

Benefits of a pre-election candidate information session

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

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

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

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

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

Delivering a pre-election candidate information session

Timing

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

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

Content

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

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

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

Delivery

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

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

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

Candidate information pack

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

Cost

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

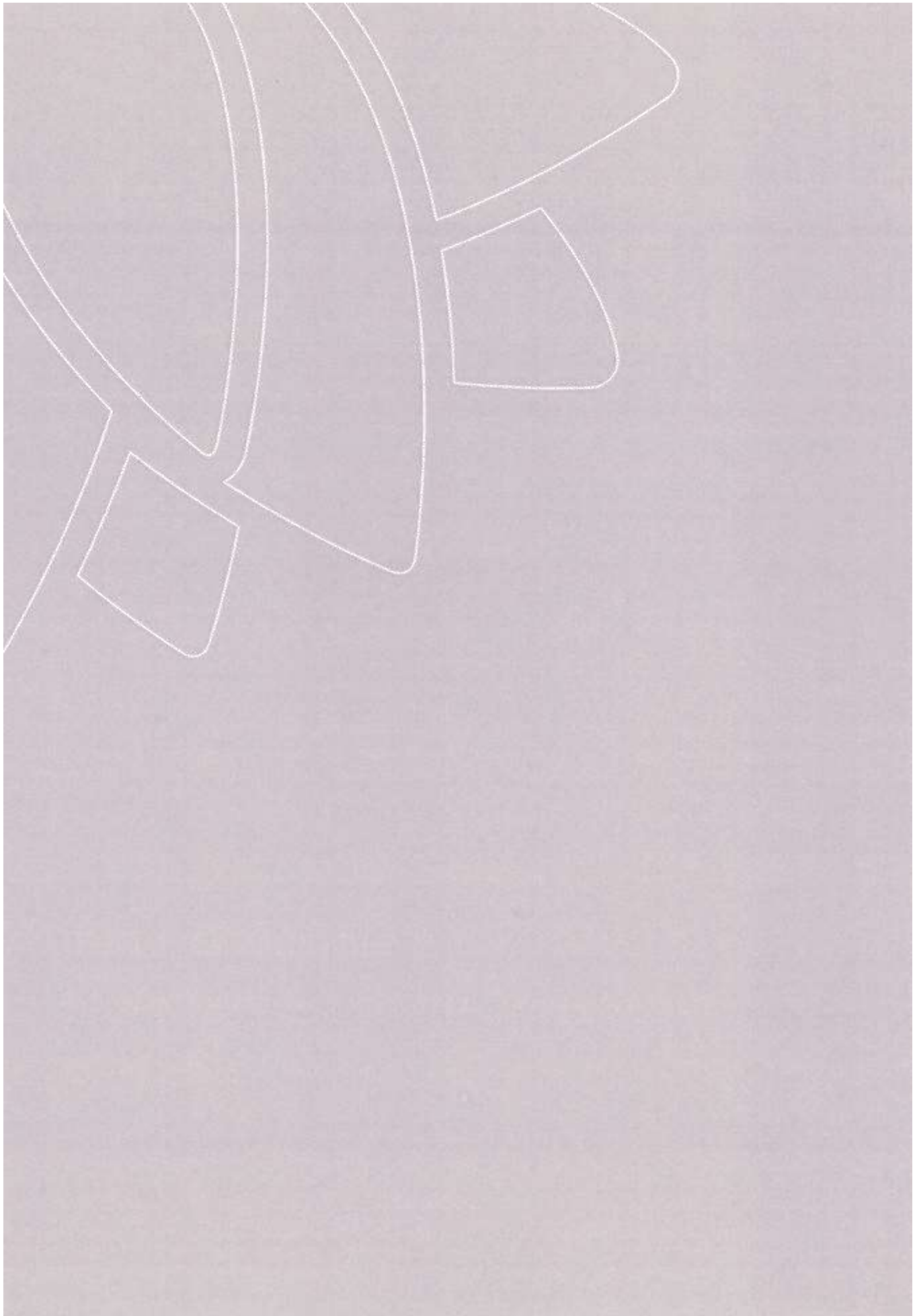
Evaluation

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

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

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

The evaluation should assess whether these outcomes were achieved.



