes a recording or attempts to make a recording of a meeting of the council or a committee of the council in contravention of clause 15.21, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.23** If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place.

## 16 Conflicts of Interest

- 16.1** All councillors and, where applicable, all other persons, must disclose and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct.

## 17 Decisions of the Council



## Council decisions

**17.1** A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

**Note: Clause 17.1 reflects section 371 of the Act.**

**17.2** Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

## Rescinding or altering council decisions

**17.3** A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.11.

**Note: Clause 17.3 reflects section 372(1) of the Act.**

**17.4** If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 17.4 reflects section 372(2) of the Act.**

**17.5** If a motion has been rejected by the council, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.11.

**Note: Clause 17.5 reflects section 372(3) of the Act.**

**17.6** A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been rejected by the council, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was rejected.

**Note: Clause 17.6 reflects section 372(4) of the Act.**

**17.7** If a motion to alter or rescind a resolution has been rejected, or if a motion which has the same effect as a previously rejected motion is rejected, no similar motion may be brought forward within three (3) months of the meeting at which it was rejected. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 17.7 reflects section 372(5) of the Act.**

**17.8** The provisions of clauses 17.5–17.7 concerning rejected motions do not apply to motions of adjournment.

**Note: Clause 17.8 reflects section 372(7) of the Act.**

**17.9** A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.12 with the consent of all signatories to the notice of motion.

**17.10** A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than **[council to specify the period of time]** after the meeting at which the resolution was adopted.

**17.11** A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council

**Note: Clause 17.11 reflects section 372(6) of the Act.**

**17.12** Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:

- (a)** a notice of motion signed by three councillors is submitted to the chairperson, and
- (b)** a motion to have the motion considered at the meeting is passed, and
- (c)** the chairperson rules the business that is the subject of the motion is of great urgency.

**17.13** A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.19–10.27, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.

**17.14** A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).

## Recommitting resolutions to correct an error

**17.15** Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting to correct any error, ambiguity or imprecision in the council's resolution.

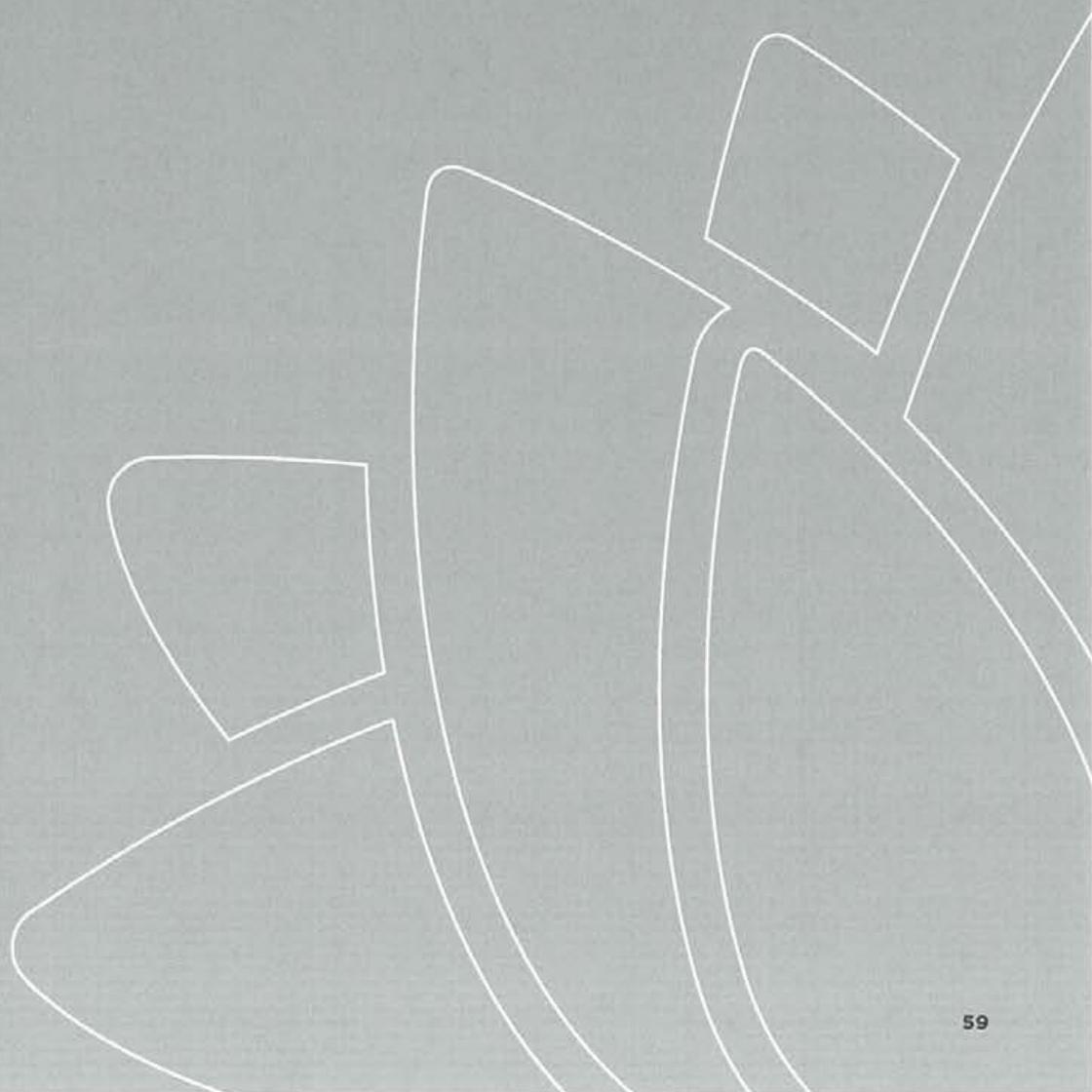
**17.16** In seeking the leave of the chairperson under clause 17.15 to move to recommit a resolution adopted at the same meeting, the councillor is to propose alternative wording for the resolution.

**17.17** The chairperson must not grant leave under clause 17.15, unless he or she is satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.

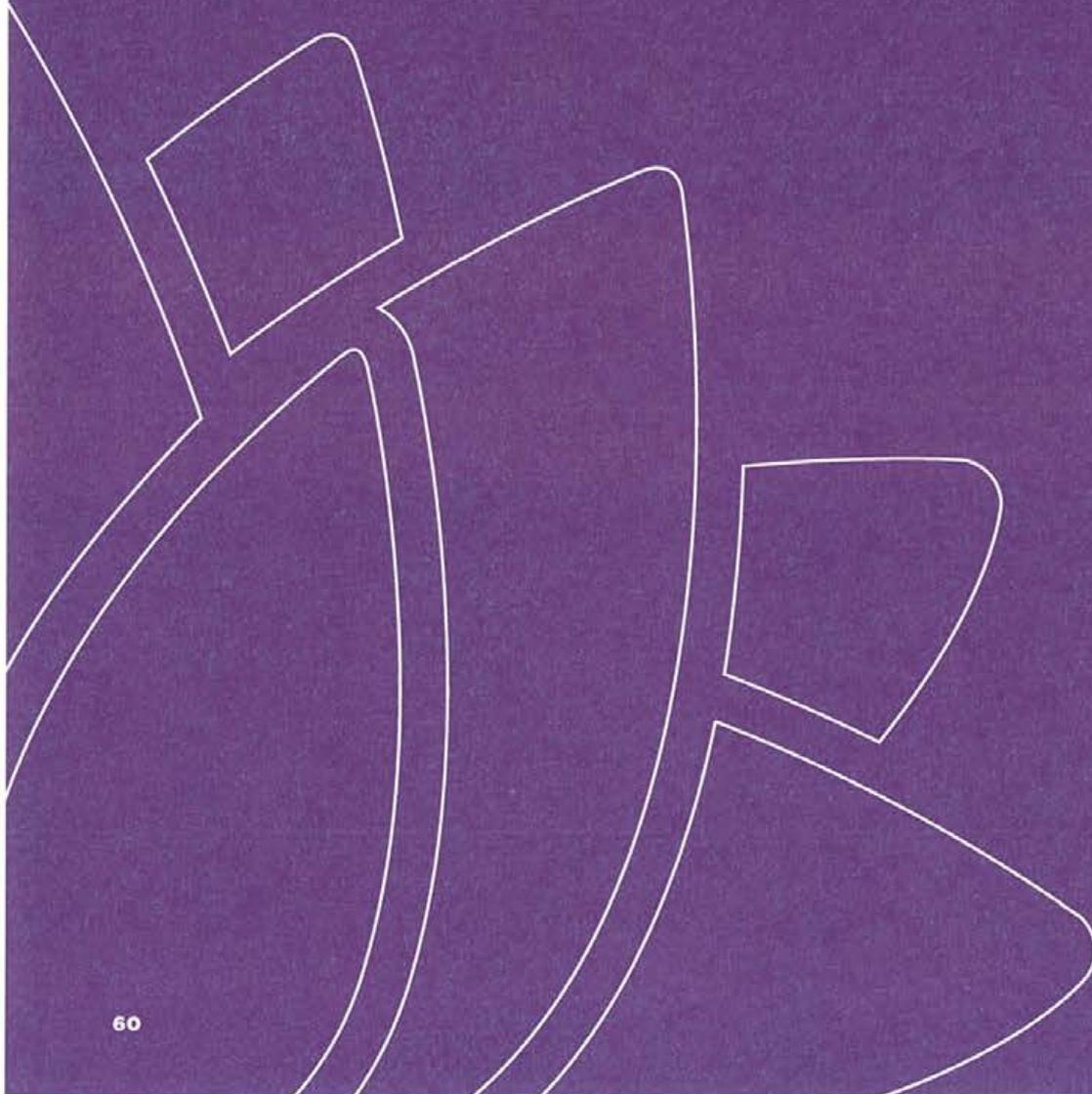
**17.18** A motion moved under clause 17.15 can be moved without notice. Despite clauses 10.19–10.27, only the mover of a motion referred to in clause 17.15 can speak to the motion before it is put.

**17.19** A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.

**17.20** A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.



# 18 Time Limits on Council Meetings



- 18.1** Meetings of the council and committees of the council are to conclude no later than **[council to specify the time]**.
- 18.2** If the business of the meeting is unfinished at **[council to specify the time]**, the council or the committee may, by resolution, extend the time of the meeting.
- 18.3** If the business of the meeting is unfinished at **[council to specify the time]**, and the council does not resolve to extend the meeting, the chairperson must adjourn the meeting to a time, date and place fixed by the chairperson.
- 18.4** Clause 18.3 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.
- 18.5** Where a meeting is adjourned under clause 18.3 or 18.4, the general manager must:
- (a)** individually notify each councillor of the time, date and place at which the meeting will reconvene, and
  - (b)** publish the time, date and place at which the meeting will reconvene:
    - (i)** on the council's website, and
    - (ii)** by using such other means that will bring notice of the time, date and place at which the meeting will reconvene to the attention of as many people as possible.

## 19 After the Meeting

## Minutes of meetings

- 19.1** The council is to keep full and accurate minutes of the proceedings of meetings of the council.
- Note: Clause 19.1 reflects section 375(1) of the Act.**
- 19.2** At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:
- (a)** details of each motion moved at a council meeting and of any amendments moved to it,
  - (b)** the names of the mover and seconder of the motion or amendment,
  - (c)** whether the motion or amendment was passed or lost, and
  - (d)** such other matters specifically required under this code.
- 19.3** The minutes of a council meeting must be confirmed at a subsequent meeting of the council.
- Note: Clause 19.3 reflects section 375(2) of the Act.**
- 19.4** Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5** When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- Note: Clause 19.5 reflects section 375(2) of the Act.**
- 19.6** The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed.

- 19.7** The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

## Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8** The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.
- Note: Clause 19.8 reflects section 11(1) of the Act.**
- 19.9** Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.
- Note: Clause 19.9 reflects section 11(2) of the Act.**
- 19.10** Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.
- Note: Clause 19.10 reflects section 11(3) of the Act.**

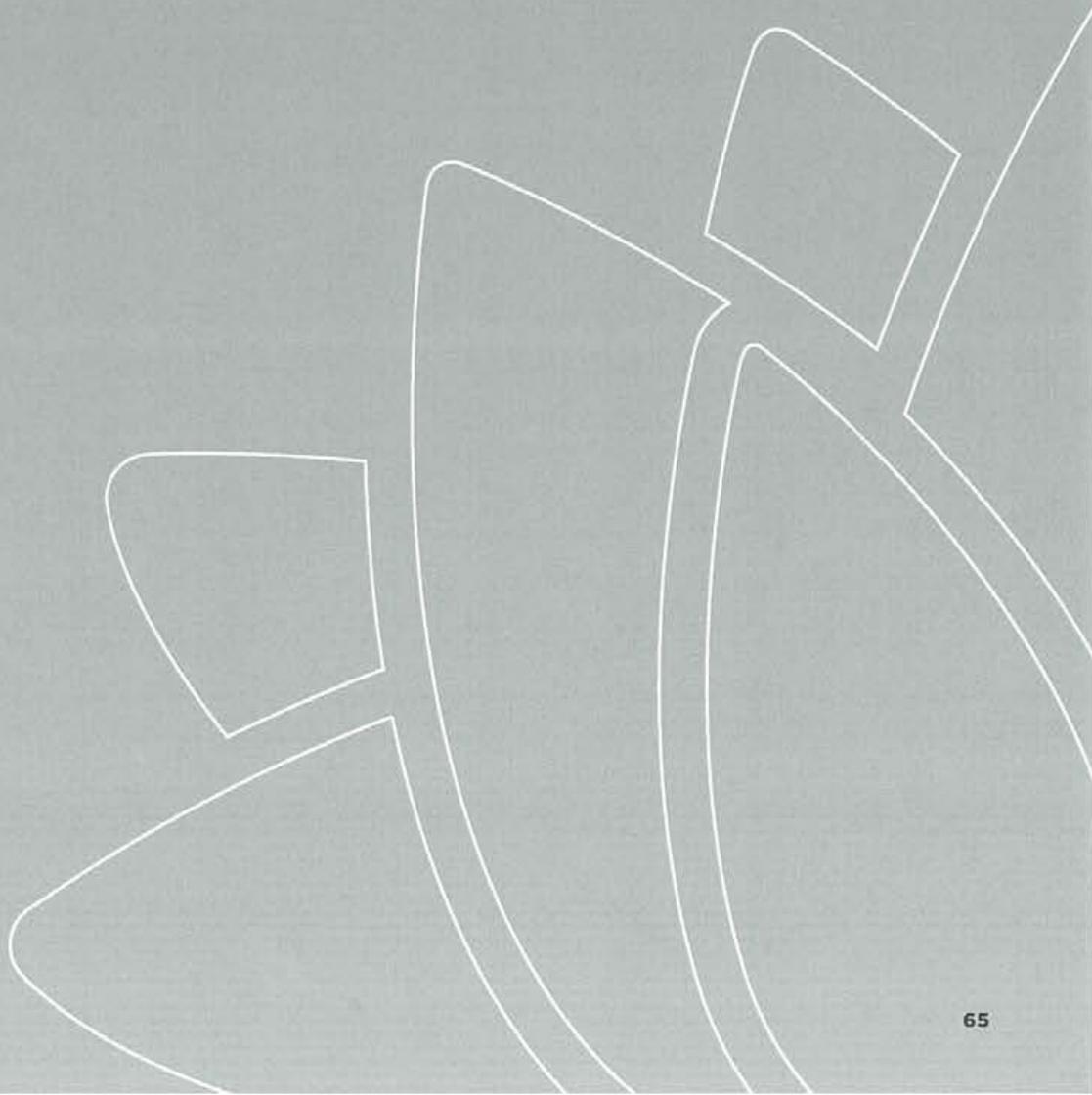
- 19.11** Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

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## Implementation of decisions of the council

- 19.12** The general manager is to implement, without undue delay, lawful decisions of the council.

