



Date: Thursday, 18 January 2024
Time: 4:00pm
Location: 105 Loftus Street
TEMORA NSW 2666

MINUTES

Ordinary Council Meeting

18 January 2024

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**MINUTES OF TEMORA SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT 105 LOFTUS STREET, TEMORA NSW 2666
ON THURSDAY, 18 JANUARY 2024 AT 4:00PM**

PRESENT: Cr Rick Firman (Mayor) (Chair), Cr Graham Sinclair (Deputy Mayor), Cr Max Oliver, Cr Nigel Judd, Cr Claire McLaren, Cr Jason Goode (arrived 4:09pm), Cr Belinda Bushell, Cr Anthony Irvine

IN ATTENDANCE: Rob Fisher (Engineering Asset Manager), Kris Dunstan (Director of Environmental Services), Elizabeth Smith (Director of Administration & Finance), Alex Dahlenburg (Engineering Works Manager), Melissa Boxall (General Manager), Anne Rands (Executive Assistant)

Media Officer – Lauren Carr

Temora Independent – Sean Cunningham

1 OPEN AND WELCOME

There were no Public Forum requests.

2 ACKNOWLEDGEMENT OF COUNTRY

3 APOLOGIES

RESOLUTION 1/2024

Moved: Cr Belinda Bushell

Seconded: Cr Max Oliver

That apologies from Cr Lindy Reinhold be received and accepted.

CARRIED

4 OPENING PRAYER

The Opening prayer was conducted by Temora Lutheran Church Pastor Darren Kupke.

5 CONFIRMATION OF MINUTES

RESOLUTION 2/2024

Moved: Cr Nigel Judd

Seconded: Cr Graham Sinclair

That the minutes of the Ordinary Council Meeting held on 21 December 2023 be confirmed

subject to Council receiving information from the Office of Local Government in relation to report 15.2 Code of Conduct Statistics.

CARRIED

Cr Anthony Irvine voted against

Cr Jason Goode arrived at 4:09pm

6 DISCLOSURES OF INTEREST

Councillor/Officer	Item	Nature of Interest	How Managed
Elizabeth Smith	REP24/5	Pecuniary	Left the meeting

7 MAYORAL MINUTES**7.1 MAYORAL MINUTE - JANUARY 2024****File Number:** REP24/56**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** Nil

1. Temora Shire Councillors, General Manager (Ms M K Boxall), Staff and the community will recall the sad passing of one of Temora Shire's Citizens of the Year – Mr Richard John New. Mr New was the 1993 Citizen of the Year. This was in acknowledgement of the significant service given to the community, over several decades.
Mr New was an outstanding businessman, but also a generous community man, assisting countless sporting and community groups. Mr New was a long-serving President of the Temora Rugby League Football Club, President of the Temora Trotting Club among countless other roles.
Mr New worked closely with Council on many projects, including the construction of Lake Centenary and the Woodlands Speedway. However, it was when he served as the Chairman of the Temora Stadium Steering Committee that was his crowning glory. This tremendous facility is still being utilised to this day.
Temora Shire Council, together with the Community owe a great deal to Mr New. He has done more to help this place than most. Generations will always fondly remember the commitment and dedication to the community by Mr New, his late wife, Mrs Joan New and his family.
May it be of some comfort to Mr New's Family, knowing they remain in our collective thoughts and prayers.

Please rise in your places, as we observe a moment's Silence in honour of former Citizen of the Year – the late R J New.

2. To Councillors & Staff - I'm delighted to extend a warm welcome back to the Chamber.
2024 is a Council election year, with elections to be held for nine Councillors on Saturday 14th September. This Council of course is serving a shorter term, due to the extended term served by the previous Council. The new Council to be elected will serve a full-four-year-term.
I encourage those with a genuine heart to serve our Shire community, in a very significant and special way, to please consider standing. Anyone of our current Councillors will be happy to advise what we consider the role of a Councillor involves. I remind us all that Temora Shire Council has never been, nor will we be a 'Party Political' Council. It is for this reason – among many others – why Temora Shire is a strong, productive and respected Council throughout NSW and beyond.
3. As a Council, we now turn our hearts and minds to an extremely busy 2024. Some of the countless and exciting projects Council have scheduled this year include;
 - Bradley Park upgrade

- Federal Park renewal
- Bundawarra Centre – improvements to the Museum entry
- Temora Recreation Centre – BBQ & Storage
- Harper Park (Ariah Park) Toilet upgrades and improvements
- Nixon Park – completion of Athletics upgrade
- Lake Centenary – foreshore path, resealing of internal road and carpark, and equipment replacement
- Hoskins Street – reseal (Stage 1A Polaris St to Kitchener Rd), (1B Britannia St to Victoria St)
- Callaghan Park – Footpath replacement and extension to Bowling Club
- Temora West Park – Concrete footpaths as connection between toilets, BBQ shelter and playground
- Gravel re-sheets at Camps Lane, Traeger’s Road, Fraters Speedway and Wells’ Road
- Camp Street Segment 1 and Twynam Street Segment 1 reconstruction plus new kerb and gutter installation
- Howards Road Segment 1 reconstruction commences (concrete causeway works and vegetation works)
- Mary Gilmore Way and Burley Griffin Way – Intersection lighting upgrades to be completed
- Burley Griffin Way – Drainage works (Flood mitigation) for Pucawan Project near Old Wagga Rd North intersection

This is a significant works programme and I have only mentioned some of the projects Council will be immersing ourselves in during a big 2024. Councillors and I know our Shire community will continue to appreciate the dedicated Staff who will be involved in carrying out these important works.

4. I wish fellow Councillors, General Manager (Ms Boxall), Staff and the entire Temora Shire Community a very healthy, enjoyable and productive 2024. I know, with all my heart, our cherished Citizens will continue to work beside Council to ensure we remain strong, caring and productive.

RESOLUTION 3/2024

Moved: Cr Jason Goode

Seconded: Cr Max Oliver

It was resolved that the Mayoral Minute be noted.

CARRIED

Report by Mayor Rick Firman

8 REPORTS FROM COMMITTEES

Nil

9 DELEGATES REPORTS**1. CR SINCLAIR**

Australia Day – Celebrations will be held next Friday 26 January. Gloucester Park Temora commencing at 8:30am and Aria Park commencing at 7:30am with a breakfast.

2. CR JUDD

Represented Council at the Staff Christmas Party and presented Mr Ian Bent with a 40-year service certificate.

3. CR FIRMAN

Mayor of Wagga Wagga City Council has invited the Mayors and General Managers of the Riverina Regional Library to a meeting to discuss how to determine issues. Coolamon Shire have invited the remaining Councils to meet prior to the meeting with Wagga City Council. The Mayor and Acting General Manager will attend on Tuesday and Wednesday next week.

10 MAYORAL REPORT**10.1 MAYORS REPORT - DECEMBER 2023**

File Number: REP24/4
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

1st December – As a Commissioner on the NSW Local Government Boundaries Commission, I attended a meeting via zoom to discuss our upcoming inquiry into Inner West Council De-Merger proposal.

- I attended Council Chambers.

4th December – I chaired a meeting of the Temora Local Health Advisory Council, held at Temora & District Hospital.

- LHAC members attended an update session with NSW Health Infrastructure re: Temora & District Hospital Re-development. We remain proud of our Hospital Manager, Mrs Wendy Skidmore and her entire staff for their commitment and dedication to our hospital and Temora Shire community.
- I attended a meeting with NSW Country Mayors Association Chairman (Mayor Jamie Chaffey) to formally 'hand-over' to our new Secretariat. Riverina Development Australia – Northern Inland (Mr Gary Fry) takes over from our long-serving Mr Allan Burgess. We thank Mr Burgess for his loyal service to all NSW CMA Councils and communities.

5th December – I flew to Sydney and attended meetings of the NSW Local Government Boundaries Commission.

6th December – As one of four Commissioners, I attended Public Hearings for the de-merger proposal of the Inner West Council. We held three sessions with some 40 speakers addressing the Commission, expressing their various views.

7th December - I had an interview re: Temora & District Hospital re-development.

- The General Manager (Ms Melissa Boxall) and I visited our residents at Greenstone Lodge. This was a special experience with us updating residents on Council's many achievements and what's in store for 2024.
- Councillors, Senior Staff and I attended our Councillors Christmas Dinner.

8th December – I chaired our final REROC Board meeting for 2023 in Wagga. Our Board members, CEO (Mrs Julie Briggs) and team have put in 100% for our Council's and communities. We're looking forward to immersing ourselves in 2024.

- The Chief Executive of REROC (Mrs Julie Briggs) and I presented at the NSW Parliamentary Inquiry into local government owned Water Utilities.

- Great to see our Temora Shire community come together for the annual TBEG Christmas Fair. Well done to all involved with making this a special occasion – even if the weather wasn't ideal.

9th December – Cr Judd and I attended Mr Colin Richards 90th birthday. Mr Richards was a long-serving businessman (Richards Bakery) and was announced as one of 'Temora's Treasures' some years ago.

- I had an interview with TEM-FM's Mr Dave White.

11th December – Cr Jason Goode represented Council at Temora Aviation Museum's Simulator launch.

12th December – General Manager (Ms Boxall) attended Temora Public School Presentation Day ceremony.

- Temora Shire was announced as being in the top seven of the Most Welcoming communities in NSW. My warm congratulations to every Citizen for the role we play to welcome everyone – regardless of our rank or station, colour or creed.

13th December – I attended the St Anne's Central School Presentation Day. Unfortunately, I've only been able to attend one this year. Congratulations to all award winners at all our school presentation ceremonies.

- I had a meeting with our State Member for Cootamundra, Ms Steph Cooke MP.
- The General Manager (Ms Boxall) and I attended the Official Opening of Bob Aldridge Park Amenities Building. It was special to have our State MP, Ms Steph Cooke in attendance, together with officials from Temora Junior Rugby League Football Club and Temora Touch Football Association. Well done to our Project Manager – Mr K J Dunstan, to Grant Officer – Mrs Claire Golder and all involved with bringing this major project to fruition.
- Cr Oliver attended the Temora West Public School Presentation Ceremony. Well done to all students on a terrific year.

14th December – Cr Belinda Bushell represented Council at the Temora High School Presentation Ceremony. Well done to each and every student on a strong year.

- I attended a sitting of the NSW Local Government Boundaries Commission to discuss the Inner West Council de-merger proposal.
- I attended the McDonalds Temora Grassroots Sportsman's presentation ceremony. The Federal Member for Riverina, the Hon Michael McCormack MP was on hand to present cheques to our winners and also, to our Elite Sportsmen and women. This was hosted by the Temora & District Sports Council.
- I had a teleconference with our State MP, Ms Steph Cooke MP.
- I chaired our final TDEF Board meeting for the year.
- I had an interview with Daily Advertiser re: Thomas Tank Engine.

15th December – I had a Zoom meeting with our LGNSW President, Cr Darriea Turley AM. This was in relation to Rural Fire Service 'Red Fleet' and Emergency Service Levy (ESL) issues that Temora Shire and REROC have with the current situation.

- I had a teleconference with our Federal Member for Riverina, the Hon. Michael McCormack MP.

16th December – I attended TEM-FM Community Radio Station to have my annual Christmas ‘Fireside Chat’ with TEM-FM President, Mr Mark Ribbons. This was great fun and our Temora Shire Council and community appreciate the work done by the TEM-FM Board and volunteers.

Monday 18th December - I had a teleconference with our Federal Member for Riverina, the Hon. Michael McCormack MP.

- I had a Zoom meeting with our NSW Country Mayors Association Chairman (Mayor Jamie Chaffey – Gunnedah Shire), together with the equivalent in both Queensland & Victoria. We discussed the common issues that we can make Federal representation with.
- I attended a meeting of the Temora Shire Australia Day Council. The Deputy Mayor (Cr Sinclair) is the Chairman, Cr Oliver is Treasurer and Mrs Beth Firman being the Secretary.
- I had a teleconference with the Senior Advisor to NSW Local Government Minister, the Hon Ron Hoenig MP.

Tuesday 19th December – The Deputy Mayor (Cr Sinclair) and I hosted a morning tea for Council’s Outdoor Staff, as a thank you for their efforts during the past 12 months. We are blessed to have dedicated staff who care about Council and our Shire community.

Wednesday 20th December – The Deputy Mayor (Cr Sinclair) and I hosted a morning tea for our Indoor Staff of Council. They do a great job and we’re thankful for their commitment to our Shire.

Thursday 21st December – Councillors, Staff and I attended our final formal meeting of Temora Shire Council.

- I was involved in a series of interviews.

Friday 22nd December – I had a meeting with our REROC Chief Executive (Mrs Briggs) and Treasurer (Mr Donoghue).

- Cr Judd represented myself and Councillors at the annual Staff Christmas Luncheon. Cr Judd presented a 40-year award to outdoor staff member, Mr Ian Bent. Mr Bent has been a loyal team member, and we salute his service.
- I had a teleconference with the Chief Executive of Frank Whiddon Masonic Homes (Mr Chris Mamarelis).

Monday 25th December – Merry Christmas!

- My sister (Miss Jaime Firman) and I attended Christmas Day Services at St Paul’s Anglican Church.
- I had a special visit with the residents of both Greenstone & Narraburra Lodges. It was great fun!

Tuesday 26th December – On behalf of Temora Shire Councillors, Staff and Citizens, I spoke with Mayor Craig Bembrick (of Weddin Shire) after their terrible hailstorms which wreaked havoc in Grenfell. I offered our support during this challenging time. Fortunately, no lives were lost.

Thursday 28th December – I had a meeting with Mrs Rosheen Garnon re: Temora & District Education Fund Grant Presentation Ceremony. Mrs Garnon will be one of our special guest speakers, together with Mr Ron Heinrich AM. Mrs Garnon is the Chairman of the Australian Taxation Board, among various other corporate and Government roles.

RESOLUTION 4/2024

Moved: Cr Jason Goode

Seconded: Cr Claire McLaren

It was resolved that the Mayor's report be noted.

CARRIED

Report by Mayor Rick Firman

11 STAFF REPORTS

RESOLUTION 5/2024

Moved: Cr Claire McLaren

Seconded: Cr Nigel Judd

It was resolved that Council receive Staff reports.

CARRIED

12 GENERAL MANAGER**12.1 CALENDAR OF EVENTS - JANUARY 2024**

File Number: REP24/7
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

JANUARY 2024

18 Council meeting
26 Australia Day Celebrations
- Gloucester Park 8:30am
- Davey Park, Arian Park – 7:30am
- Pool Party, Temora Recreation Centre – 3:00pm

FEBRUARY 2024

2 Mayoral Roundtable for Cootamundra Electorate - Harden
6 Committee Meetings
10 New residents BBQ at the Temora Recreation Centre – 12 noon
15 Council Meeting
23 REROC Board Meeting

MARCH 2024

12 Committee Meetings
21 Council Meeting
21/22 Country Mayors -Sydney
27 Tara/Bectric Road Opening – 3:00pm onsite

RESOLUTION 6/2024

Moved: Cr Jason Goode
Seconded: Cr Max Oliver

It was resolved that the Calendar of Events be noted.

CARRIED

12.2 SEALS - JANUARY 2024

File Number: REP24/26
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

REPORT

The Council Seal is required to be affixed to the below document:

- Contract for Sale – Cnr Thom, Vesper & Kurrajong Streets, Temora

RESOLUTION 7/2024

Moved: Cr Jason Goode
Seconded: Cr Graham Sinclair

It was resolved that Council endorse the Seal being affixed to the above document.

CARRIED

12.3 DELIVERY PROGRAM - 1 JULY 2023 TO 31 DECEMBER 2023**File Number:** REP23/1626**Author:** Director of Administration & Finance**Authoriser:** Director of Administration & Finance**Attachments:** 1. Delivery Program Half Yearly Review [↓](#) **REPORT**

The Integrated Planning and Reporting (IPR) Guidelines provide that progress reports must be “provided to the Council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months”.

In the case of Temora Shire Council, the Operational Plan, the actions undertaken in the current year, in functional order is provided after the September and March quarters. The review of the Delivery Plan is provided after the December and June periods.

The attached document is a review of the actions of Council against the Community Strategic Plan, for the period 1 July 2023 to 31 December 2023. The ultimate test of the Delivery Program are the metrics that are established at the commencement of each strategic objective. At this stage however, most of the measures are not available.

RESOLUTION 8/2024

Moved: Cr Belinda Bushell

Seconded: Cr Jason Goode

It was resolved that Council receive the Delivery Program Review.

CARRIED***Report by Melissa Boxall***



Mid-Year Review of Delivery Plan

July – December 2023

1: Enhancing Our Quality of Life

Our strategic objectives for enhancing our quality of life are to have:

- ☐ a community with appropriate services and care for our ageing population and people with disability
- ☐ a community with opportunities to be healthy
- ☐ a community with services and facilities for our children and young people
- ☐ a community that offers opportunities for sport and recreation
- ☐ a community that enjoys arts and cultural activities and events
- ☐ a community that is safe and inclusive, and looks after people who are experiencing disadvantage.

Measure	Responsible Officer	Target
Alcohol related hospitalisations (per 100,000). NSW Rate 479.9 in 2016/17 according to NSW Health Statistics	Melissa Boxall	Less than NSW State average
Community rating for feeling there is a good community spirit	Melissa Boxall	2016 = N/A 2021 = 4.33 Target: > 4.40
Community satisfaction rating for cultural activities from TSC Community Survey	Craig Sinclair	2016 = 3.68 2021 = 3.74 Target: >3.75
Community satisfaction rating for sports facilities from TSC Community Survey	Rob Fisher	2016 = 3.94 2021 = 3.99 Target: . 4.00
Community satisfaction rating for Youth activities from TSC Community Survey	Sheree Elwin	2016 = 3.27 2021 = 3.91 Target: > 4.00

Measure	Responsible Officer	Target
Community satisfaction rating of HACC service provision - TSC Community Survey	Sheree Axtell	2016 = 3.99 2021 = 4.05 Target > 4.10

1.1: A community with appropriate services and care for our ageing population and people with a disability

1.1.1: Provide home and community care for our older residents


Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Maintain Pinnacle Services as a premium provider of aged and disability services	PCS - Manager	50%	Pinnacle continues to provide aged care and disability supports to residents within the LGAs of Temora Cootamundra and Leeton.	Pinnacle Community Services	▲
02	Supply Home Support Services to the communities of Temora, and other communities for senior residents	PCS - Manager	50%	Pinnacle is an approved provider for aged care supports through the Government funded program types of Commonwealth Home Support Program and Home Care Packages in Temora, Cootamundra and Leeton LGAs.	Pinnacle Community Services	▲
03	Assist the provision of Aged Care facilities within Temora Shire	Director of Administration and Finance	50%	Pinnacle Community Services is a registered Home Care and NDIS Provider. Pinnacle Community Services provides Community transport services and Commonwealth Home Support Programs.	Pinnacle Community Services, Whiddon Homes, Dr Parry Homes, Arianah Park	▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
					Community Housing, Southern Cross Homes	
04	Ensure community awareness of transport options available	PCS - Manager	50%	Pinnacle continues to promote community transport options through social media platforms and local advertising methods.	Pinnacle Community Services	▲
05	Ensure that the views of disabled people are represented to Council	PCS - Manager	50%	The Access and Equity Committee provides opportunities for people with disability to have their views represented directly to Council. Pinnacle's Manager also provides representation on behalf of people with disability at the Access and Equity Committee meetings.	Pinnacle Community Services, Access and Equity Committee	▲
06	Ensure equality of access for disabled people	PCS - Manager	50%	Pinnacle maintains NDIS registration to provide supports to people with disability within Temora and Cootamundra LGAs. At the end of the reporting period Temora had 88 active NDIS clients while Cootamundra had 16.	Access and Equity Committee	▲
07	Provision of the National Disability Insurance Scheme In Temora Shire	PCS - Manager	50%	Pinnacle continues to maintain its NDIS registration to provide NDIS supports to people with disability in Temora Shire. Temora currently has 88 active NDIS clients.	Pinnacle Community Services	▲
08	Show commitment to Disability Services in Temora Shire	PCS - Manager	50%	Pinnacle continues to provide supports to people with disability in Temora Shire including in-home, community supports, day programs and supported independent living.	Pinnacle Community Services	▲


Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
09	Ensure information flow to residents regarding services for Aged and disabled services	Communications Officer	50%	<ul style="list-style-type: none"> Weekly Council activities email circulated internally to assist front facing positions with inquiries Promoted FLOW Isolated Seniors program in Narraburra News and on Facebook pages Promote Pinnacle Community Services through Narraburra News and on Pinnacle and Council Facebook pages Promote Temora Shire Library seniors activities on Council Facebook page Promoted Council consultation activities (i.e surveys) on: <ul style="list-style-type: none"> - Aged Care inclusion activities to inform funding grant application, and - Disability Inclusion to inform updated Disability Inclusion Action Plan 	Pinnacle Community Services	▲

1.1.2: Provide a range of housing (independent living and care facilities) and other support options for older people and people with a disability in Temora and Arianh Park

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support the development of private and community aged care facilities, "The Peppers" and Dr Parry Homes	General Manager	50%	Council continues to support the delivery of independent living and residential services for older people and people with a disability. Dr Parry Homes is progressing the Apollo Place development and Council has facilitated meetings and provided support to the project as required. Council continues to advocate for the provision of a range of housing options for older residents living in the Temora Shire.	Dr Parry Homes, Arianh Park Community Housing, Whiddon Homes, Southern Cross Homes	▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
02	Support of accommodation for aged and disabled people	Director of Administration and Finance	50%	<p>Pinnacle Community Services operates a Supported Independent Living House in Temora. Short-term respite facilities are also available for NDIS clients. A rate rebate is available to Arianah Park Community Housing. Council advocates for additional funding for Whiddon Homes in their efforts to redevelop Greenstone Lodge.</p> <p>Pinnacle Community Services is a provider of Home Care Packages, NDIS, Community Transport and Commonwealth Home Support Programs.</p>	Dr Parry Homes, Arianah Park Community Housing, Whiddon Homes, Pinnacle Community Services, Southern Cross Homes	

1.1.3: Provide services which enhance employment and education outcomes for people with disability

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Improve Council employment conditions and opportunities for people with disabilities	Payroll/Human Resources Officer	25%	Council has reviewed and updated the Disability Inclusion Action Plan (2023 – 2026) which includes a range of strategies focused on employment opportunities for people with a disability.	Pinnacle Community Services	

1.2: A community with opportunities to be healthy

1.2.1: Continue to provide a range of health services within Temora Shire, and retain telehealth service provision to residents

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support the redevelopment of Temora Hospital	General Manager	50%	Council has actively promoted consultation opportunities and information to the community and has provided input into the draft Temora & District Hospital Masterplan.	MLHD	▲
02	Ensure Ariah Park is provided with accessible health services	General Manager	80%	Council continues to advocate for health services in Ariah Park. Recent advocacy efforts undertaken to provide pathology services has been unsuccessful.	MLHD, MPHN, Temora Medical Complex	▲
03	Participate in multidisciplinary meetings relating to health and associated issue	Economic & Community Development Officer	50%	Council Officer has attended three Interagency meetings from July - December 2023, held at the Temora Community Centre. Attendance at Interagency meetings provides the opportunity for service providers to bring awareness to Council about community needs and services available to community members.	Temora Community Centre	▲
04	Provision of clear health service information linkages	Economic & Community Development Officer	50%	Council have been active in the consultation process of the Temora & District Hospital upgrade. The Economic & Community Development Officer attends Temora's Interagency Meetings regularly. The Communications Officer promotes information on community health facilities and services.		▲
05	Support the attraction of health workers to Temora Shire	General Manager	50%	Council continues to support the provision of a range of health services in the Shire through the provision of the Temora Medical Precinct facilities and visiting health care professionals accommodation. Council remains a strong advocate for community and hospital-based health care services and has actively supported the progression of the Temora & District Hospital Master planning process.	Temora Medical practices, MLHD	▲

1.2.2: Provide alcohol & other drug education to promote responsible behaviour

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Commit to actions that promotes responsible behaviour relating to drug and alcohol	General Manager	70%	Council supports the work of the Temora Community Centre and the Murrumbidgee Local Health District in the provision of drug and alcohol support services. Council continues to participate on the Liquor Accord and has recently renewed the Alcohol-Free Zone in Temora for a further four years. Community education campaigns are delivered via road safety and youth related programs.	MLHD, MPH	▲

1.2.3: Provide opportunities for our residents to maintain good mental health

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Proactively support and promote community mental health facilities	Economic & Community Development Officer	50%	Council's Direct Me directory offers access to a range of activities and services. The directory includes information about community health, mental health facilities and services. Council has actively participated in the Temora Community Resilience Project in partnership with the local schools and facilitated the launch of the project into the community to raise awareness with sporting groups, community based services and businesses within the Shire.	MLHD, MPH	▲

1.3: A community with services and facilities for our children and young people

1.3.1: Provide quality childcare for children aged 0 to 5 years

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support the improvement to existing and new child care services in Temora Shire	Director of Administration and Finance	50%	Council participates in the Bland Temora Family Day Care Program. Council provides accommodation for the Temora Pre-School.		▲
02	Promote available child care and early learning options in Temora Shire including preschools, long day care, family day care and playgroups	Director of Administration and Finance	50%	Contact details for each of the childcare and early learning options in the Shire are on Council's website. Council holds an annual Family Expo which showcases facilities and services available for children and young people.	Temora Preschool Inc. , Bland Shire Council, Ariah Park Preschool	▲

1.3.2: Provide safe places and opportunities for our young people to develop a sense of identity, self-worth, confidence, belonging, and achievement through social activities

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Build additional youth teams that allow groups of young people with a common interest to	Youth Development Officer	50%	Platform Y is a welcoming space for young people to grow and build social connections. Recent additions to our Youth Programs included a Gaming and Robotics group at Ariah Park Youth Hall. All teams operate under the guidance of the Youth Development Officer, Youth Program Coordinator or local volunteer mentors.	TBEG	▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	connect and advance their skills					
02	Provision of youth programs and activities to Temora Shire Council villages	Youth Development Officer	50%	Due to reduced staff resources the Youth Development Officer has not visited Ariaiah Park Central School this term. Programs were advertised through school newsletter, assemblies and the Ariaiah Park Group Facebook Page. A Gaming Workshop was held at Ariaiah Park Youth Hall during the September holidays and was well attended. A mentor has been secured for programs at Ariaiah Park resulting in weekly Gaming and Robotics workshops being held at the Youth Hall. Twenty one young people and two staff from Ariaiah Park Central School attended the Canberra Careers Xpo in August. The transportation costs for this event are funded by council, ensuring all students in Temora Shire have access to this event.	Ariaiah Park Advisory Committee	▲
03	Provide programs that benefit the youth of Temora Shire through education, social interaction or personal development	Youth Development Officer	50%	Programs at Platform Y provided an opportunity for young people to grow and develop into thoughtful and capable young citizens. All programs had an educational component, required social interaction and as a result, provided an opportunity for personal development. A strong culture of volunteering and community engagement was featured at Platform Y.	Temora Shire Schools	▲
04	Acknowledge the efforts of young people both publicly and electronically	Communications Officer	50%	The efforts of young people within the community continue to be acknowledged through the following opportunities: <ul style="list-style-type: none"> Promoted Youth Made Markets on socials and in Narraburra News. 		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				<ul style="list-style-type: none"> Acknowledged participants and winners of the inaugural Mayor's Public Speaking Competition through sharing participating schools' posts. Maintain Temora Youth Facebook page. Christmas party celebration, where individual youth volunteers are presented with certificates of their volunteer hours. Acknowledge publicly at events and on socials when Platform Y Hospitality Team cater. Media releases are written and circulated to promote achievements of young people and they are noted when they assist with catering. 		
05	Develop and deliver programs that meet the needs of Youth	Youth Development Officer	50%	Regular consultation and collaboration with local young people ensured programs offered aligned with their expectations and needs. Fortnightly meetings with the Temora Youth Leadership Team provided young people with an opportunity to advocate for their peers and have input into programs and events at Platform Y. Team Mentors, Youth Development Officer and Youth Program Coordinator regularly engaged in informal dialogue with young people to evaluate existing programs and implement recommendations.		▲
06	Develop leadership skills and promote leadership roles for young people	Youth Development Officer	50%	The Youth Development Officer and Youth Program Coordinator held Temora Youth Leadership Team meetings every two weeks, providing the young people with an opportunity to build their skills in meeting protocols, advocating for others, communication, collaboration and public speaking. Catering at local events such (eg. Youth Made Market, FLOW Art Exhibition, TBEG Dinner) enabled the Leaders to take on more responsibility and mentor younger members in a professional context. Leaders also assisted the Youth		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				Program Coordinator with holiday workshops and preparing for special events.		
07	Explore opportunities to share resources and information for Youth between Councils (REROC)	Youth Development Officer	50%	Youth Development Officer is part of the REROC Youth network and is in contact with other councils (REROC) via email. Youth Development Officer attends REROC Youth meetings when able.	REROC	▲
08	Promote Platform Y as an inclusive and safe space for young people	Youth Development Officer	50%	Platform Y was promoted as a welcoming space for young people to grow and build social connections, regardless of race, age, gender, sexuality or ability. The Youth Development Officer liaised with Temora Community Centre and Pinnacle to ensure programs were promoted to their clients as inclusive and accessible. Workshop mentors were required to hold a current working with children check certificate. Youth Development Officer collaborated with other organisations for special programs (eg. TAKE THE LEAD, Youth Made Market, Adulting 101) promoting Platform Y and introducing a new cohort of young people to the space.		▲
09	Ensure Youth programs are equitable to all sections of the Temora Shire	Youth Development Officer	50%	Weekly workshops, school holiday and special programs were offered to local young people at no cost. If possible, transport assistance was made available to those in local villages to attend programs. Regular weekly workshops commenced at Ariah Park, as well as a school holiday workshop. Youth Development Officer liaised with Pinnacle and the Community Centre to investigate potential members from their client base.		▲
10	Continue to develop	Youth Development Officer	50%	The Youth Development Officer (YDO) connected with young people via school visits, local media, community		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	pathways to connect the Youth Officer to young people, parents and community			events, social media and school newsletters. YDO liaised with Temora Community Centre, strengthening connections with Youth service providers, broadening the reach of programs and minimising duplication of activities. The YDO worked with local schools to deliver: Adulting 101 Program for year 12 school leavers, building skills to be 'life ready' post school; Canberra Careers Xpo attended by Temora High School, St Annes School and Ariaiah Park Central School. The Platform Y Hospitality Team catered at community events: FLOW Art Exhibition, the Resilience Project launch and the 'Duthchas' screening, as well as assisting with the catering for the TBEG Business Awards, increasing their visibility in the community. The success of Temora Youth programs relied on the community mentors engaged in our programs, building stronger community connections.		

1.4: A community that offers opportunities for sport and recreation

1.4.1: Provide footpaths, cycleways and outdoor gym equipment to enable people to be physically active and keep fit in and around our towns and villages

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure a network of transport infrastructure to facilitate fitness	Engineering Assets Manager	50%	A fitness station and walking track was commissioned at Ariaiah Park. Several footpaths constructed at both Temora and Ariaiah Park throughout the reporting period.	Transport for NSW	▲

1.4.2: Provide sports and sporting facilities that cater to a range of community interests, ages and abilities

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provision of sporting grounds that meet the needs of Temora Shire residents	Engineering Assets Manager	50%	A recreation and open space workshop was held in early 2023. Work will continue in this space with reports planned to go back to Council in the 2024 calendar year. Good progress achieved in field quality due to improved irrigation performance combined with sports field maintenance program and high quality mowing equipment.	Temora and District Sports Council	▲
02	Provide suitable policies to oversee the management of Council's sports facilities	Engineering Assets Manager	0%	Plan to review the Sporting Fields Yearly Right of Use (RoU) policy in 2024 calendar year.	Temora and District Sports Council	
03	Address access and inclusion in the sports facility strategy	Engineering Assets Manager	0%	Not commenced will be considered with Recreation and Open Space Work including RoU policy review.	Temora and District Sports Council, Access and Equity Committee	

1.4.3: Provide year-round recreation and leisure facilities and activities for the enjoyment of people of all ages and abilities

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provision of playgrounds in Temora Shire to a safe and contemporary	Engineering Assets Manager	50%	Improving playground quality and diversity on renewal of existing playgrounds. Federal Park and Bradley Park are soon to be upgraded.		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	standard					
02	Retention and upgrade of community halls in Temora, Springdale and Ariah Park	Director of Environmental Services	50%	All TSC halls are currently in a very good state of repair. All have been beneficiaries of various funding programs (SCC/BBR/Drought etc). Both Springdale and Ariah Park have good quality Audio Visual capabilities, the major Temora Town Hall upgrade was completed in 2020. Harper Park Toilets (which supports Ariah Park Hall) are being upgraded, with work to be completed by March 2024	Ariah Park Community Projects, Springdale Memorial Hall Committee	▲
03	Retention of Lake Centenary as a premier water sports facility	Engineering Assets Manager	50%	Progressing as anticipated. Significant capital works to be delivered in the coming 12-24 months.	Lake Centenary Management Committee	▲
04	Determine the future strategic direction of Temora Libraries	Library Manager	50%	All library programming to be reviewed in January 2024. Branch Librarian has been investigating programming at Ariah Park to broaden the reach into the Temora Shire Community. Ongoing investigation into future services.	Riverina Regional Library Service	▲
05	Provision of parks and gardens that meet the needs and expectations of the community	Engineering Assets Manager	50%	Parks and gardens maintenance performing well. Adding to the asset stock overtime is stretching the available resources with less urgent maintenance works often impacted (street trees and spraying is often a victim of insufficient resources).		▲
06	Maintain Temora Memorial Town Hall as a	Director of Environmental Services	50%	Cleaning contract for Town Hall upgraded. Still not being used to optimum capacity. Professional marketing and promotion initiatives will be investigated to further promote the offerings/opportunities.	Imagine Temora	●

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	premium event destination					
07	Provide community facilities that meet the needs of residents	Director of Environmental Services	50%	One of Council's core functions. Ongoing. Recent projects currently underway - Harper Park amenities upgrade, Bundawarrah Centre alterations and additions, Bob Aldridge Park Amenities Construction, Caravan Park solar system.		▲
08	Development of Temora Recreation Centre as a premium venue	Director of Environmental Services	50%	The Recreation Centre has been a significant focus for Council during the reporting period, with a new Manager appointed and new procedural and maintenance routines introduced. At the pool new sunbeds and plantings were installed at start of the season and have been well received by visitors to the facility.	Temora and District Sports Council	▲

1.5: A community that enjoys arts and cultural activities and events

1.5.1: Run classes, events and exhibitions to promote participation in the arts (painting, pottery, photography, sculpture)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provision of a mechanism as a means of communication with the Arts Community and delivering arts and cultural product	Arts Centre Manager	50%	Temora Arts Centre's comprehensive communication strategy effectively engages the arts community, utilizing Temora.com.au, various social media platforms, Narraburra News, individualized emails, local newspapers, and TEM FM radio. The transition to "my community directory" is planned for 2024, and Eventbrite is currently used for efficient event bookings.	Temora Arts Centre Advisory Committee	▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
02	Maintain excellent relationship with regional arts bodies	Arts Centre Manager	50%	Council maintains a positive relationship with Eastern Riverina Arts (ERA), hosting of ERA Grant Writing Workshop in November, including scheduled one-on-one community engagement sessions tailored for larger grant applications. This collaborative effort underscores the Council's commitment to fostering arts and cultural initiatives within the region.	Eastern Riverina Arts	▲
03	Support local arts through the conduct of exhibitions	General Manager	50%	Council continues to support the Arts Centre, Temora Town Hall, Town Hall Theatre and the Bundawarrah Centre through a diverse range of programs and exhibitions. Through the FLOW program, Council has delivered a range of arts programs to older people to encourage creativity and reduce social isolation. Council has once again hosted the annual Art Prize at the Bundawarrah Centre and the Bundawarrah Centre recently exhibited the Bald Archy Prize.	Temora Arts Centre Advisory Committee	▲
04	Support all arts and cultural events within the framework determined by Council	Arts Centre Manager	50%	The Temora Arts Centre, guided by the Council's framework, actively supports arts and cultural events. This includes supporting the Seniors in Isolation program, which has spanned over 30 days of activation at the Arts Centre. The Centre's manager also supports the Temora Art Prize and the Bald Archies annually. Plans are underway to start hosting exhibitions and to expand the Centre's internal infrastructure in collaboration with the local visual arts community (TaDVAC).		▲

1.5.2: Provide a program of theatre, dance, music and cinema that caters for a variety of audiences

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support for events within Temora Shire	Economic & Community Development Officer	50%	Council was successful in securing funding through the Reducing Social Isolation for Seniors Grant (round 3), which allowed Council to create the FLOW Program for Seniors. FLOW kept seniors connected by encouraging participants to come together to try out a creative activity. These included chair yoga classes, memoir writing, various visual art workshops and a movie at the cinema.		▲
02	Provision of facilities for the conduct of arts and cultural events	Arts Centre Manager	50%	The Temora Arts Centre, central to local arts and culture, prioritizes cleanliness, organization, and accessibility. Recent additions of disabled parking spaces near the main entrance highlight the Centre's commitment to inclusivity and convenience for all, especially for those with specific accessibility needs.	Temora Arts Centre Advisory Committee	▲
03	Review public art in Temora Shire	Arts Centre Manager	50%	The Arts Centre Manager has been instrumental in promoting the Arts Committee for the hospital rebuild and the train station development project. Their role in spreading information, including editing video footage, underscores their dedication to advancing community-based artistic endeavors.		▲

1.6: A community that is safe and inclusive, and looks after people who are experiencing disadvantage

1.6.1: Provide opportunities for inter-generational activities that promote safety, respect and understanding

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Aim to reduce stigma associated with disability	Economic & Community Development Officer	50%	The Access & Equity Committee met in September, discussing equitable access to council services, buildings and infrastructure. There was no meeting in December as there were no items to discuss.		▲

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Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				<p>Council Officer to engage local businesses to run "Quiet Hour on Hoskins Street" in December. This inclusive initiative was designed to reduce anxiety and sensory stress for community members with specific needs and/or those who are neurodivergent.</p> <p>Temora Library has run a new program, Intergenerational Preschool. Library staff, along with A Dragon's Tale Early Education Centre have been visiting residents of Greenstone Lodge to participate in an educational program aimed at enhancing social skills & connection in the community.</p> <p>Council Officers use inclusive images throughout Council communication channels by using images of people living with a disability.</p> <p>Council has updated the Disability Inclusion Action Plan 2023- 2026 which includes strategies that encourage positive attitudes and behaviors toward people with a disability.</p>		
02	Provide safe and crime free streets for the residents of urban areas in Temora Shire	General Manager	50%	<p>Council continues to deliver a range of programs and services that encourage interaction between the generations including programs at Platform Y, the Library and the Arts Centre and the Bundawarrah Centre. The Temora Shire Library has worked in collaboration with Greenstone Lodge and Dragons Tale to deliver a successful inter-generational preschool program. The participants have enjoyed spending time together reading and singing.</p>	Temora Police	▲

1.6.2: Provide options and support for people who are fleeing violence, or who experience homelessness, substance abuse or mental illness

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Promote availability of services for people who are fleeing violence, or who experience homelessness, substance abuse or mental illness	General Manager	50%	Council advocates for services and support for vulnerable members of the community and works in partnership with community organisations that deliver specialist services .	Tenora Police, Domestic Violence NSW, Tenora Community Centre	▲

2: Providing Local Leadership

Our strategic objectives for providing local leadership are to have:

- ☐ a community with strong local leadership
- ☐ a community that acknowledges and celebrates its heritage and diversity
- ☐ a community that is supported by our volunteers
- ☐ a community that speaks up and advocates for itself
- ☐ a community that is well informed through engagement and communication.