Part 4:

Induction Program for Mayors and Councillors

Benefits of a councillor induction program

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

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

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

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

The induction program will benefit mayors and councillors by:

- 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 participants to understand key legislation
- helping participants to understand their prescribed roles and responsibilities
- briefing them on the 'big picture', and providing them with a clear understanding of council's health and performance
- enabling them to understand and agree on the key issues and tasks for the new council, and to build a vision for the governing body's term
- enabling them to understand key council information, policies and procedures
- enabling them to understand the council and the local government area
- enabling them to feel empowered with key information about the integrated planning and reporting processes and their opportunities for influence, and
- increasing their self-confidence in their ability to perform their roles.

Returning councillors

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

Councillor Induction And Professional Development Guidelines

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

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

Delivering a councillor induction program

Planning

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

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

Timing

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

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

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

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

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

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

Content

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

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

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

Knowledge component

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

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

Mayors will also need to know:

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

Team building component

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

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

Councillor Induction And Professional Development Guidelines

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

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

Structure and delivery

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

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

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

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

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

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

Options could include:

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

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

Induction manual

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

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

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

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

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

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

Cost

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

By-elections

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

Evaluation

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

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

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

Councillor Induction And Professional Development Guidelines

In the case of the mayor, being able to:

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



Part 5:

Professional Development Program for Mayors and Councillors

Benefits of a professional development program for mayors and councillors

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

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

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

Enshrine commitment in council policies

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

Policy on the provision of expenses and facilities to councillors

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

Other mechanisms

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

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

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

Development of a training and professional development plan

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

Councillor Induction And Professional Development Guidelines

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

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

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

Needs analysis

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

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

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

Assessment of skills and knowledge gaps

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

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

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

Structure and timing

Councillors' professional development plans should outline:

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

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

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

Delivery

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

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

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

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

Cost

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

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

Evaluation

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

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

The evaluation should assess whether these outcomes were achieved.

Part 6:

Public Reporting

Public Reporting

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

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

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

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

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

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

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

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

Appendix A:

Guiding Principles for Councils

General principles (section 8A(1))

Councils should:

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

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

Councils should:

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

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

Community participation principle (section 8A(3))

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

Principles of sound financial management (section 8B)