**Note: Clause 19.12 reflects section 335(b) of the Act.**



## 20 Council Committees



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## Application of this Part

- 20.1** This Part only applies to committees of the council whose members are all councillors.

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## Council committees whose members are all councillors

- 20.2** The council may, by resolution, establish such committees as it considers necessary.
- 20.3** A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.
- 20.4** The quorum for a meeting of a committee of the council is to be:
- (a) such number of members as the council decides, or
  - (b) if the council has not decided a number - a majority of the members of the committee.

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## Functions of committees

- 20.5** The council must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.

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## Notice of committee meetings

- 20.6** The general manager must send to each councillor regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
  - (b) the business proposed to be considered at the meeting.
- 20.7** Notice of less than three (3) days may be given of a committee meeting called in an emergency.

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## Attendance at committee meetings

- 20.8** A committee member (other than the mayor) ceases to be a member of a committee if the committee member:
- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or
  - (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 20.9** Clause 20.8 does not apply if all of the members of the council are members of the committee.

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## Non-members entitled to attend committee meetings

**20.10** A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

- (a) to give notice of business for inclusion in the agenda for the meeting, or
- (b) to move or second a motion at the meeting, or
- (c) to vote at the meeting.

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## Chairperson and deputy chairperson of council committees

**20.11** The chairperson of each committee of the council must be:

- (a) the mayor, or
- (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
- (c) if the council does not elect such a member, a member of the committee elected by the committee.

**20.12** The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

**20.13** If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

**20.14** The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

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## Procedure in committee meetings

**20.15** Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise.

**20.16** Without limiting clause 20.15, whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote.

**20.17** Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

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## Closure of committee meetings to the public

**20.18** The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.

**20.19** If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

**20.20** Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is webcast.

## Disorder in committee meetings

**20.21** The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

## Minutes of council committee meetings

**20.22** Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

- (a) details of each motion moved at a meeting and of any amendments moved to it,
- (b) the names of the mover and seconder of the motion or amendment,
- (c) whether the motion or amendment was passed or lost, and
- (d) such other matters specifically required under this code.

**20.23** All voting at meetings of committees of the council must be recorded in the minutes of the meetings with the names of councillors who voted for or against a motion or amendment being recorded as if a division had been called under clause 11.6.

**20.24** The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.

**20.25** Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

**20.26** When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

**20.27** The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed.

**20.28** The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

## 21 Irregularities

**21.1** Proceedings at a meeting of a council or a council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any councillor or committee member, or
- (c) any defect in the election or appointment of a councillor or committee member, or
- (d) a failure of a councillor or a committee member to disclose a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
- (e) a failure to comply with this code.

**Note: Clause 21.1 reflects section 374 of the Act.**

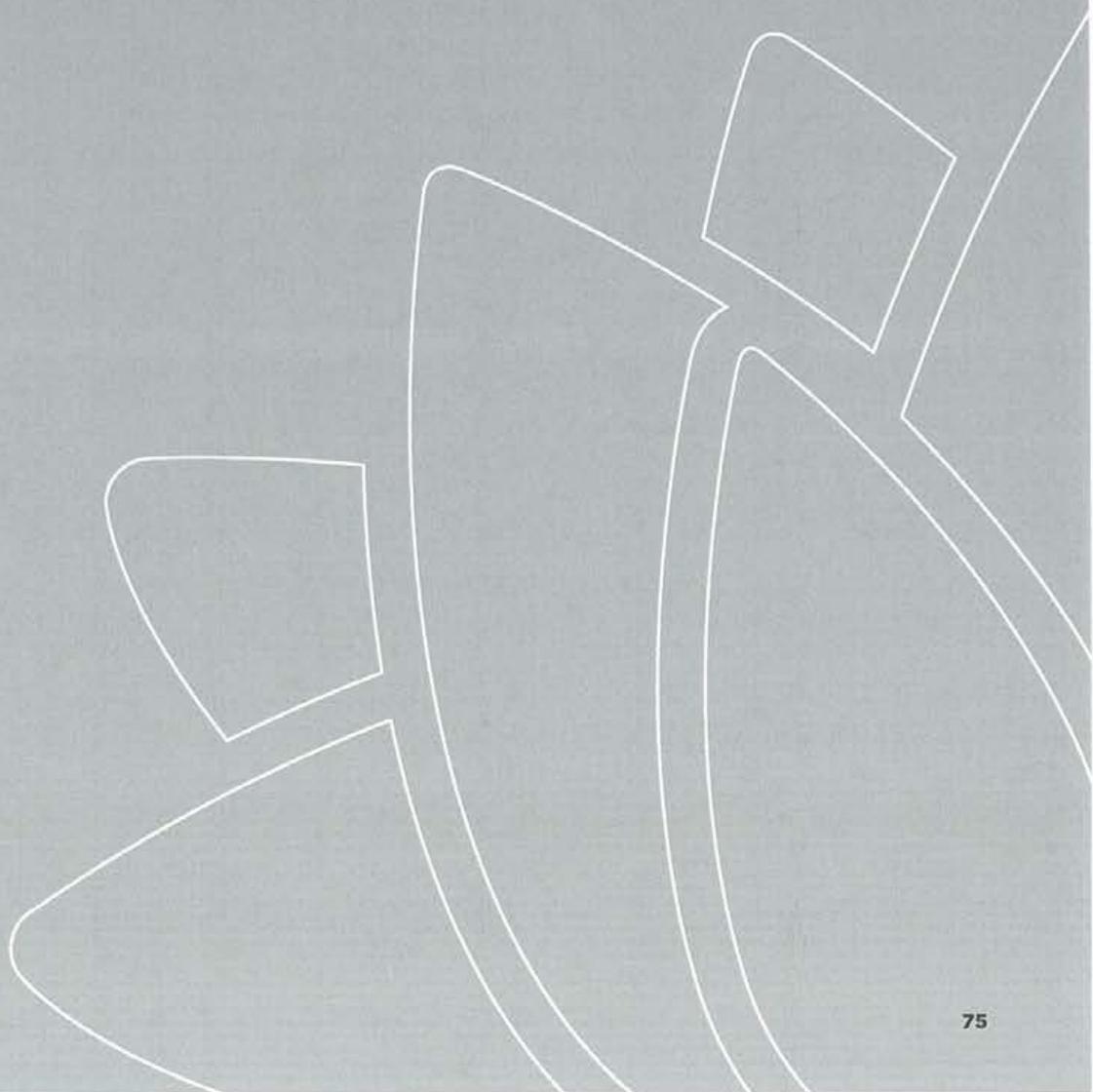
## 21 Definitions

<b>the Act</b>	means the <i>Local Government Act 1993</i> .
<b>act of disorder</b>	means an act of disorder as defined in clause 15.10 of this code.
<b>amendment</b>	in relation to an original motion, means a motion moving an amendment to that motion.
<b>business day</b>	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales.
<b>chairperson</b>	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code; and  in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code.
<b>this code</b>	means the council's adopted code of meeting practice
<b>committee of council</b>	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1.
<b>council official</b>	has the same meaning as in the Model Code of Conduct for Local Councils in NSW and includes councillors, administrators, council staff, council committee members and delegates of the council.
<b>day</b>	means calendar day.
<b>division</b>	means a request by two councillors under clause 11.6 of this code requiring the recording of the names of the councillors who voted both for and against a motion.
<b>foreshadowed amendment</b>	means a proposed amendment foreshadowed by a councillor under clause 10.17 of this code during debate on the first amendment.
<b>foreshadowed motion</b>	means a motion foreshadowed by a councillor under clause 10.16 of this code during debate on an original motion.
<b>open voting</b>	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means.
<b>planning decision</b>	means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 2A of Part 6 of that Act.

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<b>performance improvement order</b>	means an order issued under section 438A of the Act.
<b>quorum</b>	means the minimum number of councillors or committee members necessary to conduct a meeting.
<b>the Regulation</b>	means the <i>Local Government (General) Regulation 2005</i>
<b>tape recorder</b>	includes a video camera and any electronic device capable of recording speech, whether a magnetic tape is used to record or not.
<b>year</b>	means the period beginning 1 July and ending the following 30 June.

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# Narrromine

SHIRE COUNCIL

Delivery Program Progress

Half Yearly Report

1 July 2017 – 31 December 2017

## : Vibrant Communities

Our Goal: We want to create a safe, healthy and connected region that encourages participating and creates a strong sense of pride in our community and each other's well-being.

### A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos. 16, 23, 27

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.1.1.01	Liaise with Police and other community groups.	Meet Quarterly with police	50%	Meetings held with local police quarterly. Engagement with Local Area Command for discussion around social issues in the shire
1.1.1.02	Review Alcohol Free Zones within the Shire.	Adoption of alcohol free zones by Council every three years	100%	2017 - 2020 AFZ adopted by Council on 13 September 2017.
1.1.02.01	Investigate installing CCTV cameras in CBD and appropriate avenues of grant funding.	Submit application for funding of CCTV by 31 March 2018.	100%	Funding options reviewed. Applied for Smart Cities funding but unsuccessful. Have now applied through Attorney General's Department.
1.1.02.02	Coordinate annual inspection of Council streetlights to ensure adequate operation.	Audit conducted annually.	25%	Program of inspection being developed and will be finalised by 30 June, 2018.
1.1.03.01	Participate in Interagency Meetings and provide Council assistance where appropriate.	90% attendance at Interagency meetings.	50%	GM or delegate attend monthly interagency meetings and provide ongoing support to activities
1.1.04.01	Develop and publicise a brochure on the facilities available in the Shire.	Brochure developed and published by 30 June 2018. Update brochure annually.	30%	Initial meetings with tourism operators held. Price confirmed for new brochure. Draft completed end February 2018. Printing March 2018.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.1.04.02	Promote recreational opportunities for all ages through website, social media and other available networks.	Update information on a monthly basis.	50%	Continue to update social media and Council Column as events occur
1.1.04.03	Installation of signage in parks, reserves and relevant facilities.	Prepare program and design signage by 28 February 2018.	20%	Program commenced and design being finalised and completed by 28 February, 2018.
1.1.04.04	Develop a plan for provision of cycleway routes.	Plan finalised by 30 June 2018.	30%	Plan being developed in house to reflect the PAMP
1.1.05.01	Upgrade recreational services booking system and streamline allocation process for all recreational facilities.	Upgrade booking system by 31 December 2017. Streamline process of booking recreational facilities by 30 June 2018.	100%	Booking system upgraded and the process has been streamlined.
1.1.05.02	Install automatic irrigation at Payten Oval Outer.	Install automatic irrigation by 30 June 2018.	35%	Design being developed in-house and quotations for the work being sourced.
1.1.05.03	Install Bollards on Payten Oval Outer.	Install Bollards by 30 June 2018.	50%	Materials purchased. Installation early 2018.
1.1.05.04	Create a Sports and Recreational Services Master Plan to promote efficient use of Council's facilities.	Finalise Master Plan by 30 June 2018.	65%	Master Plan being developed in-house
1.1.06.01	Collaborate with government and other health service providers to ensure high quality health care facilities and services are available to Shire residents.	Meet quarterly with State and Federal Local Members ensuring the provision of Shire health facilities a key agenda item.	50%	Ongoing dialogue between GM, Western NSW health and local health care providers.
1.1.07.01	Maintain services provided by the Council owned Medical Centre and	Extend Narromine Medical Centre by 30 June 2018.	100%	Building extensions complete.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
	Trangie Doctor's Surgery to meet the needs of the users.			
1.1.07.02	Strengthen relationships with key medical agencies within the Shire.	Meet six monthly with Western NSW LHD Narramine and Trangie health care providers.	50%	Meeting held with Western NSW Health CEO and ongoing dialogue with Narramine and Trangie medical professionals
1.1.08.01	Install mobility chair at Narramine Pool.	Installation complete by 30 September 2017.	50%	Chair has been purchased with installation programmed after end of pool season.
1.1.08.03	Review operational costs of Narramine and Trangie pools and determine fees and charges annually.	Fees and charges reviewed and adopted by 30 June annually.	75%	POS system working and gathering data to assist in determining fees prior 30 June.
1.1.08.04	Construct a water park at Narramine Pool.	Preliminary planning complete by 30 June 2018.	75%	Preliminary planning complete. Further community consultation will be undertaken prior to finalising.
1.1.10.01	Support programs for the aged in the community with a healthy lifestyle focus.	Consult with Health Services and advertise programs monthly through Council's website and Facebook page.	50%	Investigating alternative memberships for the Narramine Sports Centre to be included in Council's Fees and Charges.
1.1.10.02	Identify and provide suitable equipment at the Narramine Sports Centre.	Audit gym equipment and purchase suitable equipment by 30 June 2018.	75%	Audit on equipment complete. Lease arrangements are being finalised for new cardio equipment. Awaiting outcome of Stronger Country Communities Fund for the purchase of replacement equipment in the weights room.
1.1.10.03	Provide opportunity for reduced gym membership fee on receipt of Seniors Card.	Advertise reduced Seniors' gym membership monthly.	100%	Alternative memberships for seniors has been investigated and is included in the Fees and Charges for the Narramine Sports Centre. Seniors also have the capacity to pay their membership monthly.

4.3

# Half Yearly Report | 2018

4.4

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.1.11.02	Upgrade Women's amenities at Narramine Sports Complex.	Upgrade completed by 30 June 2018.	10%	Awaiting outcome of Stronger Country Communities Fund
1.1.11.03	Paint exterior and interior of Narramine Sports Centre	Painting completed by 30 June 2018.	10%	Awaiting outcome of Stronger Country Communities Fund
1.1.11.04	Rejuvenate floor of main auditorium.	Upgrade completed by 30 June 2018.	10%	Awaiting outcome of Stronger Country Communities Fund
1.1.11.05	Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage.	Review fees and charges annually by 30 June.	50%	Review of Fees and Charges ongoing to accommodate new sporting user groups.
1.1.11.06	Upgrade existing disabled toilet to meet Australian Standards.	Upgrade completed by 30 June 2018.	10%	Awaiting outcome of Stronger Country Communities Fund
1.1.11.07	Install awning over front entrance.	Installation completed by 30 June 2018.	10%	Awaiting outcome of Stronger Country Communities Fund
1.1.11.08	Install awning over exterior toilets.	Installation completed by 30 June 2018.	10%	Awaiting outcome of Stronger Country Communities Fund
1.1.11.09	Undertake audit of gym equipment and replace redundant items with items of greater functionality.	Audit gym equipment and procure suitable replacement equipment by 30 June 2018.	75%	Audit on equipment complete. Lease arrangements are being finalised for new cardio equipment. Awaiting outcome of Stronger Country Communities Fund for the purchase of replacement equipment in the weights room.
1.1.12.01	Convene and support bi-annual sports user group workshops in winter and summer.	100% meetings held with sports user groups.	50%	Meetings held in September (both Trangie and Narramine) with the second meetings scheduled for February 28 (Narramine) and 1 March (Trangie).