Measure	Responsible Officer	Target
% of community who undertake voluntary work for an organisation or group (ABS Census)	Craig Sinclair	2016 Census = 32.9 2021 Target: 35%
% of women in elected positions (Temora Shire Council)	Melissa Boxall	2012 = 1 (11.1%) 2016 = 2 (22.2%) 2021 = 3 (33.3%) Target: 50%
Community satisfaction rating for heritage programs (TSC Community Survey)	Kris Dunstan	2016 = 3.79 2021 = 3.70 Target: 3.80
Community satisfaction rating with communications (TSC Survey)	Lauren Carr	2021 = 3.64 Target : >3.70
Temora Hospital Redevelopment	Melissa Boxall	Completion by 2025

2.1: A community with strong local leadership

2.1.1: Encourage and take steps to enable a representative cross section of the community to stand for public office (including women, Aboriginal people, young people, people with diverse sexualities, people with disability)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support diversity in representation	General Manager	25%	A review of Councillor related policies has been undertaken and work is underway for the preparation of a communication strategy associated with the council election in September 2024. Council remains committed to encouraging a diverse representation being on the elected council.		▲

2.1.2: Engage the Temora Shire community to plan for a sustainable local government

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Attract grant funding to assist in the development of the Shire	Economic Development Manager	50%	Funding has been secured for Small Business Month and the School Holiday Programs.		▲

2.1.3: Encourage diversity in our community leadership to better reflect the gender, age and occupations of the broader community

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Commitment to the Council sister cities of: • Uppington - South Africa •	Economic & Community Development Officer	50%	Temora Sister City Committee AGM was held on Tuesday 15th August at the Temora Arts Centre. Councillor Jason Goode, attended as a representative from Council and also the Chairperson . Jason Goode was re-elected as	Australian Sister Cities Association	▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	Izumizaki, Japan • Randwick, Australia			Chairperson at the AGM, with Bob Brabin being elected as Duty Chairperson.		
02	Ensure commitment to diversity in Temora Shire	General Manager	70%	Council continues to support programs that encourage the active engagement of people from a range of diverse backgrounds. The Disability Inclusion Action Plan (2023-2025) was completed in November 2023, this Plan builds on the previous 2017 - 2021 Plan and outlines how Council will continue to improve access to Council services and facilities for people with a disability. Council supported the Temora Business Human Resources Needs Assessment project that investigated the barriers and opportunities impacting businesses ability to attract and retain people from local and diverse backgrounds. This initiative was funded by the NSW Growing Regions of Welcome seed funding program and was commissioned by Temora Enterprise and Business Group (TBEG). Plans are currently underway for the 2024 Embrace Festival which is scheduled for 7 April 2024.		▲

2.2: A community that acknowledges and celebrates its heritage and diversity

2.2.1: Acknowledge the Wiradjuri people at civic events and fly the Aboriginal flag

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Acknowledge the indigenous history of the region	General Manager	50%	An acknowledgement of country is given at civic events and the acknowledgement of country at council meetings was recently revised and implemented at the December 2023 Council meeting.	NSW Aboriginal Lands Council	▲

2.2.2: Continue to maintain the heritage facades of our main streets

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support community and visitor awareness and appreciation of Temora Shire's heritage through preservation and enhancement	Director of Environmental Services	50%	The Chinese Section at the Cemetery has been appropriately identified and an information booklet and informative history panel erected. A series of Shire Heritage Drives (tourist brochures) will be finalised by June, 2024 and the Oral History project is underway also. New projects are escalated once current projects are completed.	NSW Heritage Office	▲

2.2.3: Erect signage at Shire entrances and at other locations within the Shire to welcome visitors and other travellers to Wiradjuri country

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure appropriate recognition of the indigenous heritage of the Temora Shire region	General Manager	50%	Council has continued to work in collaboration with Aboriginal community members, Elders and an Aboriginal Wiradjuri artist Stuart James to prepare concept designs of Shire entrance signs. Funding through the Australia Day 2024 Community Grants program has enabled the commissioning of artwork that represents Temora Shires Aboriginal heritage that will further inform the entrance signs and other promotional material that can be utilised during future NAIDOC and Reconciliation activities.	NSW Aboriginal Land Council	▲

2.2.4: Celebrate local indigenous history and preserve historical artefacts for future generations

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure the indigenous history of the Temora Shire region is retained	General Manager	50%	The Bundawarrah Centre continues to engage visitors and community members in the local Aboriginal history through the Keeping Place. Council has supported NAIDOC and Reconciliation events throughout the year.	NSW Aboriginal Land Council, Temora Historical Society	▲

2.3: A community that is supported by our volunteers

2.3.1: Promote and enable opportunities for our community members to volunteer their services to achieve community outcomes through events, activities and local organisations

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Facilitate opportunities for volunteers to enhance the environment and community	PCS - Manager	50%	Pinnacle continues to provide volunteer opportunities through its Community Transport and Meals on Wheels service provision. Community Transport utilises volunteers to assist transporting clients outside of Temora Shire to access medical appointments, specialists and access shopping not available in Temora. Meals on Wheels volunteers assist with delivering frozen meals to clients homes.		▲
02	Advise residents of specific volunteering opportunities within the community	Communications Officer	50%	The promotion of volunteering opportunities and the support for volunteer organisations continues. Examples of promotions include: <ul style="list-style-type: none"> Drove Pinnacle Community Services need for volunteers through Narraburra News July 2023 edition and efforts in November edition. 		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				<ul style="list-style-type: none"> Economic Development Officer influenced Jobs Riverina Murray employment portal to include an additional job type category for volunteers. Monthly promotion of Jobs Riverina Murray in Narraburra News. Mayoral morning tea was held on 31 July 2023 to acknowledge volunteers, which was promoted on Council's Facebook page. Volunteer / community group distribution list set up on marketing platform. Monthly email distributed to promote free courses for volunteers. 		
03	Acknowledge the valuable role that volunteers play in the community	Communications Officer	50%	<p>Volunteers continue to be recognized and valued. Examples of activities undertaken include:</p> <ul style="list-style-type: none"> Promoted volunteering efforts of Pinnacle Community Services longest serving volunteer in November Narraburra News Minute with the Mayor with 2022 Citizen of the Year winner Mayoral morning tea was held on 31 July 2023 to acknowledge volunteers, which was promoted on Council's Facebook page. 	Volunteering NSW	▲

2.3.2: Provide training to volunteer committees to support them in their role (safety, governance, grant writing, child protection)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support volunteer committees to	General Manager	50%	Council continues to engage with and support volunteer committees through the provision of information regarding funding sources and provides information in relation to regulatory expectations as required.		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	undertake their community role					

2.4: A community that speaks up and advocates for itself

2.4.1: Advocate to the Commonwealth Government to retain, maintain and enhance local service provision (eg Centrelink)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Keep Federal members informed of Temora's needs and our strategies to meet those needs	General Manager	50%	Council continues to work in collaboration with the local member, hosting regular meetings between Council and community members as required. Submissions are made to the Commonwealth Government on matters such as the heavy vehicle alternate route and during the reporting period Council presented to the Senate Inquiry regarding Banking in Regional areas, which was held in Juneec.		▲
02	Maintain close links with relevant State and Federal Govt. Departments, agencies and Regional Offices.	General Manager	50%	Council continues to work in partnership with relevant Commonwealth Government agencies to ensure appropriate service provision is provided in Temora Shire.	Riverina JO	▲

2.4.2: Advocate to the State Government to retain, maintain and enhance local service provision (eg Hospital, TAFE) Local

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Keep State members informed of Temora's needs and our strategies to meet those needs	General Manager	50%	Temora Shire Council values the strong working relationship it has with the local member and meets regularly to discuss matters impacting the Shire. Submissions are made on State Government matters as required and the staff have strong working relationships with state government agencies through a range of networks, programs and projects.		▲
02	Maintain close links with relevant State Govt. Departments, agencies and Regional Offices	General Manager	50%	Meetings held with a range of government agencies including Regional NSW, Transport for NSW, Rural Fire Service, NSW Police and the Reconstruction Authority. Temora Shire Council regularly attends a range of regional and state wide forums to advocate for the needs of Temora Shire.	Riverina JO	▲

2.4.3: Continue to push for expanded telecommunications capacity across the Shire (NBN, mobile phone coverage)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support for NBN and other carriers to provide improved coverage	Economic Development Manager	50%	Support provided to Telstra in preparation of blackspot mobile phone grant. Telstra delivered presentation to Council. Support for Telstra to set up mobile information van in main street in November.	NBN Co, Telstra	▲

2.4.4: Advocate for the continued availability of services and facilities that enable us to prosper (eg banks, allied health services, building supplies




Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Lobby for the continual improvement of , and equitable access to, services, transport, communications and utilities for Temora Shire	Economic Development Manager	50%	Remains an ongoing priority and activity for Council.		▲

2.5: A community that is well-informed through engagement and communication

2.5.1: Provide regular opportunities for the community and other stakeholders to be informed and engaged in relation to community plans and decisions

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Commitment to Section 355 Community Committees to provide communication avenue between Council and Community	General Manager	50%	Council continues to support S355 committees and ensure that the newly adopted Guidelines are understood and adhered to.		▲

2.5.2 : Provide regular updates to the community through newsletters, newspaper, radio and social media

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Develop and implement a program aimed at educating residents of regulatory responsibilities	Director of Environmental Services	50%	Articles appear in Narraburra news, relating to overgrown blocks, swimming pool fencing, noxious weeds and animal management.		
02	Conduct local public education campaigns across major road safety issues as identified in the RSSP	Road Safety Officer	50%	<p>The Road Safety program uploads on average 3 Facebook posts a week, editorials for local newspapers that covers harvest, heavy trucks, emergency vehicles and the dangers of using your mobile phone when driving have been delivered. A communications strategy was prepared and implemented to promote Child Car Seat Restraint fitting opportunity with Temora Shire Council. Social media campaigns have been delivered for the following initiatives:</p> <ul style="list-style-type: none"> • roadside safety • parking in Temora Shire Council. • Arianah Park Speed Program. <p>The Road Safety Officer continues to promote Plan B Win a Swag competition held across NSW.</p>	Transport for NSW	
03	Provide information on a continual basis, to inform residents.	Communications Officer	50%	<ul style="list-style-type: none"> • Shared Media Releases from Federal and State Government to local media (i.e. Temora Independent and TEM-FM) • Shared social posts to Council Facebook page from Federal and State Government, in particular grant opportunities 		

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				<ul style="list-style-type: none"> Shared Shire Job Opportunities through mail distribution platform and on Council Facebook page monthly Share Council coordinated and supported public exhibitions, events and activities on socials, in Narraburra News and through Media Releases 		
04	Utilise all avenues to re-home unwanted companion animals	Ranger	85%	High percentage of companion animals are rehomed through a range of rescue groups that operate in NSW, Victoria and Tasmania. Efforts continue to rehome cats with kittens being easier to rehome than adults.		▲
05	Use appropriate communication mechanisms to suit the audience. For example, social media to provide feedback on the needs of Youth	Communications Officer	50%	<ul style="list-style-type: none"> A Draft Communications Plan which outlines Council's communication networks and digital platforms for communicating has been prepared. Plan also indicates target audiences and preferred communication methods based on demographics. Over 50 activities are promoted on Facebook, in Narraburra News, TEM-FM and Temora Independent Youth activities are promoted on socials and through school newsletters. Town or Village social posts are shared to specific community pages. 	Temora Independent	▲
06	Continue Narraburra News and maintain Council website	Communications Officer	50%	<ul style="list-style-type: none"> Narraburra News released monthly in Temora Independent, on temora.nsw.gov.au and sent via mail distribution application to subscribers Council website, temora.nsw.gov.au, is updated with: <ul style="list-style-type: none"> - Council and Committee meetings agendas, minutes and recordings - Updated plans, policies and procedures - New Sports Ground booking form 		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				<ul style="list-style-type: none"> - Staff updates - Job vacancies • Event webpage and Event Application Form on temora.nsw.gov.au under review, with changes anticipated in early 2024. Website updates published as required. Updates to webpages completed as requests come in from Council staff • Tourism website, temora.com.au, updated with: <ul style="list-style-type: none"> - Upcoming events - Add and remove businesses and facility details, as required 		
07	Ensure that feedback is available on the community view of Council service by a Resident Satisfaction Survey within the term of each Council	General Manager	50%	Council has been actively keeping the community informed through the delivery of engaging and up to date information through the Council website, social media pages and the monthly Narraburra News via the Temora Independent. Proactive media releases have been prepared and distributed to the local media outlets and the General manager presents a Council update to the community radio each week.		▲
08	Maintain a Communications Policy that outlines the roles of websites, social media and publications	Communications Officer	5%	A review of policies has commenced with Media, Communications, and Social Media Policies updates are scheduled for early in the 2024 calendar year.		⊘
09	Maintain currency of information on	Communications Officer	50%	Council website, temora.nsw.gov.au , is updated with: <ul style="list-style-type: none"> - Council and Committee meetings agendas, minutes and recordings 		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	Council websites and Social Media			<ul style="list-style-type: none"> - Updated plans, policies and procedures - New Sports Ground booking form - Staff updates - Job vacancies Social Communications Plan created and maintained with upcoming activities and events		

3: Building a Strong Local Economy

Our strategic objectives for building a strong local economy are to have:

- ☐ a community with a variety of thriving businesses and industries
- ☐ a community with opportunities for local employment
- ☐ a community with opportunities for local education
- ☐ a community with good access to a range of appropriate and affordable housing
- ☐ a community with a strong agricultural sector
- ☐ a community that celebrates and benefits from its aviation history
- ☐ a community that benefits from tourism
- ☐ a community with a transport network that enables economic and social outcomes

Measure	Responsible Officer	Target
% of households experiencing rental or mortgage stress - 30% or more of income on housing (ABS Census)	Melissa Boxall	2016 = 10% 2021 Target: <7.5%
% of people attending an educational institution (ABS Quickstats)	Melissa Boxall	2016 = 26.9% 2021 Target: > 28%
Community satisfaction rating for footpaths (TSC Community Survey)	Rob Fisher	2016 = 3.21 2021 = 3.07 Target: . 3.25
Community satisfaction rating for the road network (TSC Community survey)	Rob Fisher	2016 = 3.58 2021 = 3.53 Target: > 3.60
Local value of agricultural commodities produced (ABS Agricultural Census)	Craig Sinclair	2105-2016 + \$108.3M 2021 Target: > \$110M

Measure	Responsible Officer	Target
Number of annual visitors to Temora Aviation Museum (TAM)	Craig Sinclair	2016 = 18,160 2021 = 19,159 Target: >20,000
Total number of businesses in Temora Shire (ABS Census)	Craig Sinclair	2016 = 713 2021 Target: > 750
Unemployment rate in Temora Shire (ABS Census)	Craig Sinclair	2016 = 4.9% 2021 Target: <4.5%

3.1: A community with a variety of thriving local businesses and industries

3.1.1: Encourage the establishment of retail businesses that provide a variety of shopping options for Temora Shire residents of all ages

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support local businesses at every opportunity Support of TBEG	Economic Development Manager	50%	TBEG funding and support provided including Business Awards in September, Small Business Month events, HR Needs Assessment, HR forums, and Christmas Street Fair. Attendance by Council officers at all TBEG Executive Committee meetings.	TBEG, NSW Business Chamber	▲

3.2: A community with opportunities for local employment

3.2.1: Promote and enable opportunities for people to work remotely in Temora Shire (and support the growth of our population)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Proactively seek opportunities to grow business	Economic Development Manager	50%	Ongoing discussions held with potential new businesses in a variety of sectors including aviation, mining, manufacturing, food production, renewable energy,	DPIE	▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	in Temora Shire including its villages			tourism, and finance. New businesses opened in the period include Reject Shop, Hustle Fitness, Ariaiah Park Post Office Shop, Quandary Coffee Window, and Three Ponds Estate.		
02	Diversify the economy and provide employment by attracting non agriculture based industry	Economic Development Manager	50%	Ongoing discussions held with potential new businesses in a variety of sectors including aviation, mining, manufacturing, food production, renewable energy, tourism, and finance. New businesses opened in the period include Reject Shop, Hustle Fitness, Ariaiah Park Post Office Shop, Quandary Coffee Window, and Three Ponds Estate.		▲

3.2.4: Encourage and support our businesses to grow and attract new businesses into the Shire to create employment growth

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Grow the number of local jobs available to an increasing population	Economic Development Manager	50%	The unemployment rate for Temora LGA continued to fall from 3.3% in December 2022, and 2.8% in March 2023, to 2.6% in June 2023. At the time of writing this update the October results were not available by LGA, however businesses continue to report challenges filling vacancies and the number of advertised job vacancies remains high.		▲

3.3: A community with opportunities for local education

3.3.1 : Advocate for local and regional skills development and education opportunities that support local industries (eg agriculture, veterinary science, building trades, mechanics, engineering, hair & beauty, allied health, administration, childcare, retail, hospitality and tourism)



Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provide support and advocacy for the retention and development of Schools within Temora Shire	General Manager	50%	Council works in partnership with organisations such as the high schools, TBEG and TAFE to promote further training and development opportunities. The Youth Development Officer actively facilitates the Temora Youth Careers Network.	NSW Education Department	▲
02	Connect with school contacts and establish good working relationships	General Manager	50%	Council continues to engage and work collaboratively with local schools in the area and deliver a range of programs that support young people through Platform Y. The Youth Development Officer remains actively engaged in facilitating the Temora Youth Careers Network (TYCN) with local high schools and TAFE NSW. This network actively identifies and supports a range of career opportunities for young people living in the Temora Shire.	Temora Public School, St Annes School, Temora High School, Temora West Public School, Ariah Park School	▲
03	Offer life skills workshop opportunities to both young people and the community	Youth Development Officer	50%	Platform Y workshops developed a range of life skills in the young members, including: cooking; team work; cleaning and personal hygiene; communication; problem solving; financial literacy and social responsibility. The Adulting 101 workshop for Temora High School Year 12 leavers, built knowledge and skills in budgeting, sourcing accommodation, accessing health services, self care, communication and organisational skills. The Youth Made Market participants gained valuable life skills such as		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				financial literacy, organisational skills, engaging in conversation, building resilience and goal setting.		
04	Support the concept of Council designation as a registered training organisation	Economic & Community Development Officer	0%	This has not been progressed in the first half of this financial year.		
05	Provide local businesses with the opportunity for training and coaching	Economic Development Manager	50%	Support provided to TBEG in promotion of lunchbox training sessions and small business month activities. Business Connect services promoted. Relationship with local TAFE maintained to ensure local training needs are understood, including communication of HR Needs Assessment outcomes.	TBEG, TAFE	▲

3.3.2: Provide incentives to encourage teachers to stay for longer tenures at our local schools



Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Placeholder	General Manager	20%	Council continues to work in collaboration with local schools to support a range of initiatives that support the well being of teachers living and working our community including the Resilience Project. Recent promotions under the Country Change program have featured two teachers and their move to Temora Shire.		▲

3.3.3: Investigate opportunities to enhance local access to tertiary education

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support for students undertaking further education	General Manager	100%	Council continues to support opportunities for students to study at a tertiary level through the provision of scholarships. Community members have been surveyed regarding their remote learning needs and Council has determined to not pursue a Country University Campus and instead will investigate opportunities to improve the provision of facilities at the Temora Shire Library.	CSU	
02	Support local students financially through scholarships	General Manager	100%	Scholarships are provided to local students.	Temora and District Education Fund	

3.4 : A community with good access to a range of appropriate and affordable housing

3.4.1 : Attract social and affordable housing investment to meet the needs of local families and retirees

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Promote Temora Shire as a retirement destination	Economic Development Manager	50%	Inclusive new resident attraction is a key component of promotional activities.		
02	Investigate options for Council to assist with the provision of affordable housing	Economic Development Manager	50%	Continued support provided to Dr Parry Homes in relation to affordable seniors housing at Apollo Place.		

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3.4.2: Provide land for residential development

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure availability of land for residential development that meets the needs of new and existing residents	Town Planner	50%	Dustin Rose Estate in final stages of development, due for release early 2024. Highfields Estate due to commence construction in early 2024. LEP review ongoing to identify lands to be rezoned to residential.		▲

3.4.3: Promote investment in a range of housing stock to create rental opportunities for local residents

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Encourage the provision of affordable rental accommodation	Economic Development Manager	50%	Secured an action in the draft Drought Resilience Plan to identify vacant homes in Temora to be carried out in mid 2024, if funding is secured. Dustin Rose Estate nearing completion. Highfields Estate due to commence construction in early 2024. Several brownfield medium density housing developments commenced construction, due for completion H1 2024. Initial plans drafted by Dr Parry Homes for Apollo Place affordable seniors housing development.	Local real estate agents, Argyle Housing	▲
02	Plan for the possibility of a sudden upsurge in investment and population which may result from a large employer	Economic Development Manager	50%	Ongoing review on LEP to ensure adequate supply of land. Support provided to housing developments. Boom Time community forum held in July as part of Local Government Week.		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
03	Support the provision of a range of accommodations options within Temora Shire	Economic Development Manager	50%	Dustin Rose Estate in final stages of development, due for release early 2024. Highfields Estate due to commence construction in early 2024. LEP review ongoing to identify lands to be rezoned to residential. Initial designs completed for Apollo Place affordable seniors housing development.		▲

3.5: A community with a strong agricultural sector

3.5.1 : Utilise research and partnerships to support our farmers to be resilient now and into the future

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ongoing support for Temora Agricultural Innovation Centre	Director of Administration and Finance	50%	The section 355 committee meets twice per year. Council provides maintenance funding to support the Agricultural Innovation Centre. Signage at the facility has been updated to promote the partnership between Council and Farmlink. Events and operations at the TAIC are promoted through Council's Narraburra News.	Farmlink	▲
02	Create heavy vehicle routes to meet agricultural needs	Engineering Assets Manager	50%	Access to Council area further progressed than peers. Major transition occurring in the Heavy Vehicle industry. Council plays a role in the balancing the needs to facilitate access to unlock productivity gains but should also be cognizant of accelerated asset consumption and appropriate benefit sharing.	Transport for NSW	▲

3.5.2 : Create opportunities and incentives that attract and retain an agricultural workforce for Temora Shire (including agriscience, horticulture, engineering, environmental science)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Monitor the impact of consolidation of farming enterprises	Economic Development Manager	50%	Drought Resilience Plan commenced for Temora and Bland Shires which involved community consultation.		▲

3.6: A community that celebrates and benefits from its aviation history

3.6.1: Promote and provide opportunities for recreational flying from Temora Aerodrome

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Maintain comprehensive maintenance, drainage and signage programs at Temora Aerodrome	Engineering Assets Manager	50%	Relatively quiet year at the Temora Aerodrome with routine maintenance the only work occurring. Working on management and operating frameworks.		▲
02	Support the provision and extension of weather monitoring and forecasting systems at Temora	Engineering Assets Manager	100%	Terminal Aerial Forecasting (TAF) installed in 2022		●

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	Aerodrome					
03	Ensure the provision of facilities at Temora Aerodrome to meet the needs of users	Engineering Assets Manager	50%	Excellent facilities at the Temora Aerodrome with recent renewal and upgrade works significantly lifting the depreciated replacement cost of assets to a point where majority of assets are either new or in good condition. Challenges remaining regarding fit for purpose management and operating documentation.	Aerodrome Users Committee	▲
04	Maintain and implement an Airport Management Plan	Engineering Assets Manager	50%	Ongoing. Making slow progress on updating the Temora Aerodrome Manual. Once complete there are a number of subsidiary documents that require review and update.	Aerodrome Users Committee	▲

3.6.2: Continue to grow and refresh the Aviation Museum to celebrate aviation history and provide visitor experiences

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support the continuing promotion of Temora Aviation Museum	Economic Development Manager	50%	A Day at the Lake event supported and promoted. Flight simulator launch attended and promoted. Ongoing promotion of aircraft showcase events on website, social media and Narraburra News	Temora Aviation Museum	▲

3.6.3 : Investigate and plan for new aviation opportunities in Temora that cater for residents and aviators

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Review mechanisms by which the cost impost at Temora Aerodrome can be addressed	General Manager	50%	This remains an ongoing effort by Council. The increased utilisation of the aerodrome through income generating operations has assisted in the management of this strategy.		▲

3.7: A community that benefits from tourism

3.7.1: Provide visitor facilities, services, activities and events that cater for a broad range of visitors

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure acceptable signage to recognise villages	Engineering Assets Manager	100%	Completed. Acceptable signage has been established.		●
02	Enrich and diversify the visitor experience	VIC Manager	50%	This task is ongoing. A new spreadsheet for accommodation was recently completed to distribute to companies that are seeking accommodation for workers. Brochures will be continually updated, spreadsheets will be compiled with opening hours for public holidays which are made available for public use and put on Council facebook page and the VIC notice board along with local and regional event flyers.		▲
03	Ensure signage pertaining to AVIC and	VIC Manager	100%	Signage inspection has been concluded and nothing to report.	AVIC, CMCA	●


Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	CMCA accreditation meet standards					
04	Develop the facilities at the Temora Rural Museum and Bundawarrah Centre	Rural Museum Manager	50%	The new TEMFM toilet facility has been completed. Planning is presently at an early stage to extend the header shed to better display that collection. External construction of the new entry portal from the Visitor Centre into the museum has begun and internal works commenced in December. Council has authorised an application for grant funding under the Federal Government Regional Precincts and Partnerships Program for construction of Stage 3 of the NSW Ambulance Museum. The application is expected to be lodged in February 2024.	Temora Historical Society	▲
05	Ensure quality and quantity of accommodation in Temora meets the needs of stakeholders	VIC Manager	50%	Regular contact is made with accommodation providers to ensure their details are correct. Flyers are updated and made available to the public.		▲
06	Enhance and support new and existing tourism events	Economic Development Manager	50%	Support provided to Temora Aviation Museum to host the inaugural A Day at the Lake event in October. Many events promoted via the temora.com.au website.		▲
07	Partner with individuals, organisations and companies to support growth in the visitor economy	Economic Development Manager	50%	Canola Trail partnership continues with Junee and Coolamon Shires, along with industry partners - Temora Aviation Museum, Junee Licorice & Chocolate Factory, Coolamon Cheese, and the Coffee Pedlar. Tourism operator forums held for Temora Shire and wider Canola Trail, both hosted in Temora. Continued membership of Visit Riverina.	Riverina RDA, Country Change	▲

3.7.2: Promote Temora Shire's unique tourist offerings as part of the Riverina visitor destination




Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Improvement of Tourism signage within the Temora Shire	Economic Development Manager	50%	Work commenced on designing an Indigenous artwork to be featured in the Welcome to Wiradjuri Country signage at shire entrances.		▲
02	Ensure tourism product, including brochures are current, relevant and attractive	VIC Manager	50%	This task is ongoing. Brochures are reordered and updated as needed.		▲
03	Maintain accreditation of the Temora Visitor Information Centre	VIC Manager	100%	Accreditation was achieved and is valid until 30th September 2024.	AVIC	●
04	Ensure VIC is modern and meets the needs of users.	VIC Manager	25%	The VIC is currently under renovation and is due to be completed by March 2024. Work has commenced on the doorway for the museum entrance and the cabinets have been ordered. The VIC is kept clean and breakages are always reported immediately to ensure the VIC is in excellent working order and a safe place to visit.		▲

3.8: A community with a transport network that enables economic and social outcomes



3.8.2: Continue the provision of Community Transport to Temora residents

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support the provision of community transport to Temora Shire residents	PCS - Manager	50%	Pinnacle continues to provide and promote Community Transport services to Temora Shire residents within the funding allocations.		

3.8.3: Provide adequate parking to enable access to shopping, health care, events, and recreation

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provide sufficient accessible car parking spaces	Engineering Assets Manager	50%	Reported to Council in 2023. Resolved to consider in 2024/25 budget considerations.	Access and Equity Committee	
02	Develop off street parking in Temora CBD	Engineering Assets Manager	0%	Need to consider non asset solutions potentially combined with asset solutions. Major issue remains with parking non compliance.		
03	Provide adequate long vehicle parking in Temora Shire	Engineering Assets Manager	100%	Not considered since last group of Heavy Vehicle Parking was delivered in urban Temora.		

3.8.5 : Provide a heavy vehicle route network that meets the needs of industry and keeps heavy vehicles out of our CBDs (enhancing our outdoor dining options)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Develop a policy framework for heavy vehicle access	Engineering Assets Manager	100%	Policy adopted and reviewed in past 12 months.	Transport for NSW, Heavy Vehicle Regulator	
02	Commitment to the Alternate Heavy Vehicle Route around Temora	Engineering Assets Manager	50%	Ongoing. Workshop held in first half of 2023 with workshop recommendations endorsed by Council. Still a long way from achieving any firm outcomes.	Transport for NSW	

4: Enjoying Our Beautiful Environment

Our strategic objectives for enjoying our beautiful environment are to have:



- a community that is liveable and provides for enjoyable town and village life
- a community that enjoys appropriate urban infrastructure
- a community that strives to minimise its environmental impacts
- a community that enjoys a variety of open spaces for leisure
- a community that sustainably plans for its future.

Measure	Responsible Officer	Target
CO2 Emissions (snapshotclimate.com.au)	Kris Dunstan	2017-18 = 215,000 t 2019-20 = 200,000 t Target: < 150,000 t
Community satisfaction rating for Parks and Playgrounds (TSC Community Survey)	Rob Fisher	2016 = 3.94 2021 = 3.99 Target: .4.30
Community satisfaction rating for Town Planning (TAC Community Survey)	Kris Dunstan	2016 = 3.73 2021 = 3.45 Target: > 3.75
Community satisfaction rating Visual Impact (TSC Community Survey)	Rob Fisher	2016 = 4.00 2021 = 3.72 Target: . 4.00
Community satisfaction rating with Drainage (TSC Community Survey)	Rob Fisher	2016 = 3.07 2021 = 3.01 Target: > 3.08


4.1: A community that is liveable and provides for enjoyable town and village life

4.1.1: Use street trees, manage urban weeds and provide street furniture, street signs and street lighting to maintain an aesthetically pleasing urban environment

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Retention of Council personnel at Arianah Park	Engineering Works Manager	50%	Arianah Park employee retained.		▲
02	Adopt principle of the provision of services by outreach to Arianah Park	General Manager	50%	Service provision and ongoing engagement and information provision continues to be delivered to Arianah Park. The draft Arianah Park and Springdale Flood Studies were presented to Council and exhibited during the reporting period and road safety initiatives targeting safe driving in the Arianah Park village main street has recently been undertaken.		▲
03	Implement the actions of the Amenity Tree Action Plan	Engineering Assets Manager	50%	Street Tree Audit undertaken in 2023. Policy has been amended and adopted but requires some further follow up work as a result of the Council resolution. High priority actions from the Street Tree Audit have been part actioned (trees removed but some stumps remaining).		▲
04	Hold committee meeting of Council, at a village location annually	General Manager	25%	A meeting is to be scheduled for the 2023/24 financial year. The timing and location will be determined at the February 2024 Assets and Operations meeting.		▲
05	Support for village committees to achieve the community aspirations	General Manager	50%	Council continues to support village committees through the provision of S355 status and the provision of funding support through external grants and Council funding for specific projects.		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	within the limitations of Council resourcing					
06	Partner with individuals, organisations and companies to support new resident attraction	Economic Development Manager	50%	Membership continued with NSW GROW program, Country Change, and Regional Activators Alliance (Move to More campaign) in support of new resident attraction. Preparations commenced for Country Change Expo to be held in March 2024.		
07	Provide a welcoming community for new residents	Economic Development Manager	50%	DirectMe guide updated. New resident promotional videos produced in partnership with the RAI Move to More campaign. A New residents Pool Party is planned for February 2024.		

4.1.2: Provide appropriate and affordable community facilities and meeting spaces for community use

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Review external aesthetics at NRCC House	Library Manager	100%	Public Library Infrastructure Grant project is complete.	State Library of NSW	

4.2: A community that enjoys appropriate urban infrastructure

4.2.1: Provide a stormwater drainage network that mitigates flooding impacts

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Development of a Floodplain Risk Management Plan including 10 year rolling works program	Engineering Assets Manager	50%	Flood plain risk management plan nearing completion. The 10 year capital works plan is not part of the flood plain risk management plan. Council needs to consider most capital upgrade and renewal works separate to the Floodplain Risk Management Program. A development servicing plan may be a better solution.	Office of Water	▲
02	Undertake Stormwater Drainage upgrade and renewal in accordance with the Stormwater Assets Capital Works Program	Engineering Works Manager	10%	Progression for stormwater drainage projects to upgrade and renew are delayed in delivery with only Victoria Street underground drainage delivered near Camp Street. Remaining projects outstanding with scoping, design and procurement of materials progressed.		▲
03	Improvement of drainage within Temora Shire	Engineering Assets Manager	50%	Flood Plain Risk Management Plan and Study nearing completion for Villages and Temora. The next stage of the NSW Flood Plain Risk Management Process is feasibility assessment. Without Council intervening and funding works resulting from the risk management plan it will be some time (2 - 5 years) before any flood mitigation work resulting from the floodplain risk management plan will commence.		▲

4.2.2: Provide access to parks and playgrounds for residents and visitors, and incorporate public open space when new residential subdivisions are planned




Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provide public conveniences to a standard acceptable to the community	Director of Environmental Services	50%	Cleaning regime/contract upgrades to reflect increasing demand on public amenities buildings. Additional cleanings provided for at the Railway Station. Expectations more clearly articulated in the new contract and increased focus placed on compliance inspections. Monitoring occurring and complaints followed up.		▲

4.2.3: Maintain a network of roads, footpaths and cycleways to enable residents and visitors to move around the Shire


Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Commitment to road safety and relationship with RMS and adjoining Councils	Road Safety Officer	50%	A total of 15 venues participated in the Transport for NSW Plan B Win a Swag competition. Transport for NSW Look out before you step out signs and seat belts save lives were delivered. A Temora Shire Council flyer promoting Child Car Seat restraint fitting opportunities was prepared and distributed. A Transport for NSW funded Caravan Weighing Day event was held in Temora Shire.	Transport for NSW	▲
02	Ensure that appropriate mechanism is in place to determine road priorities	Engineering Assets Manager	75%	Road Hierarchy Plan combined with Asset Management Plan and Asset Register provides ample framework to determine road maintenance, renewal and upgrade priorities.		▲
03	Development and implementation of Road Safety Strategic Plan (RSSP)/Action Plan	Road Safety Officer	5%	Not funded. The Plan has been raised RSSP/Action Plan in November quarterly meeting of the four Shires.	Transport for NSW	


Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				Correspondence has been sent to Transport for NSW regarding funding opportunities in the future.		
04	Investigate the provision of street lighting within Temora Shire	Engineering Assets Manager	50%	Street Lighting committee held. This resulted in significant work that is yet to be actioned. New grid connected street lighting rolled out as part of Essential Energy's Minor Capital Works process. 5 Solar powered streetlights constructed to be monitored over the coming years in grid constrained areas. Level 3 design works occurring on identified street lighting capital works in eastern Temora.	Essential Energy	▲
05	Undertake Footpath upgrade and renewal in accordance with the Footpath Capital Works Program	Engineering Works Manager	50%	Footpath Upgrade and renewal progressing with completion of Anzac Street footpath widening and Macauley Street footpath to TEM-FM. Lofus Street footpath battering scoped and scheduled for early 2024, Coolamon Street portable ramps ordered so awaiting delivery and Deboos Street design progressing.		▲
06	Undertake Cycleway upgrade and renewal in accordance with the Cycleway Capital Works Program	Engineering Works Manager	0%	No cycleway upgrade and renewal projects funded in the current financial year.		⊘
07	Undertake Rural Unsealed Roads upgrade and renewal in accordance with the Rural Unsealed Roads Capital Works Program	Engineering Works Manager	20%	Rural unsealed roads upgrades and renewals are progressing with Barbys Lane and Boundary Range Road completed. Remaining projects for rural unsealed roads outstanding.		▲
08	Undertake Rural Sealed Roads upgrade and renewal in accordance	Engineering Works Manager	50%	Rural sealed roads upgrade and renewal is progressing well with completion of various roads Heavy Patching and Tara Bectric Road Segment 7. Howards Road to		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	with the Rural Sealed Roads Capital Works Program			commence in early 2024 and bitumen reseals for Old Cootamundra Road will be proposed for revote (deferred) to the 2024/25 due to matching additional funding for drainage and shoulder works prior to reseals being undertaken.		
09	Undertake Urban Unsealed Roads upgrade and renewal in accordance with the Urban Unsealed Roads Capital Works Program	Engineering Works Manager	50%	Urban unsealed road projects are progressing well with completion of Delavan Street Segment 2, Little Arianah Street, Wattle Street and Nicholson Street 90% completed. Remaining projects have progressed with scoping, design and some procurement to progress with program delivery in 2024.		▲
10	Undertake Urban Sealed Roads upgrade and renewal in accordance with the Urban Sealed Roads Capital Works Program	Engineering Works Manager	20%	For urban sealed roads upgrade and renewal program Camp Street segments 2 & 3 are completed. Remaining projects are mainly bitumen reseals which will primarily be delivered in February or March 2024.		▲
11	Investigate the provision of access within Temora Shire, including footpaths, ramps and car parking provision	Engineering Assets Manager	0%	Footpath hierarchy and PAMPS plan established. Further work required regarding community expectation and update of PAMPS plan.		
12	Undertake Kerb and Gutter upgrade and renewal in accordance with the Kerb and Gutter Capital Works Program	Engineering Works Manager	20%	Kerb and Gutter projects have progressed with Camp Street Segment 2 & 3, however remaining projects in this program are outstanding.		▲


Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
13	Undertake Regional Roads Program in accordance with the determined program	Engineering Works Manager	75%	Regional Road program and funding approximately 75% completed in delivery for the current financial year.		
14	Undertake Fixing Country Roads/ Heavy Vehicle Safety and Productivity Program in accordance with the determined program	Engineering Works Manager	50%	Fixing Country Roads projects Tara Bectric Road segment 7 completed and Howards Rd segment 1 to commence in early 2024.		
15	Undertake Pavement rehabilitation/ Widening in accordance with the Pavement Rehabilitation/Widening Capital Works Program	Engineering Works Manager	50%	Program progressing well for pavement rehabilitation and widening projects. Tara Bectric Rd segment 7 completed with Howards Road to commence early in 2024.		