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

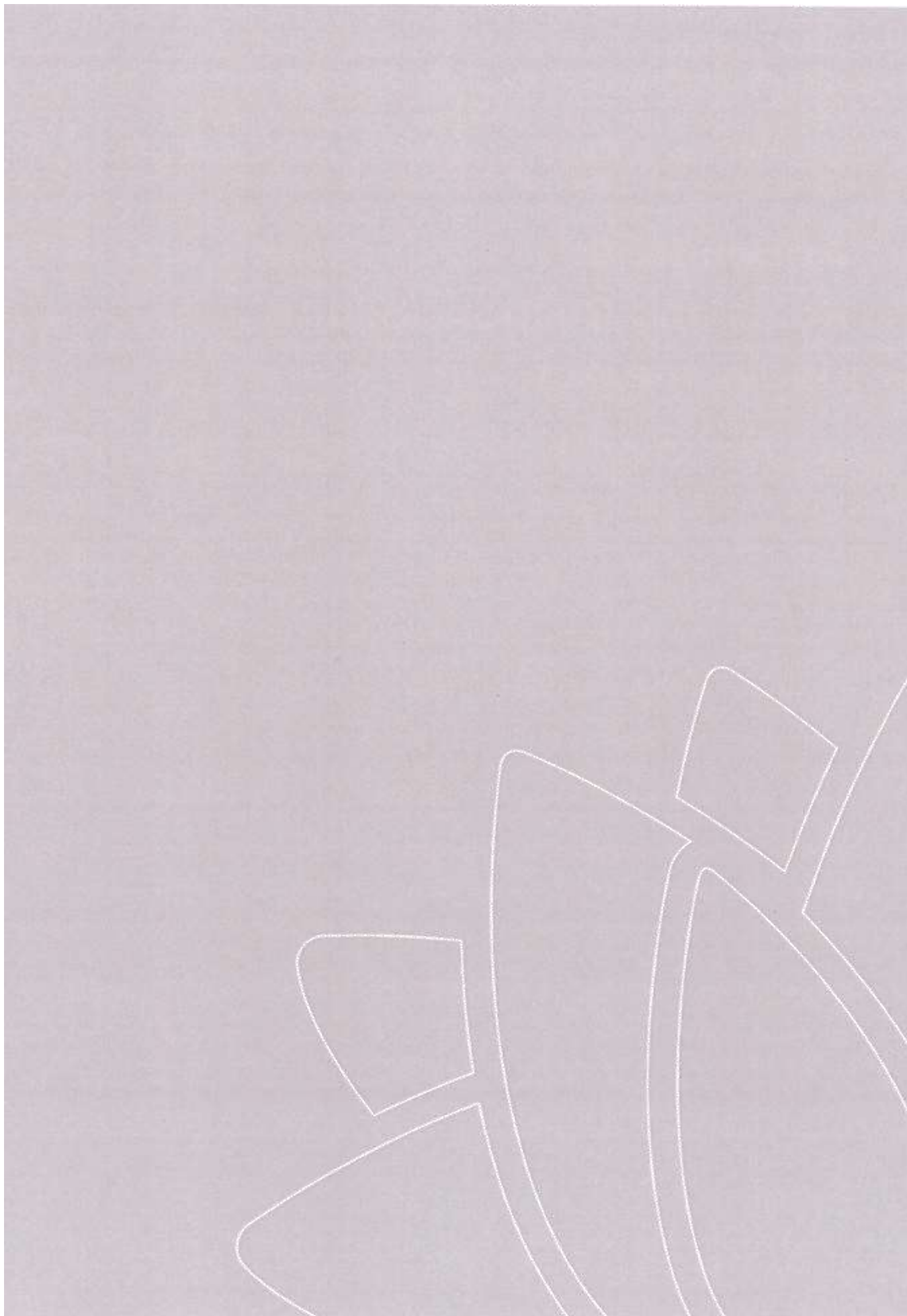
Councils should:

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

Integrated planning and reporting principles (section 8C)

Councils should:

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



Appendix B:

Roles and Responsibilities Under the Act

Governing body of a council (section 223)

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

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

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

Individual councillors (section 232)

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

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

The mayor (section 226)