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
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1.1.12.02	Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields.	Agreements prepared for all user groups.	50%	Crown lands leases prepared.
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## A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING – SP Nos. 13, 14, 24, 26, 27

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
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1.2.01.01	Ensure facilities meet accessibility standards.	Review facilities annually to determine and address compliance issues.	30%	Libraries have been reviewed with accessibility standards being met. Awaiting outcome of Stronger Country Communities Fund to ensure that these standards are met at the Narramine and Trangie Pools and the Tomingley Hall.
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4.5

1.2.01.02	Continue to provide a Library Service in Narramine and Trangie which meets the needs of all age groups by providing resources and inclusion policies.	Audit of Council library equipment and facilities by December 2017.	100%	MRL provide several resources and have an inclusion policy for people with disability which has been implemented. Resources and services provided are included in the DIAP.
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1.2.01.03	Negotiate ongoing performance agreement with Macquarie Regional Library.	Agreement signed by 31 December 2017, increase to reflect rate cap.	95%	Agreement negotiated and agreed by the Committee and approved by Council. Awaiting MRL to provide final copy of agreement early in 2018
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1.2.02.01	In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events, e.g. Ausfly, Oz-Kosh.	Two major events annually.	50%	AirVenture held, Venetian Carnival held, events for McGrath Foundation fundraising held. Support for youth activities. Planning for Australia Day and many others.
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Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.2.03.01	Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities.	Submissions advertised and received by 30 September, and applicants advised by 30 November each year.	100%	Donations and waivers approved by Council at 9 August meeting resolution 2017/201.
1.2.03.02	Continue to support the Local History Groups in Narramine and Trangie with a financial contribution to assist with their work.	Donation to both Local History Groups in the Annual Budget.	100%	Both groups advised of funding.
1.2.03.03	Undertake an annual volunteer audit of the number of volunteers available to Council activities and the number of hours volunteered.	Audit to be completed by 31 December each year.	30%	More than 60 volunteers have worked together with Narramine Shire Council to date across activities such as AirVenture, Venetian Carnival, Australia Day, fundraising activities and many more. Will suggest this item be updated during next Delivery Plan discussions to reflect recognition for all volunteers across the community.
1.2.03.04	Give public recognition of volunteer service.	Hold annual volunteers recognition morning tea.	50%	Volunteering encouraged. e.g. Australia Day. Continue to thank for support. Thank you function to be held in Q4.
1.2.04.01	Distribute information to all new residents and provide information on Council's website.	Review information six monthly.	50%	Info reviewed and provided as requested. New residents evening planned for February.
1.2.04.02	Host welcome functions for new residents, community group representatives, business owners and local agency representatives to	Advertise and promote welcome function to the broader community annually in March.	40%	New residents welcome planned for the evening of the 22nd of February 2018.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
	enable new residents to establish contact with others in the community.			
1.2.04.03	Host Citizenship ceremonies upon receipt of relevant information from Department Immigration and Border Control.	Citizenship ceremonies held.	50%	Citizenship ceremonies held as required
1.2.05.01	Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community.	Two meetings per year.	100%	Several meetings held with Aboriginal community, MOU negotiated and approved by Council. Opportunities identified for the indigenous community which form part of the Action Plan. Will continue to have at least 2 meetings a year.
1.2.05.02	Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.	Involvement at these events on an annual basis.	50%	Council assists with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community.
1.2.05.03	Develop a Memorandum of Understanding with Aboriginal community.	MOU signed by Council and Aboriginal community representatives by 30 June 2018.	95%	MOU developed and approved by all parties. MOU to be signed early 2018 and launch held.
1.2.07.01	All new applicable applications for development comply with the National Construction Code.	100% compliance with National Construction Code.	50%	All relevant applications are being assessed against the National Construction Code
1.2.07.02	Review the Council's Development Control Plan (DCP) in respect to Disability Inclusion Action Plan (adopted).	Biennially December	100%	Narromine DCP reviewed in line with DIAP.
1.2.07.03	Conduct a biennial survey of older people to seek ratings and comments	Biennial survey of aged services and facilities available within the Shire.	15%	Survey to commence March - April 2018

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.2.07.04	Develop Prospectus for Aged Care Facilities within our Shire.	Prospectus developed by 30 June 2018.	50%	On going discussions with several developers within the sector. Queries about land, zoning and demand. The level of private discussions would suggest that a prospectus document may not be a priority. Demographic data has recently been updated in line with new census information. This performance measure may need to be reconsidered during future delivery plan discussions.
1.2.08.01	Support youth activities within the Shire.	Partner with other agencies to deliver annual youth week activities.	50%	Significant progress with youth engagement and activities in the Shire. Gained commitment from Council for the support of the Girls Academy Program through the local high school. Council provides allocation for youth week activities to commence 15.04.18. Grant funds for youth week activity applied for and received.

**A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES - SP No. 15**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.3.01.01	Advocate where possible for the increased provision of educational opportunities for our youth within the shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities for youth in our Shire a key agenda item.	50%	Support of youth programs, both in kind and through the provision of facilities. Met quarterly with State and Federal members.

# Half Yearly Report 2018

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.3.02.01	Continue to meet licence and audit standards as set by State and Federal governments.	Full compliance with standards.	100%	Family Day Care ceased operation on 31 December 2017.
1.3.02.02	Monitor educators at least monthly to ensure they are providing a high quality service.	Monthly visits to educators.	100%	Monthly visits conducted. Ceased operation on 31 December 2017.
1.3.02.03	Actively pursue the recruitment of additional educators in the Macquarie Valley Family Day Care Scheme.	250 children Family Day Care child care places in MVFDC Scheme by December 2017.	100%	Educators were actively pursued. Scheme ceased operation on 31 December 2017
1.3.02.04	Implement the Quality Improvement Plan for MVFDC to ensure targets are being met.	All targets are met.	100%	QIP implemented. Scheme ceased operation on 31 December 2017
1.3.03.01	Lobby the government to continue to fund child care services in Narramine Shire.	Affordable provision of child care services within the Shire.	100%	Approaches made to government to ensure the ongoing funding of child care services in the shire. Family Day care funding changes resulted in the discontinuation of Council as the licensee of the service.
1.3.04.01	Narramine Library conducts Story Time 0-5 year olds with the elderly at Timbregongie House and Kurralong Court.	Story time held three times a year.	50%	MRL conducts story time three times a year and also incorporates it into Senior's Week.
1.3.04.02	MVFDC take children to Timbregongie House and Kurralong Court for an annual excursion to interact with the seniors and entertain them with songs.	Annual excursion with educators and children.	100%	No further action as service ceased operation on 31 December 2017
1.3.04.03	Arrange an annual visit of the children to Narramine Day Care Centre to	Annually by December	100%	Annual visit held however service ceased operation on 31 December 2017

4.9

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
	entertain and interact with the older people.			
1.3.05.01	Continue to lobby Federal and State Local Members and relevant Ministers for service delivery and presence of TAFE within our Shire.	Meet quarterly with State and Federal Local Members ensuring the delivery of TAFE services within the Shire.	50%	Quarterly meetings with state and federal members held, advocacy for TAFE presence on agenda
1.3.06.01	Assist in providing industry specific reports to vocational sector.	Make representations to vocational sector.	50%	Currently working with the ARTC to provide traineeships and opportunities for our youth through construction of the Inland Rail
1.3.07.01	Provision of E resources, IT training workshops and advisory services to Libraries.	Free Wi-Fi and microfiche printer facility available for researching. IT training workshops held. Public computers provided.	90%	MRL conduct IT training workshops targeted for Seniors however anyone can attend. Free Wi-Fi and microfiche printer available for researching and public computers provided.

**ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR PEOPLE WITH LIMITED MOBILITY.**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.4.01.01	Implement actions identified in Council's Disability Action Improvement Plan (DIAP).	100% DIAP targets met.	10%	Actions identified for 17/18 in progress.
1.4.01.02	Implement actions identified in Council's Disability Action Improvement Plan (DIAP) in relation to community services.	100% DIAP targets met.	30%	Inclusion and Access guidelines being drafted. Input will be sought from disability groups and other agencies to the guidelines.
1.4.02.02	Undertake accessibility audit on all community / Council facilities.	Review facilities annually by 31 March 2018 to determine compliance issues.	20%	Audits to be done on Council facilities by 31 March.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
1.4.03.01	Work with Government agencies to lobby for community transport access within the Shire and to Dubbo and on a regular basis.	Access to community transport locally and to Dubbo is maintained.	50%	Bus services currently provided to Dubbo and return a number of times each day, community transport also provided through the health and NGO sector
1.4.04.01	Liaise with Interagency Group to include delegates representing people with disability to join the group.	Interagency Group is extended to include delegate(s) representing disability by December 2017.	100%	Current membership of Inter-agency group allows for the representation of people with disabilities.

## : Growing Our Economy

**Our Goal:** We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.

### TO SUSTAIN AND GROW OUR LOCAL POPULATION - SP No. 3

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
2.1.01.01	Prepare and implement an Economic Development Strategy.	Economic Development Strategy completed by 2017.	50%	This will be ongoing throughout Delivery plan. Final draft of ED strategy being completed. This will be presented to the EDG on the 20th of February 2018.
2.1.02.02	Continue association with 'Love the Life we Live' website and marketing campaign through the Economic Development network.	Implementation of Action Plan deliverables. Monitor hits to Narramine component of 'Love the Life we Live' website and referrals.	50%	Numbers seeking information are continuously monitored. Review underway at present on future projects for Love the Life. Will continue to support region wide initiative.
2.1.03.01	Develop a Shire wide Marketing Strategy.	Strategy developed by 30 June 2018. Implement the actions from the Strategy.	25%	Overall marketing strategy to be developed once Economic Development Strategy adopted.
2.1.03.02	Continue participation with Greater Western Plains Promotions Group.	Number of campaigns undertaken annually.	50%	Continue to participate. New brochure being developed.
2.1.04.01	Finalise the peer review for the flood levee investigation and flood studies as per recommendations of the Narramine Floodplain Risk Management Study and Plan 2009 and feasibility study.	Peer review recommendations finalised by 2018.	80%	Peer Review adopted by FMC on 24 August, 2017. Will be adopted by Council at their Ordinary meeting on 13 September, 2017. 9.11.17 - Update - SMEC are finalising their portion of the report with a vision to have a FMC meeting on 30 November so that an alignment can be determined. Once this alignment is set, the residue of the report can

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
2.1.05.02	Develop Employment Lands Strategy.	Strategy completed by 30 June 2018.	30%	be finalised and consultation with the community can take place after Christmas. UPDATE: Further alignment being investigated, surveys of additional floor levels in progress.  Draft strategy to be initially considered by EDG. This will include the previously approved Industrial areas adjacent to existing area, aerodrome development and to be developed larger lot industrial area specific to agricultural opportunities.
2.1.06.01	Compare actual and projections as part of demographic analysis to prove projections.	Once per year	100%	Completed - actual projections for 2016 data used for demographic analysis in review of rural residential strategy.
2.1.06.02	Assist community with applications for grant funding by providing statistical data.	Quarterly promotion in newsletter.	50%	Work continues with this action. Several community groups assisted with grant information in the first half of the financial year.

## THE ONGOING DEVELOPMENT DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE - SP No. 4

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
2.2.01.01	Hold a biennial industry forum specifically targeting agricultural value add opportunities.	Industry forum held.	100%	The growing Narramine work shop series engaged with some rural enterprises. Working with some in this sector in regards to growth, grant opportunities and new business. The aim of the Economic Development team will be to host such forums annually rather than every two years.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
2.2.02.01	Freehold appropriate land at the Aerodrome to encourage further investment.	Freehold status attained by 30 June 2018.	100%	Blocks will be subdivided to sell as freehold, as requested.
2.2.03.01	Implement strategies contained in Aerodrome Strategic Master Plan.	Targets are met	50%	Plans developed for Hangar, Skypark and Tom Perry drive developments
2.2.03.03	Continue with the hangar light industrial precinct development for aviation related businesses in accordance with the Aerodrome Strategic and Master Plan.	First stage available for sale by 30 June 2018.	50%	Plans registered and grant funding will be sought to progress further.
2.2.04.01	Work with State Government agencies to appropriately identify high value land resources, where Government priorities are identified.	Provide input to new State Legislation within advertised time frames for consultation.	50%	Submissions made accordingly.
2.2.04.02	Identify appropriate sites, in accordance with Land Use Strategy, for value added agricultural related industries.	Work with Department of Planning & Environment to produce a broad scale value added sites plan by June 2018.	50%	Ongoing dialogue with prospective developers
2.2.05.01	Provide improved information services to highlight tourism events and points of interest in the Shire.	Increased online engagement by 10%.	100%	New site for Visitor Information Centre confirmed. New website live. Staff member appointed to improve information sharing.
2.2.05.02	In conjunction with other OROC councils attend the Country and Regional Living Expo and other marketing opportunities.	Annual attendance.	75%	Love the Life we Live enhancements to replace the Country Week concept. Narramine Shire Council very supportive of region wide initiative.
2.2.06.01		Minimum 10% funds expended each financial year in accordance with growth area priorities.	30%	Contributions from this fund being considered and detailed action plan to be undertaken in

4.14

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
	Develop action plan for expenditure of water and sewer head works charges and Section 94A levies.	Investigate feasibility of Narramine Water Treatment Plant by 30 June 2018.		the new year. It is anticipated that some of these funds will be used towards the Dappo Road development which is currently in progress. Council is applying under the Safe and Secure Water Program for funding for a scoping study for the Narramine Water Treatment Plant.
2.2.07.01	Work with existing tourist operators and community groups to promote Narramine Shire.	Undertake accommodation audit once per year.	90%	New brochure being compiled. Meeting held with existing operators. Engage with existing operators. Audit undertaken as part of brochure redevelopment.
2.2.08.01	Encourage businesses to work with Council to support a business culture within our shire.	One business forum per year held by Council.	100%	Work with existing businesses ongoing. Growing Narramine series held.

**TO ENCOURAGE EMPLOYMENT AND SKILLS DEVELOPMENT TO ADDRESS INDUSTRY NEEDS AND GROW THE REGION'S KNOWLEDGE BASE - SP No. 6**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
2.3.01.01	Advocate for the maintenance or increase of educational opportunities and training programs within the Shire.	Meet quarterly with State and Federal Local Members ensuring the provision of educational opportunities and training opportunities in our Shire a key agenda item.	50%	Meet quarterly with State and Federal members with educational opportunities a key agenda item. Working closely with the Narramine High School for the introduction of the Girls Academy Program and Clontarf (Boys Program) in the next 12 months
2.3.03.02	Identify potential value-added sites with good inter-modal transport links.	Liaison with all site owners by 30 June 2018.	100%	Sites identified along the rail corridor.

## : Protecting & Enhancing our Environment

Our Goal: We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire.

### MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS - SP No. 22

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.1.01.01	Finalise plans for the redevelopment of the Narramine wetlands into a natural ecosystem.	Plans finalised by 31 December 2017.	100%	Plans finalised, however funding not forthcoming. Will progress ponds as budget allows.
3.1.02.01	Maintain involvement with the Macquarie and LLS Weeds Group.	Representation and 90% attendance at Macquarie Regional Weeds Advisory Group meetings.	50%	Attended RWC in July as well as a MWVAC in August. Attended CWRWC meeting in December
3.1.02.02	Continue the annual fingerling release into the Macquarie River and into Goan Waterhole in conjunction with Macquarie Cotton Growers.	Funding application lodged each year and fingerlings released into River and Goan Waterhole - January annually.	70%	Funding application lodged and approved. Cod fingerlings released in February, second part of Fingerling release due in March 2018
3.1.04.01	Encourage owners of heritage items to contact Council regarding funding available for maintenance of their buildings and sites from State and Local Government.	Quarterly articles in Council's newsletter.	50%	Advertisements placed in paper for local heritage fund. Contact made with potential applicants and applications for funding sent out.
3.1.04.02	Contact owners of sites where building is not maintained and negotiate action plan of maintenance.	Annual review undertaken and action plan complete.	50%	List of heritage items not being maintained has been drafted. Discussions to be held regarding plan of action (scheduled early 2018).
3.1.04.03	Manage heritage-related enquiries at Council.	Record number of enquiries taken and advice given.	50%	2 enquiries for heritage related matters and advice given.