4.2.4: Maintain a sewerage network to service our urban areas

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Undertake Upgrade and renewal works on Sewerage and Recycled Water in accordance with identified program	Engineering Assets Manager	100%	Program complete		

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
02	Gain S60 approval for Sewerage scheme and recycled water scheme	Engineering Assets Manager	0%	The Integrated Water Cycle Management Strategy is part of this approval and Section 60 approval application will be subsequent to the IWCMM.	Water NSW	

4.2.5: Provide cemetery grounds that create respectful places for grieving families and friends, and which meet future interment needs of our local community

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Continue to improve functionality of the cemetery. • Heavy patching and sealing of internal road * Update plinths in Lawn Cemetery (2 in alternate years)	Director of Environmental Services	50%	Council has been working with the Friends of Temora Shire Cemeteries to improve all various aspects operations and facilities - Lytch Gate refurbishment, vegetation management practices, drainage improvements, new internal roads in lawn cemetery etc	Friends of Temora Shire Cemeteries	

4.3: A community that strives to minimise its environmental impacts

4.3.1: Provide waste management facilities and increase opportunities for recycling for residents and visitors

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Reduce the impacts of litter on our community	Director of Environmental Services	50%	Illegal dumping is monitored and cleaned up as soon as possible. Littering is followed up if perpetrators are identified. NSW Government's RID Program utilised for reporting. Clean Up Australia Day scheduled for March 2024		▲
02	Monitor illegal waste dumping hot spots within Temora Shire	Ranger	80%	Hot spot waste dumping sites we monitor and use cameras if possible, not all areas can camera surveillance be applied. Most litter is dumped in a non-discrepantly manner.		▲
03	Respond to community and Government demands for the provision of suitable recycling services within Temora Shire	Director of Environmental Services	80%	Recycling review conducted. Councillors resolved with continuing the status quo by supporting the Temora Lions Club. New cardboard press ordered (\$275K) scheduled for install in early 2024.		▲
04	Maintain waste services in the village of Ariah Park	Director of Environmental Services	50%	Weekly waste service being conducted by Waste management staff. Landfill site successfully operating using key system from Ariah Park Hardware. Funds being re-distributed back to the community via Ariah Park Community Projects committee. Major site clean up conducted in December, 2023. Container Deposit facility still not available despite being lobbied for by REROC Waste Forum. - Cleanaway-Tomra still being firm on the 1000 population figure required for such a facility to be provided.		●

4.3.2: Decrease carbon emissions into the atmosphere (for example, through investment in electric vehicles and charging stations)

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Utilise solar power system installation where economic.	Engineering Assets Manager	50%	Last system installed at TAIC in January 2023. System funded but yet to be delivered at the Junee Road Caravan Park in the Current FY. Working on a solution for Council consideration at the Temora Recreation Centre.		▲

4.3.3: Manage weeds and pests to protect the environment

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Commitment to the eradication of urban weeds and pests	Director of Environmental Services	50%	Ongoing support of Temora Fight the Fruit Fly Group and Riverina Eastern Noxious Weeds Alliance		▲
02	Ensure residents are not adversely impacted upon by untidy or overgrown lots	Ranger	80%	Untidy and overgrown blocks are regularly monitored to alleviate concerns from neighbors and the public. Contractors are doing an excellent job. Crown lands and the Rail Authority usually need follow up work, weed infestation and vermin control is addressed when notified.		▲

4.3.4: Conserve and responsibly use our precious water resources

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure sustainable operation and	Engineering Assets Manager	50%	A significant portion of Councils water use remains recycled effluent or storm water reuse.		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	usage of precious water					

4.3.5: Protect our agricultural land by taking action to minimise soil loss and enhance soil health

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support for agricultural community efforts to preserve soil health	General Manager	50%	Council has been working in partnership with Bland Shire Council to develop a Drought Resilience Plan. The Plan is currently with the CSRIO for review. It is anticipated that the Plan will go to Council for endorsement in the third quarter. Council continues to support the Temora Agricultural Innovation Centre, which has a focus on productivity and best practice agriculture.		▲

4.3.6: Planting native vegetation to provide shade and shelter for livestock, reduce risk of salinity, improve soil productivity, reduce erosion, enhance water quality and create wildlife corridors

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support for agricultural pursuits that improve environmental outcomes	General Manager	50%	Council continues to support the research facility, Temora Agricultural Innovation Centre and has met with local and regional Land Care representatives to ensure that Council is kept up to date on initiatives occurring within the Shire.		▲

4.4: A community that enjoys a variety of open spaces for leisure

4.4.1: Provide parks, reserves, playgrounds and other open space with shade provision, seating and access to drinking water

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Commit to improving the utility of parks and recreation areas within Temora Shire	Engineering Assets Manager	50%	Continually improving parks and recreation areas within the LGA. Significant renewal and upgrade occurring in second half of 2023/24 financial year.		▲

4.4.2: Provide options for dog-off leash areas for residents and their pets to safely enjoy

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provide areas to enable pet owners to exercise pets	Director of Environmental Services	40%	Subject of several Council reports in October/December 2023. Options include: Gamers Street Dam, The Oval and new "BoofHead" Park in the Railway Precinct plan. To be further considered by Councillors in 2024. Gamers Street option being held up by Flood Study/retention basin design		▲

4.5: A community that sustainably plans for its future

4.5.1: Strategically plan for how our land is used in the medium and long term to ensure that the social, educational, economic and environmental needs of current and future generations are met (including planning for industrial land release, residential lots, schools, open space) Temora Shire Council

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Upgrade of Temora Shire Land Use Strategies	Town Planner	30%	Temora Local Housing Strategy endorsed by Council.	Planning NSW	▲

4.5.2: Maintain a Local Emergency Management Committee and Plan that prepares for, educates about and responds to local disasters

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provide emergency services to meet the needs of Temora Shire residents	Engineering Works Manager	50%	Local Emergency Management Committee meetings held as scheduled every 4 months and Local Emergency Management Plan up to date.	Rescue and Emergency NSW, Resilience NSW	▲

4.5.3: Implement community, environmental initiatives that promote tree planting, composting, growing vegetables and creating environments that promote biodiversity

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Support for environmental initiatives to	Director of Environmental Services	50%	Supporting Temora Fight the Fruit Fly Committee, working with Aboriginal Education team and the Temora High School to prepare artwork for Town Entry Signs (to		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
	improve outcomes for residents of Temora Shire			be unveiled on Australia Day). Tree Planting maintenance continuing at Lake Centenary.		

5: Internal Objectives

5.1: Internal Strategies

1: Assets

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure Capital Proposals are optimised and supported by Council	Engineering Assets Manager	50%	This remains and area for improvement. New and upgrade capital works are not scrutinised enough prior to investment decision.		
02	Assets - Ensure the identification of road assets operated by Council	Engineering Assets Manager	50%	Working with Department of Planning and Environment regarding the identification and ownership of road assets operated by Council.		▲
03	Assets - Improved long term management of plant assets • Biennial review of Plant Asset Management Plan	Plant Manager	50%	Plant Asset Master sheet documents have commenced review with utilisation review, along with income vs expenditure reviewed for each item of plant. Remainder of asset master sheet review to be completed in early 2024.		▲
04	Assets - Long term management of Council assets	Engineering Assets Manager	50%	Asset register migrated to Metrix asset management software. Significant condition rating underway (11km of CCTV delivered in 2023). Asset Management Plan in very early stage development		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
05	Assets - Improve long term management of sewerage assets and ensure sustainable operation	Engineering Assets Manager	50%	Major CCTV Program delivered in 2023 (11km of a total 54km). Processing of data is ongoing. The Integrated Water Cycle Management Strategy (IWCMS) is yet to be adopted and remains with Department of Planning & Environment.		▲
06	Assets - Provide long term management of transport assets including a review of Transport Asset Management Plan and associated hierarchy plans every 4 years	Engineering Assets Manager	70%	Transport Asset Management Plan is close to completion but does not function well in isolation of the remaining asset management system (Policy, Strategy, Plans and Procedures). Major challenge to develop, operate and maintain into the future.		▲
07	Ensure ongoing sustainability of Plant Replacement Program	Plant Manager	50%	Sustainability for plant replacement ongoing and considered within all decision making for plant replacement along with whole of life costings. Plant Manager and Engineering Works Manager attended the EV Fleet Transition Day held by CNSWJO at Parkes in November 2023. Further an EV commercial zero turn mower trialled starting in December 2023. F1 Plant Replacement Policy Revised, updated and reported to council for endorsement in September 2023.		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				HR26 – Motor Vehicle Policy (includes private use arrangements) was also reviewed in August 2023, with minor changes around vehicle types and models.		

2: Efficiency

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Present Council as a professional, efficient organisation	General Manager	50%	Council continues to review and update its policies and procedures as required. A service review of Councillor Policies was undertaken in October and November and the implementation of the recommendations of this review will continue throughout the remainder of the financial year. In November the Public Interest Disclosure Policy (PID) was endorsed by Council, ensuring Council compliance with the Public Interest Disclosure Act 2022. Information has been provided to staff in relation to the PID policy and further staff development and training will occur in quarter 3.		▲
02	Ensure quality and homogeneity of Council works	Engineering Works Manager	50%	Quality and homogeneity maintained, with improvements implemented where possible.		▲
03	Ensure modern approach to engineering administration and management	Engineering Assets Manager	50%	Continually improving engineering strategy and processes. Attraction and retention of appropriate resources remains a challenge.		▲

3: Governance

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Maintain currency of Policies, Procedures and Business Rules	General Manager	50%	All Council Policies are maintained within the Councils Pulse software system. New policies and procedures have been prepared to meet legislative requirements including the Managing Psychosocial Hazards Procedure and the Public Interest Disclosure (PID) Policy. The draft Bullying, Harassment and Discrimination Procedure is currently out for consultation with staff and is anticipated to be reported to Council for endorsement early in the third quarter. A review of all Councillor related policies has been undertaken with an implementation program due to commence in January 2024 ahead of the next local government election.		▲
02	Provide Mayor and Councillors with sufficient depth of information to enable effective decision making based on sound legislative, economic, social and moral bases	General Manager	50%	Information and support is provided to the Mayor and Councillors through the provision of Council and Committee meetings, workshops and information as required. A review of Councillor related policies has been undertaken and a program of implementation will commence in January 2024.		▲
03	Program a tour of inspection on the first and third year of a new council	Engineering Works Manager	0%	No tour of inspection required in the current financial year with the most recent one held in March 2023.		⊘

4: Information Technology

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	IT - Provision of Technology Plan for Temora Shire	Administration and Finance Manager	25%	Feedback has been sent to Veritech for inclusion in an updated ICT Strategy.		▲
02	IT - Take advantage of emerging trends and technologies	IT Officer	50%	Working closely with Managed Service Provider to look at cloud solutions for varying applications.		▲
03	IT - Optimise the use of business systems and applications	IT Officer	50%	Content Manager has been upgraded to CM10.1. Awaiting IT Support Officer position to be filled to schedule administrator and user training. Department of Planning & Environment ePlanning application integrated to Authority. Pinnacle Community Services project to implement new cloud-based Care Management Software continuing.		▲
04	IT - Monitor and optimise the use of IT infrastructure and technology	IT Officer	50%	Improvements implemented to the radio links have resulted in a significant decrease in the number of connectivity issues experienced by the Depot and Pinnacle Community Services. IT infrastructure continues to be monitored by Managed Service Provider.		▲
05	IT - Review security issues pertaining to ITC	IT Officer	50%	Working closely with Managed Service Provider to monitor any security issues as they arise. Reviewing policies to ensure appropriate levels of cybersecurity focus.	Cyber Security NSW	▲
06	IT - Review future direction of application software	IT Officer	50%	Current software continues to be updated as recommended. Pinnacle Community Services is currently working on implementing new cloud based Care Management		▲

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
				software. Civica has produced new cloud based Software as a Service – Authority Altitude.		


5: Risk Management

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Risk Management - Minimise Council Risk exposure	Safety and Systems Coordinator	50%	Development of the risk management framework is underway and on track to meet Office of Local Government requirements. A framework maturity assessment has been scheduled for April 2024 to identify any gaps or opportunities for improvement prior to the July 2024 deadline.	Statewide Mutual	▲
02	Risk Management - Develop and implement a “Continuous Improvement Pathway“(Statewide Mutual”) which monitors the Risk Management performance of Council	Safety and Systems Coordinator	50%	Continuous Improvement Pathway audit complete for 2023/2024. Improvements in risk management of playgrounds underway with further improvements proposed for 2024/2025.	Statewide Mutual	▲
03	Risk Management - Commit, as an organisation, to actions, policies and procedures that support a safe and healthy workplace.	Safety and Systems Coordinator	50%	This is an ongoing project. Solid progress has been made in the psychosocial hazards risk management space, to support staff whilst meeting legislative requirements. Further improvement actions in this space are planned for the remainder of the financial year. Other priority actions include a review of volunteer risk management procedures and development of procedures to support front line and customer service staff.		▲




6: Staffing

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Ensure that succession planning of staff is in place and risk to Council implications are minimised	Payroll/Human Resources Officer	10%	Ongoing - identification of positions where employee is long standing. Knowledge sharing with other staff is encouraged.		▲
02	Ensure optimal mix of staff to meet the operational needs of Council now and in the future	General Manager	50%	The implementation of actions from the Human Resources (HR) Function Review report is continuing. A new People & Culture Manager position has been established to further support the organisation in the preparation of relevant policies and procedures and the delivery of a range of attraction and retention strategies. The position has been advertised and is anticipated to be filled early in the third quarter of the financial year.		▲
03	Improve Council employment conditions and opportunities for people with challenging circumstances (family, disability)	Payroll/Human Resources Officer	10%	No progress this quarter		
04	Aim to become an employer of choice	General Manager	50%	Council continues to implement the recommendations of the HR Review Report. Recruitment is underway for a People and Culture Manager to further assist the progression of this strategy.		▲




7: Support Services

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Provision of Quarries that meet the needs of Council	Engineering Works Manager	50%	Council quarry operations ongoing, with a GAP Analysis undertaken on the safety management plan. Shortfalls are to be addressed by way of updating this plan and site specific plans. Council now has three (3) staff that have completed a Certificate IV in Surface Extraction Operations to ensure compliance to changed legislation for quarry management.		

8: Miscellaneous

Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
01	Reduction in the financial cost, risk and disruption to Council works by Utility Providers	Engineering Works Manager	0%	No further progression relating to the Roads Act Section 138 arrangements for works undertaken by utility providers in the road reserve. This item is complex and resourcing to enforce any changes would also require additional cost to council.		
02	Provide facilities for administration staff that meet the needs of users	Director of Environmental Services	100%	Significant upgrade to workstations in Administration/Engineering area. All new staff now comfortably accommodated. Some planning commenced to upgrade amenities aimed at incorporating a meal/staff room. Note: Additional funding will be required to progress the planning and design aspects on the next stage of this work.		
03	Maintain relationships with external bodies	General Manager	50%	Council continues to be an active participant in regional and state based organisations including REROC, Eastern Riverina Arts, Visit Riverina, Riverina Regional Library Service, Country Mayors Association and LGNSW.		

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Action Code	Action Name	Responsible Officer Position	Progress	Comments	Who can help - Partner	Traffic Lights
04	Provide clear process for the conduct of events within Temora Shire	Economic Development Manager	50%	Event web page and application form under review with changes anticipated early in 2024.		
05	Develop priority projects to 'shovel ready' level to take advantage of grant opportunities	Engineering Assets Manager	0%	Haven't really been able to resource and capital works program (new and Upgrade) remains more reactive than proactively planned.		
06	Ensure adequate resources to fulfil the needs of residents	Director of Administration and Finance	50%	Council has advocated for a review of the rate peg methodology which has now been reviewed by IPART.		

12.4 COUNCILLOR INDUCTION & PROFESSIONAL DEVELOPMENT POLICY**File Number:** REP23/1636**Author:** General Manager**Authoriser:** General Manager**Attachments:** 1. Councillor Induction Policy [!\[\]\(0aff635c4179ba9e710b00f4b01d3b20_img.jpg\)](#) 
2. Councillor Induction & PD Guidelines [!\[\]\(9b3d169a802e50e3425ebff869ff6250_img.jpg\)](#) **REPORT**

A recent desktop review of Council's policies and procedures identified that Council does not have a policy for Councillor Induction and Professional Development. Under section 232(1)(g) of the Local Government Act (1993) 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 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 necessary to perform their roles.

Council officers have developed a draft Policy based on the Office of Local Government's Councillor Induction and Professional Development Guidelines.

The Guidelines and draft Policy are attached to this report for Council's consideration.

RESOLUTION 9/2024

Moved: Cr Belinda Bushell

Seconded: Cr Jason Goode

It was resolved that Council adopt the Councillor Induction & Professional Development Policy.

CARRIED

Report by Melissa Boxall

Function: Governance

Temora Shire Council

Policy Number: G30

TEMORA SHIRE COUNCIL



Councillor Induction and Professional Development Policy

DRAFT

Revision Number: 1

File Name: Councillor Induction and Professional Development Policy

Page Number: 1

Revision Date: January 2027

*Function: Governance**Temora Shire Council**Policy Number: G30***Review Details****ABOUT THIS RELEASE**

DOCUMENT NAME: Councillor Induction & Professional Development Policy
CODE NUMBER: G30
AUTHOR: Temora Shire Council
ENDORSEMENT DATE: January 2024

REVIEW

Revision Date	Revision Description		Date approved by Council	General Manager's Endorsement
January 2024	New Policy	1		

PLANNED REVIEW

Planned Review Date	Revision Description	Review by
January 2027		

*Revision Number: 1**File Name: Councillor Induction and Professional Development Policy
Page Number: 2**Revision Date: January 2027*

Function: Governance

Policy Number: G30

Temora Shire Council

Purpose

The purpose of this policy is to demonstrate Temora Shire Council's commitment to ensuring that the Mayor and Councillors have access to induction and ongoing professional development 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').

This policy has been developed using the *Councillor Induction and Professional Development Guidelines* 2018 issued by the Office of Local Government.

Scope

This policy applies to all Councillors of Temora Shire Council (Council) including the Mayor.

Policy

Statement of commitment

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 Mayor and each Councillor will have a professional development plan that identifies specific gaps in their capabilities (i.e. their knowledge, skills and attributes) and identify professional development activities to build these capabilities.

Induction program

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:

- an orientation of council facilities and the local government area
- an overview of the key issues and tasks for the new council including council's community strategic plan, delivery program, operational plan, resourcing strategy, and community engagement plan
- the legislation, rules, principles, and political context under which councils operate
- the roles and responsibilities of Councillors and the Mayor
- Council's organisational structure, workforce management strategy and the roles and responsibilities of the General Manager and council staff
- what Council does and how it operates, including an overview of integrated planning and reporting, land-use planning, natural resource management, financial management and asset management by Council
- key Council policies and procedures Councillors must comply with including the Code of Conduct.
- 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, and
- information on the process for taking the oath of office (or affirmation) and electing the Mayor at the first council meeting (where applicable).

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

- how to be an effective leader of the governing body and the council
- the role of the Chair and how to chair council meetings
- the Mayor's role in Integrated Planning and Reporting
- the Mayor's role and responsibilities under the Code of Conduct
- the Mayor's role and responsibilities in relation to the General Manager's employment

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- the Mayor's role at regional and other representative bodies, and
- the Mayor's civic and ceremonial role.

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

The induction program may also include team building 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:

- identify how they would like to work together as a team and identify a common vision for the governing body.
- build relationships with each other based on trust and mutual respect that facilitate collaboration.
- contribute to a positive and ethical culture within the governing body.
- work towards consensus as members of the governing body for the benefit of the community
- develop respectful negotiation skills and manage alternative views within the governing body without damaging relationships.
- understand what supports or undermines the effective functioning of the governing body.
- 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, including those re-elected to office, must attend all induction sessions.

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.

Ongoing professional development program

An individual ongoing professional development plan will be developed for the Mayor and each Councillor to address any gaps in the capabilities (i.e. the knowledge, skills and attributes) needed to effectively fulfil their role.

Each professional development plan will span the council's term and identify professional development activities that the Mayor or Councillor will participate in. Professional development activities will be prioritised according to need and approved by the General Manager where council funds are required in accordance with Council's Payment of Fees & Expenses & the Provision of Facilities for Councillors policy. The Mayor and Councillors are expected to complete all the activities included in their professional development plan.

Professional development activities will, wherever possible, follow the 70/20/10 principle. The 70/20/10 principle requires that:

- 70% of learning activities are provided via learning and developing from experience – for example, on-the-job training, self-directed learning, developmental roles, problem solving, exposure and practice

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*Function: Governance**Temora Shire Council**Policy Number: G30*

- 20% of learning activities are provided via learning and training through others – for example, personal or professional networks, coaching, mentoring, feedback, memberships, and professional associations, and
- 10% of learning activities are provided via learning and developing through structured programs – for example, training courses, external or in-house workshops, seminars, webinars and other e-learning and briefing sessions conducted by the council, external training providers or industry bodies.

The timing of professional development activities for the Mayor and Councillors will 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 will reflect what knowledge and skills Councillors and the Mayor need at various points in council's term to undertake their roles.

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

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.

The General Manager is responsible for planning, scheduling, and facilitating induction and professional development activities for the Mayor and Councillors.

Budget

An annual budget allocation will be provided to support the induction and professional development activities undertaken by the Mayor and Councillors.

Approval of training and/or expenses

Professional development activities that require council funds are to be approved by the General Manager in accordance with Council's Payment of Fees & Expenses & the Provision of Facilities for Councillors policy.

Evaluation

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 capabilities required to fulfil their civic roles.

Reporting

The General Manager will publicly report each year in Council's Annual Report:

- the name of the Mayor and each individual Councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the Mayor and each Councillor who participated in any ongoing professional development program during the year.
- the number of training and other activities provided to the Mayor and Councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the Mayor and Councillors during the relevant year.

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Councillor Induction And Professional Development Guidelines

2018



COUNCILLOR INDUCTION AND PROFESSIONAL DEVELOPMENT GUIDELINES

2018

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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. These Guidelines also apply to county councils, and where relevant, joint organisations.

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 A	explains the statutory requirements for induction and professional development programs for mayors and councillors in NSW.
Part B	guides councils on how to develop and deliver information sessions to potential candidates considering nominating for election.
Part C	guides councils on how to develop and deliver induction programs for newly elected and returning mayors and councillors.
Part D	guides councils on how to develop and deliver ongoing professional development programs that ensure mayors and councillors continue to develop their capabilities throughout their terms in office.
Part E	outlines how councils are to report on the induction and professional development activities offered to mayors and councillors and their participation in those activities.

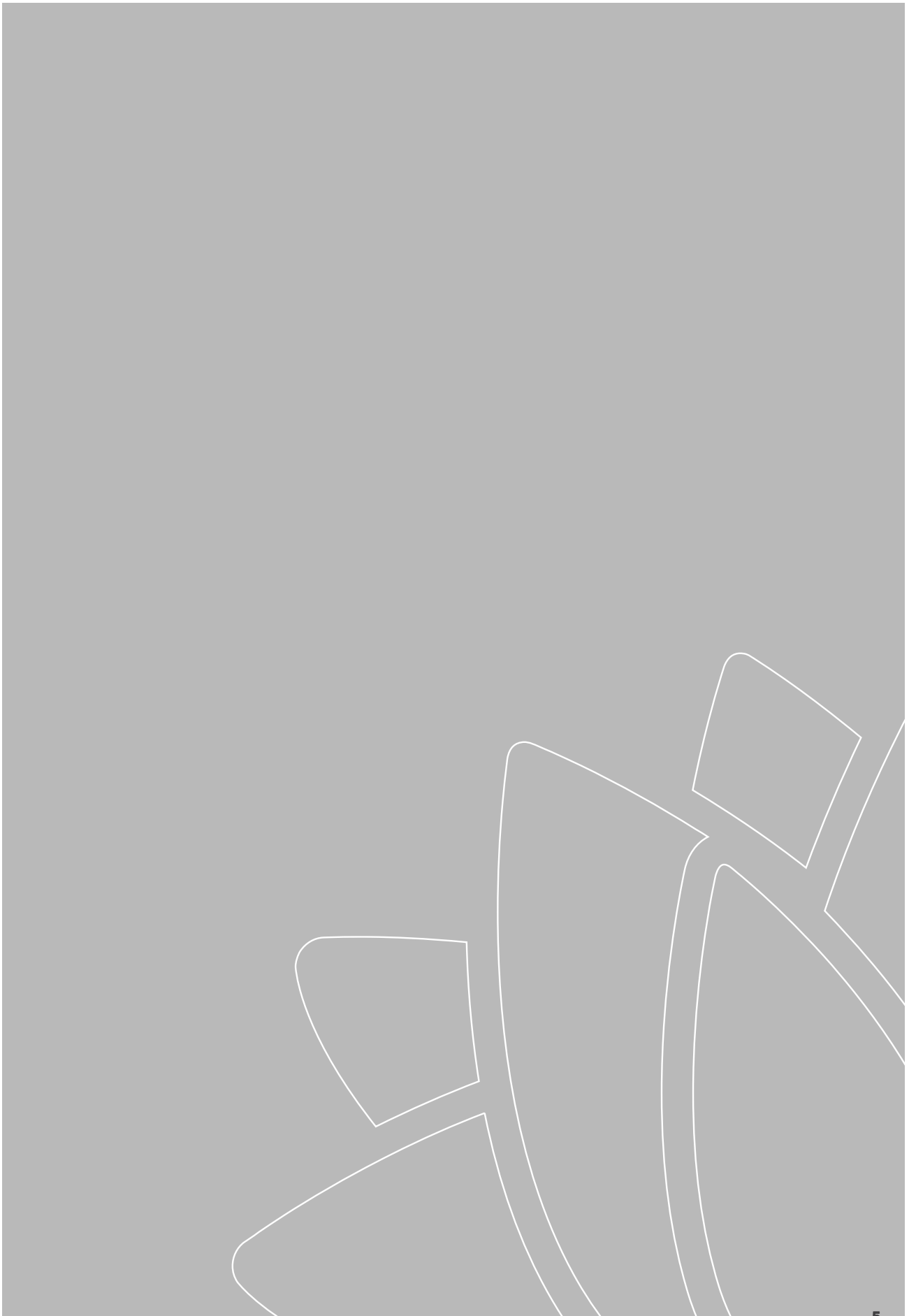
It is acknowledged that many NSW councils already provide induction and ongoing professional development programs for mayors and councillors. It is also recognised that the needs and circumstances of councils vary as do the capabilities of individual mayors and councillors, as well as their development needs. 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 also 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 capabilities (ie the knowledge, skills and attributes) that mayors and councillors are required to have or to 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 is required in candidate information sessions and induction programs for elected members.

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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 scope 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 performance 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 a broad range of areas that are unfamiliar to them in order to undertake their roles successfully. These may include, for example, understanding council meeting procedures or land use planning 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 both 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 skills necessary to perform their roles.

To assist mayors and councillors to meet this obligation, the Regulation requires general managers to deliver induction and ongoing professional development programs that will help mayors and councillors to acquire and maintain the skills necessary to perform their roles. Mayors and councillors have a reciprocal obligation to participate in these programs. Part A of these Guidelines further explains what is required of councils, mayors and councillors under the Regulation.

Each council is required to publicly report on participation in the council's induction and professional development program. Part E of these Guidelines outlines these reporting requirements.

Induction and professional development – an overview

Pre-election candidate information sessions

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

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

An induction program ensures the organisation provides a person commencing a new 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.

In the local government context, 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 become more productive in a shorter period of time.

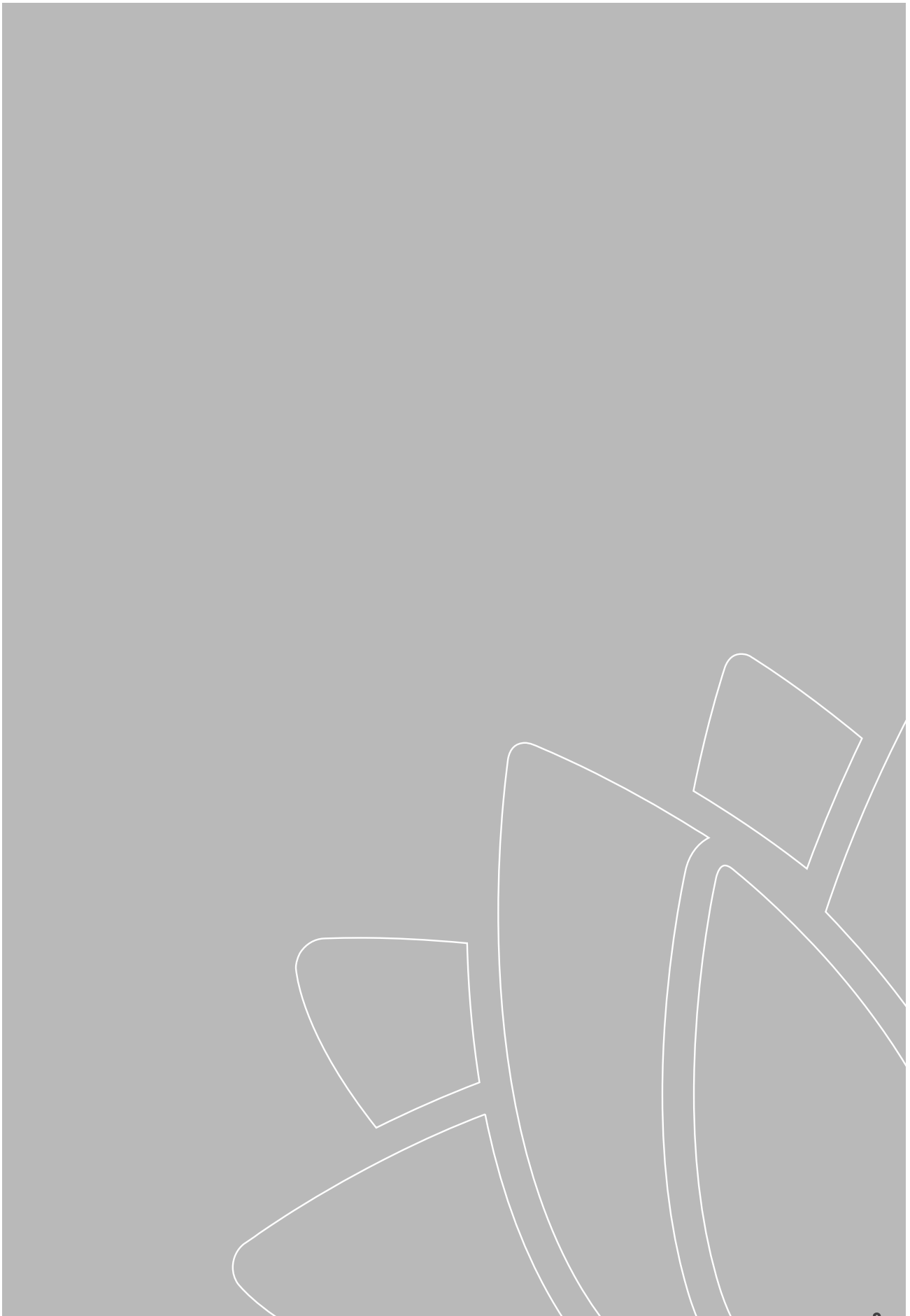
Councillor induction programs are mandatory in NSW under the Regulation. Part C of these Guidelines outlines how each council should develop its councillor induction program.

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 professional development activities 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.

Ongoing professional development programs for mayors and councillors are mandatory in NSW under the Regulation. Part D of these Guidelines outlines how each council should develop its councillor professional development program.



Part A: Statutory and Policy Context

Statutory requirements

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 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 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, knowledge and personal attributes required by the mayor, each individual councillor and the governing body as a whole, to perform their roles effectively.

These requirements also apply to councillors and mayors elected during the term of a council to fill a casual vacancy.

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. Councils are also required to report on the participation of the mayor and councillors in these programs.

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 capabilities (ie the knowledge, skills and attributes) needed to apply the guiding principles and to effectively undertake their prescribed roles and responsibilities.

Reporting requirements

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

To facilitate this accountability, councils are required under the Regulation to report each year in their annual reports on the participation of the mayor and each councillor in the induction and professional development program during that year.

The information to be reported includes:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.

These reporting requirements do not apply to joint organisations.

Council policy

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

Each council should also ensure that its ongoing professional development program is accommodated by and reflected in its councillor expenses and facilities policy.¹ The expenses and facilities policy should make clear and adequate provision for relevant training and professional development activities as legitimate expenses.

¹ A councillor expenses and facilities policy must be prepared by each council in accordance with section 252 of the Act and the Office of Local Government's *Guidelines for the payment of expenses and the provision of facilities to mayors and councillors in NSW*.

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

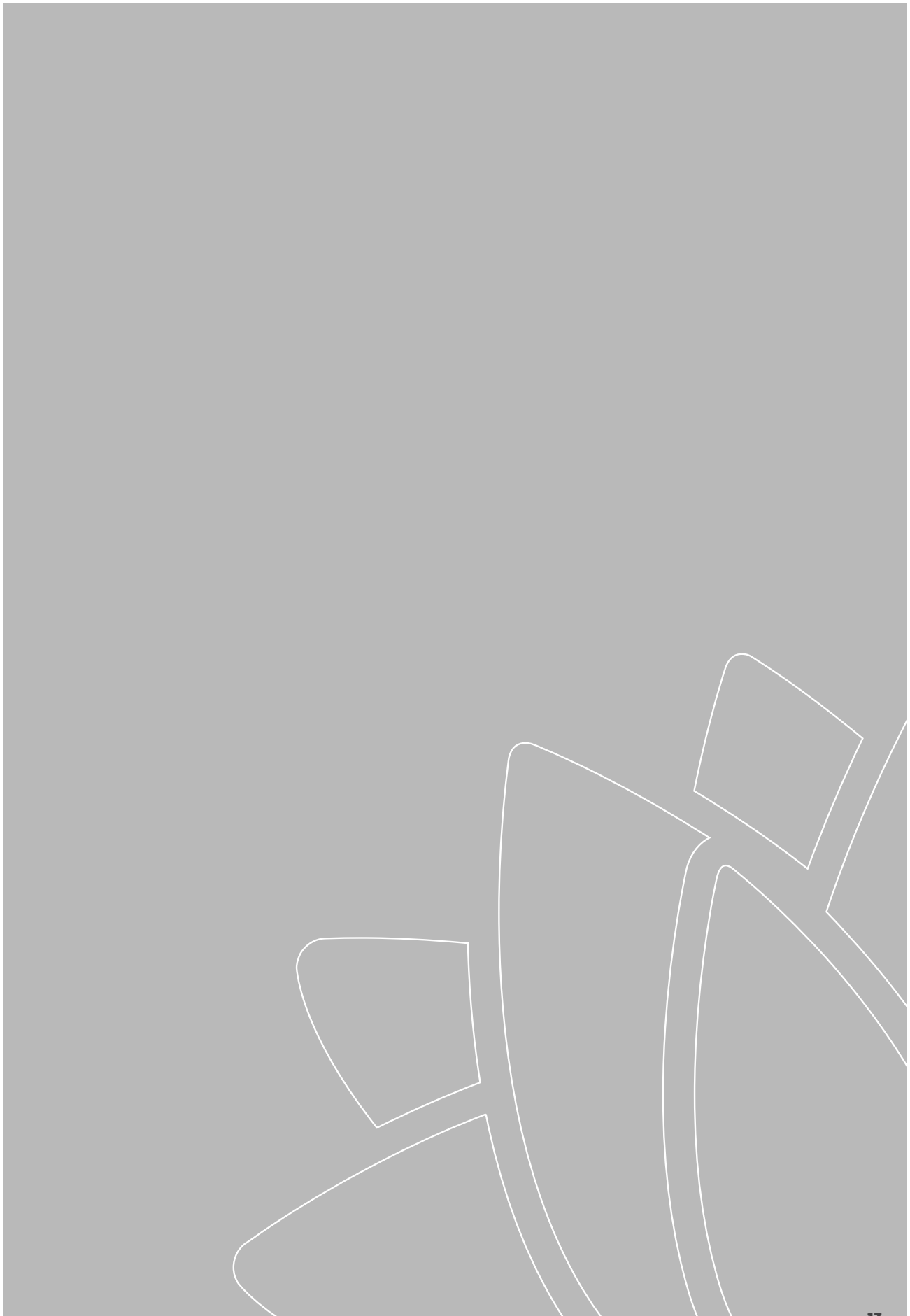
This may be done through developing and adopting a resolution or a charter as a statement of commitment to support ongoing professional development for the mayor and councillors.

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

Budget

Each council should allocate an annual budget to support induction and 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 an 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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Part B:

Pre-Election Information Session 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 knowledge, 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.

Whilst not a mandatory requirement, it is recommended that the general manager ensure 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
 - legislation and council policies they are expected to comply with
 - time commitment required, and
 - 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 so they can make tentative arrangements to attend (for example, council meetings, induction)
- 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

Accessibility

The communities served by councils are diverse, and this should be reflected in the people elected to councils. Candidate information sessions therefore need to be highly accessible to ensure as many candidates as possible that wish to attend are physically able to. This includes the venue selected, transportation options available nearby, the time the session is held and the way information is presented and delivered, particularly for people who are visually or hearing impaired.

To ensure candidates that may not be able to attend due to mobility issues or their regional geographic location are not excluded, councils should publish as much information from the candidate information sessions as possible online. Councils, particularly those in regional areas, are encouraged to webcast candidate information sessions.

Timing

Councils can choose when to hold their candidate information session/s, but at least one session should be held before the deadline for nomination to allow potential candidates to be fully informed before they nominate for election. 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, councils could consider the benefit of holding sessions in different wards.

During the information session, councils are encouraged to recommend to candidates that they attend a council meeting/s or a council committee meeting/s to gain further insight into council decision making and meeting practice. The timing of candidate information sessions should allow for candidates to attend a meeting if they wish, and therefore would be best held before a council meeting.

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 D**. Recommended content covers the:

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

Delivery

The candidate information session/s is best delivered by the person who is most 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. If the information session/s is not presented by the general manager it is recommended that the general manager still be present to answer any questions.

Mayors or councillors from previous council terms may also be invited to provide an overview 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. Whilst they are welcome to attend, it is not appropriate to invite currently elected members to present at candidate information sessions as current members may choose to re-nominate for election. Current members, however, are able to attend as an audience member if they wish.

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.

Resource sharing

There are parts of each council's candidate information session/s that will be common to all councils, for example, the roles and responsibilities of mayors and councillors and the election process.

To achieve greater efficiency, councils are encouraged to share candidate information session resources or jointly hold parts of their session/s with other councils. Joint and regional organisations are also encouraged to develop and/or deliver regional candidate information sessions on behalf of their member councils that candidates can attend. These common sessions could be supplemented by member councils with individual sessions at each council or online content that provides local information specific to that council.

Printed and face-to-face training resources, such as the candidate information pack and other visual aids used in sessions, could also be shared between councils, or developed by joint or regional organisations on behalf of their member councils.

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 that council may wish to use. More information can be found at www.elections.nsw.gov.au and www.votensw.info.

Candidate information pack

Councils are encouraged to prepare a candidate information pack for attendees that provides key information for continued consideration after the information 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.

3. Evaluation

It is recommended that the information session/s 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. Councils could do this by seeking the views of attendees at the end of a session.

For greater insight, councils may also consider surveying the councillors elected approximately six months after the election to assess whether they feel the session gave them an accurate view of their roles and responsibilities, or whether they would have benefitted from any other information being given at the sessions.

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

- the roles and responsibilities of a councillor and mayor, including the knowledge, skills and personal attributes 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 could assess whether these outcomes were achieved.

Part C:

Induction Program for Mayors and Councillors



Benefits of a councillor induction program

Holding an induction program for councillors (including a supplementary component for mayors) each council term is a mandatory requirement under the Regulation. The mayor and all councillors are expected to participate in all induction activities.

The induction program will enable 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 the councillor 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. It can also establish clear roles and responsibilities and build trust and positive working relationships.

The induction program will benefit mayors and councillors by:

- 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

- 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 them to understand key legislation
- helping them 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.

An induction program should also be delivered for any councillors or a mayor elected during the term of a council to fill a casual vacancy.

Returning councillors

Because local government is complex and subject to change, the mayor and all councillors, both new and experienced, are expected to participate in the councillor induction program at the commencement of each council 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 the mayor and councillors determining how they can work together as a team. The mayor and all councillors need to be part of this process.

For returning mayors, council can assess the prior knowledge and experience of the returning mayor and provide refresher training as needed as part of the supplementary mayoral component of the induction program. This includes mayors elected midway through the council term who are also expected to undergo mayoral induction.

County councils

County councils are required to deliver an induction program for their member councillors. This includes new members who are appointed to fill a casual vacancy.

Induction programs for county councils are to be delivered as an external supplementary component of the induction program each member participated in at their home council.

This supplementary external component is to be delivered by the county council and focus on providing the councillor the information

they need to know about the county council in order to fulfil their role. This could include, for example:

- early functions required of members such as the election of the chairperson
- the functions and directions of the county council
- the county council's business activity strategic plan
- financial information
- applicable regulatory requirements (e.g. for water supply or sewerage infrastructure)
- staffing, and
- local issues.

County councils should also include team building activities in their induction programs (as described below) to set a positive and unifying foundation for the operation of the county council.

Joint organisations

Joint organisations are not required to deliver an induction program for the voting representatives who are elected to their board.

However, joint organisations may choose to deliver an induction program to all board members (including voting representatives and non-voting representatives) to ensure they understand their responsibilities and the role and functions of their joint organisation. Where joint organisations undertake operational functions or deliver services on behalf of member councils, it is strongly recommended that joint organisation board members receive a briefing on these and relevant financial information as part of any induction offered.