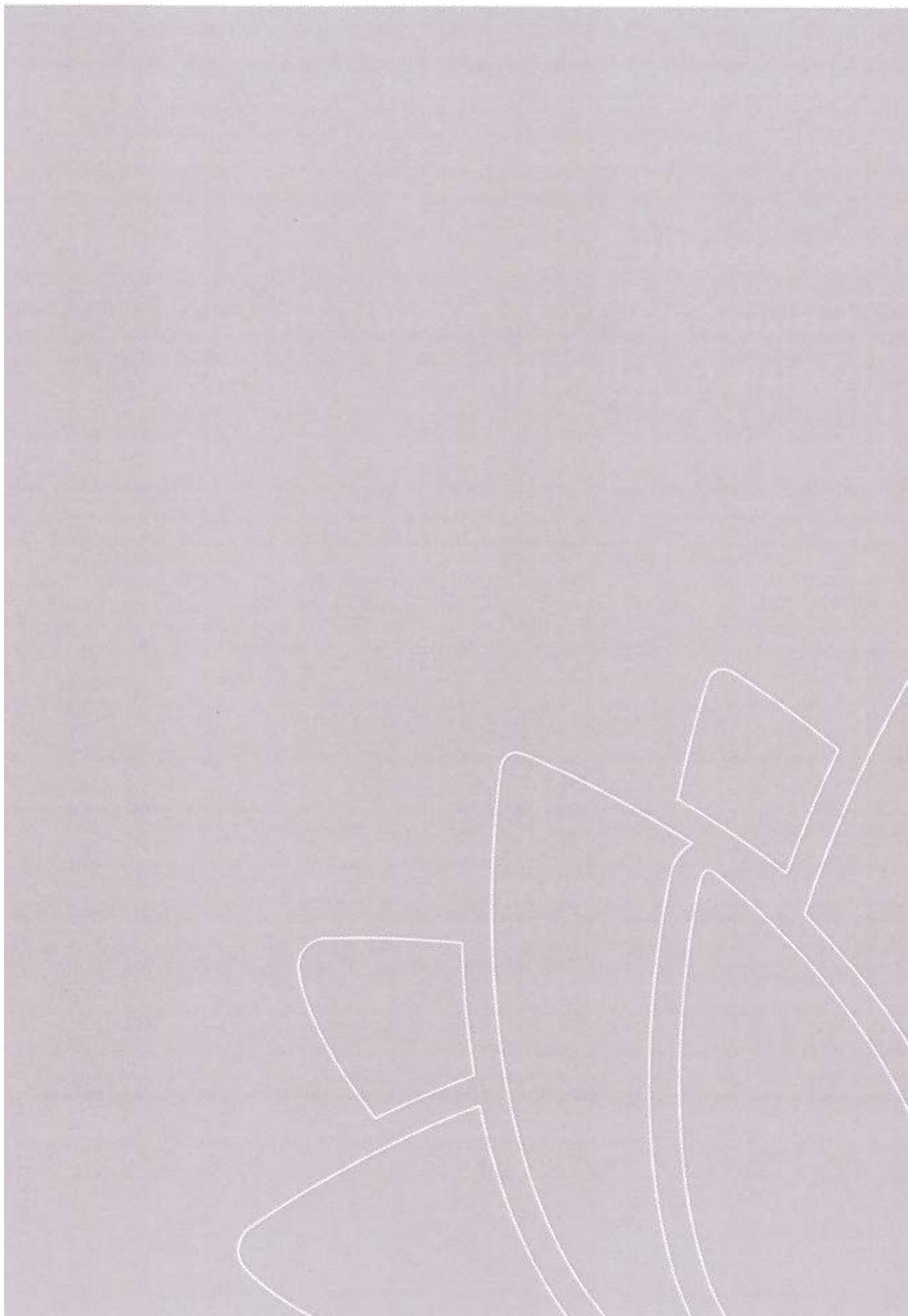
The mayor is often considered the voice of the council and the leader of the community. While the mayor has the same roles and responsibilities as councillors, the mayor is essentially the "first among equals" and is expected to exercise a leadership role