4.16

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.1.05.01	Undertake commitments within the WAP1520 Weeds Action Plan.	Ensure that 90% of private property inspections are undertaken in accordance with commitments within WAP1520.	50%	Private property inspections being undertaken within external funding budget constraints.
3.1.06.01	Ensure compliance with relevant building codes and regulations.	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.	50%	Development applications and construction certificates are accompanied by relevant Basix certificates or Part J relevant reports where required.
3.1.07.01	Review Narramine Shire Waste Management Strategy.	Update Narramine Shire Waste Management Strategy by 30 June 2018.	50%	Review and update to commence in February in conjunction with NetWaste.
3.1.07.03	Investigate and introduce a cost effective approach to organics management to minimise impact on landfill locally and regionally.	Introduce organics management before 30 June 2018.	100%	Organics tender awarded and will commence 1 July, 2018.
3.1.07.04	Investigate alternative management options for the Narramine Waste Depot.	Determine suitable management options prior to 30 June 2018.	50%	Alternative options being sourced as part of tender process and will be further explored in 2018
3.1.07.05	Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level.	90% attendance at NetWaste meetings.	50%	Quarterly NetWaste Steering Committee meetings attended (5.8.17 and 3.11.17).

**WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS - SP No. 22**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.2.01.01	Support natural resource initiative of Local Land Services (LLS).	80% attendance Local Government Reference Group meetings.	50%	Meetings attended as required. Next meeting scheduled for 21 February 2018.

4.17

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.2.01.02	Engage with schools and local community groups to utilise the Narromine Wetlands as a learning resource.	Four school groups per year utilise the Narromine wetlands as a learning resource.	20%	Will incorporate this into the Master Plan for Councils open spaces
3.2.01.03	Continue to conduct community education campaigns through Net Waste in accordance with the Waste Education Plan promoting the benefits of recycling and educating the community regarding which items can be recycled.	Carried out by Envirocon annually at each school. At least one community education program conducted annually.	50%	2017/18 Waste Education Plan has been finalised. Program is being implemented.
3.2.01.04	Continue involvement in the Waste Education Plan.	Education by Envirocon at schools in accordance with the Waste Education Plan.	50%	Waste Education Plan is being implemented.
3.2.01.05	Promote environmental awareness.	Quarterly newsletter article.	5%	Articles programmed for Q3 and Q4.
3.2.02.01	Conduct public education campaigns aimed at reducing littering, stray dogs/cats, and promoting the desexing of domestic animals, dog and cat registration, and micro-chipping.	Annual promotion in newsletter.	50%	Free Online Responsible Pet Ownership program available on Council's website. Letter to new registered owners includes link to site. Promotion in newsletter not applicable.
3.2.02.02	Investigate concerns or complaints in relation to overgrown allotments and buildings in a state of disrepair.	90% of complaints to have investigations commenced within 2 working days.	50%	Investigations occurring with 24hrs of receipt of complaint.
3.2.03.01	Identify local environmental groups within the Narromine Shire.	Contact local environmental groups by June 2018.	100%	Two groups previously identified. Web search revealed no other groups operating or active in the Narromine Shire
3.2.03.02	Develop and maintain a register of local environmental groups.	Prepared by June 2018.	100%	Register created. Two Local Environmental Groups identified being RiverSmart and Dubbo

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.2.03.03	Develop a working relationship with identified local environmental groups.	Arrange to meet six monthly.	50%	Field Nats (Dubbo Field Naturalist and Conservation Society Inc) Council has existing strong relationship with RiverSmart and is working towards developing a relationship with Dubbo Field Nats (Dubbo Field Naturalist and Conservation Society Inc). Meetings to be arranged in due course.
3.2.03.04	Identify any funding sources that can assist both the local environmental groups and/or Council.	Promote relevant grant funding sources throughout the year.	50%	No relevant grant funding sources identified to date.
3.2.04.02	Promote and encourage environmental sustainable practices to local business.	Annual promotional material to local businesses.	50%	To be promoted Q3 and Q4.
3.2.05.01	Promote initiatives using Smart WaterMark.	Promotion materials sent out with second rates notice. Participate in summer time television campaign through Smart WaterMark annually.	50%	Website updated to incorporate links from Smart Approved WaterMark. Smart WaterMark TV campaign being finalised through the LMWUA. To be promoted in next newsletter.
3.2.05.02	Maintain membership of Smart WaterMark through the LMWUA.	Renew membership annually.	100%	Membership has been renewed through LMWUA.
3.2.05.03	Continue to be a member council of NetWaste, attend regional forums to address waste management issues at a regional level.	90% Regional Forums attended.	50%	NetWaste Forum attended 24.11.17.
3.2.05.04	Promote benefits of recycling using NetWaste resources.	Include statistics for recycling in Council's newsletter.	50%	2017/18 Waste Education Plan being implemented and statistics will be included in next newsletter.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
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3.2.05.05	Promote the benefits of recycling and water conservation.	Publish recycling statistics at least monthly.	5%	To be promoted in Q3 and Q4.
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**A COMMUNITY THAT VALUES THE EFFICIENT USE OF UTILITIES, NATURAL RESOURCES AND ENERGY - SP.**

No. 33

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
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3.3.01.01	Install rain sensors in parks and sporting fields.	Develop strategy for installation of rain sensors by 30 June 2018.	80%	Strategy being developed in-house and will be implemented prior to 30 June, 2018.
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3.3.02.01	Ensure all development approvals consider existing utilities infrastructure in their determination.	100% of approvals have had adequacy of existing utilities determined.	100%	Existing utilities infrastructure has to be considered prior to approving any application for development.
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3.3.02.02	Utilities performance audited annually through Triple Bottom Line (TBL) reporting.	Report submitted by 15 September. Achieve 100% compliance with TBL reporting.	100%	Report submitted by 15 September, 2017. Compliance notification received at a much later date.
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3.3.03.01	Advocate for reliable and affordable access to internet and communications technology.	100% installation of NBN in residential areas of Narromine, Trangie and Tomingley. Increase in the coverage area for mobile technology throughout the Shire.	50%	Working with an external provider for the provision of internet to rural customers through a community based model. Application for funding being sought through both federal and state government revenue streams
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ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY - SP No. 20

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.4.01.01	Work with relevant parties to identify aged care accommodation needs.	90% attendance at relevant meetings in an advisory role.	50%	No Advisory Group has been established, however pre-lodgement meetings have been held with several prospective developers regarding appropriate housing options for older people.
3.4.02.01	Monitor take-up of all land use zones vacant land. Identify short falls.	Review supply of vacant land six monthly.	50%	Take-up of vacant rural residential land recently assessed back to 2014. Short falls include vacant and available industrial land (no lots currently available) and greenfield residential land for development (although some new residential land may soon fill this void).
3.4.03.01	Review DCP in accordance with legislative changes.	Review / update biennially.	100%	Review recently completed with making of LEP amendment to change zoning at Narromine Aerodrome.
3.4.04.01	Liaise with local real estate agents to ascertain changes in rental demand.	Monitor with local real estate agents annually.	80%	Letters forwarded to all Real Estate Agents to monitor rental demand.

OUR COMMUNITY IS WELL CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS - SP No. 9

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.5.01.01	Liaise with transport providers to ensure that full suite of transport options are available.	Correspond with all providers annually.	50%	Audit to be undertaken in Q3 and Q4. Met with Transport NSW.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.5.02.01	Provide support as required to the Dubbo Regional Council for the expansion of services at the Dubbo Regional Airport.	100% commitment to support Dubbo Regional Council.	50%	Ongoing support provided to Dubbo Regional Council through representations to state and federal members for expansion of services at Dubbo Regional Airport.
3.5.03.01	Liaise with rail service providers to ensure rail service is maintained.	Correspond with rail providers annually.	50%	Quarterly meeting agenda item with state and federal members. Ongoing dialogue with provider.
3.5.05.02	Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget.	Complete Obstacle Limitation Surface (OLS) annually by 30 November.	100%	OLS report submitted
3.5.05.03	Undertake inspections on operational areas.	Minimum 52 inspections per year.	50%	Undertaken 26 inspections.
3.5.05.04	Maintenance of glider grassed runways.	Slashing undertaken minimum 26 times per year.	50%	Slashing undertaken 14 times.
3.5.06.01	Ensure priority measures implemented from the PAMP.	Annual inspections of footpaths and cycleways prior to finalising works program. Annual works program identified by inspections and PAMP priorities, and adopted annually.	10%	Annual inspections to be undertaken in January.

**OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED - SP No. 10**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.6.01.01	Review and implement Council's ten year roads Capital Works Program.	Ten Year Capital Works Program updated annually and adopted by 30 June. Works program completed within +/- 5%.	50%	Capital and maintenance programs progressing well.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
3.6.01.02	Continue to maintain roadside slashing when grass impedes visibility.	Undertake slashing program annually.	45%	Program is progressing and will be finalised by end of March if weather conditions are favourable
3.6.01.03	Apply for hazard reduction funding through Rural Fire Fighting Fund.	Apply for funding prior to 31 March annually.	30%	Liaising with NSW RFS with regards to allocated/required works.
3.6.02.01	Convene Local Traffic Committee meetings.	Convene 6 meetings per year of the Local Traffic Committee.	50%	Traffic Committee meeting proposed for August was cancelled with concurrence from the Chair as there were no matters to report. Traffic Committee meeting proposed for October was cancelled with concurrence from the Chair as there were no matters to report. Traffic Committee meeting held in December, 2018.
3.6.03.01	Meet with State and Federal Members and the Roads Minister on rural road funding issues.	Quarterly meeting with State and Federal Members, and annually with Roads Minister.	50%	Meetings held with Roads Minister and representatives from RMS lobbying for increased funding for Councils roads network. Numerous specific purpose grant applications submitted.
3.6.03.02	Proactively engage with the Local Government Grants Commission.	Invite Local Government Grants Commission to present to Council biennially.	10%	Invitation to be extended to representatives of the Local Government Grants Commission to present to Council in Q4.

## : Proactive Leadership

Our Goal: We are an open and accountable local government that involves our community in the decision making process, effectively manages our public resources through sound financial management and well informed strategic planning for our Shire's future.

### PROVISION OF AN ACCOUNTABLE AND TRANSPARENT LEADERSHIP – SP Nos. 30, 31, 32

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.1.01.01	Continue to gather feedback regarding community engagement strategies	Annual review of community engagement strategy to Council by 30 November each year	100%	Review of previous Engagement strategy complete.
4.1.01.02	Produce a newsletter promoting the positive aspects of Narromine Shire Council.	12 newsletters distributed annually.	50%	Quarterly newsletter distributed to ratepayers
4.1.01.03	Prepare council columns and media releases for local media.	Weekly column provided to print media. A minimum of 12 media releases per annum.	50%	Weekly column in local media and media releases prepared well in excess of annual target.
4.1.01.04	Information available on Council's website.	Website updated as required.	50%	Ongoing, placing all relevant information on Council's website
4.1.01.05	Prepare a Communications Strategy.	Strategy prepared by June 2018.	40%	Strategy drafted. For completion in Q4.
4.1.02.01	Councillors maintain strategic community focus.	Positive media around Council's strategic approach.	50%	Councillors focus has been on delivering the outcomes in Councils Community Strategic Plan, media and Mayoral column emphasise the strategic initiatives been worked on within Council

4.24

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.1.03.02	Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings.	Advise the public of the availability of the public forum in the column and newsletter at least quarterly.	50%	Public forum provided at Ordinary Council Meetings. Promoted quarterly in newsletter and/or column.
4.1.03.03	Continue to facilitate S355 Advisory Committees.	Annual review of Section 355 Committee Charters and annual appointment of delegates (September).	100%	Delegates appointed and Charters reviewed September 2017.
4.1.04.01	Respond to requests for access to public information as per legislative requirements.	100% compliance with GIPA Act 2009. Annual review of Council's Information Guide.	50%	Dealt with as received. Information guide to be reviewed early 2018.
4.1.05.01	Present a positive image of Council to the community.	One "Good News" media release per month.	50%	A minimum of two "Good News" stories per month in print and social media
4.1.05.02	Mayor to undertake media training.	Training program complete.	100%	Training undertaken 5 October 2017

**EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY - SP No. 30**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.2.01.01	Encourage and reward innovative practices within Council's workforce.	One innovation introduced per directorate each year.	75%	The GM's department has introduced a new Reward and Recognition Program which recognises staff who introduce innovative new practices. Finance have implemented a new innovative finance system and Engineering have completed the NAMAF assessment as an innovation to our asset management.
4.2.01.02	Foster a culture of continuous improvement.	Cultural change program progressively implemented across the organisation. Organisational values and behaviours developed and implemented.	75%	Values and Behaviours developed, in consultation with staff. New Reward and Recognition Program implemented, recognising staff, as an Employee of the