Joint organisations may also include team building activities (as described below) to set a positive and unifying foundation for the operation of the joint organisation.

Delivering a councillor induction program

Accessibility

Councillor induction programs need to be highly accessible to ensure that all councillors are able to attend, particularly those with mobility issues or other impairments which may cause attendance to be difficult. Councils should therefore select options which maximise the accessibility of induction sessions. This includes the venue selected, transportation options available nearby, the time the session is held and the way information is presented and delivered, particularly for the sight or hearing impaired.

Councils are also encouraged to publish as much induction material as possible online to enable councillors to access induction materials and other relevant council information when needed.

Planning

Councils should aim to have their induction programs finalised in time to provide potential candidates the proposed induction timetable at the candidate information session/s. Candidates can then make tentative arrangements to enable them to attend the induction program straight after the election 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, where practical, 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 and the mayor with the information they need to function effectively in their roles, including in meetings, until the rest of the induction program is delivered. At a minimum, this should include training in council's code of conduct, code of meeting practice, preparation for taking the oath of office and electing the mayor (if applicable). 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 six 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 use 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 E**.

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 (this includes a supplementary component for the mayor), 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 (including joint and regional organisations of councils) 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
- manage alternative views within the governing body without damaging relationships
- 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 or councillor 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.

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. Councils are also encouraged to publish these materials online for easy access by councillors.

Resource sharing

There are parts of each council's induction program that will be common to all councils, for example, councillor roles and responsibilities, statutory frameworks, the code of conduct, the code of meeting practice and media training.

To achieve greater efficiency, councils are encouraged to share common induction resources with other councils or jointly hold parts of their induction program with other councils. Joint and regional organisations are also encouraged to develop and/or deliver the common elements of their member councils induction programs on their behalf. These common sessions can be supplemented by member councils with individual sessions that provide local information and team building activities specifically for the elected members of that council.

Printed and face-to-face training induction resources could also be shared between councils, or developed by joint or regional organisations on behalf of their member councils.

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.

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 manual 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. It will also provide councillors easier access to council information when needed.

Appendix F 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
- useful resources from other state government agencies and independent bodies 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.

Casual vacancies

Under the Regulation, an induction program must also be delivered by a council for any newly elected mayor or councillor who is elected to fill a casual vacancy that arises during the council term.

Evaluation

Councils 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 the 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 their ceremonial functions
- lead the council's integrated planning and reporting, and
- manage code of conduct complaints about the general manager.

Part D:

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 mandatory in NSW. It 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.

Developing an ongoing professional development plan

As part of council's professional development program, an ongoing professional development plan must be developed for the mayor and each councillor. The program will span the council's term, with individual activities implemented over time according to priority. The mayor and each councillor is expected to complete all the activities included in their professional development plan.

Assessment

As a first step to developing individual plans, an assessment is required of the knowledge, skills and personal attributes the mayor and each councillor bring to their roles and a comparison made against those that they need to effectively serve their community. Councils may also have additional knowledge, skills or attributes that they need elected members to possess, reflecting the specific services or particular environmental, social or economic challenges facing their community.

Any deficit in knowledge, skills or attributes identified through the assessment process should form the basis of the professional development plans developed for the mayor and each councillor. This process should be undertaken for both new and experienced mayors and councillors.

Activities

The professional development plan developed for the mayor and each councillor must outline how their individual development needs are going to be met within the council term. Professional development activities should be prioritised according to need and approved by the general manager where council funds are required.

Professional development activities should, wherever possible, follow the 70/20/10 learning principle. The 70/20/10 principle requires that:

- 70% of learning activities are provided via learning and developing from experience – for example, on-the-job training, self-directed learning, developmental roles, problem solving, exposure and practice
- 20% of learning activities are provided via learning and developing through others – for example, personal or professional networks, coaching, mentoring, feedback, memberships and professional associations, and
- 10% of learning activities are provided via learning and developing through structured programs – for example, training courses, external or in-house workshops, seminars, webinars and other e-learning and briefing sessions conducted by the council, external training providers or industry bodies.

The 70/20/10 learning principle enables councils and elected members to take into account the varied learning styles the mayor and individual councillors have, as well as the time they have available for professional development, when selecting professional development activities. It also minimises the financial costs of delivering an ongoing professional development program by prioritising learning through on-the-job experiences and networking.

Resource sharing

There may be professional development activities that are common to all councillors or mayors. Councils are encouraged to share educational resources with other councils and/or jointly hold professional development activities with other councils. Joint and regional organisations are also encouraged to develop and/or deliver regional professional development activities on behalf of their member councils.

Timing

The timing of professional development activities 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, councils 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.

County councils and joint organisations

County councils should offer professional development activities that are relevant to their specific functions and operations and that may be necessary to support decision making in relation to those functions and operations.

While joint organisations are not required to deliver a professional development program, they should consider offering professional development activities relevant to any functions or services provided by the joint organisation on behalf of member councils to support any decision making required by the board in relation to those activities.

Local Government Capability Framework and 'PD in a Box'

Local Government NSW has developed a Local Government Capability Framework. This describes the knowledge, skills and personal attributes needed by mayors and councillors to represent their communities on council and to deliver community outcomes. These are listed in **Appendix G**.

The Framework is supported by 'PD in a Box', a free and confidential online portal that mayors and councillors can use to assess the knowledge and skills they bring to their role and self-identify gaps that require professional development. Mayors and councillors will receive an ongoing professional development plan through the portal, based on their input, which will suggest specific activities that they can participate in to build the skills and knowledge they need.

Councils are able to use this as a tool to support the development of ongoing professional development programs for their mayors and councillors.

The Local Government Capability Framework and PD in a Box can be found at www.lgnsw.org.au.

Evaluation

Councils are to evaluate their ongoing professional development program 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 E:

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 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 each year in their annual report on the participation of the mayor and each councillor in the council's induction and professional development programs during that year.

The information published in the annual report is to include:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.

These reporting requirements do not apply to joint organisations.

Appendix A: Guiding Principles for Councils under the Act



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.

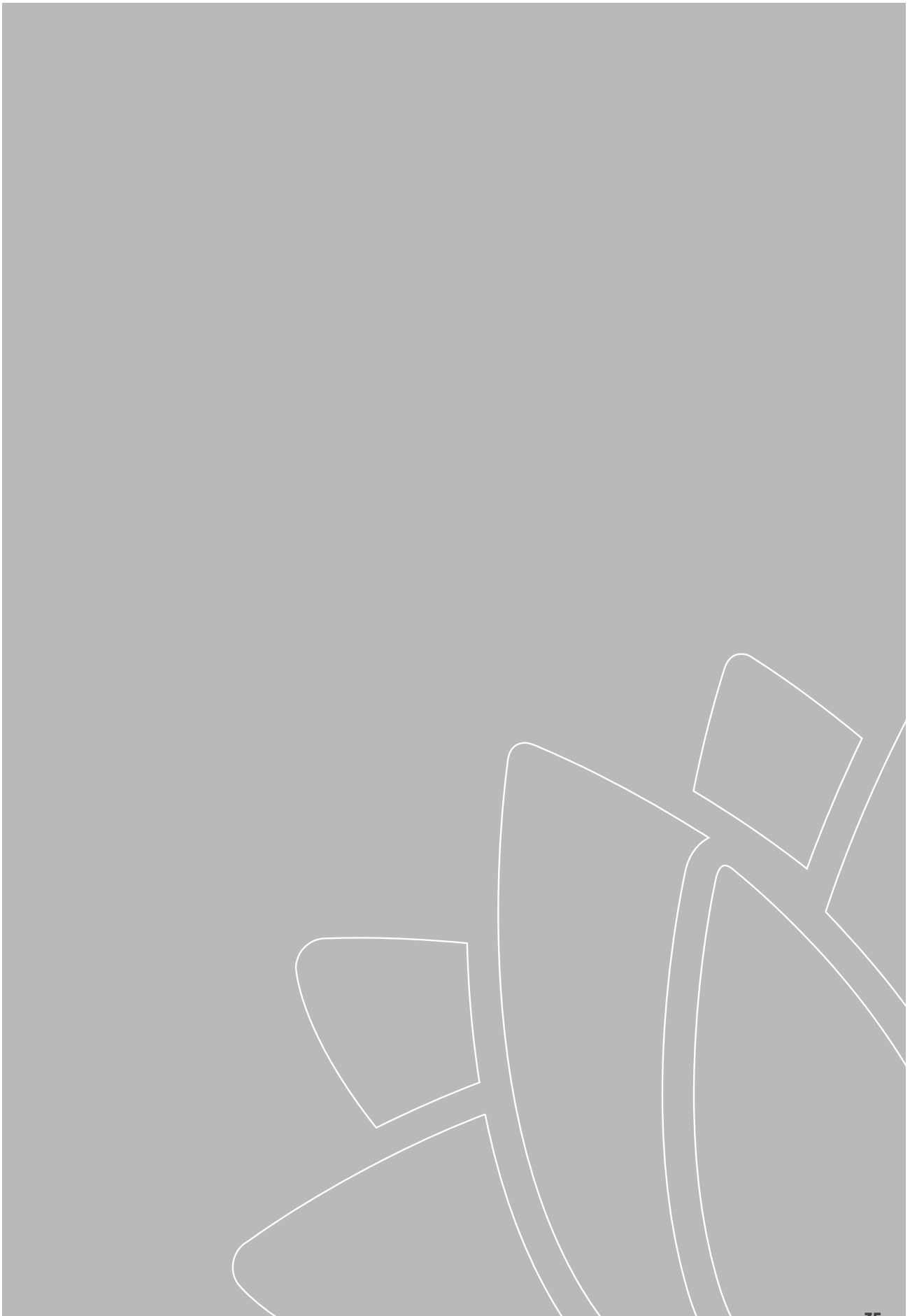
Councils should:

- 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 body of a council. 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 of the council
- 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:

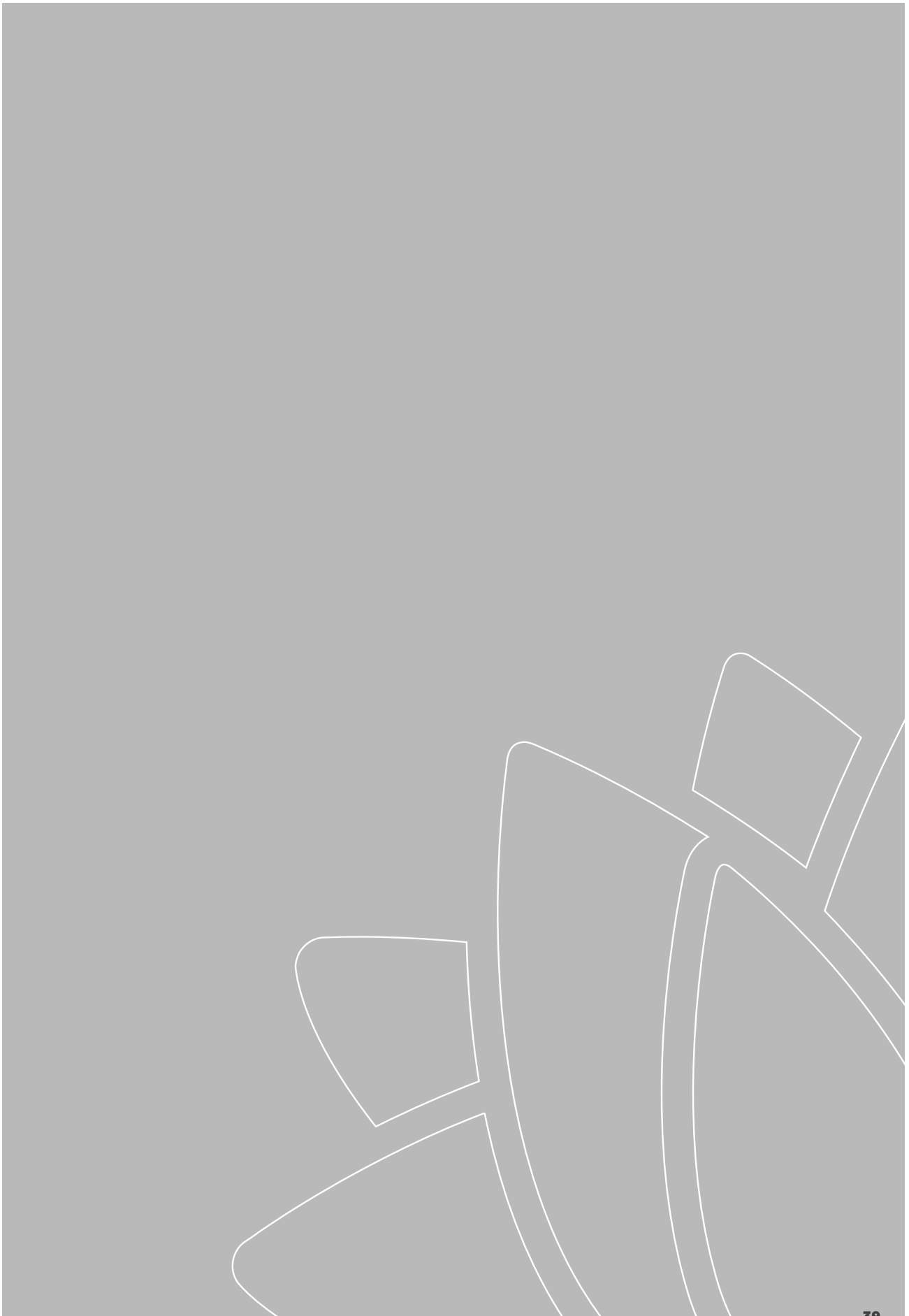
- be an active and contributing member of the governing body
- make considered and well informed decisions as a member of the governing body
- participate in the development of the council's integrated planning and reporting framework
- represent the collective interests of residents, ratepayers and 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:

Model Councillor

Induction and Professional

Development Policy



Purpose

The purpose of this policy is to demonstrate X Council's² commitment to ensuring that the mayor and councillors have access to induction and ongoing professional development 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 mayor and each councillor will have a professional development plan that identifies specific gaps in their capabilities (ie their knowledge, skills and attributes) and identify professional development activities to build these capabilities.

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 cover³:

- an orientation to council facilities and the local government area
- an overview of the key issues and tasks for the new council including council's community strategic plan, delivery program, operational plan, resourcing strategy and community engagement plan
- the legislation, rules, principles and political context under which councils operate
- the roles and responsibilities of councillors and the mayor
- Council's organisational structure, workforce management strategy and the roles and responsibilities of the general manager and council staff
- what Council does and how it operates, including an overview of integrated planning and reporting, land-use planning, natural resource management, financial management and asset management by Council
- key Council policies and procedures councillors must comply with including the code of conduct
- 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, and
- information on the process for taking the oath of office and electing the mayor at the first council meeting (where applicable).

² Insert name of your council.

³ Each council is to list the topics it has included in its induction program. See Part C of these Guidelines for further information.

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

- how to be an effective leader of the governing body and the council
- the role of the Chair and how to chair council meetings
- the mayor's role in integrated planning and reporting
- the mayor's role and responsibilities under the code of conduct
- the mayor's role and responsibilities in relation to the general manager's employment
- the mayor's role at regional and other representative bodies, and
- the mayor's civic and ceremonial role.

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 team building 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:

- identify how they would like to work together as a team and identify a common vision for the governing body
- build relationships with each other based on trust and mutual respect that facilitate collaboration
- contribute to a positive and ethical culture within the governing body
- work towards consensus as members of the governing body for the benefit of the community
- develop respectful negotiation skills and manage alternative views within the governing body without damaging relationships
- understand what supports or undermines the effective functioning of the governing body

- 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, including those re-elected to office, must attend all induction sessions.

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.

Ongoing professional development program

An individual ongoing professional development plan will be developed for the mayor and each councillor to address any gaps in the capabilities (ie the knowledge, skills and attributes) needed to effectively fulfil their role.

Each professional development plan will span the council's term, and identify professional development activities that the mayor or councillor will participate in. Professional development activities will be prioritised according to need and approved by the general manager where council funds are required in accordance with council's councillor and expenses and facilities policy. The Mayor and councillors are expected to complete all the activities included in their professional development plan.

Professional development activities will, wherever possible, follow the 70/20/10 principle. The 70/20/10 principle requires that:

- 70% of learning activities are provided via learning and developing from experience – for example, on-the-job training, self-directed learning, developmental roles, problem solving, exposure and practice
- 20% of learning activities are provided via learning and training through others – for example, personal or professional networks, coaching, mentoring, feedback, memberships and professional associations, and
- 10% of learning activities are provided via learning and developing through structured programs – for example, training courses, external or in-house workshops, seminars, webinars and other e-learning and briefing sessions conducted by the council, external training providers or industry bodies.

The timing of professional development activities for the mayor and councillors will 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 will reflect what knowledge and skills councillors and the mayor need at various points in council's term to undertake their roles.

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

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 activities 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.

Budget

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

Approval of training and/or expenses

Professional development activities that require council funds are to be approved by the general manager in accordance with X Council's Councillor Expenses and Facilities Policy.

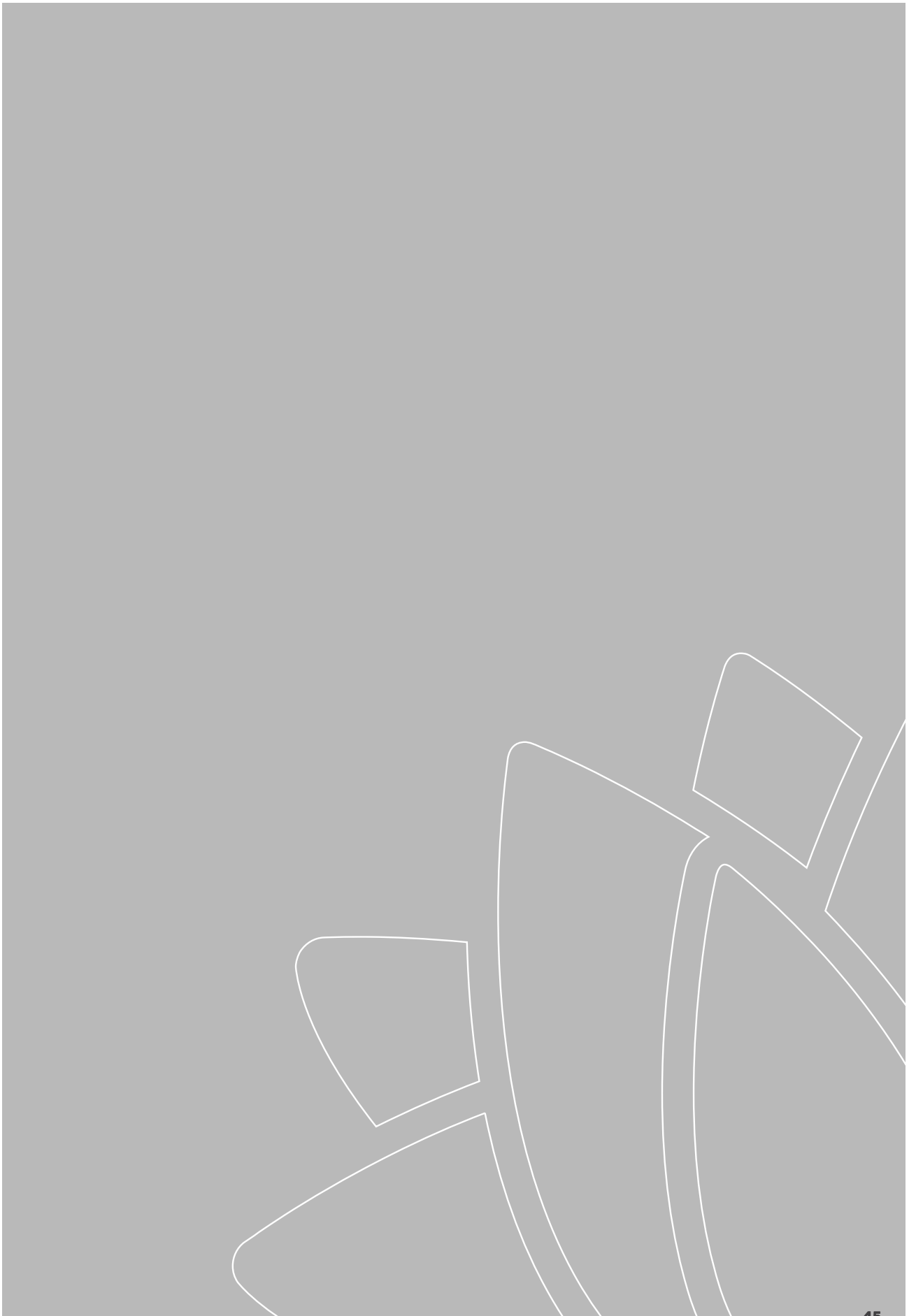
Evaluation

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 capabilities required to fulfil their civic roles.

Reporting

The general manager of X Council will publically report each year in Council's annual report:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)
- the name of the mayor and each councillor who participated in any ongoing professional development program during the year
- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program, and
- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.



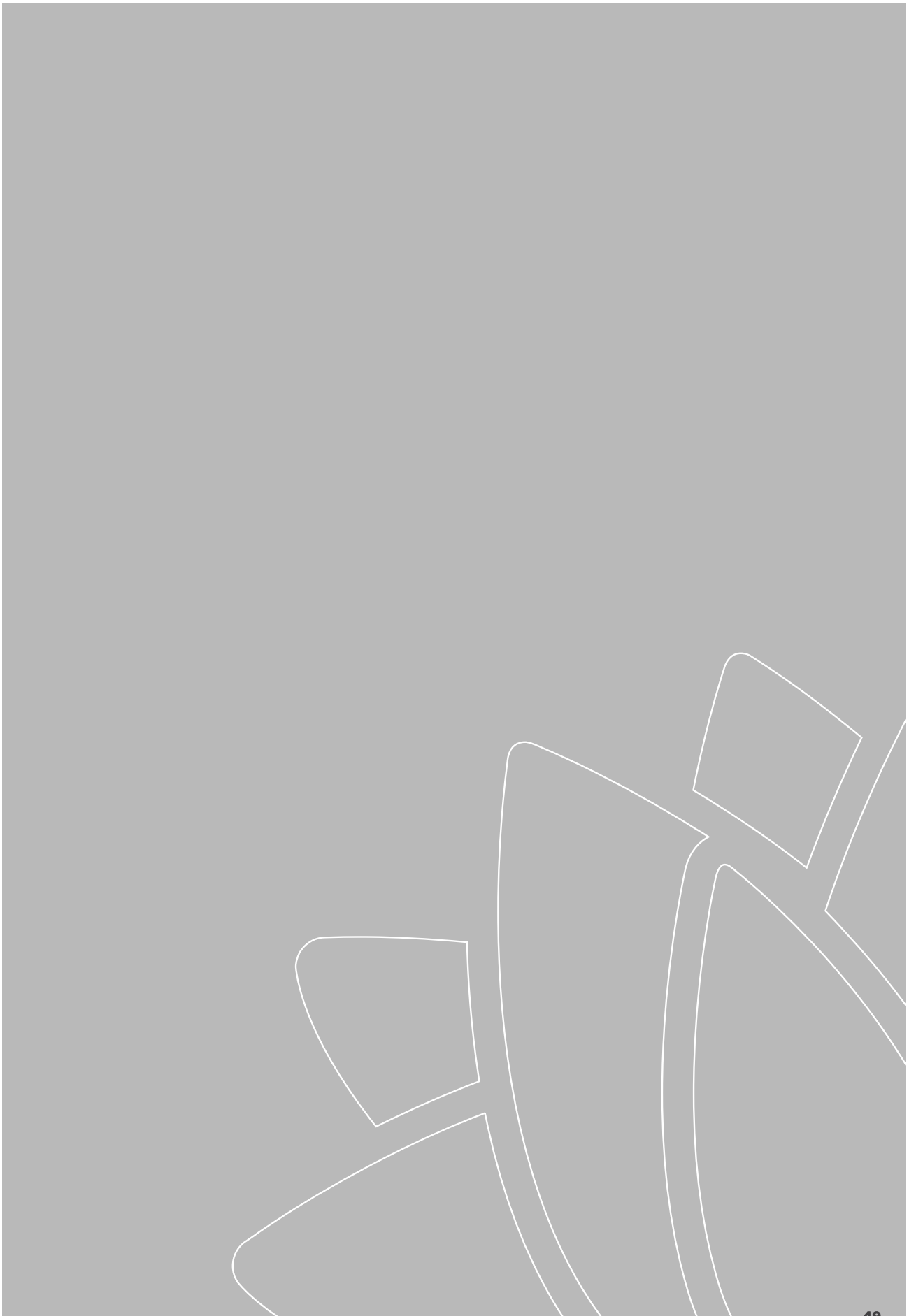
Appendix D:

Candidate Information Session Content Checklist



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

Topic Area	Suggested Content
Time commitment	<ul style="list-style-type: none"> • Participation in council's councillor induction program • Participation in the mayor's supplementary induction program • Expected attendance at council meetings, including meeting days, times, frequency and possible duration • Preparation required for council meetings, for example: <ul style="list-style-type: none"> – attending pre-meeting briefings – reading business papers – ensuring councillors have a full understanding of issues requiring decisions • Potential participation in other meetings, for example extraordinary council meetings, regional bodies, external bodies • Potential attendance at community events, ceremonies and other functions • Responding to media requests and inquiries • Potential participation in formal community consultation processes • Answering letters, emails and phone calls from residents and ratepayers as well as participating in regular informal conversations • Participation in any other activities that are likely to arise and require the mayor or councillors' time
Support available to assist councillors in the role	<ul style="list-style-type: none"> • The annual fees paid to councillors and the mayor • Council's expenses and facilities policy • Council's induction and professional development program for councillors and the mayor • 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
Ways to gain further understanding	<ul style="list-style-type: none"> • Attendance at a council meeting/s or council committee meeting/s to observe council decision making and meeting practice • NSW Electoral Commission website and other educational materials



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Appendix E:

Induction Program

Content Checklist



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

Topic area	Suggested content
Overview of the key issues and tasks for the new council	<ul style="list-style-type: none"> • The demographic profile of the local government area • Council's current social and economic health and performance • The key social, environmental and economic concerns facing the community • The key issues and tasks the new council will need to address • Any issues faced by previous councils or useful historical information that may impact or assist the new council • The current community strategic plan and the process that led to its development, including its role in informing the new council's activities • Council's current delivery program, operational plan, resourcing strategy and community engagement strategy • Regional and other bodies council is a member of and the roles of those bodies • Overview of council's assets
Legal and political context of local government	<ul style="list-style-type: none"> • The relationship of state and commonwealth governments to local government • The statutory framework that applies to local government • Each of the guiding principles under the Act that govern council's functions • The key accountabilities of the council to the community, the NSW Government and oversight agencies • The roles and responsibilities of oversight agencies such as the: <ul style="list-style-type: none"> - Office of Local Government - Department of Planning and Environment - Environment Protection Authority - NSW Audit Office - Independent Commission Against Corruption, and - NSW Ombudsman • The role and responsibilities of the Minister for Local Government

Topic area	Suggested content
Roles and responsibilities of councillors and staff	<ul style="list-style-type: none"> • The process for electing the mayor (if applicable) • The roles and responsibilities of the governing body and individual councillors under the Act including: <ul style="list-style-type: none"> - the strategic nature of their role compared to the operational roles and responsibilities of the general manager and council staff and the limits on councillors role or direction in operational matters - the different roles of the governing body and the general manager in determining council's organisational structure - councillors obligations under council's code of conduct and the <i>Work Health and Safety Act 2011</i> in their dealings and behaviour towards the general manager and staff • The role and responsibilities of the mayor under the Act including: <ul style="list-style-type: none"> - the mayor's civic and ceremonial role and the functions they exercise under this - the mayor's responsibility for exercising day-to-day oversight, monitoring ongoing performance and leading annual performance reviews of the general manager • The roles and responsibilities of the general manager and council staff under the Act including: <ul style="list-style-type: none"> - the responsibility of the general manager and staff to provide timely information and advice to the mayor and councillors and the administrative and professional support necessary to discharge their functions - council's protocol or policy on councillor and staff interaction and how councillors can request assistance or information from staff or forward constituent requests to staff • The regional and other bodies the council is a member of and the roles of those bodies • How to speak to the media appropriately and effectively • Financial and other delegations • Integrated planning and reporting responsibilities

Topic area	Suggested content
Overview of the key functional areas of council operations and staffing	<ul style="list-style-type: none">• Council's organisational structure• The role and responsibilities of each business unit or functional area within council, for example:<ul style="list-style-type: none">- planning and other regulatory functions- assets and infrastructure- financial management- community services- governance- internal audit- teams responsible for implementing key council policies, strategies or programs• Council's workforce management strategy• An overview of the requirements of the <i>Guidelines for the Appointment and Oversight of General Managers</i> released by the Office of Local Government• An overview of the general manager's contract of employment, performance agreement and key performance indicators

Topic area	Suggested content
Legal and ethical responsibilities and risk management	<ul style="list-style-type: none"> • Preparation for taking the oath or affirmation of office • All legislation that councillors are expected to comply with, for example in relation to: <ul style="list-style-type: none"> - local government - work health and safety - anti-discrimination - privacy - public access to information - record keeping and records management - tendering and procurement • All council policies and protocols that councillors will be expected to comply with, for example: <ul style="list-style-type: none"> - councillor and staff interaction policy - code of meeting practice - code of conduct - conflicts of interest policy - councillor expenses and facilities policy - gifts and benefits policy - councillor induction and professional development policy - risk management and internal audit policy - media policy • In relation to council's code of conduct: <ul style="list-style-type: none"> - how to identify, disclose and manage pecuniary and non-pecuniary interests - the process for making and managing code of conduct complaints under the <i>Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW</i> - the consequences of a breach of council's code of conduct - the definition of "corrupt conduct" under the <i>Independent Commission Against Corruption Act 1988</i> and the potential consequences of engaging in corrupt conduct • Participation in the councillor induction and professional development program • How the council manages risk, including: <ul style="list-style-type: none"> - council's risk management framework - the role of the Audit, Risk and Improvement Committee - council's internal audit function - external audit

Topic area	Suggested content
Decision-making	<ul style="list-style-type: none"> • The purpose of council meetings • Prescribed meeting rules and council's code of meeting practice • The role of the chair • How to use closed meetings appropriately • What an orderly, effective and efficient council meeting looks like and how it is conducted • How councillors should prepare for a council meeting, including pre-meeting briefings • The role of business papers and meeting minutes and how to understand and interpret them • The role of committees, the committee structure adopted by the council and the functions of each of council's committees
Strategic planning	<ul style="list-style-type: none"> • The statutory requirements for integrated planning and reporting, including its conceptual basis, guiding principles and reporting requirements • How integrated planning and reporting is conducted by council including: <ul style="list-style-type: none"> - council's integrated planning and reporting frameworks, timelines and processes - the mayor's and councillors' roles - community consultation and participation - change management processes - reporting mechanisms
Land use planning	<ul style="list-style-type: none"> • Overview of the land use planning system, including: <ul style="list-style-type: none"> - relevant legislation - the role of council in land use and development approvals - the development assessment and approval process under the <i>Environmental Planning and Assessment Act 1979</i> - the role of independent panels, including Joint Regional Hearing Panels and Independent Hearing and Assessment Panels, in relation to development approvals - the delegations made with respect to development assessments and approvals - the role of environmental planning instruments and how to interpret them - the environmental planning instruments that apply to council's area and the development control plans adopted by council - delegations - the role of oversight agencies, for example, the Department of Planning and Environment and the Greater Sydney Commission - the role of the Minister for Planning

Topic area	Suggested content
Natural resource management	<ul style="list-style-type: none"> • Council's public land management responsibilities and the statutory requirements that apply to public land management • Council's natural resource management responsibilities and the regulatory frameworks under which it exercises its functions
Water management (for councils that are water utilities)	<ul style="list-style-type: none"> • Council's water management responsibilities and the regulatory frameworks under which it exercises its functions • Drinking water quality and public health responsibilities • Integrated Water Cycle Management – including water security and asset planning • Water utility operation and performance monitoring
Financial processes and financial management	<ul style="list-style-type: none"> • The responsibility of councillors for the financial management and sustainability of the council under the Act • Council's long-term financial plan and other components of council's resourcing strategy, including revenue sources • How to interpret and understand the financial information contained in financial reports prepared by council
Asset management	<ul style="list-style-type: none"> • Asset management planning requirements • Council's asset management strategy
Customer services and complaints handling	<ul style="list-style-type: none"> • Council's complaints handling process and how councillors should handle constituents' concerns
Support available to assist councillors in their role	<ul style="list-style-type: none"> • The annual fees paid to councillors and the mayor • Council's expenses and facilities policy • Ongoing professional development for the mayor and councillors • 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
Supplementary topics for mayor	<ul style="list-style-type: none"> • How to be an effective leader of the governing body and the council • The role of the chair and how to chair council meetings • The mayor's role and responsibilities under the code of conduct • The mayor's role in integrated planning and reporting • The mayor's role and responsibilities in relation to the general manager's employment: <ul style="list-style-type: none"> - the requirements of the mayor under the <i>Guidelines for the Appointment and Oversight of General Managers</i> released by the Office of Local Government - how to conduct day-to-day oversight of the general manager including in relation to credit card use and other expenses, and - how to lead recruitment and performance reviews of the general manager • The mayors role on the regional and other bodies they attend on behalf of the council and council's position on the key issues under consideration by these bodies • The mayor's civic and ceremonial role and the community functions the mayor will be expected to attend

Appendix F:

Councillor Induction Manual Content Checklist

Topic area	Suggested content
Governing body	<ul style="list-style-type: none"> • Summary of the shared purpose, goals, vision and success markers identified by the governing body during the induction process • Summary of the values and behaviours identified by the governing body during the induction process that will characterise the council term
Basic information about the council	<ul style="list-style-type: none"> • Organisational chart and outline of key function and service areas, including those of senior staff • Information and/or chart showing the relationships between councillors and council staff and decision-making processes • List of council facilities and map of the local government area • How to use council's IT system/s • How to raise work, health and safety issues • List of regional bodies and committees council is a member of
Profile of the local government area	<ul style="list-style-type: none"> • Information about council wards • Population statistics • Useful information about the local government area • Useful information about key issues or tasks for the new council
Information about council meetings	<ul style="list-style-type: none"> • Council's code of meeting practice • Agenda and minutes of recent meetings • Meeting times and venues • Deadlines related to meetings, business papers and minutes • List of council committees and their composition
Key planning and policy documents and information	<ul style="list-style-type: none"> • Integrated planning and reporting documents, for example, the current community strategic plan, delivery program, operational plan, community engagement strategy and resourcing strategy, workforce management strategy etc. • List of financial and other delegations • Most recent annual report • End-of-term report of last council term • Council policy documents, including council's: <ul style="list-style-type: none"> - policy register/list of policies - code of conduct - councillor expenses and facilities policy - information access policy - councillor and staff interaction policy and protocol - gifts and benefits policy - media policy - conflicts of interest policy - council's risk management framework and relevant internal audit, external audit and risk management related documents • Any other relevant plans, policies and procedures

Topic area	Suggested content
Key legislation	<ul style="list-style-type: none"> • Copy of key legislation or relevant excerpts from legislation • Information about the key legislation and regulation under which council exercises its functions, for example: <ul style="list-style-type: none"> • <i>Local Government Act 1993</i> • <i>Local Government (General) Regulation 2005</i> • <i>Environmental Planning and Assessment Act 1979</i> • <i>Protection of the Environment Operations Act 1997</i> • <i>Work Health and Safety Act 2011</i> • <i>State Records Act 1998</i> • How to access up-to-date versions of the legislation online (www.legislation.nsw.gov.au)
Information about support for councillors	<ul style="list-style-type: none"> • How to make a request or claim under council's expenses and facilities policy • Information about the induction and professional development program • Contact details of council officer/s that councillors may contact for information

Topic area	Suggested content
Other useful resources and/or details about where they may be accessed	<ul style="list-style-type: none"> • Induction program presentations and materials • Contact details for key organisations such as the Office of Local Government and Local Government NSW • The <i>Councillor Handbook</i> released by the Office of Local Government • Bluetts's Local Government Handbook NSW • A copy of useful publications and guidance material produced by NSW Government agencies and other bodies (where relevant) in relation to: <ul style="list-style-type: none"> - capital expenditure, tendering and procurement (Office of Local Government, Department of Finance, Services and Innovation) - the <i>Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW</i> (Office of Local Government) - the <i>Guidelines for the Appointment and Oversight of General Managers</i> (Office of Local Government) - the <i>Internal Audit Guidelines</i> (Office of Local Government) - land-use planning and development approvals processes (Department of Planning and Environment) - public interest disclosures (NSW Ombudsman) - access to information and privacy (Information and Privacy Commission) - fraud and corruption (Independent Commission Against Corruption, NSW Audit Office) - external audit (NSW Audit Office) - annual reviews and performance audits of local government (NSW Audit Office) - anti-discrimination (Anti-Discrimination Board of NSW) - council rating determinations (Independent Pricing and Regulatory Tribunal) - councillor and mayoral remuneration (Local Government Remuneration Tribunal)

Appendix G:

Local Government

Capability Framework



Personal attributes

	Cir	Mayor
Manage self		
Talks to the mayor/councillor, general manager and other councillors about own role and responsibilities, and seeks feedback	✓	✓
Pursues responsibilities with energy, drive and commitment	✓	✓
Manages own time effectively, balancing demands in line with council priorities	✓	✓
Shows awareness of own strengths and areas for growth	✓	✓
Looks for and takes opportunities to develop knowledge and skills as a councillor	✓	✓
Honestly examines personal motivation and capability as mayor		✓
Reflects on and integrates feedback, showing a capacity and willingness to modify own behaviours		✓
Display resilience and adaptability		
Is flexible and willing to change their mind in light of new information	✓	✓
Stays calm and objective in challenging situations	✓	✓
Advocates constructively for an idea or position, even in the face of strong, contrary views	✓	✓
Listens when challenged and seeks to understand criticisms before responding	✓	✓
Stays positive and perseveres in the face of resistance or setbacks	✓	✓
Accepts public feedback and responds in a thoughtful and considered way	✓	✓
Reads situations quickly and shows leadership in times of crisis		✓
Acts as a stabilising influence in challenging and emotionally charged situations		✓
Act with integrity		
Is open, honest and consistent in words and behaviour	✓	✓
Tells the truth and admits to own mistakes	✓	✓
Maintains confidentiality	✓	✓
Takes steps to clarify ethical issues and seeks advice when unsure what to do	✓	✓
Follows the code of conduct, legislation and policies applicable to councillors/mayors	✓	✓
Speaks out against illegal and inappropriate behaviour and perceived conflicts of interest	✓	✓
Helps councillors understand their obligations to comply with the codes of conduct, legislation and policies		✓
Identifies and discusses ethical issues with councillors		✓
Promotes a culture of integrity within council and in dealings external to council		✓

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	Clr	Mayor
Demonstrate accountability		
Prepares appropriately for council meetings	✓	✓
Acts in the public interest and observes the highest standards of personal conduct at all times	✓	✓
Takes responsibility for fulfilling the role of councillor/mayor to the best of their ability	✓	✓
Is transparent in actions and decision making, declaring potential conflicts	✓	✓
Models the highest standards of accountability, providing transparency to enable public scrutiny		✓
Provides advice on strategies taken by council to be accountable, transparent and efficient		✓

Relationships

	Clr	Mayor
Communicate and engage		
Clearly communicates ideas and arguments	✓	✓
Adjusts tone, pace and message for different audiences	✓	✓
Listens when others are speaking and asks appropriate, respectful questions	✓	✓
Shows sensitivity to cultural, religious and other individual differences when interacting with others	✓	✓
Uses communication channels that are suitable for the diversity in the community	✓	✓
Creates opportunities for people to engage with council and contribute to public disclosure and debate	✓	✓
Community and customer focus		
Keeps up to date on current issues affecting the community	✓	✓
Shows pride in and talks positively about the community and region	✓	✓
Commits time and energy to serving the community	✓	✓
Works towards social, environmental and economic sustainability in the community/region	✓	✓
Collects and uses broad community feedback to identify opportunities for improvement	✓	✓
Builds effective relationships with a range of people who reflect the diversity in the community	✓	✓