within a council. This leadership role is reflected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

The role of the mayor is to:

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

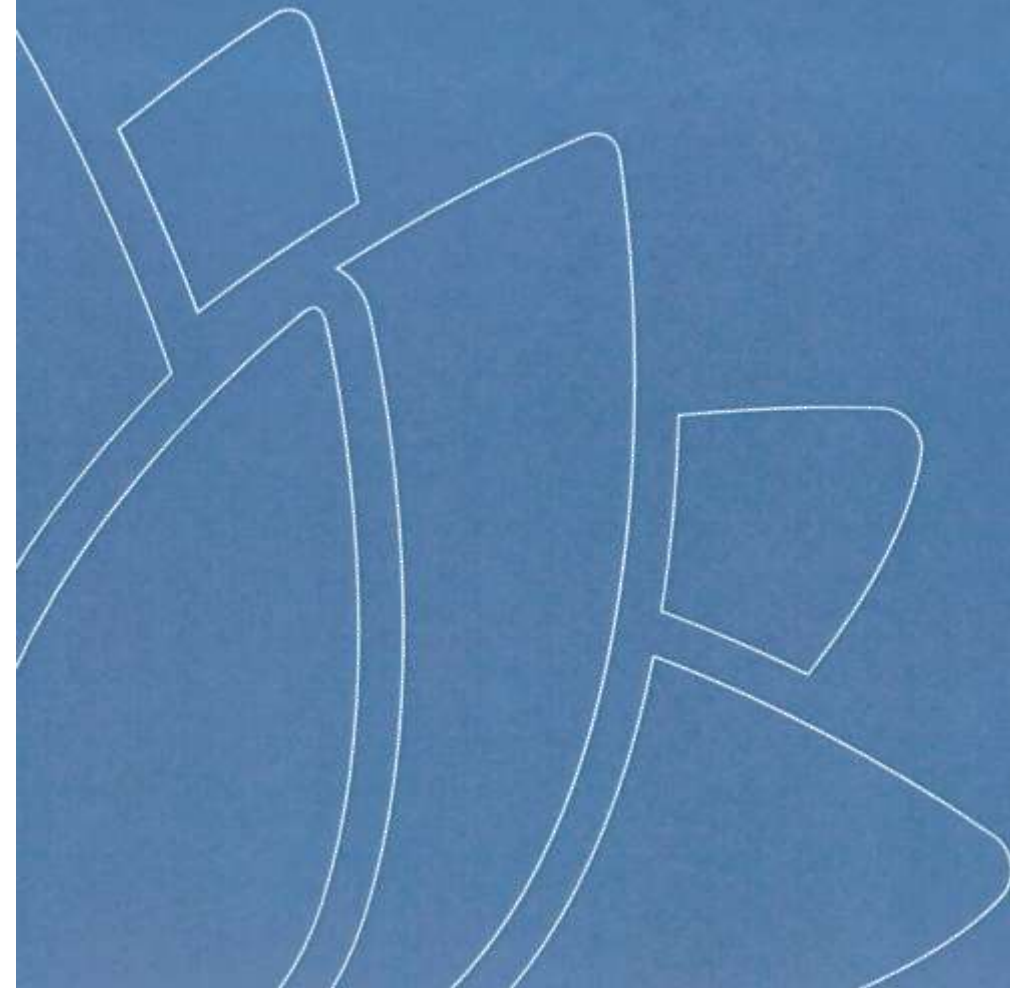
Councillor Induction And Professional Development Guidelines