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.2.01.03	Develop Employee Reward & Recognition Program.	Program developed by 30 June 2018.	100%	Month, who display these values and behaviours. Employee reward and recognition program created and implemented.
4.2.02.01	Provide policies, programs and initiatives that support employee work/life balance.	Create, update and implement policies for a flexible workplace on an ongoing basis.	50%	Various policies updated including Health and Wellbeing and Flexitime.
4.2.02.02	Provide access to innovative leadership training programs.	Research and identify appropriate leadership training for Managers annually.	50%	Time management training arranged and media training complete
4.2.02.03	Promote and maintain coaching and mentoring programs across the organisation to support leadership growth.	Programs used to assist staff with leadership growth.	50%	Succession planning program complete and ready for implementation. Other leadership training being investigated.
4.2.02.04	Update and implement succession planning to support a high level workforce to meet the ongoing delivery program needs.	Complete succession planning framework by December 2017.	100%	Succession Planning framework complete and ready for implementation.
4.2.02.05	Implementation of Councillor Training Program.	95% attendance by Councillors at scheduled training events.	50%	Training opportunities provided to Councillors. Requests organised if within budget. OLG consultation draft on Councillor Induction and Professional Development guidelines. Report to February 2018 Council Meeting.
4.2.03.01	Integrated Planning and Reporting documents reflect best practice.	Positive feedback from Office of Local Government.	100%	OLG no longer provides peer review and feedback. Documents compare favourably to other Councils including Parkes, Dubbo, Forbes
4.2.04.02	Customer services standards.	Annual satisfaction survey.	25%	Trial survey undertaken. Annual satisfaction survey to be conducted prior to 30 June.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.2.04.03	Customer Requests responded to within time frames agreed in Customer Service Policy.	100% compliance with Customer Service Policy.	50%	Have implemented improved CRM measurement methods to ensure compliance. No breaches measured YTD.
4.2.05.01	Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department.	Increase the number of apprenticeships over the next 4 years.	100%	Planning traineeship recruited. IT traineeship re-recruitment in process. Increase in traineeship numbers.
4.2.05.02	Develop and implement initiatives to support / promote workforce diversity.	Ensure the Disability Inclusion Action Plan is considered in all workforce activity.	70%	All recruitment encourages Aboriginal and Torres Strait Islander people to apply and refers to Councils commitment to EEO.
4.2.05.03	Create and implement a tailored health and wellbeing program to assist in staff retention.	Health and wellbeing program created and implemented by December 2017.	100%	Health and Well-being Committee and charter adopted and health challenge successfully completed.
4.2.06.01	Councillors to act positively at all times in the public eye.	No negative feedback received.	50%	No adverse feedback from the community. Mayor complete formal media training.
4.2.07.01	Continue to implement and improve the employee performance assessment system.	All Departments' performance assessments completed by 1 September annually.	95%	2016/2017 performance assessments complete. Working towards all staff having goals for 2017/2018
4.2.07.02	Review and implement the Work Health Safety Management System.	WHS Management System in place and functioning by December 2018 and on an ongoing basis.	50%	Audit complete and actions being followed up from audit recommendations.
4.2.07.03	Promote and support continuous improvement activities across council.	Review and document one area of Council operations each year per directorate.	30%	Some progress, with further promotion to occur in Q3. Each directorate to identify continual improvement project and report to Manex.
4.2.07.05	Establish an Internal Audit and Risk Management Committee in accordance with the OLG's proposed	Establish Audit & Risk Committee by 30 June 2018. Committee to meet six monthly and provide report to Council.	50%	Resource sharing options being considered. Report to Feb 2018 Council Meeting for adoption of Internal Audit Charter.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
	new legislation and based on a resource sharing model.			
4.2.07.06	Maintain a database of legislative compliance obligations.	Distributed monthly to MANEX for 100% compliance with statutory obligations.	50%	Checklist provided monthly to Manex
4.2.08.01	Prepare Agenda, Business Papers and Minutes of Council Meetings.	Agenda and Business Papers to be distributed to Councillors 5 days prior to meeting. Minutes to be distributed to Councillors 7 days after meeting.	50%	Ordinary and Extraordinary Council Meeting documentation prepared as required. Minutes distributed within timeframe.
4.2.08.02	Maintain a framework of relevant policies and procedures.	Policies and procedures updated at least every four years.	50%	Policy register reviewed and provided to Manex
4.2.08.03	Ensure Staff and Councillors are made aware of Council's Code of Conduct and Procedures.	Training organised annually.	50%	OLG consultation draft of Model Code of Conduct released. Reported to November Council Meeting. Information included in staff newsletters.
4.2.08.04	Manage Council's Records System.	No breaches of State Records Act.	50%	Migrating records from previous electronic data records management system to new EDRMS. No known breaches of State Records Act.

**A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE - SP No. 30**

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.3.01.01	Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis.	Plans and Budget documentation endorsed by Council by 30 June each year.	25%	2017/18 approved budget is loaded into finance system and reported on. 2018/19 Budget is early stages of preparation. will go to Council in June 2018.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.3.01.02	Continue to prepare financially sustainable budgets for consideration by Council.	Council prepares annual balanced budget for adoption by Council.	10%	In early stages of reviewing 2018/19 budget using current year actuals.
4.3.01.03	Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future.	Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year.	30%	Revenue Policy is being updated for next financial year to be put to Council before 30 June 2018.
4.3.01.04	Levy and collect rates and charges in accordance with statutory requirements and Council policies.	No known breaches of policy.	50%	No known breaches of policy and legislation relating to Rates and Charges YTD.
4.3.01.05	Provide monthly cash balances and detailed quarterly financial reports to Council.	Reports prepared and accepted by Councillors and management.	50%	All monthly and quarterly reports have been submitted to, and approved by, Council as required.
4.3.01.06	Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations.	Unmodified audit report issued by 31 October each year.	100%	2016/17 Financial Statements completed, compliant.
4.3.01.07	Ensure Council has adequate cash flow to meet their needs.	Maintain level of outstanding rates and charges at below 10%.	50%	This is measured annually at 30 June. Council receivables balances are on track.
4.3.01.08	Ensure Council's ongoing financial viability.	Maintain a debt service ratio below 10%.	50%	Council's debt service level is measured annually at 30 June. Council's debt and cashflow is monitored and is comparably low ensuring target is achievable.
4.3.01.09	Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements.	Positive audit findings. Reduction in management letter points.	100%	2016/17 Audit report was unqualified. Management letter points reduced from 3 last year to 1 this year.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.3.02.01	Ensure Council's Operational Plan is well publicised with ample opportunity for community input.	Operational Plan on public exhibition for a period of 28 days. Comment invited on a variety of media platforms.	20%	2018/19 Operational Plan work is underway.
4.3.03.01	Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects.	At least two successful grants received each year for a project over \$300,000 within Council priority areas.	50%	Continue to apply for suitable grants. Consult with MANEX team about future programs. Liaise with Government Departments.
4.3.03.02	Identify projects suitable for grant applications.	At least five identified projects per year in the operational plan, subject to grant funds.	50%	Grant applications ongoing. Grants for Stronger communities underway. Cultural fund application not determined.
4.3.04.01	Review and update Asset Management Strategy.	Strategy adopted by Council by 30 June every four years.	100%	Taken to Council 28.6.17. Due for review in 2020/21.
4.3.04.02	Review and update Asset Management Policy.	Policy adopted by Council by 30 June every four years.	100%	Taken to Council 28.6.17. Due for review in 2020/21.
4.3.04.03	Review Asset Management Plans annually.	Asset Management Plans updated annually by 30 June.	30%	Plans updated as per requirements outlined in the NAMAFA audit, further updating to commence when 10 year program for next Financial Year commences.
4.3.04.04	Update Long Term Financial Plans annually.	100% Long Term Financial Plans updated and adopted by 30 June annually.	15%	To commence in February for adoption by Council.
4.3.04.05	Undertake monthly inspections of Regional Roads.	12 inspections of each Regional Road per year.	50%	Six (6) Regional Road inspections undertaken.
4.3.04.06	Undertake annual inspections of Local Roads.	100% Local Roads inspected minimum of once per year.	50%	50% of local roads inspected to date.
4.3.04.09	Develop IT Strategic Plan.	Plan developed by 30 June 2018.	50%	IT internal completed. Second draft of strategic plan nearing completion.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.3.05.01	Maintain sustainability ratios as per Fit for the Future Improvement Proposal.	Sustainability ratios calculated and reported to Council six monthly. Resubmit Fit for the Future Improvement Plan in light of JOs.	100%	Sustainability ratios calculated for half year. Fit for the Future Improvement Plan not required to be resubmitted as Council deemed Fit for the Future by Minister Upton 27 November 2017.

## SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED - SP No. 32

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
4.4.01.01	Active membership and representation on government, regional and other bodies.	Maintain membership of relevant government, regional and area bodies.	50%	Actively participate in Newell Highway Taskforce Committee, recently joined Country Mayors Association, attendance at RMS regional forums. Key contributor to OROC.
4.4.01.02	Prepare submissions as required.	One submission prepared per year.	50%	Continue to inform and prepare submissions to all levels of Government. Good relationships with Government support.
4.4.01.03	Continue to participate in shared opportunities through OROC.	Utilise internal audit and procurement shared services. Utilise panel tenders for fuels, reseals and bitumen emulsion. Participate in user groups for finance, HR, payroll, risk management and WHS.	50%	Internal audit charter and committee planning underway. Council utilises Regional procurement, in conjunction with OROC to procure bulk goods and services. Active participation in HR and payroll user groups and forums
4.4.02.01	Represent the community's interests and lobbying topics of significant impact to the Shire.	One submission per quarter.	50%	Submissions prepared on Inland Rail, economic development opportunities and meetings with Roads Minister, Local MP's and Federal senators advocating for our shire
4.4.02.02	Prepare submissions and lobby for community interests as required, e.g.	One submission per quarter.	50%	Submissions prepared on Inland Rail, economic development opportunities and

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
	funding for rural roads, infrastructure and services.			meetings with Roads Minister, Local MPs and Federal senators advocating for our shire
4.4.02.03	Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility.	Meet with State and Regional Local Members, six monthly.	50%	Quarterly meetings with state and federal members held. Advocacy role around other levels of government services eg. transport, education, youth
4.4.03.01	Nurture relationship with key external organisations and individuals.	90% attendance at OROC and GMAC meetings.	50%	100% attendance by the Mayor and General Manager at OROC Board meetings. General Manager key contributor to GMAC (General Managers Advisory Committee)
4.4.03.02	Maintain partnerships with like-minded councils and other organisations to create stronger and more effective lobby groups.	Maintain active membership and representation on LMWUA, Local Government Procurement, Water Directorate, NetWaste, IPWEA.	50%	Council representation on Lower Macquarie Water Utilities Alliance, Water Directorate, Netwaste, IPWEA and Country Mayors Association
4.4.04.01	Build stronger relationships with State and Federal members, NSW Police, Interagency Group, Regional Development Australia.	Meet quarterly with State and Federal Members, NSW Police and Regional Development Australia. Attend monthly Interagency Group meeting.	50%	Quarterly meetings held with state and federal members, ongoing liaison with local Police. Attendance at monthly Interagency Group meetings
4.4.04.02	Develop a Social Plan	Social Plan developed by 30 September 2017.	30%	Youth social plan underway. Initial meetings held. To be finalised in Q4.
4.4.05.01	Work collaboratively with community groups through greater representation at the Interagency Group.	Increase the representation of community groups within the Interagency Group by 30 June 2018.	50%	Good relationship with government sector. Continue to participate when available at interagency. Youth social plan being developed.
4.4.05.02	Work collaboratively with the community through greater	90% attendance by Councillor Representative.	50%	Continue to work with Trangie Action Group on tourism, business and community development projects.

Action Code	Action	Performance Measure	Action Progress	Performance Measure Actual
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representation at the Trangle Action Group.

End of Report

4.34



## Office of Local Government

5 O'Keefe Avenue NOWRA NSW 2541  
Locked Bag 3015 NOWRA NSW 2541

Our Reference: A573390  
Your Reference:  
Contact: Chris Presland  
Phone: 02 8289 6800

Mrs Jane Redden  
General Manager  
Narromine Shire Council  
PO Box 115  
NARROMINE NSW 2821

1 December 2017

[gm@narromine.nsw.gov.au](mailto:gm@narromine.nsw.gov.au)

Dear Mrs Redden

I am pleased to be writing to you following the recent passage by the NSW Parliament of the *Local Government Amendment (Regional Joint Organisations) Bill 2017*. This legislation allows for councils to voluntarily join new Joint Organisations (JOs) to strengthen regional coordination and improve the delivery of important infrastructure and services for communities through strategic planning, collaboration and shared leadership and advocacy.

Council has recently been invited to nominate to form a JO and I encourage you to commence negotiations with the councils in your planning region on how a JO may be established to best support your community.

To assist Council in considering to form a JO, enclosed is an information pack that includes the following resources:

- Guidance information on how to submit a nomination to form a JO
- Frequently Asked Questions
- Office of Local Government contacts for support.

The Office of Local Government welcomes this opportunity to work with you in establishing a JO and is available to discuss what assistance can be offered to your council and region as you consider the benefits of joining a JO.

Please contact Mr Chris Presland, Director Reform Implementation on (02) 4428 4100 or [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au) if you have any further enquiries.

Yours sincerely

**Tim Hurst**  
**Acting Chief Executive**  
**Office of Local Government**



# Joint Organisation nomination

Councils that are interested in becoming a member of a Joint Organisation have been invited to submit their nomination to the Minister for Local Government.

To nominate each council should:

- Write to the Minister for Local Government stating that they have resolved to be a member of a Joint Organisation
- Attach the council resolution in relation to joining a Joint Organisation
- Complete the *Forming a Joint Organisation - checklist* below

## Forming a Joint Organisation - Checklist

Please complete the checklist below.

An optional text box is provided if you wish to provide further information to support the Joint Organisation nomination:

1. Please list each council that is nominating to be a member of the Joint Organisation.

2. Please confirm that your proposal aligns with, or 'nests' within one of the NSW planning regions.

Yes  No

3. Do you have a preferred name for the Joint Organisation for the Government's consideration?

4. Please confirm that the Joint Organisation membership proposed demonstrates a community of interest between councils.

Yes  No

5. If your proposal results in a small number of councils in your planning region not being included in a Joint Organisation, have you discussed options with them and what are the views of those councils?

Yes  No

# Joint Organisation nomination

6. Please confirm that your nomination is based around a strong regional centre or centres.

Yes  No

7. Please confirm that the proposed Joint Organisation will be an appropriate size and have capacity to partner with the NSW Government, the Commonwealth Government and other organisations.

Yes  No

8. Please specify any non-financial support required to ensure your Joint Organisation proposal is implemented successfully.

---

Nominations should be submitted to [jointorganisations@olg.nsw.gov.au](mailto:jointorganisations@olg.nsw.gov.au) and marked 'Nomination for Joint Organisation'. Councils are required to submit their nomination by **28 February 2018**.

**The Joint Organisation Network will be finalised in March 2018. Joint Organisations will be proclaimed to enable commencement in July 2018.**

# Proposed JO resolution for councils



**The council resolutions are a critical input in the process of getting Joint Organisation areas recommended to the Governor by the Minister. It is important these resolutions align for groups of councils that wish to form a Joint Organisation.**

Once the resolutions have been made by councils the Minister must wait at least 28 days before recommending the Joint Organisation to the Governor.

The resolutions must be worded in a way that will allow for any changes in proposed membership that could potentially occur within the 28 days (e.g. a council rescinds the decision to join the Joint Organisation) without compromising the ability of the remaining councils to still form the Joint Organisation.

Below is a suggested Joint Organisation Resolution for councils. It is advisable any resolution is made following commencement of the legislation (to be advised by the Office of Local Government).