	Cllr	Mayor
Work collaboratively		
Shares information with other councillors about community issues, stakeholders and activities	✓	✓
Is respectful of council staff and receptive to their advice	✓	✓
Shows respect for the diversity of skills and experience on the governing body	✓	✓
Initiates collaborative forums on issues facing the community	✓	✓
Works together with stakeholder networks for the benefit of the community and region	✓	✓
Encourages councillors to work collaboratively		✓
Builds a productive working relationship with the general manager based on clear expectations, trust and respect		✓
Supports positive relations between the general manager and the governing body		✓
Builds partnerships between council and external stakeholders that are of strategic value to council		✓
Facilitates and supports strategic collaboration with other councils to benefit the broader region		✓
Influence and negotiate		
Uses understanding of political processes and networks to develop a negotiation strategy	✓	✓
Listens to contrary points of view and endeavours to find common ground	✓	✓
Influence others with a fair and considered approach and sound arguments	✓	✓
Avoids starting from an entrenched position and is willing to give and take	✓	✓
Wins concessions without damaging relationships	✓	✓
Establishes and maintains relationships outside council in order to find common ground and further council's position		✓
Anticipates points of contention and plans negotiations accordingly		✓
Steers discussion and debate towards achieving an acceptable outcome		✓

Results

	Clr	Mayor
Plan and prioritise		
Identifies and pursues critical priorities and sets aside less critical activities	✓	✓
Contributes to setting clear performance goals that include quality measures	✓	✓
Considers council performance reports and rollover of projects when making new plans	✓	✓
Considers the impact of changes, e.g. government policy/economic conditions and budgets, on strategic plans	✓	✓
Incorporates sound risk management principles into strategic planning	✓	✓
Works with the general manager to translate strategic direction into a delivery program and operational plan		✓
Monitors progress against the delivery program and operational plan		✓
Considers council's current and potential future role within the community and region when planning		✓
Think and solve problems		
Gathers and investigates information from a variety of sources	✓	✓
Asks questions to get to the heart of the issue and define the problem clearly	✓	✓
Considers the broader context and long-term impacts of policy options	✓	✓
Works with others to assess options and identify appropriate solutions	✓	✓
Create and innovate		
Thinks about issues and opportunities from different viewpoints	✓	✓
Looks for non-obvious solutions	✓	✓
Encourages independent thinking and new ideas from others	✓	✓
Explores innovative solutions with long-standing community-wide impact	✓	✓
Deliver results		
Monitors and provides advice on the delivery of customer/community focused services	✓	✓
Instigates and champions initiatives to deliver community outcomes	✓	✓
Identifies and addresses potential risks to the achievement of council goals	✓	✓
Engages with senior staff about strategies to improve council performance		✓

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Resources

	Clr	Mayor
Finance		
Uses basic financial terminology appropriately	✓	✓
Makes informed contributions to debate about the allocation of financial resources	✓	✓
Demonstrates respect for public funds and the obligation to manage council resources responsibly	✓	✓
Is aware of financial risks and strategies to manage and minimise these	✓	✓
Is able to discuss implications of council's long term financial plan, audited financial statements and budget reviews	✓	✓
Identifies and supports opportunities to generate revenue and attract investment	✓	✓
Promotes the role of sound financial management and its impact on council effectiveness		✓
Assets and tools		
Engages in strategic planning to ensure the organisation's assets support delivery of the strategic plan	✓	✓
Makes informed contributions to debate about the allocation of assets to community priorities	✓	✓
Supports asset risk minimisation strategies, plans and outcomes for council	✓	✓
Promotes the role of councils as custodians of community assets	✓	✓
Ensures asset management decisions consider long term financial sustainability	✓	✓
Promotes the role of sound asset management and its impact on long term financial sustainability		✓
Technology and information		
Uses a range of technologies to communicate and engage with the community	✓	✓
Supports the introduction of new technologies to improve the efficiency and effectiveness of the council	✓	✓
Procurement and contracts		
Exercises commercial acumen in reviewing and approving council contracts and tenders	✓	✓
Makes decisions on council tenders according to value for money, probity and community benefit	✓	✓

Civic leadership

	Cllr	Mayor
Represent communities		
Makes themselves available to discuss issues and council activities with members of the community	✓	✓
Seeks to understand the range of views on complex issues in the community	✓	✓
Raises issues that are important to constituents with council	✓	✓
Treats all people in the community impartially and champions their right to be heard	✓	✓
Uses a variety of approaches to gather views from a range of individuals and organisations		✓
Advocates for local interests in dealings with external stakeholders, including other sectors and governments		✓
Inspire direction and purpose		
Demonstrates passion, enthusiasm and personal dedication to council's vision for the community	✓	✓
Champions the community strategic plan and communicates the way forward	✓	✓
Encourages community involvement in council planning processes	✓	✓
Communicates the context and parameters surrounding council strategies and plans	✓	✓
Communicates the purpose and plans using a variety of channels to reach many audiences		✓
Regularly communicates progress against the community strategic plan		✓
Govern responsibly		
Contributes constructively to debate in council	✓	✓
Works towards consensus as a member of the governing body	✓	✓
Contributes to a positive and ethical culture within the governing body	✓	✓
Participates responsibly in exercising council's employer functions in relation to the general manager	✓	✓
Acts in a way that preserves the health and safety of people in the council workplace	✓	✓
Leads constructive council meetings with a view to reaching consensus		✓
Cultivates a positive and ethical culture within the governing body		✓
Works with the general manager to ensure legal and regulatory frameworks are applied consistently by council		✓
Sets clear performance standards for the general manager and monitors progress		✓
Regularly discusses performance with the general manager and addresses performance issues early		✓




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	Clr	Mayor
Make quality decisions		
Makes considered decisions on merit in the public interest	✓	✓
Considers information about the context and regulatory environment before making decisions	✓	✓
Considers financial and budget implications, including value for money, in making decisions	✓	✓
Explains council decision-making process to constituents	✓	✓
Communicates the decisions of council in a respectful way, even if own position was not adopted	✓	✓
Assists the community to understand council decisions in context, considering priorities and constraints	✓	✓
Ensures council works through issues, considering all relevant information, before making decisions		✓
Ensures council considers financial and budget implications in making decisions		✓



12.5 COUNCILLOR EXPENSES AND FACILITIES POLICY**File Number:** REP23/1639**Author:** General Manager**Authoriser:** General Manager

Attachments:

1. **Expenses & Facilities Policy** [↓](#) 
2. **Guidelines - Expenses & Facilities** [↓](#) 
3. **Mayor's Fuel Procedure** [↓](#) 

REPORT

Council is required to adopt a policy for the payment of expenses and the provision of facilities for Councillors which complies with the Act, the regulations and any statutory guidelines.

A recent desktop review of Council's policies and procedures identified that Council's current policy was last reviewed in February 2022, which was before the model policy was released by the Office of Local Government. The model policy is substantially different to the current Council policy.

Council officers have redrafted the policy based on the Office of Local Government's model policy.

The draft policy is attached to this report for Council's consideration. Also attached are the OLGs Guidelines and the Mayor's Fuel Procedure which is referenced in the Councillor Expenses and Facilities Policy.

RESOLUTION 10/2024

Moved: Cr Jason Goode

Seconded: Cr Belinda Bushell

It was resolved that the draft Councillors Expenses and Facilities Policy be placed on public exhibition for a period of 28 days, and that if no relevant submissions are received the Policy be endorsed as current.

CARRIED

Report by Melissa Boxall

Function: Governance

Temora Shire Council

Policy Number: G31

TEMORA SHIRE COUNCIL



Councillor Expenses and Facilities Policy

DRAFT

Revision Number: 1
File Name: Councillor Expenses and Facilities Policy

Revision Date: September 2025
Page Number: 1

*Function: Governance**Temora Shire Council**Policy Number: G31***Review Details****ABOUT THIS RELEASE**

DOCUMENT NAME: Councillor Expenses and Facilities Policy
CODE NUMBER: G31
AUTHOR: Temora Shire Council
ENDORSEMENT DATE: January 2024

REVIEW

Revision Date	Revision Description		Date approved by Council	General Managers Endorsement
January 2024	New Policy – Based on Model	1		

PLANNED REVIEW

Planned Review Date	Revision Description		Review by
September 2025			

Revision Number: 1
File Name: Councillor Expenses and Facilities Policy

Revision Date: September 2025
Page Number: 2

*Function: Governance**Temora Shire Council**Policy Number: G31*

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2. Policy objectives
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14. Publication
15. Reporting
16. Auditing
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Appendix II – Definitions

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File Name: Councillor Expenses and Facilities Policy

Revision Date: September 2025
Page Number: 3

*Function: Governance**Temora Shire Council**Policy Number: G31*

Policy summary

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties.

It ensures accountability and transparency and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation) and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts the council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

Councillors must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a council meeting every six months and published in full on the Council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

Part A – Introduction

1. Introduction

- 1.1. The provision of expenses and facilities enables councillors to fulfil their civic duties as the elected representatives of Temora Shire Council.
- 1.2. The community is entitled to know the extent of expenses paid to councillors, as well as the facilities provided.
- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.
- 1.4. Council staff are empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.
- 1.5. Expenses and facilities provided by this policy are in addition to fees paid to Councillors. The minimum and maximum fees a Council may pay each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

2. Policy objectives

- 2.1. The objectives of this policy are to:
 - enable the reasonable and appropriate reimbursement of expenses incurred by Councillors while undertaking their civic duties.

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- enable facilities of a reasonable and appropriate standard to be provided to Councillors to support them in undertaking their civic duties.
- ensure accountability and transparency in reimbursement of expenses and provision of facilities to Councillors.
- ensure facilities and expenses provided to Councillors meet community expectations.
- support a diversity of representation.
- fulfil the Council's statutory responsibilities.

3. Principles

3.1. Council commits to the following principles:

- **Proper conduct:** Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
- **Reasonable expenses:** providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor
- **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
- **Equity:** there must be equitable access to expenses and facilities for all councillors
- **Appropriate use of resources:** providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations
- **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to Councillors.

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4. Private or political benefit

- 4.1. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2. Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council meeting will run later than expected.
- 4.3. Such incidental private use does not require a compensatory payment back to Council.
- 4.4. Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Council facilities does occur, Councillors must reimburse the Council.
- 4.5. Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
 - production of election material
 - use of Council resources and equipment for campaigning
 - use of official Council letterhead, publications, websites or services for political benefit
 - fundraising activities of political parties or individuals, including political fundraising events.

Part B – Expenses

5. General expenses

- 5.1. All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 5.2. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

6. Specific expenses

General travel arrangements and expenses

- 6.1. All travel by Councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2. Each Councillor may be reimbursed, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
 - for public transport fares
 - for the use of a private vehicle or hire car
 - for parking costs for Council and other meetings
 - for tolls

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- by Cabcharge card or equivalent
 - for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3. Council will, wherever possible provide a Council car for the use of Councillors in attending meetings of committees to which they have been elected as delegates and to seminars, conferences and inspections which have been approved by Council or Council's authorised delegate and at which the Councillor is officially representing Council, outside the Council area.
- 6.4. Council will reimburse Councillors for the cost of using their own vehicle to travel to and from Council Meetings, Meetings of Committees to which they have been elected as delegates and to seminars, conferences and inspections which have been approved by Council or Council's authorised delegate and at which the Councillor is officially representing Council, at a rate as set out in the Local Government (State) Award.
- 6.5. Councillors seeking to be reimbursed for use of a private vehicle must keep a logbook recording the date, distance and purpose of travel being claimed. Copies of the relevant logbook contents must be provided with the claim.

Interstate, overseas and long distance intrastate travel expenses

- 6.6. Council will not reimburse Councillors for any overseas travel.
- 6.7. Councils should avoid interstate and long-distance intrastate trips unless direct and tangible benefits can be established for the Council and the local community. This includes travel to sister and friendship cities.
- 6.8. Councillors seeking approval for any interstate and long-distance intrastate travel (outside 600-kilometre radius of Temora) must submit a case to, and obtain the approval of, the General Manager prior to travel.
- 6.9. The case should include:
- Objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor's civic duties
 - Who is to take part in the travel
 - Duration and itinerary of travel
 - A detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.10. For interstate and long-distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.11. Bookings for approved air travel are to be made through the General Manager's office.
- 6.12. For air travel that is reimbursed as Council business, Councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

Travel expenses not paid by Council

- 6.13. Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

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*Function: Governance**Temora Shire Council**Policy Number: G31***Accommodation and meals**

- 6.14. In circumstances where it would introduce undue risk for a Councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the General Manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the Councillor lives more than 50 kilometres from the meeting location.
- 6.15. Council will provide accommodation, up to a four-star standard, which in a Metropolitan area may cost up to \$380.00 per night and regional centres where costs of up to \$220 per night, and regional areas may cost up to \$180 per night may apply. In all instances the most reasonable rate must be used.
- 6.16. The cost of accommodation does not include parking, breakfast or Wifi.
- 6.17. If no accommodation can be reasonably found within these limits, there must be a written explanation given to the General Manager outlining the circumstances and providing alternative accommodation details.
- 6.18. Council will meet the costs of meals during travel to seminars, meetings, conferences and out of district inspections up to a daily limit of \$135 (with guidelines of \$35 for breakfast, \$35 for lunch and \$65 for dinner). Council will also provide such meals, not included in the registration fees, during the period of the seminar, meeting, and conference and out of district inspection, not included in the registration fees.
- 6.19. Councillors will not be reimbursed for alcoholic beverages. All purchases from the mini bar or similar must be met by the Councillor.

Refreshments for council related meetings

- 6.20. Appropriate refreshments will be available for Council meetings, Council committee meetings, Councillor briefings, approved meetings and engagements, and official Council functions as approved by the General Manager.
- 6.21. The cost of meals and refreshments following the monthly Council meeting will be met by the individual Councillor. Such costs will be levied monthly and deducted from the Councillor allowance.

Professional development

- 6.22. Council will set an annual amount in its budget to facilitate professional development of Councillors through programs, training, education courses and membership of professional bodies.
- 6.23. In the first year of a new Council term, Council will provide a comprehensive induction program for all Councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.24. Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.25. Approval for professional development activities is subject to a prior written request to the General Manager outlining the:
- details of the proposed professional development
 - relevance to Council priorities and business
 - relevance to the exercise of the Councillor's civic duties.

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- 6.26. In assessing a Councillor request for a professional development activity, the General Manager must consider the factors set out in Clause 6.25, as well as the cost of the professional development in relation to the remaining budget.

Conferences and seminars

- 6.27. Council is committed to ensuring its Councillors are up to date with contemporary issues facing Council and the community, and local government in NSW.
- 6.28. Council will be represented at the Local Government NSW Conference by the Mayor, Deputy Mayor, General Manager and Councillors (as determined annually by Council). The Council will also be represented at the Annual Roads Conference by the Mayor, or alternative delegate & Engineering Works Manager. Council will be represented at the Country Mayor Association meetings by the Mayor, or alternate delegate and the General Manager. All other conferences and seminars will be with the prior approval of Council; or where insufficient time is available, by the written authority of the Mayor.
- 6.29. Council will provide accommodation, where possible, at the Conference Headquarter Hotel for the Local Government NSW and the Roads Conferences. When attending other conferences, seminars and other functions, the accommodation will be provided at the facility where the function is to be held or at a nearby equivalent quality facility.
- 6.30. Approval to attend a conference or seminar is subject to a written request to the General Manager. In assessing a Councillor request, the General Manager must consider factors including the:
- relevance of the topics and presenters to current council priorities and business and the exercise of the Councillor's civic duties
 - cost of the conference or seminar in relation to the total remaining budget.
- 6.31. Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the General Manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.14 - 6.19.
- 6.32. There will be instances when costs will be incurred by a Councillor on behalf of their spouse, partner or accompanying person in the performance of his or her civic duties. An accompanying person would need to have a close personal relationship with the Councillor and/or provide carer support to the Councillor. These civic duties include attendance at official council functions that are of a formal or ceremonial nature, and those at which a Councillor's spouse, partner or accompanying person would reasonably be expected to attend. Such costs are reimbursable to the Councillor.
- 6.33. Council will meet the cost of registration and official conference dinner at the Local Government NSW Conference of the spouse, partner or accompanying person of Council's representatives. Additional travel and accommodation expenses, and the costs of spouses, partner or accompanying person tours within the conference program and all costs outside the program will be the personal responsibility of the individual Councillor.
- 6.34. If a Councillor holds a role on an external body, representing Council or the broader local government community, this policy will extend to these roles. An example of such a role would be a delegate to a Joint Organisation.

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- 6.35. Council will provide each Councillor with an allowance for an internet connection and a portable device to enable them to discharge their functions of civic office. The internet allowance shall be \$50 per month.

Special requirement and carer expenses

- 6.36. Council encourages wide participation and interest in civic office. It will seek to ensure Council premises and associated facilities are accessible, including provision for sight or hearing-impaired Councillors and those with other disabilities.
- 6.37. Transportation provisions outlined in this policy will also assist Councillors who may be unable to drive a vehicle.
- 6.38. In addition to the provisions above, the General Manager may authorise the provision of reasonable additional facilities and expenses in order to allow a Councillor with a disability to perform their civic duties.
- 6.39. Councillors who are the principal carer of child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses up to a maximum of \$3,500 per annum for attendance at official business.
- 6.40. Childcare expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.41. In the event of caring for an adult person, Councillors will need to provide suitable evidence to the General Manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

Home office expenses

- 6.42. Council will provide each councillor, upon request, home office supplies such as minor items of consumable stationery and printer ink cartridges, as deemed reasonable by the General Manager.

7. Insurances

- 7.1. In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.
- 7.2. Council provides personal accident insurance for Councillors while on Council business.
- 7.3. Insurance protection is only provided if a claim arises out of or in connection with the Councillor's performance of his or her civic duties, or exercise of his or her functions as a Councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.4. Council shall pay the insurance policy excess in respect of any claim accepted by Council's insurers, whether defended or not.

8. Legal assistance

- 8.1. Council may, if requested, indemnify, or reimburse the reasonable legal expenses of:

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- a Councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the Councillor
 - a Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Councillor
 - a Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.
- 8.2. In the case of a code of conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the General Manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the Councillor.
- 8.3. Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.
- 8.4. Council will not meet the legal costs:
- of legal proceedings initiated by a Councillor under any circumstances
 - of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
 - for legal proceedings that do not involve a Councillor performing their role as a Councillor.
- 8.5. Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council meeting prior to costs being incurred.

Part C – Facilities

9. General facilities for all Councillors

Facilities

- 9.1. Council will provide the following facilities to Councillors to assist them to effectively discharge their civic duties:
- personal protective equipment for use during site visits
 - a name badge which may be worn at official functions, indicating that the wearer holds the office of a Councillor and/or mayor or deputy mayor.
- 9.2. Councillors may book meeting rooms for official business at no cost. Rooms may be booked through the General Manager's office.

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- 9.3. The provision of facilities will be of a standard deemed by the General Manager as appropriate for the purpose.

Stationery

- 9.4. Council will provide the following stationery to Councillors each year:
- letterhead, to be used only for correspondence associated with civic duties (Mayor only)
 - business cards
 - up to 50 Christmas or festive cards per year for councillors and 150 for the mayor.

Administrative support

- 9.5. Council will provide administrative support to Councillors to assist them with their civic duties only. Administrative support may be provided by administrative staff as arranged by the General Manager or their delegate.
- 9.6. As per Section 4, Council staff are expected to assist Councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

10. Additional facilities for the Mayor

- 10.1. Council will provide the Mayor with a furnished office incorporating a computer configured to Council's standard operating environment, telephone and meeting space.
- 10.2. Council provides a mobile phone for use by the Mayor for official telephone calls related to the functions of civic office and meet the costs of official phone calls, with the expected costs of these calls not to exceed \$100 per month.
- 10.3. The Mayor will be reimbursed for fuel costs in accordance with the Mayor's Fuel Procedure.
- 10.4. In performing his or her civic duties, the Mayor will be provided administrative and secretarial support, as determined by the General Manager.
- 10.5. As per section 4, staff are expected to work on official business only, and not for matters of personal or political interest, including campaigning.

Part D – Processes

11. Approval, payment and reimbursement arrangements

- 11.1. Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
- local travel relating to the conduct of official business

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- carer costs

11.4. Claims for reimbursement of out-of-pocket expenses must be made within three months of the expenditure. These reimbursements must be on the Councillor Expense Claim Form, signed and accompanied by the appropriate receipts and/or tax invoices.

11.5. Final approval for payments made under this policy will be granted by the General Manager or their delegate.

Reimbursement

11.6. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the General Manager for authorisation.

Advance payment

11.7. Council may pay a cash advance for Councillors attending approved conferences, seminars, or professional development.

11.8. The maximum value of a cash advance per day of the conference, seminar or professional development is Sydney \$40/night, other capital city \$30/night and other \$20/night.

11.9. Requests for advance payment must be submitted to the General Manager for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.

11.10. Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to council:

- a full reconciliation of all expenses including appropriate receipts and/or tax invoices
- reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

Notification

11.11. If a claim is approved, Council will reimburse the Councillor through accounts payable.

11.12. If a claim is refused, Council will inform the Councillor in writing that the claim has been refused and the reason for the refusal.

Reimbursement to council

11.13. If council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:

- Council will invoice the Councillor for the expense
- the Councillor will reimburse council for that expense within 14 days of the invoice date.

11.14. If the Councillor cannot reimburse Council within 14 days of the invoice date, they are to submit a written explanation to the General Manager. The General Manager may elect to deduct the amount from the Councillor's allowance.

Timeframe for reimbursement

11.15. Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

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12. Disputes

- 12.1. If a Councillor disputes a determination under this policy, the Councillor should discuss the matter with the General Manager.
- 12.2. If the Councillor and the General Manager cannot resolve the dispute, the Councillor may submit a notice of motion to a Council meeting seeking to have the dispute resolved.

13. Return or retention of facilities

- 13.1. All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or Mayor ceasing to hold office or at the cessation of their civic duties.
- 13.2. Should a Councillor desire to keep any equipment allocated by Council, then this policy enables the Councillor to make application to the General Manager to purchase any such equipment. The General Manager will determine an agreed fair market price or written down value for the item of equipment.
- 13.3. The prices for all equipment purchased by Councillors under Clause 13.2 will be recorded in Council's Annual Report.

14. Publication

- 14.1. This policy will be published on council's website.

15. Reporting

- 15.1. Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.
- 15.2. Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a Council meeting every six months and published in full on Council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

16. Breaches

- 16.1. Suspected breaches of this policy are to be reported to the General Manager.
- 16.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

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PART E – Appendices

Appendix I: Related legislation, guidance and policies

Relevant legislation and guidance:

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

Related Council policies:

- Code of Conduct
- Mayor's Fuel Procedure

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Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a Councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by council to support Councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the Mayor
General Manager	Means the General Manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text
NSW	New South Wales
official business	Means functions that the Mayor or Councillors are required or invited to attend to fulfil their legislated role and responsibilities for Council or result in a direct benefit for Council and/or for the local government area, and includes: <ul style="list-style-type: none"> • meetings of Council and committees of the whole • meetings of committees facilitated by Council • civic receptions hosted or sponsored by Council • meetings, functions, workshops and other events to which attendance by a Councillor has been requested or approved by Council
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Councillor or the mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)

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year	Means the financial year, that is the 12 month period commencing on 1 July each year
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Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW

**Division of Local Government
Department of Premier and Cabinet**

October 2009

Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW
October 2009

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Part One

The Guidelines

Acknowledgements

The Division of Local Government, Department of Premier and Cabinet would like to thank the Local Government and Shires Associations of NSW for their contribution to the review of these guidelines.

1.1 Purpose

These guidelines have been prepared for use by NSW councils to develop, implement and review their policies on the payment of expenses and the provision of facilities to mayors and councillors ('councillor expenses and facilities policies').

Councillor expenses and facilities policies should allow for councillors to receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties as elected representatives of their local communities.

The preparation and review of these policies on an annual basis by councils is a mandatory requirement to ensure accountability and transparency in the reasonable and appropriate provision of expenses and facilities to mayors and councillors in NSW.

1.2 Background

A review by the then Department of Local Government in 2005 of a number of councillor expenses and facilities policies revealed a high level of variability in format and content, the scope of expenses and facilities provided and the level of payment. Many councils did not set a limit to the payment of a number of types of expenses.

To address these issues, amendments were made to the *Local Government Act 1993 (Local Government Amendment Act 2005)* and the Local Government Regulation 2005. In addition the first version of these guidelines was developed.

A further review of a number of councillor expenses and facilities policies in 2007 (Director General's Circular to Councils 08/03 refers) and feedback received from councils using the guidelines identified the need for clarification of a number of areas. The result is the release of this revised version of the guidelines.

1.3 Legislative Context

These guidelines have been prepared under the provisions of section 23A of the *Local Government Act 1993* ('the Act') as Director General's Guidelines. They replace any previous versions of the guidelines issued.

Councillor expenses and facilities policies are made under the Act and in accordance with sections 252 and 253 of the Act as well as clause 403 of the Local Government (General) Regulation 2005 ('the Regulation').

Under section 252(5) of the Act councillor expenses and facilities policies must comply with the provisions of the Act, the Regulation, these guidelines and other policies nominated in these guidelines.

Under section 439 of the Act every councillor must act honestly and exercise a reasonable degree of care and diligence in carrying out his or her functions. Under section 440 each council must adopt a code of conduct that incorporates the provisions of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

Other policy documents to be considered during the development and review of councillor expenses and facilities policies include relevant Circulars to Councils the *Model Code of Conduct for Local Councils in NSW* and the Independent Commission against Corruption publication *No Excuse for Misuse*.

A council may disburse money only if the disbursement is authorised by the Local Government Act, either expressly or because it is supplemental, incidental to or consequential upon the exercise of its functions.

Further details of relevant legislative provisions and policy documents are in Appendix I to these guidelines.

1.4 Scope

Policies prepared under these guidelines provide for the payment or reimbursement of expenses and the provision of facilities by councils to mayors and councillors in NSW. They are also relevant to NSW council administrators where applicable and with necessary modifications.

The guidelines contain:

Discussion of principles and clarification of relevant issues in regard to the scope and extent of expenses and facilities that may be reasonably and appropriately provided for in councils' policies (Part One)

Notes and/or model clauses on specific expenses and facilities to assist councils to prepare their policies (Part Two)

Details of the relevant legislative and policy requirements ([Appendix I](#))

Suggested outline structure or format for a policy, which councils may use or adapt as necessary to suit their needs ([Appendix II](#)).

These guidelines do not deal with matters associated with the setting and payment of councillors' annual fees, which are a matter for the Local Government Remuneration Tribunal. Accordingly, policies prepared under these guidelines should not deal with councillors' annual fees.

1.5 Definitions

The Act: *The Local Government Act 1993*

Councillor expenses and facilities policies: policies prepared under these guidelines on the payment of expenses and the provision of facilities to mayors and councillors.

Expenses: Payments made by the council to reimburse councillors for reasonable costs or charges incurred or to be incurred for discharging their civic functions. Expenses must be outlined in a council's policy and may be either reimbursed to a councillor or paid directly by a council for something that is deemed to be a necessary expense to enable them to perform their civic functions. Expenses are separate and additional to annual fees.

Facilities: Equipment and services that are provided by councils to councillors to enable them to perform their civic functions with relative ease and at a standard appropriate to their professional role as councillors.

Functions of civic office/civic functions: Functions that councillors are required to undertake to fulfil their legislated role and responsibilities for the council that should result in a direct benefit for the council and/or for the local government area.

The Regulation: *The Local Government (General) Regulation 2005*

1.6 Key Principles and Issues

Below are a number of key principles and issues that councils must consider and integrate within their councillor expenses and facilities policies where appropriate.

1.6.1 General Conduct

Councillors must act lawfully, honestly and exercise a reasonable degree of care and diligence in carrying out their functions under the Local Government Act or any other Act. This is required under section 439 of the Local Government Act and reinforced in the Model Code of Conduct made under section 440.

1.6.2 Use of council resources

Councils should be mindful of the provisions in the Model Code of Conduct about the use of council resources to ensure that councillor expenses and facilities are not used inappropriately.

The Model Code of Conduct provides that council resources must be used ethically, effectively, efficiently and carefully. Council property including intellectual property, official services and facilities must not be misused by any person or body for private benefit or gain. Councillors must also avoid any action or situation that could create the appearance that council resources are being used inappropriately (clauses 10.12-10.14 and 10.15 refer).

A person's re-election is considered to be a personal interest. Official council material such as letterhead, publications, websites as well as council services and forums must not be used for such personal interests. Situations in which the appearance may be given that these are being used for such purposes are also to be avoided (clause 10.16 refers).

The fundraising activities of political parties, including political fundraising events, are considered to be personal interests. Councils should not pay expenses or provide facilities to councillors in relation to supporting and/or attending such activities and events.

In circumstances where it is appropriate for councillors to give a gift or benefit (for example, on a council business related trip or when receiving visitors), these gifts and benefits should be of token value and in accordance with a policy developed by the council. For clarification on what token gifts and benefits are see the Model Code of Conduct (clause 8.1)

Further discussion in relation to the use of council resources for communication expenses is in Part Two.

Excerpts from the Model Code of Conduct in relation to use of council resources are in Appendix I.

1.6.3 Accountability and transparency

Councillor expenses and facilities policies must include all of the specific expenses for which councillors are entitled to receive reimbursement and all of the specific facilities councillors are entitled to use. Councillors can only receive reimbursement for expenses and the use of facilities when these are clearly identified in the policy.

The overriding principle to be addressed in the development of a council expenses policy is that the details and range of expenses paid and facilities provided to councillors by the council must be clearly and specifically stated and be fully transparent and acceptable to the local community. Policies must include clear limits and processes for approval, reconciliation and reimbursement for all expenses and facilities to maximise accountability and transparency.

Comprehensive reporting requirements of the Regulation, as outlined in Appendix I of these guidelines, further reinforce accountability and transparency.

1.6.4 Private benefit

Councillors should not obtain private benefit from the provision of equipment and facilities, nor from travel bonuses such as 'frequent flyer' schemes or any other such loyalty programs while on council business. However it is acknowledged that incidental use of council equipment and facilities may occur from time to time. Such incidental private use is not subject to a compensatory payment back to council.

Where more substantial private use does occur the Act provides that a payment may be made to cover the level of that private use (refer s252 (2)).

Councils are encouraged to include a statement in their councillor expenses and facilities policies clarifying that councillors should not obtain more than incidental private use of facilities. In situations where private use occurs, councils should also establish a suitable rate and/or mechanism for the reconciliation and reimbursement by councillors of that private use and include this in their policies.

1.6.5 General expense allowances

In accordance with clause 403 of the Regulation councillor expenses and facilities policies must not include provision for a general expense allowance. A general expense allowance is a sum of money paid by a council to a councillor to expend on an item or a service that is not required to be receipted and/or otherwise reconciled according to a set procedure and within a specific timeframe.

It is not appropriate or lawful for councils to pay general allowances unrelated to actual expenses incurred and which are designed to supplement councillors' annual fees.

Councils are encouraged to include a statement in their policies clarifying that general expense allowances will not be paid.

1.6.6 Limits

The payment of expenses and the provision of equipment and facilities to councillors must not be open-ended. However, these guidelines do not specify particular monetary limits. Rather, councils must agree and set monetary limits to all expense provisions in their policy, where practicable and where appropriate, as well as standards for the provision of equipment and facilities provided to councillors. In doing so, councils need to consider what is a reasonable and acceptable level of provision.

Limits need to be clearly stated and, where appropriate, justified within councillor expenses and facilities policies. The duration for which the limits apply to should also be clearly set out, for example one financial year. For periods less than a full year, for example, after a local government general election, a council may choose to apply a limit for each expense worked out on a pro rata basis.

Identifying and publishing monetary limits allows members of the public to know the expected cost of providing services to councillors and to make comment during the public consultation phase of making or amending the policy. Having clear limits also avoids situations where councillors incur costs that are unforeseen or considered unreasonable by other councillors and the public.

1.6.7 Approval

The policy must set out approval arrangements for all expenses and facilities provided. It should ensure that, where possible, approval is sought and gained prior to expenses being incurred. In particular it should avoid any one person from being the sole decision maker.

Approval for discretionary trips, attendance at conferences and/or for other significant expenses and facilities should occur, where possible, at a full meeting of the council.

Where approval at a full council meeting is not possible or appropriate then approval should be given jointly by the mayor and the general manager. If the mayor requires approval it should be given jointly by the deputy mayor or another councillor and the general manager.

Councils should establish and document an appropriate process to resolve any disputes that arise about the provision of expenses and facilities. This could

include a mechanism for disputed decisions to be reviewed by an independent person and/or by a full council meeting.

1.6.8 Reconciliation and reimbursement

Council expenses and facilities policies must include processes for the reconciliation and reimbursement of expenses, including a time limit for councillors to seek reimbursement for their expenses.

However, it is up to individual councils to determine the most appropriate procedure for reconciling and reimbursing costs and expenses taking into consideration issues of accountability and transparency as well as internal systems and resourcing.

Incidental expenses may not require specific receipts provided it can be demonstrated that expenditure was incurred and is not general in nature. Where receipts are not required it would be appropriate for councillors to certify that the expenditure was for the purpose intended. The level of supporting documentation should be commensurate with the nature of expenditure. For example expenditure on parking, tolls, refreshments and the like may only require a signed statement listing the payments.

1.6.9 Advance payments

When requested by a councillor, consideration should be given to the provision of an advance payment for the cost of a service associated with a civic duty. Advance payments can help ensure that councillors are able to fully participate in their civic duties without financial disadvantage.

Advance payments must always be reconciled at a future date within a timeframe stated in the policy. It is up to individual councils to determine the most appropriate means of reconciling such advance payments taking into account issues of accountability and transparency as well as internal systems and resourcing.

1.6.10 Recognising local differences

Individual policies should be sufficiently flexible and tailored to allow individual councils to determine what they can afford to pay and what is acceptable to their communities. They need to recognise the differences between councils in terms of levels of complexity of their governance, population size, the local economic and development environment, proximity to state borders and so on. These differences are broadly reflected in the various categorisations of councils, which have been determined by the Local Government Remuneration Tribunal to derive the level of annual fees paid to mayors and councillors.

1.6.11 Reasonable expenses, rates and facilities

These guidelines do not specify specific levels, rates or standards for the provision of expenses and facilities to councillors.

It is the responsibility of councils to define and establish in their policies what is reasonable, appropriate, responsible and acceptable based on considerations of what is required to enable councillors to effectively carry out their civic duties and what is acceptable to their communities.

Policies must adequately provide for councillors to be reimbursed for actual expenses incurred, or to be incurred, in the performance of their civic duties. Examples of appropriate expenses include training and development, conferences and seminars, travel, childcare, legal expenses and insurance.

Facilities, equipment and services should be provided that are appropriate to support mayors and councillors in undertaking their role as elected members of the council. Facilities should be provided to ensure the safety of councillors, for example the allocation of a safe and secure designated parking space at or near the council premises.

Council facilities, equipment and services are not to be used to produce election material or for any other political purposes.

Policies should also specify appropriate rates. For example, rates for childcare may be based on an appropriate employment award and rates for mileage or meals may be based on Australian Tax Office determinations. These should be clearly provided for and, where appropriate, justified in councils' policies.

It is expected that the needs of different councils would be reflected in the scale, scope and nature of expenses and facilities provided. It is expected that councils of an equivalent Local Government Remuneration Tribunal category would generally make similar provisions for expenses and facilities.

1.6.12 Participation, equity and access

Councillor expenses and facilities policies should be non-discriminatory, equitable and encourage participation on council of people from diverse backgrounds that represent the demographics of the local community. They should allow councillors to represent the community in different ways and take account of, as much as possible, individual differences.

Policies should encourage all members of the community from different walks of life, particularly under-represented groups such as those in primary caregiver roles, to seek election to council by ensuring that they would not be financially or otherwise disadvantaged in undertaking the civic duties of a councillor.

Policies should also take account of and make reasonable provision for the special needs of councillors to allow appropriate access to council premises

and facilities, and to maximise participation in the civic duties and business of council. Policies should include, for example, provision for sight or hearing impaired councillors and those with other disabilities. They should also make reasonable transportation provisions for those unable or unwilling to drive.

1.6.13 Relationship between annual fees and expenses

Policies prepared under these guidelines are not required to deal with councillors' annual fees. However, it is acknowledged that there is likely to be some correlation between the annual fees paid to mayors and councillors and the level and scope of expenses and facilities required and provided for in a councillor expenses and facilities policy.

Councillor expenses and facilities policies should set levels of expenses and facilities to realistically account for costs incurred by councillors independent of the level of their annual fees. This is consistent with the Local Government Remuneration Tribunal position that expenses reasonably incurred by councillors are outside provisions made under the annual fee determinations.

It is noted that some small country councils have in the past set a policy that requires councillors to pay for some or all of their expenses from their annual fee. This practice is strongly discouraged as it can have the effect of financially disadvantaging councillors. It may also have the effect of discouraging potential candidates from standing for election to councils.

In relation to annual fees, it should be noted that councils may only pay a deputy mayor part of the mayor's annual fee where a deputy mayor demonstrably acts in the role of the mayor. Such payment must only be done at the direction of the council and any amount paid to the deputy mayor must be deducted from the mayor's annual fee (section 249 of the Local Government Act).

Notes about specific expenses and facilities to assist councils in the development of a councillor expenses policy follow in Part Two. These notes do not form part of the mandatory guidelines.

1.7 Development, implementation, review and reporting requirements

1.7.1 Development and adoption of the policy

In accordance with section 253 of the Local Government Act, councils must give public notice of its intention to adopt or amend a councillor expenses and facilities policy and allow at least 28 days for public submissions.

Councils must consider any submissions received and make any appropriate changes to the policy. Councils do not need to give public notice of a proposed amendment to the policy, if the amendment is not substantial.

Within 28 days of adopting or amending the policy, the policy and details of submissions must be forwarded to the Deputy Director General (Local Government), Division of Local Government, Department of Premier and Cabinet.

Councils must submit their current, adopted policies to the Division by 30 November each year.

1.7.2 Implementation

Consistent with the principles outlined in these guidelines, councillor expenses and facilities policies should include clear provisions that assist in the equitable, transparent and accountable implementation of the policy.

The policy should clarify that the payment of general expense allowances is not allowed. The policy should also disallow, other than incidental, private benefit to councillors for expenses and facilities, unless a reasonable and clear mechanism for reconciliation and reimbursement of the private benefit gained is expressly outlined in the policy.

The policy should include clear limits for all expenses and facilities, where practicable.

It is particularly important that the policy includes a clear approval process for all expenses and facilities, where practicable, to avoid situations in which a councillor incurs and makes a claim for an expense considered to be outside the scope of the policy by the council.

1.7.3 Promotion and availability of the policy

Councils should promote their policies on the payment of expenses and the provision of facilities to councillors and to the community by placing these policies on their websites and making them readily accessible. Councils should ensure that the policy is easy to locate for viewing by the public.

1.7.4 Review

Councils are required to review their councillor expenses and facilities policies on an annual basis. Public notice must be given prior to the annual policy adoption process, even if the proposed amendments are not substantial.

Policies must also be submitted to the Deputy Director General (Local Government), Division of Local Government, Department of Premier and Cabinet within 28 days of adoption by a council, even if the policy remains unchanged.