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



Appendix C:

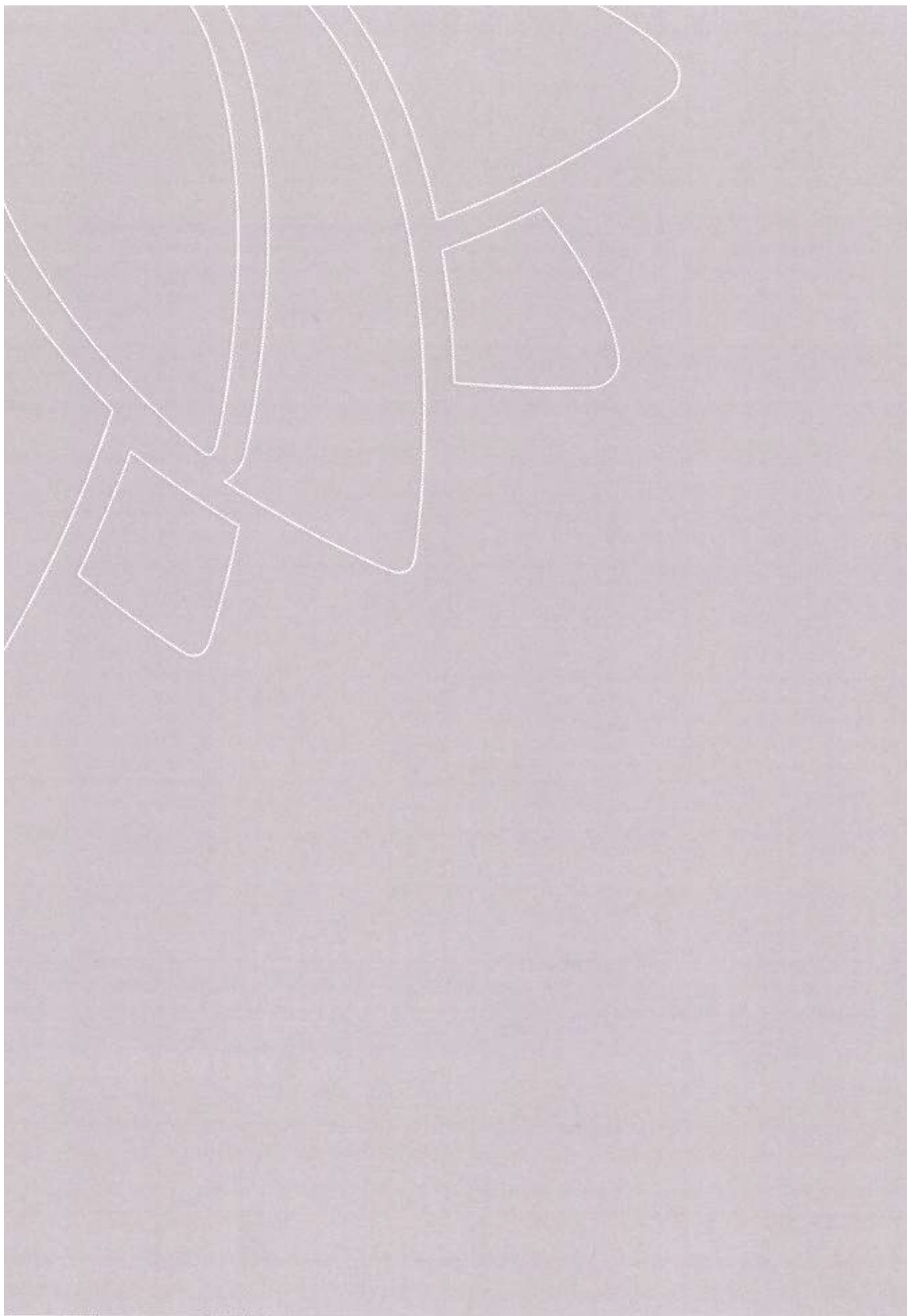
Candidate Information Session Content Checklist