*In accordance with Part 7 of Chapter 12 of the Local Government Act 1993 (**Act**), the [NAME OF COUNCIL] (**Council**) resolves:*

- 1. That the council inform the Minister for Local Government (**Minister**) of the Council's endorsement of the Minister recommending to the Governor the establishment of a Joint Organisation (**Joint Organisation**) in accordance with this resolution.*

---

- 2. To approve the inclusion of the Council's area in the Joint Organisation's area.*

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- 3. That the Joint Organisation be established to cover the Council's area and any one or more of the following council areas:*
  - a) [INSERT A LIST OF ALL RELEVANT COUNCIL AREAS WITHIN THE RELEVANT STATE PLANNING REGIONS]*

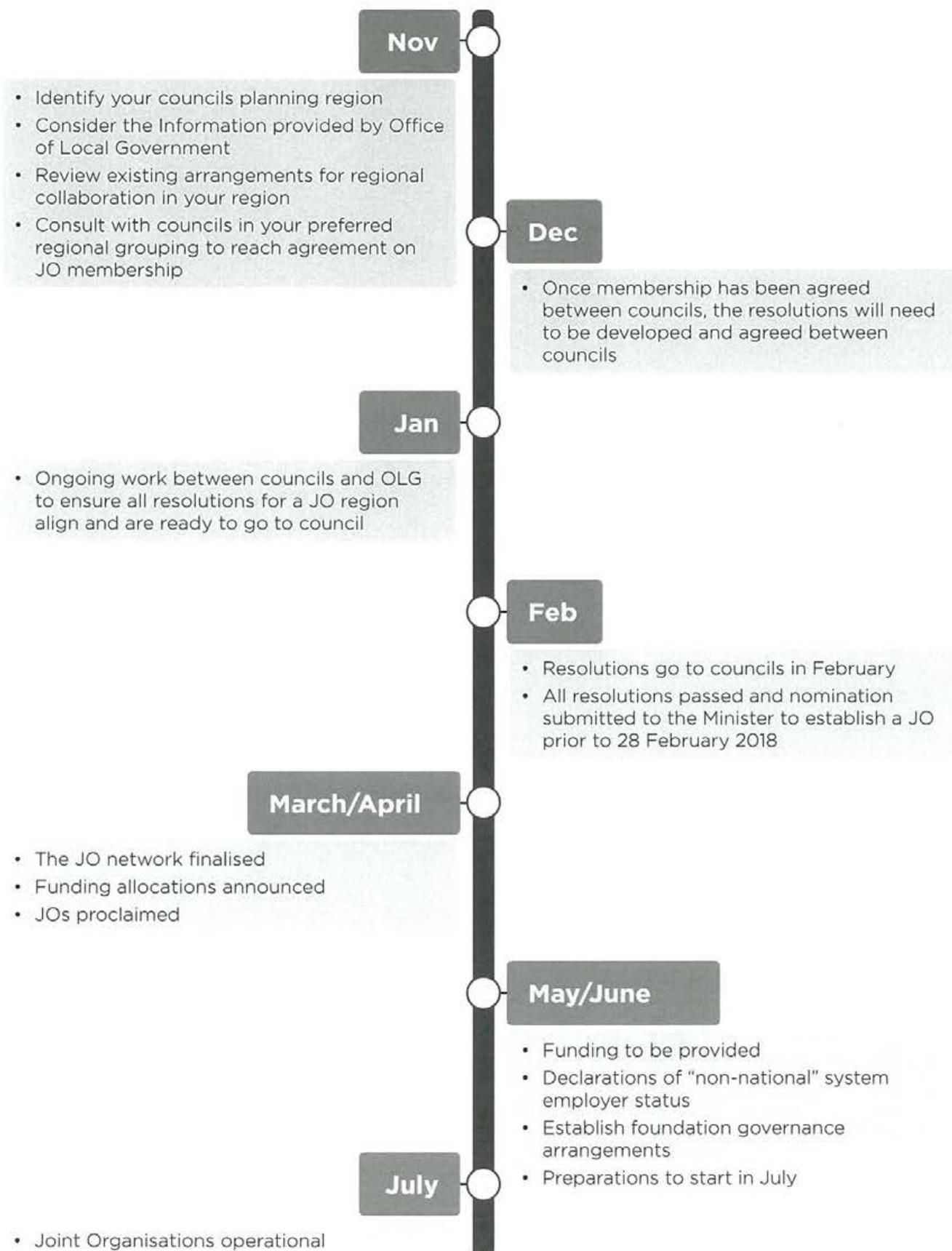
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- 4. That before 28 February 2018, the General Manager provide the Minister with a copy of this resolution including the date on which Council made this resolution.*

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- 5. That, on the expiry of a period of 28 days from the making of this resolution, the General Manager inform the Minister that this resolution has not been rescinded.*

# Joint Organisation formation and implementation timeline for councils



# NSW planning regions



## Distribution of councils in NSW planning regions



### Central West and Orana

Bogan Shire Council	Lachlan Shire Council	Warren Shire Council	Narromine Shire Council
Parkes Shire Council	Forbes Shire Council	Weddin Shire Council	Coonamble Shire Council
Gilgandra Shire Council	Dubbo Regional Council	Cabonne Shire Council	Cowra Shire Council
Orange Shire Council	Blayney Shire Council	Warrumbungle Shire Council	Mid-Western Regional Council
Bathurst Regional Council	Lithgow City Council	Oberon Council	

### Hunter

Upper Hunter Shire Council	Muswellbrook Shire Council	Singleton Shire Council	Mid-Coast Council
Dungog Shire Council	Maitland City Council	Cessnock City Council	Port Stephens Council
Newcastle City Council	Lake Macquarie City Council		

### New England North West

Moree Plains Shire Council	Narrabri Shire Council	Gunnedah Shire Council	Liverpool Plains Shire Council
Gwydir Shire Council	Tamworth Regional Council	Inverell Shire Council	Uralla Shire Council
Tenterfield Shire Council	Glen Innes Severn Shire Council	Armidale Regional Council	Walcha Council

### North Coast

Tweed Shire Council	Kyogle Council	Lismore City Council	Byron Shire Council
Ballina Shire Council	Richmond Valley Council	Clarence Valley Council	Coffs Harbour City Council
Bellingen Shire Council	Nambucca Shire Council	Kempsey Shire Council	Port Macquarie-Hastings Council

### Riverina Murray

Hay Shire Council	Edward River Council	Murray River Council	Carrathool Shire Council
Griffith City Council	Murrumbidgee Council	Berrigan Shire Council	Bland Shire Council
Leeton Shire Council	Narrandera Shire Council	Federation Council	Temora Shire Council
Coolamon Shire Council	Junee Shire Council	Wagga Wagga City Council	Lockhart Shire Council
Greater Hume Shire Council	Albury City Council	Cootamundra-Gundagai Regional Council	Snowy Valleys Council

### South East and Tablelands

Hilltops Council	Yass Valley Council	Upper Lachlan Shire Council	Goulburn Mulwaree Council
Queanbeyan-Palerang Regional Council	Snowy Monaro Regional Council	Wingecarribee Shire Council	Eurobodalla Shire Council
Bega Valley Shire Council			

### Illawarra Shoalhaven

Shoalhaven City Council	Kiama Municipal Council	Shellharbour City Council	Wollongong City Council
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# Joint Organisation

## Frequently Asked Questions

### Q1: What is a Joint Organisation?

**A:** A Joint Organisation is a new entity under the Local Government Act comprising member councils in regional NSW to provide a stronger voice for the communities they represent.

Each Joint Organisation will comprise at least three member councils and align with one of the State's strategic growth planning regions. One of the member council's mayors will be elected chairperson and an Executive Officer may be appointed.

### Q2: How will Joint Organisations benefit councils and communities in regional NSW?

**A:** Joint Organisations will transform the way that the NSW Government and local councils collaborate, plan, set priorities and deliver important projects on a regional scale. These new partnerships will benefit local communities across regional NSW by working across traditional council boundaries.

### Q3: How do we know Joint Organisations will work?

**A:** The Joint Organisation model has been developed in close consultation with councils and the NSW Government has listened to regional councils to get the model right. This included a pilot program for five groups of councils to test a range of options, which involved the participation of 43 councils and delivered a range of initiatives and projects to those regions.

An independent evaluation of the pilot program found Joint Organisations bring benefits to regional communities in delivering on-the-ground projects and attracting more investment to regional communities.

### Q4: Why should councils choose to form a Joint Organisation?

**A:** Joint Organisations will provide a forum for councils, agencies and others to come together and focus on their regional priorities – the things that matter for that region. Joint Organisations will help drive the delivery of important regional projects – the infrastructure and services that local communities need and deserve.

Joint Organisations will also provide councils with a more efficient way to deliver shared services for members and the region. Where member councils agree, they can choose to share a common approach to services such as information technology, water management services and community strategic planning. The NSW Government will provide \$3.3 million to support councils to establish Joint Organisations

### Q5: Can councils determine their own regional boundaries?

**A:** While the choice to join, and composition of a Joint Organisation is voluntary, the NSW Government will only support the creation of Joint Organisations within existing State planning regions and in regional NSW. Councils have told us that effective collaboration will only be realised when State and local government boundaries are aligned.

To aid this process the NSW Government has consulted the sector on boundary criteria which they can take into account when determining the membership of their Joint Organisation.

Joint Organisation boundaries should:

- align with, or 'nest' within one of the State's planning regions
- demonstrate a clear community of interest between member councils and regions
- not adversely impact on other councils or JOs, for example, leaving too few councils to form a JO
- be based around a strong regional centre or centres
- be of an appropriate size to partner with State, Commonwealth and other partners.
- Consistent with previous Government decisions, Joint Organisations will not be considered for metropolitan Sydney and the Central Coast at this time.

**Q6: Are Far West Councils able to form a JO?**

**A:** The Government will be writing to Far West councils to advise them of their opportunity to form or join a JO. This will include specific guidance applicable to Far West councils only.

**Q7: What are the next steps for interested councils?**

**A:** Councils are invited to nominate to form a Joint Organisation in their region. Councils are encouraged to open discussions with their neighbours as soon as possible.

The Office of Local Government is available to facilitate these discussions and provide support to councils through the nomination process. Specific requirements to form a Joint Organisation will be provided to councils shortly.

Each Joint Organisation will be created by a proclamation and the NSW Government will then ask the Commonwealth to endorse each Joint Organisation as a non-national system employer to ensure that any staff of a Joint Organisation, with the exception of the Executive Officer, are employed under the State local government award.

**Q8: What support will be provided to councils and Joint Organisations once established?**

**A:** The Office of Local Government will work with Joint Organisations to support their establishment and ensure they have the necessary systems and governance in place for the Joint Organisations to deliver results for regional communities.

The Office of Local Government and the Department of Premier and Cabinet will foster collaboration between Joint Organisations and State agencies to identify and act on opportunities to benefit regional communities.

**Q9: Can councils choose not to participate?**

**A:** Councils can choose not to become a member of a Joint Organisation. The Government strongly encourages all councils in regional NSW to consider the benefits and opportunities offered by Joint Organisations.

Councils that are members of Joint Organisations will be able to take advantage of investment opportunities that are delivered through the Joint Organisation.

**Q10: What funding is available to Joint Organisations?**

**A:** The Government will provide up to \$3.3 million in seed funding to Joint Organisations to support their establishment. The Government will identify opportunities for additional investment through Joint Organisations in regional economies.

Funding for each Joint Organisation will be based on the number of councils that choose to form a Joint Organisations, with maximum funding provided to regions where all councils in a region choose to be members of the new regional body.

All Joint Organisations, whether they were pilot regions or not, will be provided with seed funding.

Further details on funding arrangements will be provided to councils.

**Q11: Will this funding be enough to help councils establish a JO?**

**A:** The NSW Government is providing significant funding and support to help those councils that choose to establish a Joint Organisation. The pilot program demonstrated that groups of councils can achieve substantial benefits for their communities and significant cost savings by working together through a Joint Organisation.

**Q12: How are Joint Organisations different to Regional Organisations of Councils?**

**A:** The Joint Organisation model provides for greater certainty and continuity as well as recognising the unique differences in the many regions of NSW. While some ROCs have been effective, they have varied functions, membership, and governance structures which often makes collaboration more difficult.

# Joint Organisation Resource List



## Website

[www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

## OLG key contacts

Chris Presland, Director of Reform Implementation	0413 274 882
Melissa Gibbs, Director Policy and Sector Development	0491 225 904
Office of Local Government, Development Team	02 4428 4100

## Secure Stronger Councils Portal

A secure portal is available for councils to access information and share resources on Joint Organisations. To access the portal go to <https://portal.strongercouncils.nsw.gov.au>

You will need to login and register with your council email address.

OLG will use the portal to provide up to date information and share best practice between councils and Joint Organisations during the formation and implementation phase.

## Department of Premier and Cabinet Regional contacts

Hunter 0418406733   02 49212603	Aaron Spadaro, Senior Coordination Officer
Northern NSW (Tamworth) 0477316 189   0267602671	Alison McGaffin, Director, Northern NSW
Northern NSW (Coffs Harbour) 0481 919 697   02 66598651	Andrew Hegedus, Director North Coast
Southern NSW (Wollongong) 0477 320 822   0242536301	Anthony Body, Director Southern Region
Southern NSW (Queanbeyan) 0427 454 375   02 92283296	Heidi Stratford, Director South East and Tablelands
Western NSW (Dubbo) 0400 364 960   02 68267801	Ashley Albury, Director, Western NSW
Western NSW (Wagga) 0417947976	Trudi McDonald, Director Riverina Murray

# Internal Audit Committee Charter

## 1 Name

The Committee will be called the Narromine Shire Council Internal Audit Committee.

## 2 Status

Established by resolution of Council on xxxxxx

## 3 Purpose

The Audit Committee Charter sets out the authority, composition, roles and responsibilities, reporting and administration for the Audit Committee.

## 4 Objective

The objective of this Committee is to provide independent assurance and assistance to Council on risk management, control, governance and external accountability responsibilities.

## 5 Authority

The Council authorises the Committee, within the scope of its role and responsibilities, to:

- i) Obtain any information it needs from any employee or external party (subject to their legal obligation to protect information).
- ii) Discuss any matters with the external auditor or other external parties (subject to confidentiality considerations).
- iii) Request the attendance of any employee or Councillor at Audit Committee meetings.
- iv) Obtain external legal or other professional advice, as considered necessary to meet its responsibilities subject to the concurrence of the General Manager.

## 6 Composition and Tenure

**The Committee will consist of:-**

### **Members (voting):-**

- One Councillor (excluding the Mayor)
- Two Independent External Members (one with financial expertise, and one of which will be Chair)

### **Attendees (non-voting)**

- General Manager
- Internal Auditor
- Chief Financial Officer
- Executive Manager Corporate Governance

**Invitees (non-voting) for specific Agenda items**

- Representatives of the external auditor
- Other officers may attend by invitation as requested by the Committee

The independent external member will be appointed for the term of Council, after which they will be eligible for extension or re-appointment following a review of their performance.

The members of the Committee, taken collectively, will have a broad range of skills and experience relevant to the operation of Council. At least one member of the Committee shall have accounting or related financial management experience, with understanding of accounting and auditing standards in a public sector environment.

**7 Roles and Responsibilities**

- i) The Committee has no executive powers, except those expressly provided by the Council.
- ii) In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rest with the Council and the General Manager as defined by the Local Government Act.
- iii) The responsibilities of the Committee may be revised or expanded by Council from time to time.

Specifically, the Audit Committee's responsibilities are:

**7.1 Risk Management**

Review whether or not:

- i) Management has in place a current and comprehensive risk management framework, and associated procedures for effective identification and management of business and financial risks, including fraud.
- ii) A sound and effective approach has been followed in developing strategic risk management plans for major projects or undertakings.
- iii) The impact of the risk management framework on its control environment and insurance arrangements.
- iv) A sound and effective approach has been followed in establishing business continuity planning arrangements, including if plans have been tested periodically.

**7.2 Control Framework**

Review whether or not:

- i) Management has adequate and effective internal controls in place, including over external parties such as contractors and advisors.
- ii) Management has in place relevant policies and procedures, and if these are periodically reviewed and updated.
- iii) Appropriate processes are in place to assess if policies and procedures are complied with appropriately.
- iv) Appropriate policies and procedures are in place for the management and exercise of delegations.

- v) Management has taken steps to embed a culture which is committed to ethical and lawful behaviour.

### 7.3 External Accountability:

- i) Satisfy itself that the annual financial reports comply with applicable Australian Accounting Standards and are supported by appropriate management sign-off on the statements and the adequacy of internal controls.
- ii) Review the External Audit opinion, including whether or not appropriate action has been taken in response to audit recommendations and adjustments.
- iii) Consider contentious financial reporting matters in conjunction with Council's management and External Auditors.
- iv) Review the processes in place designed to ensure financial information included in the annual report is consistent with the signed financial statements.
- v) Satisfy itself that there are appropriate mechanisms in place to review and implement, where appropriate, relevant State Government reports and recommendations.
- vi) Satisfy itself that there is a performance management framework linked to organisational objectives and outcomes.

### 7.4 Legislative Compliance

- i) Determine whether management has appropriately considered legal and compliance risks as part of risk assessment and management arrangements.
- ii) Review the effectiveness of the system for monitoring compliance with relevant laws, regulations and associated government policies.