Councils need not give public notice of a proposed amendment to their policies at other times if the council is of the opinion that the proposed amendments are

not substantial. The term 'not substantial' should be taken to mean minor changes to wording of the policy or changes to monetary provisions or rates that are less than 5%. It also means minor changes to the standard of the provision of equipment and facilities. Substantial amendments to the policy that could include larger changes to monetary limits than the limit noted above, and/or major changes to the standard of provision of equipment and facilities, will require public notice of the amendment. Any new category of expenses, facilities and equipment included in the policy will also require public notice.

1.7.5 Annual Reporting

In accordance with clause 217 of the Regulation and for the purposes of transparency and accountability, councils are required to include detailed information in their annual reports about the payment of expenses and facilities to councillors. This should not be seen as a disincentive for the payment of appropriate expenses and the provision of appropriate facilities to councillors.

Councils are required to report separately on:

General

- the total cost of expenses and the provision of facilities for the mayor and all councillors, as well as:

Provision of facilities

- the cost of the provision of dedicated office equipment allocated to councillors on a personal basis such as laptop computers, mobile phones, telephones and facsimile machines and Internet installed in the councillors' homes (including line rental and internet access). This item does not include the costs of using this equipment, such as calls.

Expenses

- the cost of phone calls including mobiles, home located landlines, facsimile and internet services
- spouse/ partner/ accompanying person expenses (limited to circumstances outlined in Part Two of these Guidelines)
- conference and seminar expenses
- training and skill development expenses
- interstate travel expenses (including subsistence and out-of-pocket expenses)
- overseas travel expenses (including subsistence and out-of-pocket expenses)
- care and other related expenses (of dependants to enable a councillor to undertake his or her civic functions).

Whether the above information is reported for each councillor or all councillors as a group is a matter for council to determine. This may be based on considerations of what is appropriate and what the community expects.

1.7.6 Reporting of additional expenses and facilities

In addition to the statutory reporting requirements, councils should report other costs where these are significant.

For example, councils should report the cost of any additional significant expenses and/or facilities provided for in their policy.

Further details of relevant legislative provisions for development, implementation, review and reporting of councillor expenses and facilities policies are in Appendix I to these guidelines.

Part Two

Notes to assist councils to develop a councillor expenses and facilities policy

The following notes do not form part of the guidelines. They are provided to clarify various issues and provide examples in relation to specific expenses and facilities to assist councils to prepare their councillor expenses and facilities policies. Councils should use these notes as appropriate to need and circumstances.

2.1 Policy control information

As for any council policy, standard information about the date the policy was adopted, amendment date/s and the responsible council division should be included to make it easy to track changes and to ensure good policy version control.

Related policies, procedures or other documents should also be clearly identified, where appropriate.

2.2 General provisions for inclusion

Consistent with the principles outlined in these guidelines, councillor expenses and facilities policies should include:

statement disallowing the payment of general expense allowances

statement disallowing, other than incidental, private benefit from expenses and facilities - unless the policy expressly allows this and there is a reasonable and clearly outlined mechanism for reimbursement of the private benefit gained

clear limits for all expenses and facilities, where practicable

clear processes for approval, reconciliation and reimbursement for all expenses and facilities, where practicable.

2.3 Provisions for specific expenses

2.3.1 Attendance at seminars and conferences

Councils may provide specific guidance in their policies in regard to the type of seminars and conferences that may be attended, the number of councillors who may attend and approval arrangements.

Requests for attending conferences should generally be in writing outlining the benefits for council. After returning from the conference the councillor/s, or a member of council staff accompanying the councillor/s, should provide a written report to council on the aspects of the conference relevant to council business and/or the local community. No written report should be required for the Annual Conferences of the Local Government and Shires Associations.

Councils should pay conference registration fees charged by the conference organisers including the costs of related official lunches and dinners, and associated tours where they are relevant to the business and interests of the council.

Councils should meet the reasonable cost of transportation and accommodation associated with attendance at the conference, and meals when they are not included in the conference fees.

2.3.2 Training and development

Councils should provide for training and development in their policies and make separate provision in their budgets for the payment of training and development expenses for councillors.

This is in accordance with NSW Government policy, which aims to ensure that councillors have adequate training and skills development to ensure they carry out their functions effectively. The Division of Local Government is currently implementing a Councillor Development Strategy to ensure that councillors have access to the training and resources needed to understand and undertake their role effectively and to facilitate continuing professional development opportunities.

Councils are also being encouraged to develop, fund and implement a councillor training and development program based on a systematic skills analysis and assessment of professional development needs of their councillors. The nature of this program will vary from council to council depending on resources and need. Guidance on the preparation of professional development programs for councillors may be found in the Division's *Councillor Induction and Professional Development Guide* on our website at www.dlg.nsw.gov.au.

Councillor expenses and facilities policies should support and encourage an active learning process and skills development in addition to providing for

attendance at seminars and conferences related to council functions. It is essential where council is paying these expenses that the training or educational course is directly related to the councillor's civic functions and responsibilities.

2.3.3 Travel

General travel

The policy should clarify that all travel by councillors should be undertaken by utilising the most direct route and the most practicable and economical mode of transport subject to any personal medical considerations.

Local travel

The policy should provide for the payment of reasonable travel expenses for local travel relating to defined council business.

For example, the policy could include arrangements for the use of a private vehicle and provisions for the use of public transport, taxis, hire cars, travel using a council vehicle and associated other costs such as parking and road tolls. The policy should clarify that the driver is personally responsible for all traffic or parking fines incurred while travelling in private or council vehicles on council business.

Intrastate travel

Councils should decide whether it is reasonable to require prior approval for intrastate travel depending on factors such as the purpose, travel distance and whether flights and/or overnight accommodation is required. For example, travel to a conference in a distant local government area may require an application for approval including full details of the travel, such as itinerary, costs and reasons for the travel. Travel to a neighbouring local government area may generally be treated as local travel.

Interstate travel

Prior approval of travel should generally be required for interstate travel. The application for approval should include full details of the travel, including itinerary, costs and reasons for the travel. An exception would be for situations in which border councils travel to meetings or forums in neighbouring councils across the border. In such cases this may be treated as local travel.

Overseas travel

It is strongly recommended that councils scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid international visits unless direct and tangible benefits can be established for the council and the local community.

Detailed proposals for overseas travel should be developed, including nomination of the councillors undertaking the trip, purpose of the trip and expected benefits. The duration, itinerary and approximate total costs of each proposed visit, should also be provided.

Overseas travel must be approved by a meeting of the full council prior to a councillor undertaking the trip. Travel must be approved on an individual trip basis. Councils should not allow the retrospective reimbursement of overseas travel expenses unless prior authorisation of the travel has been obtained.

Travel proposals should be included in the council business papers. The use of a mayoral minute to obtain council approval for travel is not appropriate as it is not consistent with principles of openness and transparency.

After returning from overseas, councillors, or an accompanying member of council staff, should provide a detailed written report to council on the aspects of the trip relevant to council business and/or the local community. Councillors are also strongly encouraged to report back on their overseas travel to a full meeting of the council.

Details of overseas travel must also be included in councils' annual reports. Councils are also required to report on the benefits of any proposed overseas sister city relationships.

2.3.4 Accommodation costs

Councils may make specific provision in the policy in regard to an appropriate standard of accommodation for councillors attending conferences, seminars and other functions.

2.3.5 Incidental expenses

Reasonable out of pocket or incidental expenses associated with councillors attending conferences, seminars or training courses may be reimbursed provided that it can be demonstrated that the expenses were actually incurred and that established reconciliation procedures are followed, for example, the completion of a claim form. A claim form must include an itemised account of expenditure and should not be general in nature.

Incidental expenses could reasonably include telephone or facsimile calls, refreshments, internet charges, laundry and dry cleaning, newspapers, taxi fares and parking fees. In addition, the cost of meals not included in the registration fees for conferences or similar functions may be reimbursed after reconciliation. It is expected that councils would specify daily limits to these out of pocket or incidental expenses in their policy. All advanced payments are required to be reconciled.

2.3.6 Legal expenses

Where a council decides to include provisions in its councillor expenses and facilities policy to indemnify or reimburse a councillor's reasonable legal costs properly incurred, the policy should specify that the reasonable legal expenses of a councillor may only be met for legal proceedings being taken against a councillor in defending an action arising from the performance in good faith of a function under the Local Government Act (section 731 refers) or defending an action in defamation, provided that the outcome of the legal proceedings is favourable to the councillor.

Reasonable legal costs may also be available for an inquiry, investigation or hearing into a councillor's conduct by an appropriate investigative or review body including:

- (i) Local Government Pecuniary Interest and Disciplinary Tribunal
- (ii) Independent Commission Against Corruption
- (iii) Office of the NSW Ombudsman
- (iv) Division of Local Government, Department of Premier and Cabinet
- (v) NSW Police Force
- (vi) Director of Public Prosecutions
- (vii) Council's Conduct Review Committee/Reviewer.

This is provided that the subject of the inquiry, investigation or hearing arises from the performance in good faith of a councillor's functions under the Act and the matter before the investigative or review body has proceeded past any initial assessment phase to a formal investigation or review. In the case of a conduct complaint made against a councillor, legal costs should only be made available where a matter has been referred by a general manager to a conduct reviewer/conduct review committee to make formal enquiries into that matter in accordance with the procedures in the Model Code of Conduct. In the case of a pecuniary interest or misbehaviour matter legal costs should only be made available where a formal investigation has been commenced by the Division of Local Government.

In addition, legal costs must only be provided where the investigative or review body makes a finding that is not substantially unfavourable to the councillor. This may include circumstances in which a matter does not proceed to a finding. In relation to a councillor's conduct, a finding by an investigative or review body that an inadvertent minor technical breach had occurred may not necessarily be considered a substantially unfavourable outcome.

A council must not meet the legal costs of legal proceedings initiated by a councillor under any circumstance.

A council must not meet the legal costs of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.

Legal costs must not be met for legal proceedings that do not involve a councillor performing their role as a councillor.

A council may lawfully obtain insurance cover against the risk of having to meet the reasonable legal costs of a councillor, or to reimburse those costs, provided that the costs or reimbursements are ones that the council is authorised to meet.

It is important that council has a clear approvals process in place to ensure approval is sought and gained, where possible, prior to legal expenses being incurred.

The above information is in accordance with and replaces the provisions in relation to legal expenses for councillors in Circular to Councils 05/08 *Legal assistance for councillors and council employees* and of the model policy set out in the *Local Government Law Guide*, Sly and Weigall in association with Deacons, Graham & James (June 1994) p 322, point 252.3(6).

2.3.7 Insurance

Section 382 of the Act requires a council to make arrangements for its adequate insurance against public liability and professional liability.

The policy should include a section outlining insurance provisions for councillors and as a minimum these insurances should cover:

- Public liability (for matters arising out of councillors' performance of their civic duties and/or exercise of their council functions)
- Professional indemnity (for matters arising out of councillors' performance of their civic duties and/or exercise of their functions).

Councils could also give consideration to providing additional insurance for councillors to cover:

- Personal injury while on council business. Note that councillors are not covered by workers' compensation payments or arrangements.
- Travel insurance for approved interstate and overseas travel on council business.

All insurances are to be subject to any limitations or conditions set out in the council's policy of insurance.

2.3.8 Communication expenses

The Division advises against councils including provision in their policies for expenses for individual councillors or groups of councillors to produce and disseminate personalised pamphlets, newsletters and the like.

Regardless of intention such activities may be perceived as using council resources for private political benefit and would therefore be contrary to the spirit of the Local Government Act and the Model Code of Conduct.

This is particularly the case in the lead up to local government elections. Not only is it likely that the community would perceive pamphlets and newsletters by individual councillors at this time to be a misuse of resources for private re-election benefit, but the use of council resources for such a purpose inequitably raises the profile of current councillors over other prospective candidates.

While the facilitation of communication between the community and the council is acknowledged as an important role of a councillor, there are many other more appropriate ways that councils do this effectively, including via corporate publications and community newsletters, surveys, focus groups, websites and public meetings.

However, if communication expenses are to be provided to individual councillors, policies should include strict limits, guidelines and controls to manage the content, format and approval process for any publications produced, not least because such materials will appear to be council endorsed. Councils should also consider setting a reasonable and appropriate timeframe for ceasing payment of expenses for communication activities by individual councillors prior to their ordinary elections until after the elections.

2.3.9 Telecommunications

Councils should establish a monthly monetary limit for the cost of official mobile, landline and facsimile calls made by councillors. A system should also be established to reconcile all telephone call costs claimed with account statements. Councils should also consider limiting expenses for internet use.

2.3.10 Attendance at dinners and other non-council functions

The policy may address the issue of councillors' attendance at formal dinners and other non-council functions.

Consideration may be given to meeting the cost of councillors' attendance at dinners and other non-council functions that provide briefings to councillors from key members of the community, politicians and business. Approval to meet expenses should only be given when the function is relevant to the council's interest. Only the cost of the service provided should be met.

No payment should be made by a council for attendance by a councillor at any political fundraising event, for any donation to a political party or candidate's electoral fund, or for some other private benefit. Councils should ascertain whether any expenses to be incurred would be directed towards such events and activities prior to approving expenditure.

2.3.11 Care and other related expenses

Councils are strongly encouraged to make provision for the reimbursement of the reasonable cost of care arrangements, including childcare expenses and the care of elderly, disabled and/or sick immediate family members of councillors, to allow councillors to undertake their council business obligations. This is in accordance with the principles of participation, access and equity outlined earlier in these guidelines. This is considered by the Division of Local Government to be a legitimate expense and councillors claiming the care expense should not be subject to criticism for doing so.

Consideration should be given to the payment of other related expenses associated with the special requirements of councillors such as disability and access needs to allow performance of normal civic duties and responsibilities.

2.3.12 Expenses for spouses, partners and accompanying persons

There may be limited instances where certain costs incurred by the councillor on behalf of their spouse, partner or accompanying person are properly those of the councillor in the performance of his or her functions. An accompanying person is a person who has a close personal relationship with the councillor and/or provides carer support to the councillor.

Meeting the reasonable costs of spouses and partners or an accompanying person for attendance at official council functions that are of a formal and ceremonial nature, is considered appropriate when accompanying councillors within the local government area. Such functions would be those that a councillor's spouse, partner or accompanying person could be reasonably expected to attend. Examples could include but not be limited to Australia Day award ceremonies, citizenship ceremonies, civic receptions and charitable functions for charities formally supported by the council.

Limited expenses of spouses, partners or accompanying persons associated with attendance at the Local Government and Shires Associations' annual conferences could be met by councils. These expenses should be limited to the cost of registration and official conference dinners. Travel expenses, any additional accommodation expenses, and the cost of partner/accompanying person tours etc would be the personal responsibility of individual councillors.

Consideration should also be given to the payment of expenses for the spouse, partner or accompanying person of a mayor, or a councillor when they are representing the mayor, when they are called on to attend an official function of council or carry out an official ceremonial duty while accompanying the mayor outside the council's area, but within the State. Examples could include charitable functions to which the mayor has been invited and award ceremonies and other functions to which the mayor is invited to represent the council.

The above circumstances should be distinguished from spouses, partners or accompanying persons who accompany a councillor at any event or function

outside the council area, including interstate and overseas, where the costs and expenses of the spouse or partner or accompanying person should not be paid by council (with the exception of attendance at the Local Government and Shires Associations annual conferences, as noted above).

The above examples should also be distinguished from circumstances where spouses, partners or accompanying persons accompany councillors at seminars and conferences and the like. In these situations all costs, including any additional accommodation costs, must be met by the councillor or the spouse/partner/accompanying person.

The payment of expenses for spouses, partners or accompanying persons for attending appropriate functions as permitted above should be confined specifically to the ticket, meal and/or the direct cost of attending the function. Peripheral expenses incurred by spouses, partners or accompanying persons such as grooming, special clothing and transport are not considered reimbursable expenses.

2.4 Provision of facilities, equipment and services

2.4.1 Provision of facilities, equipment and services for councillors

The following are examples of equipment, facilities and services that could be included in the policy and provided to mayors and councillors. The provision of facilities, equipment and services is not limited to this list:

- Office equipment (phones, fax, photocopier)
- Mobile phone
- Internet
- Dedicated computer equipment including a desktop and/or laptop, printer, scanner and software
- Furnished councillors' room
- Secretarial and administrative support
- Stationery, office supplies, postage, business cards and other consumables
- Non-dedicated council vehicle
- Car parking set aside for the sole use of councillors
- Meals and refreshments
- Meals on evenings of council meetings and official dinners, light refreshments at committee and working party meetings
- Corporate clothing and protective clothing and equipment.

2.4.2 Provision of additional facilities, equipment and services for mayors

In addition to the facilities, equipment and services provided to councillors, certain additional facilities may be provided to a mayor to recognise the special

role, responsibilities and duties of the position both in the council and in the community.

Provision of a motor vehicle

Generally, a fully serviced and maintained vehicle, including a fuel card, should be provided for the sole use of the mayor. The type of motor vehicle and all conditions of use should be specified in the policy.

Councillors, including the mayor, should only obtain incidental private benefit from the provision of a motor vehicle for official use unless the policy specifically provides for private use and has a mechanism in place for a payment to be made for that private use. This mechanism should be outlined in a council's expenses and facilities policy. For an example of an appropriate method of reconciling private usage see 1.6.11.

Other equipment, facilities and services

Other equipment to be provided for the use of the mayor may include, but is not be limited to:

- Ceremonial clothing including mayoral robes, chains of office
- Dedicated staff support, including secretarial services
- Furnished mayoral office
- Allotted parking space at the council premises.

2.4.3 Acquisition and return of equipment and facilities by councillors

Councils should provide details of arrangements for councillors to return equipment and other facilities to the council after the completion of their term of office, extended leave of absence or at the cessation of their civic duties.

The policy should provide the option for councillors to purchase council equipment previously allocated to them at the cessation of their duties. If the item is for sale it should be purchased at an agreed fair market price or written down value.

Appendix I

Legislative and policy requirements

3.1 Provisions under the Local Government Act 1993

3.1.1 General policy-making requirements

Section 252 of the Local Government Act requires councils to adopt or amend a policy annually for the payment of expenses and the provision of facilities to mayors, deputy mayors and other councillors. Mayors and councillors can only be reimbursed for expenses and provided with facilities in accordance with this policy.

Section 252 also makes provision for a council to reduce the amount payable to mayors and councillors (under sections 248-251 of the Act) by the amount representing any private benefit of a facility provided by the council to them. It also requires that the policy be made under the provisions of this Act, the Regulation and any relevant guidelines issued under section 23A of the Act (these guidelines).

Section 252 (Payment of expenses and provision of facilities) states:

(1) Within 5 months after the end of each year, a council must adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the mayor, the deputy mayor (if there is one) and the other councillors in relation to discharging the functions of civic office.

(2) The policy may provide for fees payable under this Division to be reduced by an amount representing the private benefit to the mayor or a councillor of a facility provided by the council to the mayor or councillor.

(3) A council must not pay any expenses incurred or to be incurred by, or provide any facilities to, the mayor, the deputy mayor (if there is one) or a councillor otherwise than in accordance with a policy under this section.

(4) A council may from time to time amend a policy under this section.

(5) A policy under this section must comply with the provisions of this Act, the regulations and any relevant guidelines issued under section 23A.

3.1.2 Policy development, review and submission requirements

Section 253 of the Act specifies actions that council must undertake before a policy concerning expenses and facilities can be adopted or amended. It requires councils to make and submit their expenses and provision of facilities policies annually to the Division of Local Government.

Section 253 (Public notice of proposed policy or amendments concerning expenses and facilities) states:

(1) A council must give public notice of its intention to adopt or amend a policy for the payment of expenses or provision of facilities allowing at least 28 days for the making of public submissions.

(2) Before adopting or amending the policy, the council must consider any submissions made within the time allowed for submissions and make any appropriate changes to the draft policy or amendment.

(3) Despite subsections (1) and (2), a council need not give public notice of a proposed amendment to its policy for the payment of expenses or provision of facilities if the council is of the opinion that the proposed amendment is not substantial.

(4) Within 28 days after adopting a policy or making an amendment to a policy for which public notice is required to be given under this section, a council is to forward to the Director-General:

(a) a copy of the policy or amendment together with details of all submissions received in accordance with subsection (1), and

(b) a statement setting out, for each submission, the council's response to the submission and the reasons for the council's response, and

(c) a copy of the notice given under subsection (1).

(5) A council must comply with this section when proposing to adopt a policy each year in accordance with section 252 (1) even if the council proposes to adopt a policy that is the same as its existing policy.

Section 254 of the Act requires that a part of a council or committee meeting which considers the adopting or amending of such a policy must not be closed to the public.

3.1.3 The role of a councillor

Section 232 of the Local Government Act defines the role of a councillor. It provides that councillors have two distinct roles; as a member of the governing body of the council; and as an elected person. Councils as members of the governing body should work as part of a team to make decisions and policies that guide the activities of the council. The role as an elected person requires councillors to represent the interests of the community and provide leadership. Councillor expenses and facilities policies should facilitate and assist councillors to carry out their role.

Section 232 (What is the role of a councillor?) states:

(1) *The role of a councillor is, as a member of the governing body of the council:*

- *to direct and control the affairs of the council in accordance with this Act*
- *to participate in the optimum allocation of the council's resources for the benefit of the area*
- *to play a key role in the creation and review of the council's policies and objectives and criteria relating to the exercise of the council's regulatory functions*
- *to review the performance of the council and its delivery of services, and the management plans and revenue policies of the council.*

(2) *The role of a councillor is, as an elected person:*

- *to represent the interests of the residents and ratepayers*
- *to provide leadership and guidance to the community*
- *to facilitate communication between the community and the council.*

3.1.4 Other requirements

Section 12 provides that the public is able to inspect during office hours at the council, and at no charge, the current version and the immediately preceding version of the council's expenses and facilities policy. The public are also entitled to a copy of the policy either free of charge or on payment of a reasonable copying charge.

Section 23A makes provision for the Director General of the former Department of Local Government to prepare, adopt or vary guidelines that relate to the exercise by a council of any of its functions. It also requires that a council must take the relevant guidelines into consideration before exercising any of its functions.

3.2 Provisions under the Local Government (General) Regulation 2005

Clause 217 of the Regulation requires councils to include detailed information in their annual reports about the payment of expenses and facilities to councillors.

Clause 217 (Additional information for inclusion in annual reports) states in part:

(1) *For the purposes of section 428 (2) (r) of the Act, an annual report of a council is to include the following information:*

(a) *details (including the purpose) of overseas visits undertaken during the year by councillors, council staff or other persons while representing the council (including visits sponsored by other organisations),*

(a1) details of the total cost during the year of the payment of the expenses of, and the provision of facilities to, councillors in relation to their civic functions (as paid by the council, reimbursed to the councillor or reconciled with the councillor), including separate details on the total cost of each of the following:

(i) the provision during the year of dedicated office equipment allocated to councillors on a personal basis, such as laptop computers, mobile telephones and landline telephones and facsimile machines installed in councillors' homes (including equipment and line rental costs and internet access costs but not including call costs),

(ii) telephone calls made by councillors, including calls made from mobile telephones provided by the council and from landline telephones and facsimile services installed in councillors' homes,

(iii) the attendance of councillors at conferences and seminars,

(iv) the training of councillors and the provision of skill development for councillors,

(v) interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,

(vi) overseas visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses,

(vii) the expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors for Local Councils in NSW prepared by the Director-General from time to time,

(viii) expenses involved in the provision of care for a child of, or an immediate family member of, a councillor, to allow the councillor to undertake his or her civic functions.

Clause 403 disallows the payment of a general expense allowance and for a vehicle to be made available for the exclusive use of a councillor other than the mayor.

Clause 403 (Payment of expenses and provision of facilities) states:

A policy under section 252 of the Local Government Act 1993 must not include any provision enabling a council:

(a) to pay any councillor an allowance in the nature of a general expense allowance, or

(b) to make a motor vehicle owned or leased by the council available for the exclusive or primary use or disposition of a particular councillor other than a mayor.

3.3 Other NSW Government policy provisions

3.3.1 Division of Local Government Guidelines

As noted above under section 252(5) of the *Local Government Act 1993* the council expenses policy must comply with these guidelines issued under section 23A of the Act.

3.3.2 Circulars to Councils

The policy must take into account the following Circulars.

- Circular 08/24 *Misuse of council resources.*
- Circular 08/37 *Council decision making prior to ordinary elections*

As previously stated, these guidelines replace any previous versions of these Guidelines and Circular 04/60 *Policy on payment of facilities to the mayor, deputy mayor and other councillors.*

3.3.3 The Model Code of Conduct for Local Councils in NSW (DLG)

The policy should be consistent with the *Model Code of Conduct for Local Councils in NSW, Department of Local Government – June 2008*. The following parts of the code are particularly relevant to s252 policies:

Use of council resources (pp 23-24)

10.12 You must use council resources ethically, effectively, efficiently and carefully in the course of your official duties, and must not use them for private purposes (except when supplied as part of a contract of employment) unless this use is lawfully authorised and proper payment is made where appropriate.

10.14 You must be scrupulous in your use of council property, including intellectual property, official services and facilities and should not permit their misuse by any other person or body.

10.15 You must avoid any action or situation, which could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.

10.16 The interests of a councillor in their re-election is considered to be a personal interest and as such the reimbursement of travel expenses incurred

on election matters is not appropriate. Council letterhead, council crests and other information that could give the impression it is official council material must not be used for these purposes.

10.17 You must not convert any property of the council to your own use unless properly authorised.

3.3.4 Councillor Induction and Professional Development Guide (DLG)

The policy provisions on training and development should integrate with any training and development policy, plan or program developed by the council. The Division has produced a *Councillor Induction and Professional Development Guide* (September 2008) to assist councils to develop these programs.

3.3.5 No Excuse for Misuse, preventing the misuse of council resources (ICAC)

Councils should also be aware of and take account of the Independent Commission Against Corruption (ICAC) publication *No Excuse for Misuse, preventing the misuse of council resources (Guidelines 2)* November 2002. This publication is available on the ICAC website in at www.icac.nsw.gov.au.

Appendix II

A suggested format for a policy for the payment of expenses and the provision of facilities for mayors and councillors

Part 1 INTRODUCTION

- **Title and commencement of the Policy**
- **Purpose of the Policy**
The purpose of the policy is to ensure that councillors receive adequate and reasonable expenses and facilities to enable them to carry out their civic duties. It ensures that these are provided in an accountable and transparent manner.
- **Objectives and scope of the Policy**
- **Making and adoption of the Policy**
- **Legislative provisions**
Local Government Act 1993 and Local Government (General) Regulation 2005
- **Other Government policy provisions**
DLG Guidelines for the payment of expenses and the provision of facilities to Mayors and Councillors, Model Code of Conduct for Local Councils in NSW and Circulars to Councils
ICAC publications

Part 2 PAYMENT OF EXPENSES

GENERAL PROVISIONS

- **Payment of expenses generally (principles and processes)**
 - No general expense allowance
 - Monetary limits for all expenses
 - No private benefit unless payment made
 - No use of council resources for political purposes
 - Gifts and benefits to be of token value
 - Participation, equity and access
 - Approval and dispute resolution processes
 - Reimbursement and reconciliation of expenses processes
 - Payment in advance process

SPECIFIC EXPENSES FOR COUNCILLORS (including limits)

- Attendance at seminars and conferences
- Training and educational expenses
- Local travel arrangements and expenses
- Travel outside the LGA including interstate travel, accommodation and incidental expenses
- Legal expenses
- Insurance expenses
- Telecommunications/internet
- Care and other related expenses
- Spouse and partner expenses

ADDITIONAL EXPENSES FOR MAYORS

- Additional expenses provided

Part 3 PROVISION OF FACILITIES**GENERAL PROVISIONS**

- **Provision of facilities generally (principles and processes)**
Private use of facilities and mechanism for reimbursement

PROVISION OF EQUIPMENT AND FACILITIES FOR COUNCILLORS


- Equipment and facilities provided

PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR MAYORS

- Additional equipment and facilities provided

Part 4 OTHER MATTERS

- Acquisition and returning of facilities and equipment by Councillors
- Status of the Policy

 Temora Shire Council ABN: 55 048 860 109 105 Loftus Street PO Box 262 Temora NSW 2666 Phone: 02 6980 1100 Fax: 02 6980 1138 Email: temshire@temora.nsw.gov.au	Mayoral Fuel WOR-BUS-FNGN-004
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1. Purpose

The purpose of this procedure is to provide guidance on the reimbursement of fuel for the use of a private vehicle by the Mayor for Council or regional organisational events.

2. Scope

The scope of the procedure applies to the Mayor of Temora Shire Council and is in accordance with Councillor Expenses and Facilities Policy.

The policy states that:

10.3 The Mayor will be reimbursed for fuel costs in accordance with the Mayors Fuel procedure.

3. Introduction and Processes

It is understood that the Mayor may use their private vehicle to attend Council or regional organisational events. Where this occurs, the following process is agreed:

- a. The Mayor can purchase fuel using the Council issued credit card with the expected costs not to exceed \$150.00 per month. Obligations of Council's Corporate Credit Card Policy (G9) will apply.
- b. A vehicle log book must be kept of all travel undertaken by the Mayor for Council or Regional organisational events and be supplied to the General Manager on a quarterly basis for review and record keeping purposes.
- c. No further reimbursement of travel for the Mayor using their own vehicle under the Councillor Expenses and Facilities Policy will be provided for under this arrangement.
- d. No other expenses associated with the running of the Mayor's private vehicle are to be charged to the Council issued credit card.

4. Review

A review of this procedure will be undertaken annually by the General Manager in consultation with the Director Administration & Finance.

12.6 PROCEDURE REVIEW - HR24 BULLYING, HARASSMENT AND DISCRIMINATION PROCEDURE**File Number:** REP23/1644**Author:** Enterprise Risk Manager**Authoriser:** Engineering Asset Manager**Attachments:** 1. HR24 - Bullying, Harassment & Discrimination Procedure [↓](#) **REPORT**

The operational procedure HR24 – Bullying, Harassment & Discrimination has recently been reviewed and updated following the introduction of WHS-125 Managing Psychosocial Hazards procedure.

The WHS-125 Managing Psychosocial Hazards Procedure was reported to Council on 17 August 2023, where it was resolved that:

1. That Council acknowledge procedure WHS-125
2. That Council note the attached Division 11 of the Workplace Health & Safety Regulation 2017
3. That Council note the attached Memorandum of Advice regarding the obligations of the Elected Councillors under the WHS Act

Procedure HR24 has been significantly updated to reflect current WHS and other relevant legislation, in consultation with all Temora Shire Council staff who were given the opportunity to provide feedback to a draft version. All staff feedback was taken into consideration and appropriate changes made prior to the finalisation of this procedure, which is now presented to Council for their acknowledgement.

Furthermore, it is requested that Councillors abide by the principles in this procedure in their interactions with Council staff and each other, with respect to their role as “other persons” in the workplace under section 29 of the NSW Work Health and Safety Act 2011.

RESOLUTION 11/2024**Moved:** Cr Jason Goode**Seconded:** Cr Nigel Judd

It was resolved that Council acknowledge HR24 – Bullying, Harassment & Discrimination Procedure.

CARRIED

TEMORA SHIRE COUNCIL



TEMORA
The Friendly Shire

Bullying, Harassment & Discrimination Procedure

Review Details**ABOUT THIS RELEASE****DOCUMENT NAME:** Bullying, Harassment & Discrimination Procedure**CODE NUMBER:** HR24**AUTHOR:** Temora Shire Council**ENDORSEMENT DATE :** September 2017**REVIEW**

Revision Date	Revision Description	Revision	Date approved by Council	General Managers Endorsement
September 2017	Review	1	N/A	GCL
December 2023	Full re-write	2	N/A	MB

PLANNED REVIEW

Planned Review Date	Revision Description	Review by
December 2026	Scheduled Review	People & Culture Manager

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1. Purpose

Temora Shire Council (TSC) is committed to fostering a positive work environment where everyone is treated fairly and with respect.

This procedure describes how TSC will identify, manage, and prevent unreasonable and disrespectful behaviours in the workplace, including workplace bullying, harassment and discrimination, and behaviours that create hostile work environments.

As well as minimising psychosocial risks and optimising workers' psychological safety, this procedure aims to help Council meet its requirements under:

- The NSW Workplace Health and Safety Act 2011, (WHS Act)
- The NSW Workplace Health and Safety Regulation 2017, and
- The Federal Sex Discrimination Act 1984.

2. Scope

This procedure applies to workers at workplaces under the management or control of TSC.

The term "workers" is defined under section 7 of the WHS Act. This includes all TSC employees, volunteers and contractors (including their subcontractors).

TSC acknowledges, whilst not specifically listed as a "worker" under the WHS Act, that Elected Councillors form a part of TSC's workforce and have regular work-related interactions with TSC Staff.

TSC request that Elected Councillors acknowledge and abide by the principles in this procedure, in their interactions with TSC workers and each other, and with respect to their role as "other person's" in the workplace (WHS Act s29).

This procedure does not extend to the management of general workplace grievances. See TSC *Grievance Procedure*.*

** Note: TSC does not have a dedicated procedure at the time of writing, please refer to the Local Government (State) Award 2023.*

3. Workplace behaviours

3.1. Expected behaviours

TSC requires all its workers, including people leaders, to:

- Use respectful and reasonable language and behaviours while carrying out all council business, interacting with other workers, volunteers, contractors or the public, or during any interactions that may be linked to council.
- Consider all work and non-work-related characteristics of workers when considering which behaviours may be perceived as respectful and reasonable.
- Deal with issues fairly and in accordance with approved procedures, in a non-discriminatory manner.
- Report and manage any psychosocial hazards and unreasonable behaviours that may affect people in the workplace, such as contractors or members of the public.
- Consider psychosocial risk and the needs of all diverse groups of workers when planning, carrying out or making changes to the work environment, work equipment, procedures, amenities, events or team structures.
- Be considerate of other workers' time when planning and carrying out work meetings, communications, and other tasks.

In addition to the above, TSC requires its people leaders to:

- Proactively manage psychosocial hazards in the workplace. See *WHS-125: Managing Psychosocial Hazards Procedure*.
- Proactively work to prevent and manage the risk of all unreasonable behaviours, including bullying, sexual harassment, discrimination, and behaviours that create a hostile work environment.
- Respond promptly and supportively to all reports of alleged unreasonable behaviours.
- Carry out Human Resources functions such as recruitment and selection, team development planning, performance management, and reward and recognition consistently, sensitively, and according to the current approved procedures.

3.2. Unreasonable behaviour

TSC does not tolerate unreasonable behaviour. The blanket term “unreasonable behaviour” will be used throughout this procedure, and includes:

- Harassment
- Bullying
- Discrimination
- Behaviours that create a hostile workplace

In addition to being unacceptable, some unreasonable behaviours are also unlawful.

3.2.1. Harassment

Harassment is behaviour that a reasonable person, having considered all the circumstances, would see as unreasonable, such as:

- Victimisation
- Humiliation
- Intimidation
- Threats

It may be for any reason, and in any form such as verbal or physical abuse, or via email, text messages, instant messaging, or other social media channels.

Note that a single incident may be considered harassment, whereas bullying requires multiple incidents.

3.2.2. Bullying

Bullying is repeated unreasonable behaviour directed at a person or group of people that creates a risk to health and safety. Workplace bullying may be directed at or carried out by a single worker or group of workers.

Behaviour may be considered bullying regardless of how it was intended.

Examples include:

- Abusive, insulting, or offensive words
- Aggressive or intimidating conduct
- Belittling or humiliating comments or acts
- Victimisation
- Verbal or practical jokes
- Unjustified criticism or complaint
- Deliberate exclusion of someone from work-related activities
- Withholding access to information, supervision, consultation or other resources needed for effective work performance
- Setting unreasonable timelines or frequently changing deadlines
- Setting tasks that are unreasonably below or beyond someone's skill
- Spreading misinformation or malicious rumours
- Changing work arrangements, such as rosters or leave, to deliberately inconvenience someone

3.2.3. Discrimination

Discrimination occurs when a person or group is treated unfairly or less favourably than others because of personal characteristics or traits.

3.2.4. Behaviours that create a hostile workplace

These behaviours cause a person or group to feel unwelcome in or excluded from the workplace, even if the behaviours are not specifically directed at anyone.

It may include the use of language, humour, visual material, or music that offends or excludes someone.

3.2.5. Unlawful conduct

Unlawful behaviour against any person will not be tolerated for any reason.

TSC acknowledges that some minority groups are at higher risk of being subjected to unreasonable behaviours and are further protected under legislation.

This legislation includes:

- Sex Discrimination Act 1984 (Cth)
- Age Discrimination Act 2004 (Cth)
- Racial Discrimination Act 1975 (Cth)
- Disability Discrimination Act 1992 (Cth)
- Crimes Act 1900 (NSW)

The following specific types of unreasonable behaviour are prohibited in all Australian workplaces.

3.2.5.1. Sexual harassment

Unwelcome conduct of a sexual nature that may cause someone to feel offended, humiliated, or intimidated. E.g. sexual advances or unwelcome requests for sexual favours.

3.2.5.2. Harassment on the grounds of sex

When a person engages in unwelcome, demeaning conduct by reason of another person's sex, or a characteristic or quality that generally pertains to a person of their sex.

3.2.5.3. Conduct that could subject a person to a hostile environment on the grounds of sex

This is behaviour that causes people of one sex to generally feel unwelcome or excluded at work. It may include displaying obscene or pornographic materials, general sexual banter, or innuendo and offensive jokes.

These actions do not need to be directed at one person to be considered unreasonable.

3.2.5.4. Other discrimination

Discrimination against people based on sex, gender identity, intersex status, sexual orientation, marital or relationship status, family or carer's responsibilities, pregnancy or potential pregnancy, and breastfeeding are all prohibited under the Sex Discrimination Act 1984 (Cth).

Other forms of discrimination based on race, skin colour, religion, political opinion, national extraction, social origin, age, physical or mental disability, are prohibited under the Racial Discrimination Act 1975, Age Discrimination Act 2004, Disability Discrimination Act 1992.

3.2.5.5. Behaviour involving actual or threatened physical assault or harm to property

These incidents should also be reported to the police.

3.3. Impacts of unreasonable behaviour

Bullying, harassment, discrimination, and hostile work environments can result in:

- Significant psychological, social and health costs for individual staff, e.g. loss of confidence, increased anxiety, depression, loss of sleep, and increased blood pressure.
- Absenteeism, reduced staff productivity and motivation, loss of experienced and skilled staff through resignation, and difficulty attracting new staff.
- Negative effects on Council, e.g. a need for investigations, claims or complaints that can be brought by affected staff, negative publicity, or regulatory actions in severe cases.

Unreasonable behaviours can also affect witnesses and bystanders to the behaviours or their effects.

3.4. Situations that may be confused with unreasonable behaviour

3.4.1. Reasonable management action

It is reasonable for managers/supervisors or HR Officers to carry out reasonable actions with respect to allocation of work, performance appraisal, discipline, and other HR processes necessary to manage a team or workplace.

This is not considered unreasonable behaviour if it's done fairly, lawfully, and reasonably, following Council procedures and considering all relevant circumstances.

Reasonable management action may include:

- Setting realistic and achievable performance goals, standards, and deadlines
- Fair and appropriate rostering and allocation of working hours

- Transferring a worker to another area or role for operational reasons, by agreement with all relevant parties
- Deciding not to select a worker for a promotion where a fair process is followed
- Informing a worker of unsatisfactory work performance in a reasonable and constructive way
- Informing a worker about unreasonable behaviour in a reasonable way
- Implementing organisational change, e.g. redundancies or restructuring
- Taking disciplinary action, including suspension or termination of employment where appropriate

When carrying out these actions, managers/ supervisors/ HR must refer to the relevant procedure and obtain guidance from HR Officers if required.

3.4.2. Workplace conflict

Differences of opinion and disagreements are generally not unreasonable. People can have respectful differences and disagreements in the workplace without engaging in behaviour that creates a risk to health and safety.

Workers should raise any concerns about workplace conflict with their manager/supervisor or HR officer.