Topic Area	Suggested Content
Role of council	<ul style="list-style-type: none"> • 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, 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 ➤ 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 ➤ gifts and benefits policy ➤ councillor induction and professional development policy

Councillor Induction And Professional Development Guidelines

Topic Area	Suggested Content
Skills and knowledge	<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, their 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 policy on the payment of expenses incurred and the provision of facilities and resources to the mayor and councillors • Induction and professional development programs 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.



Appendix D:

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 ➤ win concessions without damaging relationships within the governing body ➤ 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)

Councillor Induction And Professional Development Guidelines

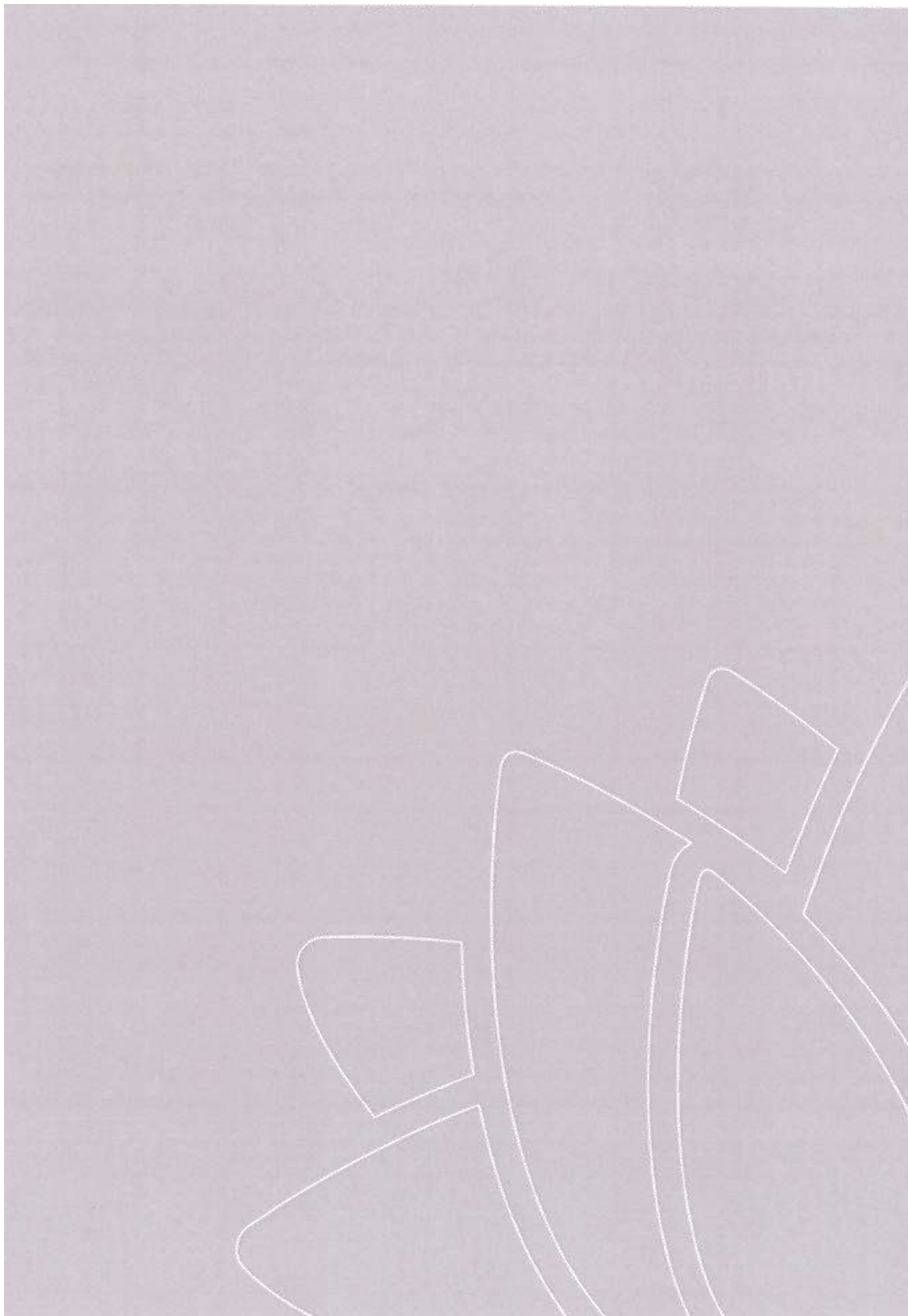
Topic Area	Suggested Content
Overview of the key issues and tasks for the new council	<ul style="list-style-type: none"> - The demographic profile of the local government area - Council's current social and economic health and performance - The key social, environmental and economic concerns facing the 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
Legal and political context of local government	<ul style="list-style-type: none"> • The relationship of state and commonwealth governments to local government • The guiding principles under the Act that govern council's functions • 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 - Audit Office - Independent Commission Against Corruption, and - NSW Ombudsman
Roles and responsibilities of councillors and staff	<ul style="list-style-type: none"> - The roles and responsibilities of the governing body and individual councillors under the Act - The role and responsibilities of the mayor - The roles and responsibilities of the general manager and council staff - Council's policy on councillor and staff interaction and how councillors can request assistance from staff - The regional and other bodies the council is a member of and the roles of those bodies - Delegations - Integrated planning and reporting responsibilities
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 within council, for example: <ul style="list-style-type: none"> - planning and other regulatory functions - assets and infrastructure - financial management - community services - governance - teams responsible for implementing key council policies, strategies or programs • Council's workforce strategy

Induction Program Content Checklist

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 • Requirement to meet the ethical standards prescribed under the Model Code of Conduct for Local Councils in NSW, including disclosing and managing pecuniary and non-pecuniary interests • 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 ➤ records management • 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 ➤ gifts and benefits policy • 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 ➤ internal audit
Decision-making	<ul style="list-style-type: none"> • The purpose of council meetings • Prescribed meeting rules • 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 and how they are established and structured

Councillor Induction And Professional Development Guidelines

Topic Area	Suggested Content
Strategic planning	<ul style="list-style-type: none"> • The statutory requirements for integrated planning and reporting • 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 – how development applications are considered and decided by council, including independent panels – the role of environmental planning instruments and how to interpret them – delegations – the role of oversight agencies, for example, the Department of Planning
Natural resource management	<ul style="list-style-type: none"> • Council's public land management responsibilities and regulatory frameworks • Council's natural resource management responsibilities and regulatory frameworks
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 • How to interpret and understand the financial information contained in financial reports prepared by council
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 the role	<ul style="list-style-type: none"> • The annual fees paid to councillors and the mayor • Council's policy on the payment of expenses incurred and the provision of facilities and resources to the mayor and councillors • 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 • How to manage code of conduct complaints about the general manager • How to conduct day-to-day oversight of the general manager • How to lead recruitment and performance reviews of the general manager • Citizenship and other ceremonial functions.