### 7.5 Internal Audit

- i) Act as a forum for communication between the Council, General Manager, senior management, Internal Audit and External Audit.
- ii) Review the internal audit coverage and Internal Audit Plan, ensure the plan has considered the Risk Management Plan, and approve the plan.
- iii) Consider the adequacy of internal audit resources to carry out its responsibilities, including completion of the approved Internal Audit Plan.
- iv) Ensure and support the independence of the Internal Audit function.
- v) Review all audit reports and consider significant issues identified in audit reports and action taken on issues raised, including identification and dissemination of better practices.
- vi) Monitor the implementation of Internal Audit recommendations by management.
- vii) Periodically review the Internal Audit Charter to ensure appropriate organisational structures, authority, access and reporting arrangements are in place.
- viii) Periodically review the performance of Internal Audit.

## 7.6 External Audit

- i) Act as a forum for communication between the Council, General Manager, senior management, Internal and External Audit.
- ii) Provide input and feedback on the financial statement and performance audit coverage proposed by the external audit, and provide feedback on the external audit services provided.
- iii) Review all external plans and reports in respect of planned or completed external audits, and monitor the implementation of audit recommendations by management.
- iv) Consider significant issues raised in relevant External Audit reports and better practice guides, and ensure appropriate action is taken.

## 7.7 Responsibilities of Members

Members of the Committee are expected to:

- i) Understand the relevant legislative and regulatory requirements appropriate to Council.
- ii) Contribute the time needed to study and understand the papers provided.
- iii) Apply good analytical skills, objectivity and good judgment.
- iv) Express opinions frankly and ask questions that go to the fundamental core of issues, and pursue independent lines of enquiry,

## **8 Reporting**

- 8.1 At the first Committee meeting after 30 June each year, the Internal Auditor will provide a performance report of the performance of Internal Audit for the financial year as measured against agreed key performance indicators and the approved Internal Audit Plan of work for the previous financial year showing the current status of each audit.
- 8.2 The Committee may, at any time, consider any other matter it deems of sufficient importance to do so. In addition, at any time an individual Committee member may request a meeting with the Chair of the Committee.
- 8.3 The Committee will report annually to the governing body of Council on the management of risk and internal controls.

## **9 Administrative Arrangements**

### 9.1 Meetings

- i) The Committee shall meet at least two times per year (March and November) with one of these meetings to include review and endorsement of the annual audited financial reports and external audit opinion.
- ii) The need for any additional meetings will be decided by the Chair, although the other Committee members may make requests to the Chair for additional meetings. The Chair will advise the General Manager prior to an invitation being issued.
- iii) Meetings can be held in person, by telephone or by video conference.

- iv) A forward meeting plan, including meeting dates and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all Committee responsibilities as detailed in this Audit Committee Charter.

## 9.2 Attendance at Meetings and Quorums:

- i) A quorum will consist of the majority of Voting Members, including at least one independent member. The attendance of non-members is subject to invitation by the Chair.
- ii) The Internal Auditor will be invited to attend each meeting unless requested not to do so by the Chair of the Committee.

## 9.3 Secretariat

- i) The Council will provide secretariat support to the Committee.
- ii) The Secretariat will ensure the agenda for each meeting and supporting papers are circulated, at least one (1) week before the meeting, and ensure minutes of the meetings are prepared and maintained.
- iii) Minutes shall be approved by the Chair and circulated to each member within three (3) weeks of the meeting being held.

## 9.4 Conflicts of Interest

- i) Committee members must comply with the applicable provisions of Council's Code of Conduct in carrying out the functions as Council Officials. It is the personal responsibility of Council Official's to comply with the standards in the Code of Council and regularly review their personal circumstances with this in mind.
- ii) Committee members must declare any conflicts of interest at the start of each meeting or before discussion of a relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.
- iii) Where members or invitees at Committee meetings are deemed to have a real or perceived conflict of interest, it may be appropriate they be excused from Committee deliberations on the issue where the conflict of interest may exist. The final arbiter of such a decision is the Chair of the Committee.

## 9.5 Induction

New members will receive relevant information and briefings on their appointment to assist them to meet their Committee responsibilities.

## 9.6 Decision Making

- i) The Committee is expected to make decisions by consensus but if voting becomes necessary then the details of the vote are to be recorded in the minutes.
- ii) Each member of the Committee shall be entitled to one vote only. In the case of an equality of votes on any issue the Chair shall have the casting vote.

## 9.7 Assessment of Committee Performance

- i) The Chair of the Committee will initiate a review of the performance of the Audit Committee at least once every two years. The review will be conducted on a self-assessment basis (unless otherwise determined by the Chair), with appropriate input from management and any other relevant stakeholders, as determined by the Chair.

### 9.8 Review of Audit Committee Charter

The Audit Committee will review this Charter every 4 years prior to endorsement by Council.

### Document Control

Prepared By	Version	Endorsed By Committee	Adopted by Council	Review Date
Executive Manager Corporate Governance	1.0	TBA		4 years



**POLICY – FLYING OF FLAGS ~~OF THE~~  
~~AUSTRALIAN NATIONAL FLAG AND~~  
~~OTHER FLAGS AT COUNCIL CHAMBERS~~**

Adopted By Council

<b>Created By:-</b>	General Manager's Department
<b>Prepared Date:-</b>	9 January 2018
<b>Version No:-</b>	3.0
<b>Adopted:-</b>	14 May 2014; Revised and adopted by Council .....
<b>Review Date:-</b>	13 February 2022

### Introduction

To communicate Council's decision of when and how it will fly the Australian National Flag and the Australian Aboriginal Flag.

### Scope

This applies to ~~flying the Australian National Flag and Australian Aboriginal Flag at the Council Chamber's Administration building.~~ all flags flown from the Council Chambers flag poles.

### Policy Statement

1. The Australian National Flag ~~and the Australian Aboriginal Flag~~ ~~is are~~ to be flown on the Council Chambers flag poles ~~from~~ Monday to Friday from 8.30 am until close of business. At close of business the flags ~~is are~~ to be taken down for security reasons.
2. The Australian National Flag will be flown on the far left side of a person facing the Council Chambers.
3. Other flags or ensigns shall be no larger and flown at the same height as the Australian National Flag.
4. The Australian National Flag will be raised first and lowered last when flown with other flags.
5. ~~The Australian Aboriginal Flag will be flown in conjunction with the Australian National Flag.~~
6. ~~On Anzac Day the Australian National Flag will be flown at half mast until noon then raised to fly at the top of the mast for the remainder of the day.~~
7. On Remembrance Day, the Australian National Flag will be flown at peak from 8.30 am and lowered to half mast from 10.30 am until 11.02 am, after the two minutes of silence, and again at the peak from 11.02 am until close of business.
8. Council will fly the ~~Australian National Flag~~ flags at half-mast when directed to by the Australian Government. As per the flag flying protocol, all flags in the set will be flown at half-mast.
9. The General Manager may direct the flags be flown at half-mast on the death of a prominent local citizen or on the day of their funeral. ~~The Australian National Flag may be flown at half mast on appropriate local occasions.~~
10. ~~October 24 is United Nations Day. This is the only day of the year when it is considered appropriate for the Australian National Flag to give up its prime position to another flag. On this day, the United Nations flag is flown in the pre-eminent position.~~

### Legislation

Flags Act 1953

Protocols For The Appropriate Use And The Flying Of The Flag – Department Of the Prime Minister and Cabinet (2006)

**NARROMINE SHIRE COUNCIL**



**Narromine**

SHIRE COUNCIL

**POLICY – RECORDS MANAGEMENT**

*(Adopted 21 July, 2009)*

*Resolution No 2009/262*

## **INTRODUCTION**

Under State Records legislation (State Records Act 1998) public offices such as Narromine Shire Council are required to establish and maintain a records management program in conformity with standards and codes of best practice approved by the State Records Authority.

The Australian Standard (AS 4390 and AS ISO 15489) has been adopted as a code of best practice for the NSW Public Sector.

The new policies are applicable to all records media in both physical and electronic formats and require Council to document business transactions fully and accurately in compliant recordkeeping systems.

Narromine Shire Council has selected Bluepoint document management software as the corporate records management system for correspondence. The Accounting Software is CIVICA 2000 Plus provided by CIVICA.

The records management policy provides the framework for the Council to effectively fulfil its obligations and statutory requirements under the new legislation and other Government directives.

The policy will enhance effective information management and retrieval in Council and highlights the responsibilities and accountabilities of staff in complying with the Act.

The establishment of an effective and efficient recordkeeping environment ensures standardisation, protection and retrieval of information improving levels of quality customer service.

## **AUTHORITY OF THIS POLICY**

This policy is issued under the authority of the General Manager and will be reviewed and amended as required in consultation with Directors, Managers and Staff of Council.

Ownership of this policy rests with the Manager of Executive Services and responsibility for its implementation rests with the Nominated Senior Officer (ie Manager of Executive Services).

**PURPOSE OF THIS POLICY**

The purpose of this policy is to establish a framework for the implementation of a records management program.

Narromine Shire Council is committed to maintaining a records management program that meets its business needs and accountability requirements, whilst ensuring records of continuing value form part of the States cultural heritage.

This policy applies to all Council business, including electronic business. It concerns records, which are created, collected, processed, used, sentenced, stored and disposed of in the conduct of official business.

Electronic messages (e-mail) which are relevant to the information gathering, policy formulation or decision making processes of Council are part of the scope of this policy. (See separate E-mail Policy).

Not all electronic messages are relevant to information gathering therefore they do not require recording, these are of short-term value or personal messages.

All procedures and records management systems are to be consistent with this policy.

**AUTHORITY OF THE NOMINATED SENIOR OFFICER**

Responsibility for Council's records management program is assigned to the **Nominated Senior Officer**.

The role of the Nominated Senior Officer is to provide a strategic focus for recordkeeping throughout Council and is responsible for:-

- Establishing records management policies for the organisation as a whole.
- Establishing corporate standards for recordkeeping and records management.
- Measuring performance of departments against these standards.
- Developing corporate electronic records management strategies in conjunction with the IT Manager.
- Working with other managers of information resources to develop coherent information architecture across the organisation.
- Working with other accountability stakeholders including the FOI officer and executive management, to ensure recordkeeping systems support organisational and public accountability.

## **PURPOSE OF THE RECORDS MANAGEMENT PROGRAM**

### **Records Services Corporate Objective –**

**To ensure that the management of Council's Information resources and records management program provide timely and comprehensive information to meet operational business needs, accountability requirements and community expectations.**

**To ensure the preservation of Council's 'corporate memory' through sound recordkeeping practices and the accurate capture of information to meet legal, evidential and accountability requirements.**

Records management is the discipline and organisational function of managing records to meet operational business needs, accountability requirements and community expectations.

The records management program is viewed as an important management issue, equivalent in importance to the management of other activities within Council; it is part of the totality of 'information management'. The effective management and preservation of Council's corporate memory is intrinsic to both the decision making process and productivity within Council.

As a public agency, Council is bound by the requirements and regulations of the State Records Act 1998, these regulations set out specific practices, which Council must comply with, and be audited against. Council is committed to meeting all statutory and accountability requirements.

There are certain community expectations and cultural obligations associated with recordkeeping practices. Council is committed to managing its records of continuing value and entering into a Distributed Management Agreement with State Records and/or their timely transfer to State Archives.

## **RESPONSIBILITIES AND ACCOUNTABILITIES**

This policy applies to all Narromine Shire Council employees. The State Records Act 1998 requires Council to make and keep full and accurate records as evidence of business activities. Council is required to implement a records management program based on legislation, standards and codes of best practice. Council is responsible for the protection, safe custody and return of all State records under its control, ensuring accessibility to all equipment and technology dependant records.

**General Manager**

Under the State Records Act (Part 2-10) the General Manager is responsible for ensuring that Narromine Shire Council complies with the regulations and requirements of the Act.

**Nominated Senior Officer**

The Nominated Senior Officer is the Manager of Executive Services.

The Nominated Senior Officer has the responsibility and authority to set and issue corporate standards, in consultation with the Executive Management Team, and to monitor and audit compliance with these standards throughout Council.

**Council Staff**

As public sector employees, all Council staff need to be aware of recordkeeping requirements that affect the performance of their duties.

The State Records Act 1998 requires public officials to 'make and keep full and accurate records' of their business activities.

The NSW Public Sector Code of Conduct requires public officials to 'maintain adequate documentation to support any decision made' in the performance of their duties.

The Ombudsman's Good Conduct and Administrative Practice Guidelines for Public Authorities states that public officials must make and create records to support accountability and corporate memory.

**Council staff have a number of basic obligations regarding records:-**

- Make records to support the conduct of their business activities
- Create records that would not otherwise be created
- Register records into paper or electronic recordkeeping systems
- Learn how and where records are kept within Council
- Do not destroy Council records without authority from the Nominated Senior Officer
- Do not lose records
- Be aware of records management procedures

**Records Section**

The Records Officer is operationally responsible for the efficient management of Council records (physical and electronic) incorporating sound recordkeeping principles and records management best practice guidelines.

- A. The Records section of Narromine Shire Council is responsible for the effective management of the incoming and outgoing correspondence both physical and electronic.
- B. The IT Manager is responsible for system administration of Council's primary Recordkeeping systems ie Bluepoint and CIVICA 2000 Plus.

The Records section will assist staff in fulfilling their recordkeeping responsibilities and provide advice and training throughout the implementation of this policy and strategies, including Macquarie Valley Family Day Care staff.

Records staff will monitor and review the implementation process of all records management policies and programs.

**MONITOR/PLAN THE RECORDS MANAGEMENT PROGRAM**

Regular monitoring of the records management program is undertaken by the Nominated Senior Officer, with results being reported to the General Manager.

Council will complete and forward the annual 'Records Management Survey' conducted by the State Records Authority of NSW as part of the monitoring and reporting arrangements of the State Records Act 1998.

Regular planning for the records management program will be undertaken through specific operational plans which will be reviewed on a regular basis.

**VALUE OF RECORDS AS A CORPORATE ASSET**

The records of Council are an exceptionally important information resource, they are a unique and vital asset, and often they cannot be easily reconstructed or replaced.

They show valuable precedents and courses of action, without the knowledge of which Council cannot function.

They exist for a variety of administrative, functional, historical and legal reasons. Their existence protects Council's interests, and the interests of the communities Council serves.

Records are the major component of the Council's corporate memory, they provide evidence of actions and decisions and document Council's transactions. Records support policy formulation and managerial decision making and help deliver Council services in a consistent and equitable manner.

Council creates records as evidence of business activity; they support efficiency and productivity and enable staff to meet their legislative and administrative responsibilities.

As part of the NSW public sector, records created by Council also form part of the State's records, that is records 'made and kept, or received and kept, by any person in the course of the exercise of official functions in a public office or for any purpose of a public office, or for the use of a public office' (State Records Act 1998, s3).

### **LEGISLATIVE FRAMEWORK FOR RECORDKEEPING**

Council's records management and recordkeeping practices comply with relevant Acts and Regulations and standards relating to records management.