4. Prevention of unreasonable behaviour

4.1. Identifying where unreasonable behaviour can occur

There are several organisational and psychosocial factors which increase the risk of unreasonable behaviour. These factors can usually be controlled or eliminated by putting strategies in place to reduce the risk.

Risk factor category	Explanation/examples
Work stressors	Characteristics of the job, such as.: <ul style="list-style-type: none"> • High job demands • Low job control • Job insecurity • Organisational change, e.g. restructure or technological change
Leadership styles	Behaviour of one or more people leaders, such as: <ul style="list-style-type: none"> • Strict and directive leadership which does not allow workers to be involved in decision making • Leadership with little or no guidance given to workers, and where responsibilities are inappropriately or informally delegated • Abusive or demeaning behaviour, e.g. inappropriate or derogatory language, malicious or unduly personal criticism or feedback
Systems of work	Inadequate policies, procedures, processes, and resources. For instance: <ul style="list-style-type: none"> • A lack of behavioural standards or policies • A lack of resources, e.g. systems/equipment/people/budget, and/or training • Inappropriate work scheduling, shift work, or poorly designed rosters • Unreasonable performance management • Workers working at a workplace partly or fully controlled by someone other than Council
Poor workplace relationships and culture	Organisational or team interpersonal characteristics such as: <ul style="list-style-type: none"> • Poor communication and consultation • Isolation • Lack of support • Incivility • Work group hostility • An acceptance of unreasonable workplace behaviour •

Risk factor category	Explanation/examples
Workforce characteristics	<p>Work group demographics:</p> <ul style="list-style-type: none"> • Workplaces dominated by one gender, or with low levels of other types of diversity • Young workers, apprentices, minority groups, workers from non-English-speaking backgrounds, casual workers, new workers, injured workers, insufficiently skilled/ trained workers, LGBTQIA+ workers, and volunteers are likely to be at higher risk of experiencing unreasonable behaviour

Processes that may help identify actual or potential unreasonable behaviour include:

- Monitoring incident reports, workers compensation claims, patterns of absenteeism, sick leave, staff turnover, and grievance records to establish patterns of behaviour
- Regular consultation and communication with workers, managers/supervisors, and health and safety representatives
- Conducting staff engagement surveys
- Seeking regular feedback from managers/supervisors and other parties, internal and external
- Conducting exit interviews with workers leaving
- Recognising potential consequences of changes in workplace relationships and lines of reporting

4.2. Assessing the risk

The WHS/HR officer, together with department managers, will carry out psychosocial risk assessments across council and in each department, including the risk of workers being subject to unreasonable behaviour.

This can be done in a variety of ways, including desktop risk assessments, consultation, staff surveys and focus groups.

The method for these assessments should be planned carefully and approved by people leaders to avoid defensiveness and the creation of other psychosocial hazards.

See *WHS-125: Managing Psychosocial Risks* procedure for examples.

4.3. Controlling the risk

TSC has control measures in place to prevent and manage unreasonable workplace behaviour. These measures are aimed at organisational and psychosocial risk factors, and individual behaviours.

4.3.1. Management commitment

TSC aims to “set the tone at the top” to create a positive culture where unreasonable behaviour is not tolerated.

People leaders, including the General Manager, directors, and managers/supervisors, will demonstrate commitment to identifying, preventing, and responding to unreasonable behaviours.

This commitment will be shown through:

- Modelling respectful, civil, appropriate behaviour
- Addressing unreasonable behaviour as soon as possible- see Section 5 for details about reporting and responding to complaints of unreasonable behaviour
- Ensuring all reports of unreasonable behaviour are taken seriously, properly investigated, and actioned
- Communicating and consulting with, supporting, and providing guidance to workers and managers/supervisors

4.3.2. Clear standards of workplace behaviour

Council's Code of Conduct (G17) outlines standards of behaviour and values that all workers must model. It outlines what is and isn't appropriate behaviour and describes actions that will be taken to deal with unreasonable behaviour.

Instances of unreasonable behaviour will be addressed promptly through reasonable management actions. These actions will be clearly defined and understood by workers to prevent the behaviour recurring or escalating.

4.3.3. Safe systems of work

Council establishes and maintains these safe systems of work to reduce the risk of unreasonable workplace behaviour:

- Clearly defined job descriptions and role/department responsibilities
- Giving workers the resources, information, supervision, and training needed to perform tasks safely and effectively, including making reasonable adjustments to work or workplaces for workers with unique requirements.
- Leadership training programs to ensure all people leaders are equipped with knowledge and skills to manage teams in a way that maintains a safe and respectful work environment.
- Providing access to support mechanisms such as the Employee Assistance Program (EAP), particularly during busy or stressful work periods.
- Communicating effectively throughout workplace changes, such as restructuring or downsizing, or when new management or expectations of performance or behaviour is introduced.
- Liaising with contractors, suppliers and partner organisations to ensure TSC workers are protected from the risk of unreasonable behaviour.

Future improvements to these safe systems of work could include:

- Development and implementation of a *Selection and Recruitment Policy*
- Development and implementation of clear *Performance Management Policy/Procedure*, with regular feedback from managers to workers about their role, responsibilities, and performance
- Development and implementation of clear *Rostering and Overtime Procedures* for managing work hours, including reviewing and monitoring workloads, hours of work and staffing levels to ensure fair allocation of overtime and to reduce excessive working hours.

4.3.4. Providing training

Consistently providing training and information to workers is an important way to prevent unreasonable workplace behaviour.

Training should be suited to the audience so that all workers know their roles and responsibilities in preventing and managing unreasonable behaviour.

See Section 6 for further information.

5. Reporting and responding to unreasonable behaviour

TSC takes instances of unreasonable behaviour in the workplace seriously and is committed to taking action to address issues as early as reasonably practicable.

Whether subject of or witness to unreasonable behaviour, workers should report the behaviour as soon as reasonably practicable, following the guidelines in this procedure.

5.1. Early intervention approach

If comfortable to do so, a worker may attempt to resolve an unreasonable behaviour immediately.

Early intervention involves the worker who is experiencing the unreasonable behaviour directly telling the perpetrator, using a calm tone and professional language, that such behaviour is unwelcome and shouldn't happen again.

If the behaviour continues, they should report it to their manager/supervisor.

5.2. Reporting

Where an early intervention hasn't resolved the issue, unreasonable behaviour should be reported to the manager/supervisor where safe and appropriate.

The manager/supervisor will:

- Use their skills and expertise to attempt to de-escalate the situation
- Implement strategies to manage the situation at an individual or team level
- Record the actions taken
- Refer the issue to the WHS/HR Officer where the issue cannot be managed at the individual/team level

Workers may report unreasonable behaviours in many ways, including:

- Verbally to a manager/supervisor, and allowing them to raise it with the WHS/HR Officer
- To WHS and/or HR in person or via a letter/email
- Completing an incident report form, WHS-101.1.
- Reporting the issue to Council's elected Health and Safety Representative (HSR) who will then report the matter to Council on the worker's behalf

Managers/supervisors may also become aware of unreasonable behaviour from their own observation or by a worker using an early intervention approach. In these circumstances, it's important that the manager/supervisor records this information. If it is not resolved at the individual or team level, the report should be referred to HR.

5.3. Responding and investigating

Reports of unreasonable behaviour are assessed and managed by Council's WHS/HR Officer or a suitably experienced and independent member of staff, considering:

- Does the behaviour meet the definition of bullying, harassment, or discrimination, or does it create a hostile work environment?
- Is the behaviour also unlawful? (See section 3.2.5.)
- Does the situation warrant measures to minimise the risk of the behaviour recurring or escalating?
- Is there a clear understanding of the issues?
- Is additional information or help needed?
- Should the matter be progressed to a formal investigation?

If the alleged unreasonable behaviour is low grade or doesn't involve a clear or significant breach of this procedure or Council's Code of Conduct, a formal investigation may not be necessary. In these circumstances, attempts will be made to resolve the matter without a formal investigation, especially where a formal investigation may be disproportionate or counterproductive to restoring healthy, positive workplace relations.

However, if serious¹ allegations are made, there will be a formal investigation. The investigation must be carried out by an independent/unbiased person/s with experience and knowledge in dealing with unreasonable workplace behaviour.

The person/s responsible and time needed for the investigation will vary depending on the circumstances, the seriousness of the allegations, the risks to health and wellbeing of people involved, and the number of parties involved.

Council applies these principles to investigation reports of unreasonable behaviour:

- Acting promptly
- Treating all matters seriously
- Maintaining confidentiality in accordance with section 5.4
- Ensuring procedural fairness
- Offering all parties the opportunity to have a support person attend meetings with them

¹ Serious and complex unreasonable behaviour reports include those that extend over a significant period, involve multiple workers, are disputed, allege senior management involvement, allege unlawful activity, or have not been resolved by other processes.

- Offering EAP at the end of meetings and/or when workers are showing signs of distress
- Communicating the process and outcomes to affected parties

If workers' relationship has broken down to a point where there is a foreseeable risk to their mental health if they continue to work together, Council will arrange for them to work in different teams or sites where reasonably practicable.

If internal investigations fail to resolve the issue, or the worker is not satisfied with the internal process followed, the worker subjected to the alleged unreasonable behaviour may refer the complaint to SafeWork NSW or the Australian Human Rights Commission.

5.4. Confidentiality

Failure to maintain confidentiality can lead to workers mistrusting the reporting process. To limit breaches of confidentiality, Council will:

- Only discuss sensitive or private information with third parties if they need to know, and with permission of those involved
- Maintain secure storage, coding, and access to files and documents on unreasonable behaviour reports and any associated investigations, disciplinary processes, and outcomes
- Conduct discussions in private
- Instruct parties involved, including workers who may provide witness statements, to maintain confidentiality over relevant information, and about who they can and cannot speak to about the matter

5.5. Support for individuals

Council has an Employee Assistance Program (EAP) to assist with the resolution of a wide range of issues affecting them.

Council supports individuals bringing a support person to interviews or meetings where appropriate.

If a support person or union representative becomes unavailable, consider rescheduling the meeting.

6. Training and implementation

Training will be provided to promote respectful workplace behaviours, and to prevent and manage unreasonable behaviours. This will help enable early intervention in workplace conflict before it escalates.

Workers, managers and supervisors must know their roles in preventing and responding to unreasonable workplace behaviour and have the appropriate skills to act where necessary.

Workers and managers/supervisors will be given relevant training, including:

- Induction and onboarding for all new employees, that provides information on the expected standard of behaviour, types of unreasonable behaviour, how to report unreasonable behaviour, and where to find further information
- Periodic awareness training for all workers about unreasonable behaviour, how to report it, and measures to prevent it
- Training for managers/supervisors to help them identify unreasonable behaviour, manage difficult conversations, improve communication, manage conflict, and effectively manage work performance and disciplinary matters.

The WHS/HR Officer will coordinate this training.

7. Monitoring and review

After addressing a case or identifying a risk of unreasonable workplace behaviour, Council will examine the situation to identify and address any underlying factors that may increase the risk of occurrence or recurrence.

The presence of possible unreasonable behaviour may be monitored by the WHS/HR Officer and managers/supervisors by reviewing related incidents, conducting employee engagement surveys, consulting with workers, reviewing workers compensation data, and other appropriate methods.

Where prevention measures haven't been effective, the WHS/HR Officer will notify the General Manager and directors. A strategy will then be developed to promote respectful behaviour, address

unreasonable behaviour, and implement new or additional controls or processes to prevent unreasonable behaviour recurring.

7.1. Due diligence assessment tool

The due diligence assessment tool can be completed by Council's WHS/HR Officer, General Manager and/or directors to monitor and assess the level of compliance in place for preventing and managing unreasonable behaviours in the workplace.

The tool can identify gaps where Council can improve relevant systems and processes.

8. Record keeping

TSC will keep all records relating to alleged unreasonable behaviour in accordance with *G12 Records & Information Management*. Always consider and respect the privacy and confidentiality of all parties, especially regarding the availability of records and the security of workers' personal and health information.

Documented records of reports of unreasonable behaviour, investigations, discussions with affected individuals, and the outcomes must be kept throughout the process until the matter is finalised.

Further record keeping requirements may be appropriate in the case of WHS or HR investigations, for example: in the case of a Psychological Injury or Disciplinary Action.

9. References

9.1. Internal references

- WHS-101: Incident Reporting & Investigation
- WHS-102: WHS Consultation and Communication
- WHS-125: Managing Psychosocial Hazards
- G17 Code of Conduct
- G12 Records & Information Management
- *Grievance Procedure**
- *Performance Management Procedure**
- *Selection and Recruitment Policy***
- *WHS Records Matrix***

** Note: TSC does not have dedicated procedures at the time of writing, please refer to the Local Government (State) Award 2023.*

*** TSC does not have these procedures/documents in place at the time of writing*

9.2. External references

- Work Health and Safety Act 2011 (NSW)
- Work Health and Safety Regulation 2017 (NSW)
- Sex Discrimination Act 1984 (Cth)
- ISO 45001(2018): Occupational Health and Safety Management Systems
- Guide for Preventing and Responding to Workplace Bullying 2016, Safe Work Australia
- Dealing with Workplace Bullying – A Worker's Guide 2016, Safe Work Australia

10. Definitions

Term	Definition
Unreasonable Behaviour	For the purposes of this procedure, the term “unreasonable behaviour” includes: <ul style="list-style-type: none"> • Harassment • Bullying • Discrimination • Behaviours that create a hostile workplace
Serious and complex unreasonable behaviour	Includes those that extend over a significant period, involve multiple workers, are disputed, allege senior management involvement, allege unlawful activity, or have not been resolved by other processes.
Workplace bullying	Repeated and unreasonable behaviour, such as victimisation, humiliation, intimidation or threats, directed at a worker or group of workers that creates a risk to health and safety. It is persistent and can involve a range of behaviours over time. It is behaviour that a reasonable person, considering the circumstances, would see as unreasonable.
Harassment	Unwelcome behaviour that intimidates, offends or humiliates a person. It may target personal characteristics such as race, age, gender, disability, religion, or sexuality. It is often about one person or group inappropriately using power over another person or group. Unlike bullying, harassment may be a single incident. It may also be unlawful.
Sexual Harassment	Unwelcome conduct of a sexual nature that may cause someone to feel offended, humiliated, or intimidated. E.g. sexual advances or unwelcome requests for sexual favours.
Sex-based Harassment	When a person engages in unwelcome, demeaning conduct by reason of another person's sex, or a characteristic or quality that generally pertains to a person of their sex.
Behaviours that create a hostile work environment	These behaviours cause a person or group to feel unwelcome in or excluded from the workplace, even if the behaviours are not specifically directed at anyone. It may include the use of language, humour, visual material, or music that offends or excludes someone.
Discrimination	Treating a person or group less favourably than others because of their background or certain personal characteristics. Federal anti-discrimination laws protect people from discrimination based on: <ul style="list-style-type: none"> • Race, including colour, national or ethnic origin, or immigrant status • Sex, pregnancy, marital status, breastfeeding • Age • Disability • Sexual orientation • Gender identity or intersex status
Psychosocial risk factors	Things that may present a hazard to a person's mental health. At work, this may include organisational or personal factors such as poor design of work and jobs, poor communication, interpersonal relationships, bullying, occupational violence, and fatigue.

11.Responsibilities

Role	Responsibilities
General Manager and directors	<ul style="list-style-type: none"> • Provide employees with a safe working environment in line with WHS legislative requirements • Ensure Council has the necessary resources and processes to implement this procedure and monitor to ensure it continues to meet its objectives. • Set and enforce clear standards of behaviour in accordance with this procedure • Model respectful behaviours • Promptly address unreasonable behaviour • Ensure all reports of unreasonable behaviour are taken seriously, properly investigated, and actioned
Managers and supervisors	<ul style="list-style-type: none"> • Set and enforce clear standards of behaviour in accordance with this procedure • Treat reports of unreasonable workplace behaviour seriously • Respond to incidents of unreasonable behaviour as soon as practicable • Monitor the workplace to identify and respond to unreasonable behaviours • Record actions taken when managing reports of unreasonable behaviours • Help investigate instances of unreasonable behaviours • Participate in training related to this procedure, and arrange for workers under their direction to attend training related to this procedure
WHS/HR Officer	<ul style="list-style-type: none"> • Support the WHS management system and processes for the identification, assessment, control, and monitoring of risks for unreasonable behaviours • Assess and manage reports of unreasonable behaviour promptly, reasonably, and confidentially • Provide help and feedback to managers/supervisors regarding the management of allegations of unreasonable behaviour • Coordinate appropriate training in line with section 6 of this procedure • Monitor the workplace to identify and respond to alleged unreasonable behaviour • Update the General Manager and directors when prevention measures haven't been effective, and implement strategies to address this
Workers	<ul style="list-style-type: none"> • Follow Council's policies and procedures as instructed • Participate in training related to this procedure • Treat all workers and members of the public with respect and fairness • Ensure actions do not adversely affect the health and safety of other people by refraining from engaging in unreasonable behaviour • Report instances of unreasonable behaviour to their manager/supervisor or WHS/HR as soon as possible

12.7 AUSTRALIA DAY 2024 COMMUNITY GRANTS PROGRAM - ABORIGINAL ARTWORK**File Number:** REP24/28**Author:** General Manager**Authoriser:** General Manager**Attachments:** 1. Aboriginal Artwork Gugaa [↓](#) **REPORT**

The purpose of this report is to provide Council with an update on the Aboriginal Artwork that has been commissioned using the Australia Day 2024 Community Grants program. The Artwork will be unveiled at the Australia Day Pool Party, to be held at the Temora Recreation Centre on 26 January 2024.

Further to the report provided to the Economic Development and Visitations Committee on 12 December 2023, Council has engaged Wiradjuri artist, Stewart James from Narrandera (currently residing in Young, NSW) to produce Artwork that represents Temora Shire's Aboriginal heritage. The funding provided Council with an opportunity to progress works with the community on an action to erect signage at the Shire's entrances and at other locations within the Shire to welcome visitors and other travellers to Wiradjuri Country (ref 2.2.3 Temora Community Strategic Plan) and for its use across a range of internal and external purposes such as promotion of NAIDOC and Reconciliation events, within corporate documents and tourism initiatives.

The Artist

Mr Stewart James has national notoriety as an indigenous artist, being chosen to work on Indigenous round uniforms for the Sydney Kings, and recently for the 2024 AFL Indigenous round. Mr James has produced a number of artworks in our community, with pieces displayed at the Temora & District Hospital; as well as having worked on collaboration projects such as an Indigenous artwork at Temora's first multicultural event 'Embrace' festival last year (2023), which is now displayed at the Bundawarra Centre and Temora High School's water tanks in their yarnning space.

The Process

Mr James has worked with the Temora High School Aboriginal Education Team for a number of years on different projects and cultural ceremonies and consulted with the team from the very beginning and through the stages of development. In addition, through the project he has also worked closely with Bundawarra Centre Manager, Bill Speirs and with local Wiradjuri Elders and the Aboriginal Education Consultative Committee in Cootamundra (whose district includes Temora Shire). One of these elements included the spelling of 'Wiradjuri', which can sometimes be spelt Wiradyuri.

The Artwork

Each element of the Artwork has been carefully considered in the preparation of the design (Attachment 1).

The Gugaa (goanna) - Totems are significant in Aboriginal culture. They are a mutual and spiritual relationship between Aboriginal people and nature. They can be an object, plant or animal. While an Aboriginal person will have four totems (nation, clan, family, and personal), the Aboriginal people of Wiradjuri Country all have the gugaa as their 'nation' totem. The gugaa is a symbol that connects all people, past and present, to the Wiradjuri nation; as Aboriginal culture considers

everyone and things created equal. Wiradjuri people have the responsibility of ensuring the gugaa's protection, passing that accountability and knowledge on to the next, and every, generation.

The shape and alignment of the gugaa reflects the geography of the Trigalong Creek and charts the progress of the Temora community by linking Altona, via the Aviation precinct and Lake Centenary, back to the original Temora Pastoral Station.

The lines - are a traditional Wiradjuri symbol that represent, in the artwork, our waterways in Temora Shire.

The circles - are a traditional Wiradjuri sign symbolising various waterholes and meeting places in Temora Shire.

The colours - The artwork colours were taken from the varying wildlife and landscapes of Temora Shire, including flora, fauna, watering holes, sunsets and land.

Use of the Artwork

Temora Shire Council's Communications Team worked closely with Mr Stewart to digitise the Artwork and apply various colouring for further consultation with the artwork contributors. The final five colours were agreed on for their relativeness to our landscapes, dimensions when displayed together and for visibility.

The Artwork has been created with versatility in-mind and the commission allows Council to utilise the design across a range of purposes. For example, it can be used for both internal and external purposes such as NAIDOC and Reconciliation events, corporate documents, and tourism campaigns; as well as split to use any one or more elements of the design.

The Artwork will be displayed at the Australia Day Pool Party at the Temora Recreation Centre via a banner and bunting.

A further report will be provided to the Signage Committee regarding the Artworks use as part of the free-standing Indigenous acknowledgement signs as per Resolution 6/2022.

Budget Implications

The project has been fully funded by the Australia Day 2024 Community Grants program, with Council receiving \$5,000.

RESOLUTION 12/2024

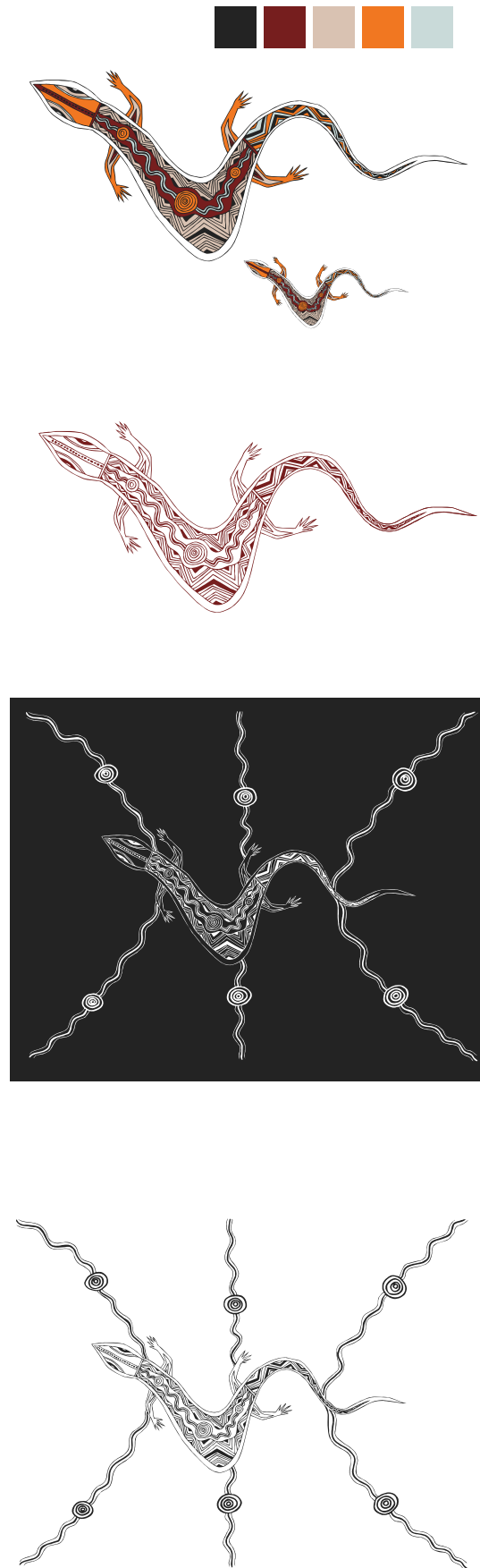
Moved: Cr Jason Goode

Seconded: Cr Graham Sinclair

It was resolved that Council receive and note the report.

CARRIED

Report by Melissa Boxall





12.8 CHOLANGIOCARCINOMA “GALLBLADDER/BILE DUCT CANCER” (GBC) WORLD CANCER AWARENESS MONTH IN FEBRUARY - LIGHT IT GREEN FOR CANCER**File Number:** REP24/52**Author:** General Manager**Authoriser:** General Manager**Attachments:** 1. Email Mrs Mary Murphy  **REPORT**

Council has received correspondence from Mrs Mary Murphy requesting landmarks in Temora Shire be lit up in green on 15 February 2024 for Cholangiocarcinoma “Gallbladder/Bile Duct Cancer” (GBC) World Cancer Awareness Month.

A similar request was considered at the Council meeting on 18 May 2023 in relation to a request from Probus in recognition of Probus Day on 1 October – in line with the United Nations Day of Older Persons, the resolution of Council was:

That Council writes to Probus advising Council doesn't have the capacity to do this but will promote through social media.

NOTE: Donations for 2023/2024 are \$6,885.82 with a total budget of \$15,000. \$8,114.18 budget remaining

RESOLUTION 13/2024

Moved: Cr Max Oliver

Seconded: Cr Graham Sinclair

It was resolved that Council writes to Mrs Murphy advising Council doesn't have the capacity to accede to the request but will promote through social media.

CARRIED**RESOLUTION 14/2024**

Moved: Cr Graham Sinclair

Seconded: Cr Jason Goode

That Council delegate to the General Manager authority to decline any further requests regarding illuminating infrastructure for causes where Council doesn't have the infrastructure to do so.

CARRIED**Cr Claire McLaren voted against**

From: Steve & Mary murphy
Sent: Friday, January 12, 2024 11:53 AM
To: Temora Shire Council
Subject: Let's Make Australian History Together - Light it up green for cancer

To Whom It May Concern,

I am a survivor of Cholangiocarcinoma Cancer. As we approach Cholangiocarcinoma "Gallbladder/Bile Duct Cancer" (GBC) World Cancer Awareness Month in February, and day on the 15th February, we would absolutely love for the landmarks Temora to be lit up green and join us in the "Light Australia Green" campaign. We request that you light up your monuments green on the 15th February (or any other day in February where possible).

In 2023 we created Australian history by lighting up twenty-seven buildings green. In 2024, we aim to have triple the number of monuments lit green in acknowledgment of these cancers. To date as it has had:

- *No awareness or funds for over forty years from our government
- *It is unfortunately a silent killer with one of the lowest survival rates for cancers of less than a 20% five-year survival rate
- *There are no current detection tests
- *Very difficult cancer to diagnose
- *Diagnosed at an advanced stage
- *Few treatment options are available

Each year, more Australians are diagnosed with this devastating cancer.

I found out I had cholangiocarcinoma 9 years ago. Back then, there was no support for patients and little was known about this cancer. After going through surgery and chemotherapy, I am one of the 'lucky' 20% who have survived beyond 5 years. Sadly there is still no funding and little awareness and understanding. I am determined that more people and everyday Australians know about this cancer.

We would love for as many landmarks in Temora as possible to be lit up in green to help raise awareness and to encourage people to learn more about the signs and symptoms of (GBC) Cancer. Temora is a significant place for me as it is where my family originated from. My husband Steve Murphy's father John Murphy was born there and went to school in Temora. We were there last week staying in the Shamrock.

Please let me know if there are other contacts that I should engage with as we would love to get in touch with them. Thank you for your time and if you have any questions, please don't hesitate to ask.

Let's make Australian History together.

Kind regards,

Mary Murphy

13 ENGINEERING SERVICES

Nil

14 ENVIRONMENTAL SERVICES

Nil

15 ADMINISTRATION AND FINANCE**15.1 TEMORA FOOTBALL & NETBALL CLUB REQUEST****File Number:** REP23/1627**Author:** Director of Administration & Finance**Authoriser:** Director of Administration & Finance**Attachments:** 1. TAFNC  **REPORT**

Council is in receipt of correspondence from the Temora Football and Netball Club in relation to an invoice recently issued for ground rental for their AFL 9s carnival. This is a general ground hire fee that Council charge all senior sporting groups for use of the grounds in Temora. Touch Football and Soccer also pay the same fee for their ground rental. The Aussie Rules Club are charged a higher rate during their season as there is a gate collected. In this instance, the Club was charged the lower rate of \$130 per day as there was no gate collected.

Council has recently implemented a new procedure for the booking of sporting fields and facilities. The new procedure has been implemented as a way to ensure that Council is aware of all bookings and can charge accordingly. In previous years Council's Administration department were not advised of the booking and therefore did not charge the Club for usage.

RESOLUTION 15/2024

Moved: Cr Graham Sinclair

Seconded: Cr Jason Goode

It was resolved that Council makes a donation of 25% of the fee payable to the Temora Football and Netball Club.

CARRIED***Report by Elizabeth Smith*****Cr Anthony Irvine voted against**



TEMORA FOOTBALL & NETBALL CLUB

ADDRESS

PO Box 341
Temora NSW 2666

PHONE

President: Grant Haigh 0407 025 142
Secretary: Marnie Smith 0401271313
Treasurer: Judy Grant 0427737229

EMAIL

temorakangaroos1@gmail.com

STAY CONNECTED

www.facebook.com.au/tafnc/

Dear General Manager,

I hope this letter finds you well.

I am writing in relation to a recent ground hire invoice that was received by the Temora Football and Netball Club.

Context: Our club organises a small competition in the off season called AFL 9s. This is a modified non-contact game that is played by ages 15 and over. The competition runs for 8 rounds and is on a Thursday night from 6pm-8pm. This is the 3rd year we have run the competition and it is a great way for males and females to stay fit in the off season.

Budget:

Income- 6x \$350 per team = \$2100

Expenditure- 6x \$200 per team AFL levee (insurance etc) = \$1200

(Without considering the \$910 invoice)

Profit- \$900

Situation:

On the 6th December 2023, our club received an invoice from Temora Shire Council for the sum of \$910. This was for ground rental for the AFL 9s mixed competition this year. We were not informed that we would be charged a hire fee when making the booking and we have never been charged a hire fee in the past. This led us to keep the team registration fee at a modest \$350. Had we known about the fee, we would have increased the team registration fee to cover the outgoing as a minimum. I understand that the day hire rate is \$130 and this is what we have been charged for only 2 hours of use. We understand that Temora Shire Council have costs associated with maintaining our great grounds in Temora, but \$130 for 2 hours use does not give clubs like us a chance to get ahead in anyway. I kindly request that Council review the above information and consider a half day charge for our competition instead.

Dated: 18/12/2023

Yours sincerely,

Grant Haigh

President

Temora Australia Football Netball Club

16 CORRESPONDENCE**16.1 TEMORA SWIMMING CLUB- SPONSORSHIP****File Number:** REP24/50**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Swimming Club [↓](#) **REPORT**

Temora Swimming Club is seeking Council's support as they are hosting the Southern Inland Swimming Association Carnival the weekend of 3 & 4 February 2024.

All sponsors will be acknowledged in the carnival program.

NOTE: Donations for 2023/2024 are \$6,885.82 with a total budget of \$15,000. \$8,114.18 budget remaining

RESOLUTION 16/2024

Moved: Cr Claire McLaren

Seconded: Cr Nigel Judd

It was resolved that Council supports the event to the amount of \$200.00.

CARRIED

TEMORA SWIMMING CLUB



12 January 2024

Dear Temora Shire Council,

The Temora Swimming Club is a not for profit organisation that provides high quality swimming activities for the community. We cater for swimmers at many different levels including, competitive swimming, Learn to Swim for both children and adults, and fitness training.

For the first time our club will be hosting the Southern Inland Swimming Association (SISA) Carnival over the weekend of 3rd and 4th February 2024. This event will be a major fund raiser for our club and as you can appreciate, the cost for running such an event is quite high.

We would like to ask you, as a valued member of the community, for assistance in the form of sponsorship. Your help will allow us to meet some of the costs associated with our carnival, such as awards for the competitors and printing programs. All sponsors will be acknowledged in the carnival program. Alternatively, we would be grateful for any donations for the raffle which will be drawn on the day.

Temora Swimming Club strives to achieve results that are comparable to other, well regarded swimming clubs, and we believe with your support we will continue to do this. Your contribution will ensure our carnival is a success and will help the Club to continue to provide quality training and support for swimmers to achieve their goals.

Offers of sponsors can be forwarded to the post box below or Temora Swimming Club can be contacted via email. Any donations can be made directly into our bank account, BSB 802 367 Account 400262227.

Thank you.

Kind Regards,

Callie Bruner & Emily Watts
(Presidents)

P.O Box 93 TEMORA 2666

temoraswimmingclub@gmail.com

17 BUSINESS WITH NOTICE

Nil

18 NOTICE OF MOTION

Nil

19 BUSINESS WITHOUT NOTICE - URGENT

20 COUNCILLORS INFORMATION PAPER**RESOLUTION 17/2024**

Moved: Cr Jason Goode

Seconded: Cr Graham Sinclair

It was resolved that the Information Reports be received.

CARRIED

20.1 WORKS REPORT - JANUARY 2024

File Number: REP24/41

Author: Secretary Engineering

Authoriser: General Manager

Attachments: Nil

Main Roads:

- MR 57 Goldfields Way – inspection and routine maintenance
- MR 84 Burley Griffin Way – inspection and routine maintenance
- MR84 Burley Griffin Way – Drainage Maintenance works East of Temora (Between Bakers Rd and Fishers Ln)
- MR57 Goldfields Way – Upgrade of intersection signage South of Temora to Shire Boundary

Local Roads:

- Tara Bectric seg 7 sealing tidy up
- Mandamah Forrest Rd heavy patching - trimming
- Common St Aria Park Heavy patching - trimming
- Davidson St Heavy Patching
- Haddrill's Rd Heavy patching
- Sealing heavy patches
- Maintenance grading
- Slashing and Spraying

Urban Temora & Aria Park:

- Urban slashing and spraying
- Urban footpath repairs
- Nicholson St upgrade
- Wattle St upgrade
- Drainage Cedar St/Back Mimosa Road
- Aurora St Kerb and Gutter
- Chifley St drainage project

Works planned for January 2024:

- MR57 Goldfields Way - Heavy Patching

- MR57 Goldfields Way – Upgrade of intersection signage South of Temora to Shire Boundary
- Heavy Patching Kitchener Road
- Footpath repairs Polaris St including Telstra Pit Adjustments
- Urban Reseal Preparation works
- Howards Rd upgrade – site preparation
- Pipe culverts on Reynold's lane
- Pipe culverts on Ness's lane
- Nicholson St upgrade
- Loftus St Kerb and Gutter repairs
- MR 57 clays lane project (Between Barmedman and West Wyalong)
- Weed spraying and slashing.
- Hoskins St pram ramps
- Nixon's Lane pipes and cutoff wall
- Chifley St drainage project tidy up and 2x driveway concrete causeways.
- Loftus Street Footpath Battering (near Gallipoli St)
- Bundawarra Rd drainage project including tree trimming.
- Urban Tree removals and associated pavement works.
- Removal of Christmas Decorations
- General Parks, Gardens and Sporting field maintenance

Report by Pat Kay

20.2 BUILDING APPROVALS - DECEMBER 2023

File Number: REP24/3
Author: Executive Assistant
Authoriser: General Manager
Attachments: Nil

ENVIRONMENTAL PLANNING & ASSESSMENT ACT, 1979

In accordance with the provisions of Section 4.59 of the Act, and Section 124 of the Regulations, notification is given that the undermentioned developments have recently been granted consent.

DEVELOPMENT APPLICATIONS ISSUED

- ✓ DA 51/2023 – Lot 1111; DP 750587; 50 Airport Street, Temora – Subdivision
- ✓ DA 72/2023 – Lot 1; DP 572118; 128 Porters Lane, Springdale – Construction of Feed Mill and Commodity Shed
- ✓ DA/CC 76/2023 – Lot 1; DP 1009627; 98 Burley Griffin Way, Temora – Construction of a Farm Storage Shed
- ✓ DA/CC 78/2023 – Lot 5; Section B; DP 6207; 2 Sherwood Road, Temora – Construction of a Residential Storage Shed/Garage
- ✓ DA/CC 79/2023 – Lot 1; DP 572118; 128 Porters Lane, Springdale – Construction of Stables
- ✓ DA/CC 80/2023 – Lot 1; DP 1043211; 366 Thanowring School Road, Temora – Demolition of Existing Dwelling and Construction of a New Dwelling
- ✓ CC 81/2023 – Lot 1; DP 1207345; 160 Kitchener Road, Temora – Construction of a Carport
- ✓ DA 84/2023 – Lot 90; DP 750582; 34-40 Harrison Street, Aria Park – Construction of a Residential Storage Shed/Garage

COMPLYING DEVELOPMENT CONSENTS ISSUED

- ✓ CDC 30/2023 – Lot 21; DP 130421; 161 Hoskins Street, Temora – Construction of a Carport
- ✓ CDC 31/2023 – Lot 2; DP 236192; 5 Parry Drive, Temora – Construction of a Residential Storage Shed/Garage
- ✓ CDC 32/2023 – Lot 2; DP 1111209; 1827 Tara Bectric Road, Bectric – Installation of an Inground Swimming Pool

20.3 REGULATORY CONTROL - DECEMBER 2023**File Number:** REP24/39**Author:** Secretary Engineering**Authoriser:** General Manager**Attachments:** Nil

Item	Inspection/ Incidents (Number)	Orders Issued Y/N	Penalty Infringement Y/N	Notes
Illegal Parking	8	No	No	4x no issues 2x warnings 1x broken down 1x abandoned
Scooters & Bikes	1	No	No	1x bike left at school (claimed)
School Zones	28	No	No	All schools checked – no issues
Noise	4	Yes	No	4 noise complaints: - 1x nothing found - 3x monitor
Air Quality	N/A	No	No	N/A
Illegal Dumping/Littering	2	No	No	1x whitegoods 1x household rubbish
Overgrown/Untidy Blocks	5	No	No	5x rectified and monitor only
Lake Walking Track – leashed animals	54	No	No	No issues
Animal Welfare	21	No	No	4x monitor 3x rescue 1x dumped (pound) 1x report – no issue 1x surrendered (police onsite) 9x pound 2x dead and disposed 2x euthanised
Dangerous Dogs	5	No	No	4x reports – owners notified 1x report – nothing found
Impounded	11	No	No	5x dogs 1x dog owner collected 5x kittens
Noise Animals	2	No	No	1x monitor barking dogs 1x report – nothing found
Nuisance Animals / Trapping	6	No	No	3x cat trap issued 3x bird monitor (airport)
Dead Animal Removal	5	No	No	1x kangaroo 2x cat 1x rabbit 1x snake 10x carp (lake)

Keeping of Horses in Residential Areas	2	No	No	1x no change – continue to monitor 1x horses removed and rehomed (still 2x onsite)
Main Street Sign Approvals Inspections	2	No	No	1x inspection – no issues 1x approval
Rural Stock Incidents	3	No	No	2x monitor 1x sheep at railway yard
Fruit Fly	NIL	No	No	NIL
Euthanised	1	No	No	1x feral cats
Other	32	No	No	13x pound clean/feed 12x airport, showground, caravan park, platform y, parks, rest stops 1x lock Teal Street 1x ants nest 1x wasp nest 1x mosquito concerns 1x illegal camping 3x caravan park check – tenant 2x work experience student shadowing 6x rescue contacted 1x dead dog dropped at vets for collection

Report by Ross Gillard

20.4 BORROWINGS

File Number: REP23/1541
Author: Director of Administration & Finance
Authoriser: Director of Administration & Finance
Attachments: Nil

Council's borrowings are set out in the table below.

Purpose	Loan Amount	Interest Rate	Annual P + I Payments	Balance @ 31/12/2023	Term	End Date
Depot Purchase	\$2,000,000	3.1%	\$283,242	\$743,881	8 yrs	2026
SIL House	\$1,000,000	1.45%	\$132,616	\$576,709	8 yrs	2028
Swimming Pool Upgrade	\$1,210,280	3.29 %	\$82,831	\$1,133,125	20 yrs	2042
Totals			\$498,689	\$2,453,715		

Report by Elizabeth Smith

20.5 CASH & INVESTMENTS FOR PERIOD ENDING 31 DECEMBER 2023**File Number:** REP24/27**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Cash & Investments  



Temora Shire Council

Cash & Investments

For the period ended 31st December, 2023

	Original Budget 2023/24	Revised Budget 2023/24	Actual YTD Figures
Externally Restricted			
Sewerage Services	4,008,634	4,008,634	4,059,445
Domestic Waste Management	1,486,691	1,486,691	1,529,907
Stormwater Drainage Flood Studies & Construction Programs	400,296	400,296	405,639
S94 Contributions	254,032	254,032	298,195
Unspent Restricted Grants	1,577,853	1,577,853	2,176,900
Pinnacle Externally Restricted	1,480,744	1,480,744	1,317,632
Total Externally Restricted	9,208,250	9,208,250	9,787,716
Internally Restricted			
Pinnacle Internally Restricted	3,409,796	3,409,796	3,874,747
Other Waste Management	520,509	520,509	613,549
Leave Reserves	1,977,570	1,977,570	2,260,710
Roads Reserve	565,000	565,000	565,000
Local Roads	666,680	666,680	960,678
FAGS Received in Advance	3,034,635	3,034,635	0
Industrial Development	338,162	338,162	338,162
Plant & Vehicle	500,000	500,000	500,000
Izumizaki Donation	0	0	2,152
Gravel Royalty	1,012,617	1,012,617	1,009,374
Ariah Park Tip Fee Contributions	13,930	13,930	11,503
Medical Complex Development	9,845	9,845	8,393
Infrastructure	1,614,457	1,614,457	1,436,103
Infrastructure - Airpark Estate	204,690	204,690	204,690
Digital Two Way Radio Upgrade	95,000	95,000	95,000
Computer Upgrade	235,204	235,204	215,161
Sports Council Requirements	62,018	62,018	61,018
Youth Donations	1,266	1,266	2,150
Revotes	989,193	989,193	1,166,311
Airside Maintenance	151,980	151,980	139,076
Temora Agricultural Innovation Centre Maintenance Reserve	10,249	10,249	27,990
Regional Local & Emergency Roads Repair Program	1,948,552	1,948,552	4,161,861
Total Internally Restricted	17,361,353	17,361,353	17,653,629
Total Restricted Reserves	26,569,603	26,569,603	27,441,345
Cash & Investments			
Westpac Cheque Account			1,917,696
AMP Business Saver Account			1,017,590
AMP Notice Account			857,218
Macquarie Bank Cash Management Accelerator Account			1,029,400
Westpac Cash Reserve			1,670,005
Term Deposits held with:			
Bank of Queensland			2,000,000
National Australia Bank			12,829,754
Commonwealth Bank of Australia			0
AMP Bank			1,010,076
Macquarie Bank			2,553,056
Westpac Bank			0
Northern Territory Treasury Bonds			1,000,000
Australian Equity Bank			2,000,000
My State			500,000
Total Cash & Investments	26,569,603	26,569,603	28,384,794
Less Funds required for operational purposes			(1,000,000)
Cash & Investments Available for Reserves	26,569,603	26,569,603	27,384,794
Funding Deficit			(56,551)

I certify that the investments have been made in accordance with the Act, the Regulations and Council's actual Investment Policy.

Elizabeth Smith

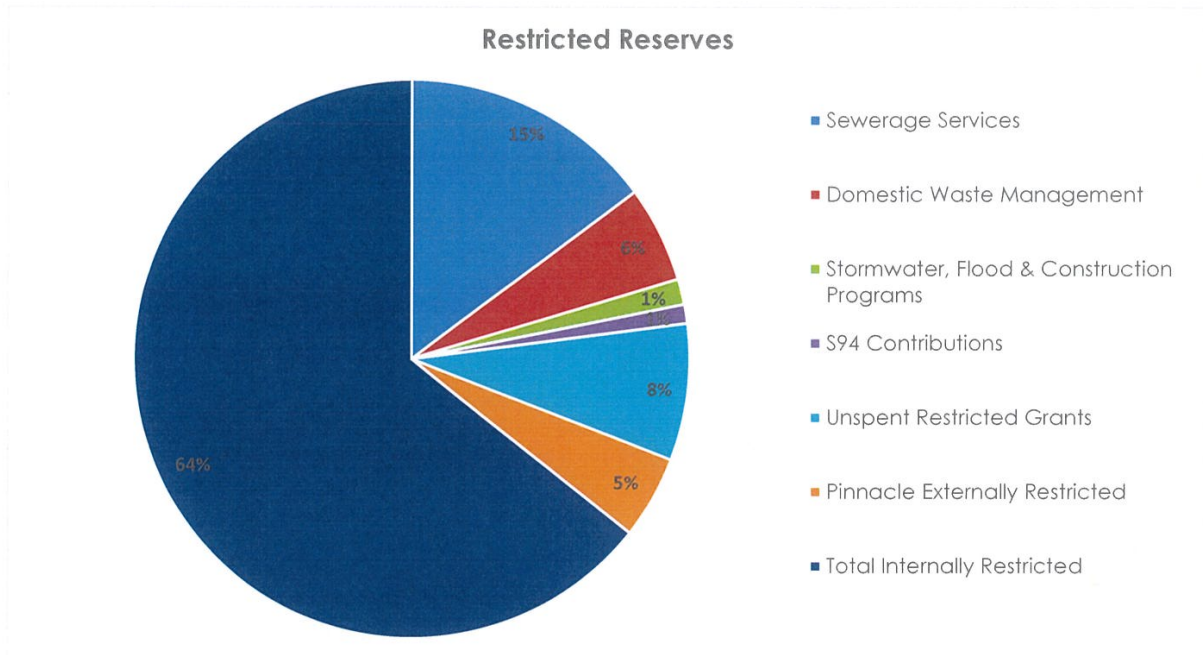
Director Administration & Finance



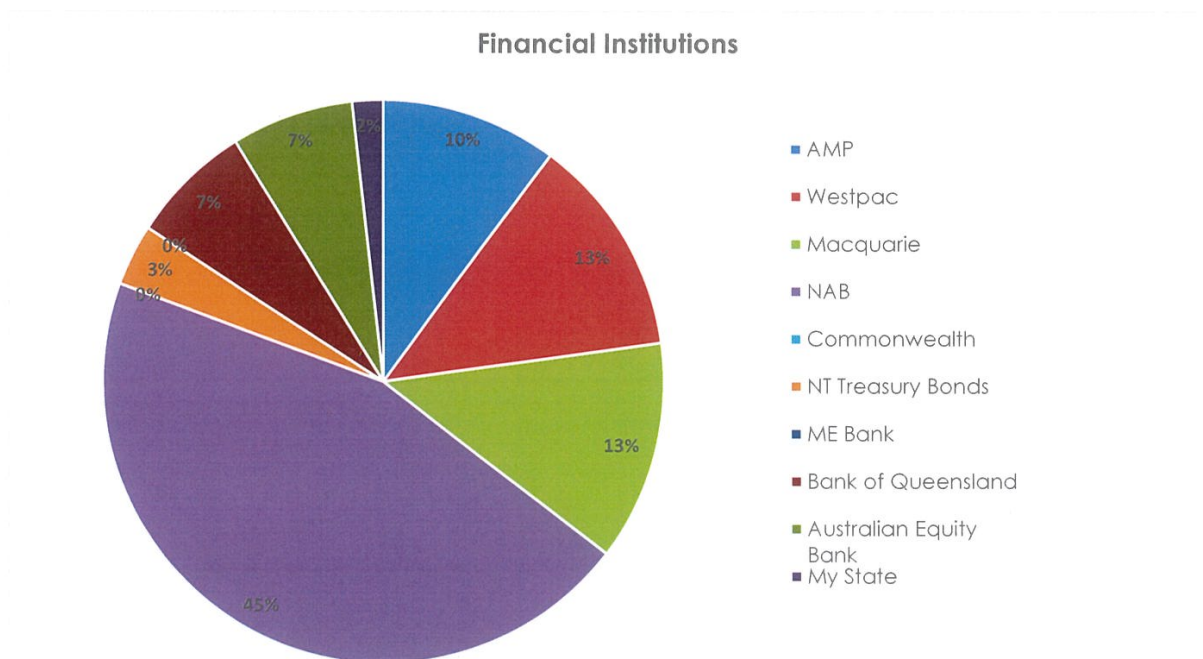
Temora Shire Council

Cash & Investments

For the period ended 31st December, 2023



Graph One - Proportion of reserves externally restricted compared to reserves internally restricted - with externally restricted reserves divided into purpose.



Graph Two - Proportion of cash held with each financial institution.



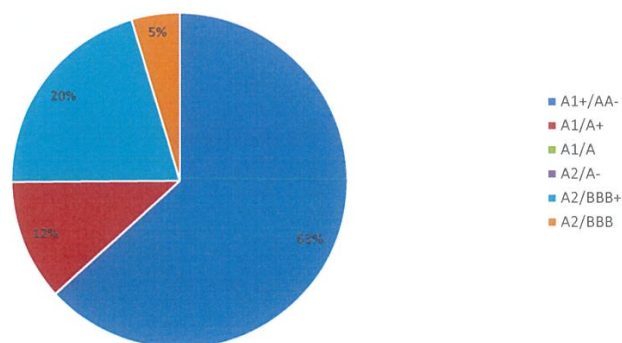
Temora Shire Council

Cash & Investments

For the period ended 31st December, 2023



Institution	Rating	Type	Date Lodged	Rate	Term (days)	Maturity Date	Amount Invested	Institution Total
Cash Held								
Westpac Bank	A1+/AA-	Cheque account		0.00%			1,917,696.00	
Westpac Bank	A1+/AA-	Cash Reserve		1.35%			1,670,005.45	3,587,701.45
Macquarie Bank	A1/A+	Cash Management Accelerator Account		4.75%			1,029,399.70	1,029,399.70
AMP Bank	A2/BBB	Business Saver		3.30%			1,017,590.26	
AMP Bank	A2/BBB	31 Day Notice Account		5.20%			857,217.52	1,874,807.78
							Total Cash Held	6,491,908.93
Investments Held								
Bank of Queensland	A2/BBB+	Term Deposit	22/06/23	5.25%		22/06/26	500,000.00	
Bank of Queensland		Term Deposit	21/06/19	2.35%		19/06/24	500,000.00	
Bank of Queensland		Term Deposit	1/03/23	4.95%		28/02/25	500,000.00	
Bank of Queensland		Term Deposit	4/12/23	5.30%		11/12/24	500,000.00	2,000,000.00
National Australia Bank	A1+/AA-	Term Deposit	7/06/23	5.20%		12/06/24	500,000.00	
National Australia Bank		Term Deposit	31/05/23	4.95%		29/05/24	560,965.93	
National Australia Bank		Term Deposit	29/11/23	5.20%		14/08/24	536,781.67	
National Australia Bank		Term Deposit	8/09/21	0.80%		9/09/24	504,415.11	
National Australia Bank		Term Deposit	15/11/23	5.35%		14/11/24	528,665.43	
National Australia Bank		Term Deposit	31/05/23	4.95%		29/05/24	522,542.58	
National Australia Bank		Term Deposit	27/01/21	1.30%		20/10/25	504,622.90	
National Australia Bank		Term Deposit	28/03/22	3.15%		26/03/27	530,000.00	
National Australia Bank		Term Deposit	29/11/23	5.20%		14/08/24	531,864.40	
National Australia Bank		Term Deposit	28/03/22	2.80%		27/03/25	502,250.00	
National Australia Bank		Term Deposit	22/06/23	4.90%		20/06/28	517,576.86	
National Australia Bank		Term Deposit	12/07/23	5.50%		17/07/24	517,551.48	
National Australia Bank		Term Deposit	6/04/23	4.45%		3/04/24	508,750.00	
National Australia Bank		Term Deposit	19/12/23	5.10%		25/09/23	500,863.02	
National Australia Bank		Term Deposit	16/08/23	5.20%		14/08/24	509,469.87	
National Australia Bank		Term Deposit	27/09/23	5.30%		25/09/24	512,278.77	
National Australia Bank		Term Deposit	11/10/23	5.15%		16/10/24	511,155.48	
National Australia Bank		Term Deposit	7/06/23	5.12%		29/02/24	1,000,000.00	
National Australia Bank		Term Deposit	28/06/23	5.51%		31/07/24	1,000,000.00	
National Australia Bank		Term Deposit	30/06/23	5.52%		13/03/24	500,000.00	
National Australia Bank		Term Deposit	20/12/23	5.10%		18/12/24	1,000,000.00	
National Australia Bank		Term Deposit	20/12/23	5.10%		27/11/24	530,000.00	12,829,753.50
AMP Bank	A2/BBB	Term Deposit	15/02/22	1.00%		15/02/24	510,075.57	
AMP Bank	A2/BBB	Term Deposit	30/06/23	5.70%		15/05/24	500,000.00	1,010,075.57
Macquarie Bank	A1/A+	Term Deposit	23/08/23	4.85%		23/04/24	525,392.89	
Macquarie Bank		Term Deposit	29/11/23	4.95%		13/03/24	527,662.87	
Macquarie Bank		Term Deposit	13/09/23	4.71%		24/04/24	500,000.00	
Macquarie Bank		Term Deposit	22/03/23	4.64%		27/03/24	1,000,000.00	2,553,055.76
Northern Territory Treasury	A1+/AA-	Treasury Bonds	24/03/21	0.80%		15/06/24	500,000.00	
Northern Territory Treasury		Treasury Bonds	31/05/21	1.30%		15/06/26	500,000.00	1,000,000.00
Australian Equity Bank	A2/BBB+	Term Deposit	2/06/23	4.99%		30/01/24	1,000,000.00	
Australian Equity Bank	A2/BBB+	Term Deposit	28/06/23	5.40%		28/08/24	1,000,000.00	2,000,000.00
My State Bank	A2/BBB+	Term Deposit	29/06/23	5.50%		10/01/24	500,000.00	500,000.00
							21,892,884.83	21,892,884.83
Total Cash & Investments								28,384,793.76

Standard & Pours Short Term/Long Term Credit Ratings



Graph One - proportion of investments held by Standard & Pours credit ratings.

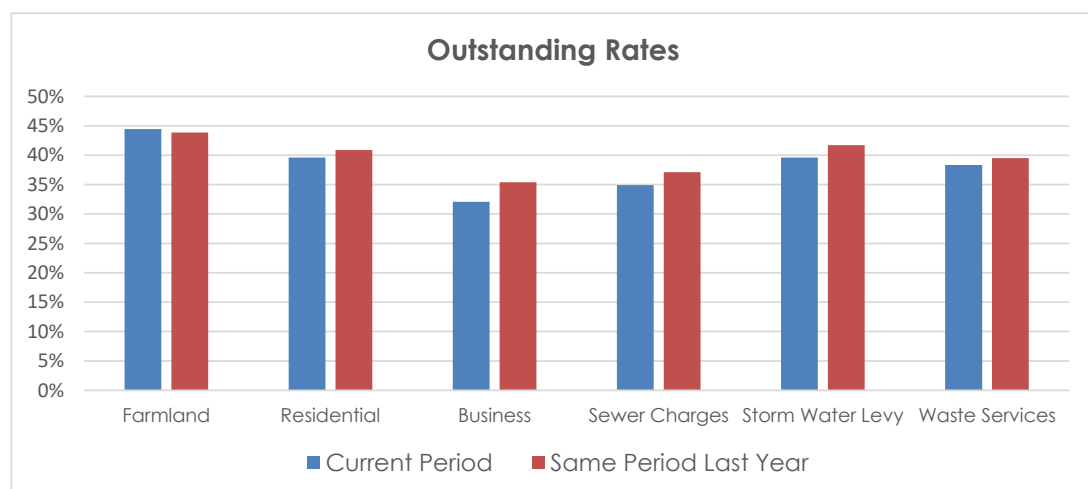
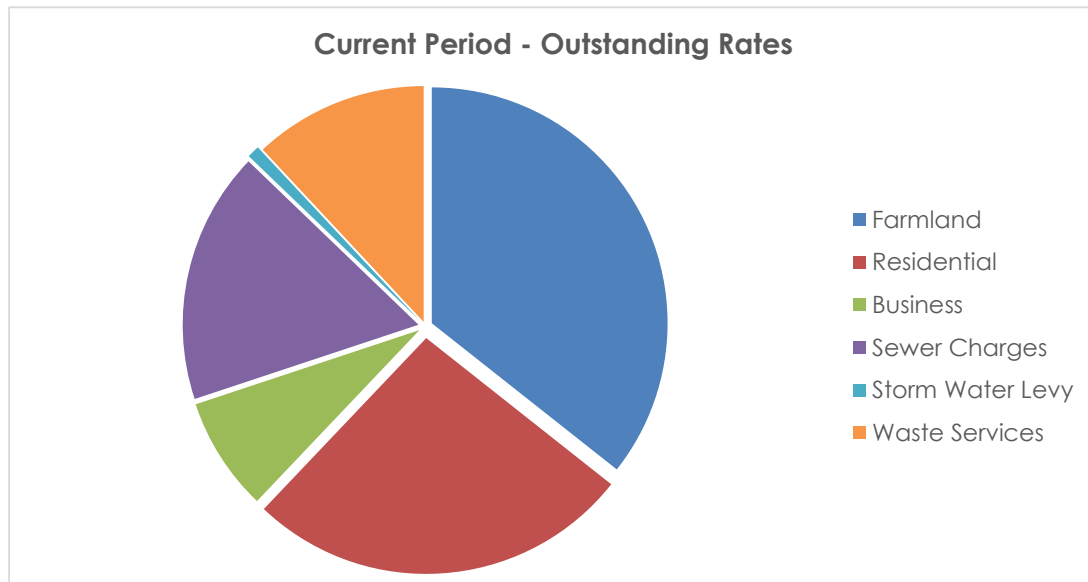
20.6 RATES - DECEMBER 2023**File Number:** REP24/10**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:**


1. Rates Collection [↓](#) 
2. Rates Chart [↓](#) 



Temora Shire Council
Rates Collections
 For the period ended 31 December, 2023

General Rates Category	Total Rates Levied (Incl Arrears)	Pension Rebates	Payments	Rates			Same Period last year		
				Outstanding \$	Outstanding %	Rates Outstanding \$	Rates Outstanding \$	Rates Outstanding %	
Fairland	2,139,254.25	(2,997.84)	(1,187,236.25)	949,020.16	44%	895,416.90		44%	
Residential Temora - Occupied	1,482,646.86	(75,731.30)	(848,979.31)	557,936.25	40%	556,678.20		42%	
Residential Temora - Vacant	70,576.62	0.00	(39,405.91)	31,170.71	44%	22,985.52		36%	
Residential - Ariah Park	90,737.64	(6,751.01)	(48,271.42)	35,715.21	43%	37,820.64		46%	
Residential - Springdale	14,647.99	(1,156.23)	(6,702.66)	6,789.10	50%	5,437.71		47%	
Rural Residential	166,719.12	(9,586.20)	(103,718.66)	53,414.26	34%	55,166.09		35%	
Residential - Temora Aviation	47,548.00	(728.97)	(27,567.34)	19,251.69	41%	16,627.46		37%	
Business Temora - Hoskins Street	294,240.44		(191,937.92)	102,302.52	35%	103,903.61		39%	
Business Temora - Town	291,246.00		(205,801.84)	85,444.16	29%	91,711.08		33%	
Business Temora - Aviation	28,922.94		(18,801.34)	10,121.60	35%	9,383.21		34%	
Business - Ariah Park	22,967.13		(13,970.85)	8,996.28	39%	7,516.39		35%	
Business - Other	10,558.68		(9,491.81)	1,066.87	10%	1,036.42		10%	
Services									
Residential Sewer Charges	1,174,941.20	(37,242.35)	(693,337.43)	444,361.42	39%	436,418.97		40%	
Non-Residential Sewer Access & Usage Charges	180,664.52		(164,889.56)	15,774.96	9%	21,999.55		14%	
Storm Water Levy	57,553.36		(34,752.95)	22,800.41	40%	21,427.54		42%	
Domestic & Rural Waste Services	718,636.57	(39,734.29)	(413,235.54)	265,666.74	39%	263,041.23		41%	
Trade Waste Services	151,970.37		(99,195.77)	52,774.60	35%	46,430.90		33%	
Overpayments	(119,887.40)		76,090.63	(43,796.77)		(25,464.25)			
Legal charges	17,584.15		(4,647.74)	12,936.41		11,438.25			
Total	6,841,528.44	(173,928.19)	(4,035,853.67)	2,631,746.58	39%	2,578,975.42		41%	



20.7 TEMORA MEMORIAL TOWN HALL - DECEMBER 2023**File Number:** REP24/14**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Town Hall [↓](#) 



Temora Shire Council

Temora Memorial Town Hall**Income & Expenditure**

For the period ended 31st December, 2023

	Current YTD	Prior YTD
Income		
Facility Hire	14,548	21,521
Other Sundry Income	-	-
Total Income	14,548	21,521
Expenditure		
Utilities		
Electricity & Gas	(4,200)	(5,132)
Rates	(4,279)	(4,102)
Water	(257)	(332)
Cleaning	(7,679)	(5,607)
Maintenance	(9,231)	(6,654)
Administration		
Employee Costs	(3,005)	(2,932)
Depreciation	(25,899)	(58,912)
Insurance	(28,424)	(25,193)
Organisation Support Costs	(11,358)	(24,689)
Other/Miscellaneous	-	(8)
Total Expenditure	(94,331)	(133,561)
Total Town Hall Surplus/(Deficit)	(79,783)	(112,040)
Internal Hire/Donation	1,015	2,717

20.8 TOWN HALL THEATRE - DECEMBER 2023**File Number:** REP24/16**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Town Hall Theatre [↓](#) 



Temora Shire Council

Temora Town Hall Theatre Operating Statement

For the period ended 31st December, 2023

	Current YTD	Previous YTD
Candy Bar		
Income	17,474	15,579
Purchases	(4,947)	(7,965)
	12,527	7,614
Admissions		
Income	29,150	29,658
Gold Class Ticket Sales	1,842	764
Audio Visual Purchases	(17,686)	(21,778)
	13,306	8,643
Other Income		
Facility Hire	1,500	636
Sale of Advertising	491	-
Donations	990	25
	2,981	661
Other Costs		
Advertising	-	(50)
Bank Fees	(682)	(660)
Building Maintenance	(228)	(46)
Cleaning	(1,235)	(2,027)
Computer Costs	(1,146)	(2,529)
Event Catering Expenses	(2,326)	-
General Maintenance	(225)	(554)
Insurance	(7,446)	(6,614)
Licences & Permits	(253)	(773)
Materials Purchased	(1,131)	(1,148)
Rates & Electricity	(3,989)	(4,248)
Employee Costs	(15,133)	(15,722)
Sundry Expenses	(2)	29
Telephone & Internet	(604)	(605)
Volunteer Support	(328)	(700)
Depreciation	(477)	(517)
	(35,204)	(36,166)
Total Cinema Surplus/(Deficit)	(\$ 6,390)	(\$ 19,247)
Internal Hire/Donation	-	-

20.9 TOWN HALL THEATRE MEETING MINUTES 27 SEPTEMBER 2023**File Number:** REP23/1520**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. THT September 2023 [↓](#) 



TEMORA SHIRE COUNCIL

-THEATRE MANAGEMENT COMMITTEE-

~Minutes of the General Meeting~
Held on Wednesday, 27 September 2023 at 5.30PM
Venue: Temora Town Hall Foyer

Present

Beth Firman, Jan Gilchrist, Trevor Player, Susan Jeri, Frances Dwyer, Sue James, Guy Piltz, Gina Tkacz

Apologies

Kris Dunstan, Lindy Reinhold, Leanne Nixon

Correspondence

Invitation from Rick for Thursday 5 October to meet Michael McCormack at a reception.

Trevor had a meeting with Kris re:

A Letter to council written, mentioning the decrease in patronage and the financial position of the theatre. At that stage the Deficit was \$22,000 The aim was to discuss the trend with council. The theatre had more than paid its way before that. A significant decrease has occurred since covid.

Feedback suggestions on the letter were requested.

There was a motion that a letter to be sent to Council. Moved Jan Gilchrist, seconded Beth Firman. CARRIED.
Suggestion reflecting changes to current financial position in the last financial report were included.

Film Club Report

The film 'Bohemian Rhapsody' went well. People enjoyed a happy night.

Next meeting will be 'Mississippi Burning'.

Two FBI agents investigating the murder of civil rights workers during the 60s seek to breach the conspiracy of silence in a small Southern town where segregation divides black and white. The younger agent trained in FBI school runs up against the small-town ways of his former Sheriff partner.

Andre Rieu Result

Andre Rieu made a Profit of \$246, less catering/distributor fees.

Guy pointed out that there were higher fees from the distributor. Meeting resolved to increase the price to \$50 per ticket. Michelle Seymour catering again for next event.

Moved Beth Firman, seconded Trevor Player.

Taylor Swift Concert

Guy requested feedback on whether to screen Taylor Swift: the Eros Tour for a normal run in November.

Feedback was positive and he will look into it.

Volunteer Shortage

Volunteer Shortage was again discussed with no conclusion so far.

Projection Room News

Upgrade reno progressing well. Datasat processor to be installed shortly.

General Business

Financial report- tabled.

Upcoming expenses -New UPS battery, approx. \$550
-New projector lamp, approx. \$1,200

Meeting finished 6.30pm.

20.10 TOWN HALL THEATRE MEETING MINUTES 18 OCTOBER 2023

File Number: REP23/1522

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. THT October 2023 [↓](#) 



TEMORA SHIRE COUNCIL

-THEATRE MANAGEMENT COMMITTEE-

~Minutes of the General Meeting~
Held on Wednesday, 18 October 2023 at 6.00PM
Venue: Temora Town Hall Foyer

Apologies

Kris Dunstan, Sue James

Correspondence

Trevor received a letter from Brighter minds, better futures asking for a donation of one theatre ticket. Beth suggested we donate two tickets. All agreed.

It was also noted that while the council has the details of our request that an ad goes in the paper asking for volunteers, it still hasn't gone in as yet.

Nov/Dec Program

Nov-Several films were mentioned as possibilities: Killers of the Flower Moon. Five nights at Freddy's (perhaps not) The Marvels, Hunger Games, The Trolls, Dumb Money.

Dec- One True Loves, Wonka, Australian Open (perhaps not) Napoleon Bonaparte (history) The Killer, it was suggested by Trevor that we live stream this from Netflix?

Upcoming Functions

Highland Dancing coming up in Town Hall. Music in the Regions, February 28th 2024. This is a live show, thought it would be better to hold this in the Town Hall. Guy is going to discuss this with Craig Sinclair. Craig also requested we give them the venue free of charge. It was put to the meeting and rejected. Ex Factor finalists, 'Audio Vixen', Friday April 5th, 2024. This yet to be decided.

Film Club Update

There was no update due to Sue being an apology.

Screening Trial

Guy suggested we have a month's trial not showing movies on a Wednesday night. The meeting agreed it would be a good idea.

Friday October 27th and Saturday 28th 2023

Leanne suggested that regardless of whether or not we had anyone at the movies that we open the kiosk for the dance concert as last year we made a considerable amount of money selling popcorn etc.

General Business

Financial report- tabled.

Frances Dwyer Letter

Frances tabled a letter for the committee's consideration regarding Theatre Volunteer Positions etc. which she requested the committee approve by the November meeting to be set for distribution and implemented in 2024. After much discussion it was decided Guy would collaborate with Frances regarding the issue.

20.11 TOWN HALL THEATRE MEETING MINUTES 15 NOVEMBER 2023

File Number: REP23/1524

Author: Executive Assistant

Authoriser: General Manager

Attachments: 1. THT November 2023 [!\[\]\(8d0f0e0fe25b320c33272c52aec1fbca_img.jpg\)](#) 



TEMORA SHIRE COUNCIL

-THEATRE MANAGEMENT COMMITTEE-

~Minutes of the General Meeting~
Held on Wednesday, 15 November 2023 at 6.00PM
Venue: Temora Town Hall Foyer

Present

Peter McIntyre, Andrew Lukasiak, Trevor Player, Beth Firman, Jan Gilchrist, Guy Piltz, Nita McIntyre, Sue James, Gina Tkacz, Kris Dunstan, Frances Dwyer, Leanne Nixon, Susan Jeri, Lindy Reinhold,

Apologies

Nil.

Correspondence

A letter about bullying in the workplace was received as part of a draft legislation. Noted.
A letter of thanks from the 37 Christians who attended The Jesus Revolution was tabled.

Dec/Jan Program

Dec- The Royal Hotel, Napoleon, Journey to Bethlehem, The Hunger Games, Thanksgiving
Jan- Trolls, Wish, Migration, Wonka, Aquaman, One Life

The theatre will close just before Christmas and reopen on January 3rd.

Film Club update

December 14- *Everything, Everywhere, All at Once*.

There were widely divided views of this Oscar award winning film. The majority did not enjoy the place shifting, kung fu fighting and absurd elements of the film, others thought it was original and meaningful. All agreed that it should have been edited to make it shorter.



Our next film is, *Sweet Country*

Sweet Country is set in 1929 in the outback of the Northern Territory. It is the story of a young boy called Philomac, who witnesses Sam, an Aboriginal stockman kill station owner Harry Marsh in self-defence. Sam and his pregnant wife Lizzie go on the run and a posse pursues them across the outback.

DataSat Processor Installation

Guy reported to the meeting that the new Sound Processor is fully operational and is much appreciated by audiences. Part funding from NSW Government Grant of \$7,500 and additional input from the Council of \$2,000. Kris Dunstan queried the approx. \$4,500 over budget, but Guy explained the provided funding wasn't going to ever meet the project costs. Further ancillary products had to be purchased to accommodate the new Sound Processor and to further accommodate the growing needs of technological advances.

Patronage and minimum numbers

There were some discussions of minimum numbers again. Kris pointed out that financial considerations are not the driver of the decision to run. Volunteer burnout and the disappointment of people who had been part of a minimum audience cancellation were pointed out. Jan Gilchrist proposed a two-month trial of a no minimum policy, Beth Firman seconded the proposal. Passed.

Kiosk Pricing

Increases across the board, like water \$3 cans \$3, pods \$6 etc. (choc tops to remain at \$5) were proposed by Guy to match price increases from the suppliers. Guy and Beth will discuss the rest of the increases together, as well as delivery methods.

Safety/Fire Training

Jim informed Guy the volunteers were due for another training drill by fire and safety experts. The committee discussed the logistics of this and decided that a Wednesday night when the firefighters meet, after Christmas, would be a good time to arrange this.

Christmas Party

3rd December was set down after Gina pointed out that she was unavailable on the preferred date of 10th December. Venues were discussed with the final decision to be made, depending on what is available on the date. Guy will investigate.

GENERAL BUSINESS

Financial Report
Tabled.

Kris asked why the letter to council had not yet been sent. Trevor mentioned a change to wording suggested by the previous meeting was to be drafted but will deal with this immediately.
Trevor mentioned that the financial position had improved again. Guy mentioned the timing of processing invoices can make the month's position look better or worse.

There was discussion of the suspension of the Wednesday nights' show cancellations. The meeting resolved to continue the trial but not be averse to showing on Wednesday nights treating them as a special showing night.

Frances Dwyer mentioned that we should be aware of chances to earn money when there are functions on in the town hall like dance concerts. She and Leanne Nixon recently earned large amounts of money for the theatre by being available during ballet concerts.

Minimum eftpos charges of \$5 are now in place, but dynamic surcharging is not available at the moment from Council, for recouping card costs on tickets, this would have to be passed at Council meetings. Guy reminded the group.

Peter McIntyre pointed out that many of the eastern downlights are not functional in the theatre foyer. Kris volunteered to follow up.

Meeting closed at 7 pm.

20.12 HERITAGE COMMITTEE - DECEMBER 2023**File Number:** REP23/1629**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Heritage Committee December 2023 [↓](#) 



**MINUTES OF THE MEETING
OF THE
TEMORA HERITAGE COMMITTEE**

Meeting Held: Temora Shire Council Chambers – 7th December, 2023

Present: Kris Dunstan, Bill Speirs, Claire Golder, Cr Anthony Irvine, David Scobie, Merryl Graham, Cr Nigel Judd, Sally Hurst, Jordan (work placement – student from Aria Park Central School)

Apologies: Cr Claire McLaren, Cr Jason Goode, Belinda Bushell, Rod Ballantyne, Ros Hartwig, Wilma McCubbin

Commenced: 12.01 pm

Confirmation of Minutes:

It was **MOVED** by Merryl and **SECONDED** by Cr Judd that the minutes be accepted.

Business Arising:

Nothing to report

Meeting Notices: Current Projects
General Business arising to discuss.

Satellite Airfields

- David advised that Craig Sinclair currently working with the graphic design of the panel, then the map will be inserted. Work being carried out at the Aviation Museum in readiness for the installation of the panel.

Chinese Heritage

- Merryl said she has received some replies to her questionnaires from local residents of Chinese Heritage. Everything going good.

Main Street Verandah Re-Instatement

- Kris advised a large chunk of the verandah at the Westy had fallen off and onto the pavement. This is of concern, needs to be escalated to a high priority. Look at the area being cordoned and cut pedestrian access.

Kris to contact Jamie Keith to discuss his plans moving into 2024.

Implement the action to cordon off if not being attended to in the near future.

Oral History Project

- Bill asked the committee to loan the oral history equipment so he can do a 'walk around and talk' of the museum. This could then be digitally stored, reviewed and edited. Everyone was in agreeance that it was a great idea.
- Nigel advised that he has arranged an interview the following day with an elderly Arian Park resident. Unfortunately, another member of the community had passed away recently, noting the importance of carrying out these interviews sooner rather than later.

Hoskins Street Business Occupancy

- Sal is going to meet with Bill in early 2024 to discuss the best process moving forward on how to present the information that has been obtained.
- We will continue the 'morning teas and chats', expand our search for details of business down side streets and corner stores around the town.

Digitalisation of the Temora Independent

- Ongoing, will look at what funding we have available towards the end of May 2024.

Self-Drive Tours

- David met with Wilma and Ros. Drive 1 and 4 are to be doubled checked to ensure accuracy, particularly the kms. David has also asked Bill to check to ensure not key locations are missing. 5 tours in all – almost ready.

Temora & District Hospital

- As a committee we will look to follow up on this in 2024. It was suggested at the October meeting that contact be made with retired/current staff, and the possibility of forming a sub-committee to assist with this project.

Heritage Assistance Fund

- No applications received.

Heritage Advisors Report

- As per David's report.

General Business:

- **Belinda** – sent an email to be entered into general business. She shared her thoughts on the tireless work by Jack Morton and John Cronin at the Catholic Church, most recently the painting of the exterior fence along Loftus and De Boos Streets. **Moved** David and **Seconded** Cr Judd to forward a letter of thanks to both men.
Sal to draft a letter.
At this time Cr Irvine asked if it was possible when the Hoskins Street Christmas decorations are bought down for the bucket truck, whilst out, to be loaned the Church to have the pigeon nests, excretion etc removed from the front of the Church. Further discussions entered into regarding several authorised users that may be willing to assist. Moving forward Cr Irvine will be in a position to manage the active pests.
- **Bill** – asked Cr Judd if he has made any progress in regard to a quote for the cost of the proposed Marie Narelle statue – similar to that of the Wheat Lumper. Cr Judd to follow up.
Bill mentioned that he and Claire have been working with the THS students on an Aboriginal design of a goanna as part of the Welcoming Sign into Temora by artist Stewart James. The idea of the design is based on the shape of Trigalong Creek.

Meeting Closed: 12.31 pm

Next Meeting: Thursday 8th February, 2024 in the Council Chambers.

20.13 CAN ASSIST TEMORA BRANCH - THANK YOU**File Number:** REP24/1**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Can Assist Temora Branch [↓](#) **FIRST HEADING**

Can Assist Temora Branch thank Council for the recent Mayoral Citation and reception given to their organisation.

**Temora & District Branch**

President: Lynn Hegarty
Secretary: Liz Grant
Treasurer: Joanne Hargrave

Reply Address:
The Secretary
PO Box 118
TEMORA NSW 2666
Ph 0429774966

Temora Shire Council
Mayor Rick Firman
105 Loftus Street
Temora, NSW, 2666.

10/12/2023

Dear Rick,

Temora Branch of Can Assist would like to express its sincere appreciation to Temora Shire Council and yourself for the Mayoral Citation and Reception recently given to our organisation.

It was a privilege for our branch to be acknowledged in such a special way, and an honour that reflects the dedication and efforts of our volunteer executive and members past and present.

As you know for 40 years Can Assist has provided support for local cancer patients and their families, along with coordinating valuable programs to increase awareness within our community.

The ongoing and generous support of our district community is vital to this important work.

To have the continued strong interest and support of our Temora Shire Council is both significant and very much appreciated.

Once again, on behalf of Can Assist, our sincere thanks for the Mayoral Citation recognition and the lovely reception at the Council Chambers.

Please extend this appreciation to Councillors, General Manager Melissa Boxall and your Council team.

Kind regards


Liz Grant,
Secretary.

20.14 PRESBYTERIAN CHURCH - THANK YOU CAROLS 2023**File Number:** REP24/22**Author:** Executive Assistant**Authoriser:** General Manager**Attachments:** 1. Temora Christian Leaders [↓](#) 

Temora Christina Leaders would like to thank Council for the assistance given to the Christmas Carols on 9 December 2023 in Gloucester Park.



Presbyterian Church of Australia

In the State of New South Wales

Congregation of Temora



Email: mr.derek.yu@gmail.com

Phone: 0430 146 257

PO Box 152
De Boos Street
Temora NSW 2666

15th December 2023

Ms Melissa Boxall
General Manager
Temora Shire Council
105 Loftus Street
TEMORA NSW 2666

Dear Ms Boxall,

On behalf of the Temora Christian Leaders, please accept our sincere thanks for Council's assistance with the Christmas Carols event held on Saturday 9th December at Gloucester Park.

We thank you for your assistance in making this a wonderful community Christmas event which was thoroughly enjoyed by all who participated and attended.

Best wishes for 2024.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'Derek Yu'.

Rev. Derek Yu
Minister
St. Andrew's Presbyterian Church

21 CONFIDENTIAL REPORTS**RESOLUTION 18/2024**

Moved: Cr Jason Goode

Seconded: Cr Max Oliver

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993 at 5:25pm:

21.1 Employee Incentive Scheme Nomination

This matter is considered to be confidential under Section 10A(2) - a of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

RESOLUTION 2/2024

Moved: Cr Claire McLaren

Seconded: Cr Nigel Judd

It was resolved that Council awards an Employee Incentive Award.

CARRIED

21.2 DC Charger Locations

This matter is considered to be confidential under Section 10A(2) - di of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

RESOLUTION 3/2024

Moved: Cr Jason Goode

Seconded: Cr Graham Sinclair

It was resolved that Council endorse:

- 1. Site 1 as the preferred locations and Site 5 as a backup location.**
- 2. Submit Essential Energy connection applications for the preferred location.**
- 3. Council staff submit final costs of the DC Changer development to the 2024/25 budget estimates**

CARRIED

21.3 Crown Land Update

This matter is considered to be confidential under Section 10A(2) - di of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

RESOLUTION 4/2024

Moved: Cr Claire McLaren

Seconded: Cr Graham Sinclair

It was resolved that Temora Shire Council write to Crown Lands seeking clarification on the

decision-making process regarding the update.

CARRIED

21.4 Bradley Park Construction

This matter is considered to be confidential under Section 10A(2) - di of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

RESOLUTION 5/2024

Moved: Cr Graham Sinclair

Seconded: Cr Belinda Bushell

It was resolved that Council accept the quote from Creative Outdoors and More to complete the upgrades of Bradley Park, as detailed within the report.

CARRIED

CARRIED

RESOLUTION 19/2024

Moved: Cr Nigel Judd

Seconded: Cr Graham Sinclair

It was resolved that Council adopts the motions from the closed committee of Council.

CARRIED

22 MEETING CLOSE

The Meeting closed at 6.05pm

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 15 February 2024.

.....
GENERAL MANAGER

.....
CHAIRMAN