#### **Legislation includes:-**

State Records Act 1998 (NSW)

Standard on Full and Accurate Records

Standard on Records Management Programs

Standard on the Physical Storage of State Records

Standard on Recordkeeping in the Electronic Business Environment

Standard on Counter Disaster Strategies for Records/Recordkeeping System

Policy on Electronic Messages as Records and Recordkeeping

Local Government Records General Disposal Authority (GDA10)

Australian Standard (AS ISO 15489.1 - 2002) Records Management Part 1 – General

Australian Standard (AS ISO 15489.2 – 2002) Records Management Part 2 - Guidelines

Banking Act 1959

Companion Animal Legislation

Corporations Act 2001

Protection of the Environment Operations Act 1997

Environment Protection (Legislation) Regulations 2000

Environmental Planning & Assessment Act 1979

Evidence Act 1995

Freedom of Information Act 1989

Fringe Benefits Tax Assessment Act 1986

Income Tax Assessment Act 1997

Goods and Services Tax Act 1999  
Insurance Act 1973  
Local Government Act 1993 and Regulations  
Occupational Health & Safety Act 2000 and Regulations  
Payroll Tax Act 2007  
Pesticides Amendment Regulation 2002 (under the Pesticides Act 1999).  
Privacy Act 1988  
Privacy & Personal Information Protection Act 1998  
Protected Disclosures Act 1994  
Public Finance & Audit Act 1983 and Treasury Directions  
Public Health Act 1991 & Regulations  
Public Sector Employment & Management Act 2002  
Roads Act 1993  
State Emergency & Rescue Management Act 1989  
Limitation Act 1969  
Swimming Pools Act 1992  
Trade Practices Act 1974  
Workers Compensation Act 1987  
Other legislation containing record keeping requirements.

#### **OBLIGATIONS OF RECORDS USERS**

Staff members shall not alienate, relinquish control over, or destroy records of Council without authorisation to do so.

Staff members shall ensure that records in any format, including electronic documents and electronic messages are captured in the Council's recordkeeping systems.

Staff members are required to follow authorised procedures in carrying out records management functions.

Staff members are required to handle records with care and respect in a sensible manner, to avoid damaging records with a view to prolonging their life span.

Staff should not eat, drink or smoke near records or in records storage areas.

#### **POLICY RELATING TO RECORDS MANAGEMENT FUNCTIONS**

##### **File Creation – (Classification)**

Files are classified by records staff with the Bluepoint recordkeeping system by utilising a keyword index.

The Records Officer is responsible for the creation of new files within the Bluepoint recordkeeping system. This includes the allocation of file numbers generated by the file titles according to the Council's filing index. Staff should always include a file number as a reference when preparing correspondence and use templates in the Council's corporate style, where available, to ensure that all necessary contextual information is recorded.

### **Document Registration**

Inwards correspondence (letters, faxes, E-mail) is registered into the Bluepoint recordkeeping system after initial appraisal by records staff based on legal, evidential and accountability requirements).

A Council file number is assigned to each record and a date stamp affixed to all paper correspondence received. Data is captured at the point of registration with details such as précis of contents, author, date created or date registered. The person's responsible for the correspondence, ie owner, manager and reader are also registered.

This registration process provides evidence that a record has been created or received in the Bluepoint recordkeeping system and enables the tracking of the document.

### **Tracking**

Document (action) tracking can be utilised through the 'workflow' function of Bluepoint where outstanding actions are monitored over a given time period and a viable audit trail of recordkeeping transactions are provided.

Once the given time period for action is reached, without appropriate action taken, the correspondence item is automatically referred to the supervisor of the staff member.

### **Appraisal and Disposal of Records**

Records staff appraise records on receipt in accordance with business activities, evidential and legal requirements. Upon determination to capture a record into the Bluepoint recordkeeping system the document passes through registration, indexing, tracking and eventual sentencing and disposal/archival phases.

Council records must be protected, maintained, locatable and useable for their total retention period as outlined by General Retention & Disposal Authority – Local Government Records (GDA 10 and GDA 24 for electronic records) and must be disposed of in accordance with the State Records Act 1998 and Council's disposal procedures.

Files are generally retained in the 'active' file storage area for a period of two years, at the end of this period files are transferred to the 'semi-active' file

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storage area for a further period dependent on the individual file classification.

The record is then sentenced and destroyed/archived in accordance with the Local Government Records General Disposal Authority (GDA 10 and GDA 24) and concurrence of the relevant manager, Nominated Senior Officer and General Manager.

If files have been classified as State Archives, it is Council's intention to enter into a Distributed Management Agreement for some of these records, ie, historic Rate and Minute books. Other files classified as State Archives will be transferred to the State Records Authority in accordance with relevant guidelines, eg. open or closed access provisions once they are no longer in continuing use.

### **Records Security**

The security of all Council records is crucial as records provide evidence of business transactions, support management decisions and ensure public accountability requirements are met.

Records in all formats should be stored securely to prevent unauthorised access, destruction, alteration or removal.

Council staff are responsible for the safe custody of all paper files and documents that are marked to them. Sensitive or confidential information should be placed in a secure storage area when not in use. When the action has been completed the file/documents should be returned to the records section for storage.

Council's legal documents, Minute Books and personnel records are kept in locked cabinets in the strong room which is a fire rated room located in Council's headquarters. Access to these files is limited to authorised personnel.

File storage units should be locked overnight wherever possible to prevent unauthorised access; this reduces the possibility of damage by water or fire in the event of a disaster.

Council's electronic document management system, Bluepoint has a security facility which can be applied to individual documents. Access to these documents can be restricted to MANEX or as desired.

Council records are not to be stored at home or left in cars unattended as they could be lost or damaged.

Vital records should be stored in protective or fire resistant conditions with suitable access conditions; confidential records should be stored in locked storage cabinets.

**File Census**

Records staff will periodically conduct a file census verifying that files are physically located at the current location recorded in the file index. Council staff are to return files/documents to the records section as soon as action on the files/documents is completed.

## **GLOSSARY**

### **Accountability**

The principle that individuals, organisations and the community are required to account to others for their actions.

Organisations and their employees must be able to account to appropriate regulatory authorities, to shareholders or members, and to the public to meet statutory obligations, audit requirements, relevant standards and codes of practice, and community expectations.

### **Active Records**

Records in frequent use required for current business. These records are usually stored in office space and equipment close to hand.

### **Administrative Records**

These records include all aspects of the Organisation's internal administration, including budget and finance matters, general correspondence, staff matters, Ministerial and parliamentary papers, accommodation and management information systems, and the Organisation's own agendas, minutes and business papers.

### **Appraisal**

The process of evaluating business activities to determine which records need to be captured and how long the records need to be kept, to meet business needs, the requirements of organisational accountability and community expectations.

### **Archive**

The whole body of records of continuing value of an organisation or individual. Sometimes called 'corporate memory'.

### **Archives**

Those records that are appraised as having continuing value.

### **Business Activity**

Umbrella term covering all the functions, processes, activities and transactions of an organisation and its employees. (AS 4390 Part 1 – Clause 4.6)

To support the continuing conduct of business, comply with the regulatory environment and provide necessary accountability, organisations should create and maintain authentic, reliable and useable records and protect the integrity of those records for as long as required. – (AS ISO 15489 def 7.1 page 6 Part 1: General).

Records that document business activity are vital for supporting informed decision making, corporate memory and ensuring accountability.

E-mail containing evidence of business transactions such as:

- A directive or approval for a particular course of action
- Formal communications between internal officers or external agencies
- Final versions of reports
- Policy documents and Statements
- Formal Minutes of Council Committees

Which are **not** captured in any other form eg hard copy format or faxes should be captured into the Bluepoint recordkeeping system.

This material is distinct from:

- Information only messages
- Duplicates or working copies/memos
- Private messages or personal comments between officers

Which would **not** provide evidence or be required for accountability purposes.

### **Classification**

The process of devising and applying schemes based on the business activities which generate records, whereby they are categorised in systematic and consistent ways to facilitate the capture, retrieval, maintenance and disposal. Classification includes determining document or file naming conventions, user permission and security restrictions on records.

### **Disposal**

A range of processes associated with implementing appraisal decisions. These include the retention, deletion or destruction of records in or from recordkeeping systems. They may also include the migration or transmission of records between recordkeeping systems, and the transfer of custody or ownership of records.

**Documents**

Structured units of recorded information, published or unpublished, in hard copy or electronic form, and managed as discrete units in information systems.

**Electronic Mail – (E-mail)**

E-mail is a computer-based message sent over a communications network to one or more recipients. It may be transmitted with attachments such as electronic files containing text, graphics, images, digitised voice and video or computer programs.

**Electronic Messaging**

Electronic Messaging is a generic term encompassing all forms of electronically mediated communication. This includes electronic mail for text messages, voice mail, electronic document exchange (Electronic FAX), electronic data interchange (EDI), and multi media communications such as tele/video conferencing and videotext.

It involves the electronic transmission of information as discrete electronic messages over computer-based data communication network or voice messages over a telephone network.

**Evidence**

Information that tends to prove a fact. Not limited to the legal sense of the term.

**File**

Files are a collection of documents on a specific subject, located within a file cover, which show organisational activities through an identifiable sequence of transactions. Documents are arranged in chronological order, ie the most recent document is placed on top. Bluepoint has electronic files.

**Functional Records**

Records relating to the functional activities of the Organisation.

**Inactive Records**

Records that are no longer required for use by the organisation in the conduct of its activities and functions.

**Recordkeeping**

Making and maintaining complete, accurate and reliable evidence of business transactions in the form of recorded information.

**Recordkeeping Systems**

Information systems, which capture, maintain and provide access to records over time.

**Record**

Means any document or other source of information compiled, recorded or stored in written form or on film, or by electronic process, or in any other manner or by any other means.

**Records**

Recorded information, in any form, including data in computer systems, created or received and maintained by an organisation or person in the transaction of business or the conduct of affairs and kept as evidence of such activity.

**Records Disposal Authority**

A systematic functional listing of records created by an organisation which plans the life of those records from their creation to their disposal.

**Records Management**

The discipline and organisational function of managing records to meet operational business needs, accountability requirements and community expectations.

**Registration**

The act of giving a record a unique identity in a recordkeeping system.

**Semi-active Records**

Records that are no longer frequently used by the organisation in the conduct of its activities and functions (ie once or twice a year).

**State Record**

Means any record made and kept, or received and kept, by any person in the course of the exercise of official functions in a public office, or for any purpose of a public office, or for the use of a public office, whether before or after the commencement of the Act.

**Storage**

The function of storing records for future retrieval and use.

**Tracking**

Capturing and maintaining information about the movement and uses of records.

**Transaction**

The smallest unit of business activity, uses of records are themselves transactions.



## WORK HEALTH & SAFETY POLICY

ADOPTED by Council – 10 June 2015

Resolution No. 2015/133

Version No	Reviewed By	Date Adopted by Council & Resolution No.	Last Modified	Review Period	Presented H&SC
1.0	WH&S & Risk Co-ordinator	18/08/09 & 13/11/13	September 2011	<del>4 Years</del> 2 Years	21 September 2011
2.0	22 October 2013	Resolution No. 2013/412	October 2013 H&S Committee		29 October 2013
3.0	May 2015	Resolution No. 2015/133	May 2015 H&S Committee		26 May 2015
<u>4.0</u>					
				<u>January 2018</u>	

## Introduction

This Policy is part of the Narromine Shire Council Work, Health and Safety system and reflects Council's commitment to the NSW Work Health and Safety Act 2011.

Narromine Shire Council must ensure, so far as reasonably practicable the health and safety of workers while the workers are at work.

Narromine Shire Council must ensure, so far as is reasonably practicable, that the health and safety of other persons is not put at risk from work carried out by Council.

Under the Work Health and Safety Act, 2011, Narromine Shire Council has a legal requirement to protect the health and safety of all workers and others persons in the workplace.

## Purpose

The purpose of this policy is to document Council's commitment to providing and maintaining a safe and healthy workplace for its workers and others persons in the workplace.

Council is committed to achieving this through the effective implementation of a Work Health and Safety Management System.

## Aim

The aims of this policy are that Council must ensure, so far as is reasonably practicable:

- the provision and maintenance of a work environment without risks to health and safety, ~~and~~
- the provision and maintenance of safe plant and structures, ~~and~~
- the provision and maintenance of safe systems of work, ~~and~~
- the safe use, handling, and storage of plant, structures and substances, ~~and~~
- the provision of adequate facilities for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities, ~~and~~
- the provision of any information, training, instruction or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out by Council, ~~and~~
- that the health of workers and the conditions at the workplace are monitored for the purpose of preventing illness or injury of workers arising from the conduct of the business or undertaking.

## Policy Statement

1. Narromine Shire Council is committed to ensuring the health and safety of all persons in the workplace.
2. In particular, Narromine Shire Council is committed to:-
  - A Risk Management approach to identify, assess, eliminate and control hazards which have the potential to harm workers and other persons in the workplace,
  - Complying with relevant Work Health and Safety legislation.
  - Establishing measurable objectives and targets of Work Health and Safety to ensure continuous improvement aimed at elimination of work related illness and injury.
  - The provision of appropriate Work Health and Safety training to all workers.
  - A consultative process to ensure all workers are included in the decision making processes impacting on workplace health and safety.
  - The dissemination of Work Health and Safety information to all workers and other persons to the workplace.
  - The effective implementation of the Work Health and Safety Policy.
  - Injury Management and the timely return of employees to duties in accordance with the Worker Compensation Act 1987, Workplace Injury Management and Workers Compensation Act 1998 and Workers Compensation Regulations 2016. ~~Workplace Injury Management, Workers Compensation Act 1998, Workers Compensation Regulations 2003 and Workers Compensation Amendments 2010.~~
  - Ensure continuous improvement and the monitoring of the Work Health and Safety Management System by conducting regular reviews.
3. Narromine Shire Council will develop, implement and keep under review a Work Health and Safety System for managing work health and safety. This system will be supported by appropriate policies and procedures that are implemented and reviewed on a regular basis.

## Responsibilities and duties

**General Manager, Directors and Managers:** Have a duty to exercise due diligence to ensure that the Council complies with the WHS Act and Regulations. This includes taking reasonable steps to provide and maintain as far as reasonably practicable:

- an up-to-date knowledge of WHS matters
- have an understanding of Council business and the hazards and risks associated with it.
- ensure that Council has (and uses) appropriate resources and processes to eliminate or minimize safety risks from the work carried out
- ensure that the Council has appropriate processes to receive information about incidents, hazards and risks and responding in a timely manner to that information
- ensure that Council has and implements processes to comply with any duty or obligation under WHS laws. These can include:
  1. reporting notifiable incidents
  2. consulting with workers
  3. ensuring compliance with notices
  4. providing training and instruction to workers about WHS
  5. ensuring that health and safety representatives receive their entitlements to training

**Overseers and Team Leaders** who supervise workers must:

- demonstrate active and visible leadership in work health and safety
- identify hazards and work health and safety risks from jobs, tasks and projects under their supervision;
- assess and control identified risks in consultation with those involved or affected,
- promptly address work health and safety issues raised, in consultation with those involved or affected;
- Investigate work related incidents, seeking to identify the causes and take steps to prevent recurrence.

**Workers** while at work must:

- Take reasonable care for their own health and safety
- Take reasonable care that his or her acts or omissions do not adversely affect the health and safety of other persons
- Comply with any reasonable instruction from Council so far as reasonably practicable
- Cooperate with any reasonable policy or procedures of Council relating to health and safety

A worker includes an employee, labour hire staff, volunteer, apprentice, work experience student, sub-contractor, trainee, contractor, outworker and Councillor.

An elected member of the Council does not, in that capacity conduct a business or undertaking.

~~(PCBU means "person conducting a business or undertaking")~~

## References

NSW Work Health & Safety Act, 2011

NSW Work Health & Safety Regulation, ~~2011~~2017

[NSW Workers Compensation Act 1987](#)

[NSW Workplace Injury Management Workers Compensation Act 1998](#)

[NSW Workers Compensation Regulations 2016](#)

Narromine Shire Council WHS Consultation Policy