Appendix E:

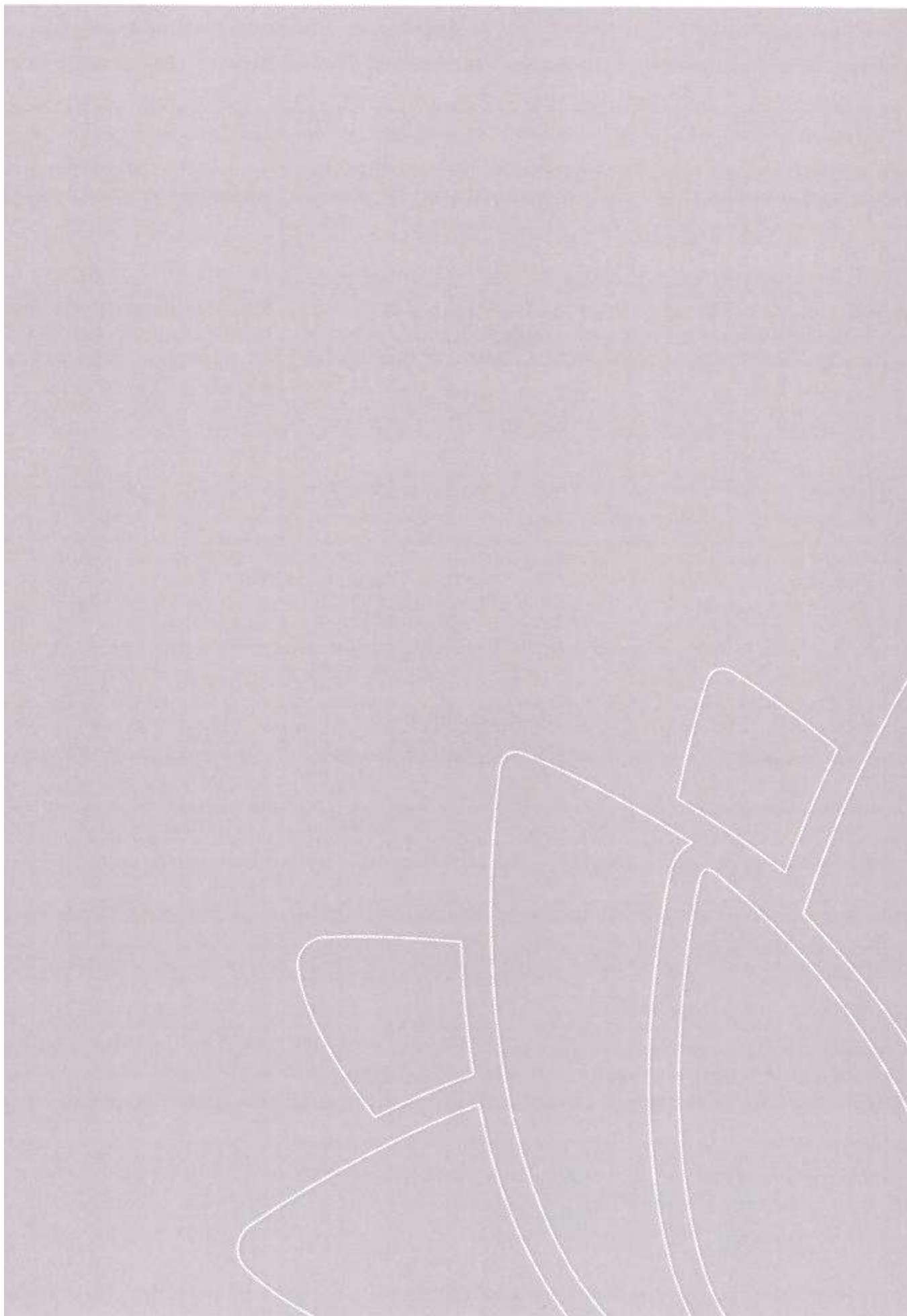
Councillor Induction Manual Content Checklist

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
Profile of the local government area	<ul style="list-style-type: none"> 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"> 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 etc. Delegations Most recent annual report End-of-term report of last council Code of conduct Policy on the provision of councillor expenses and facilities Policy on access to information Policy on councillor and staff interaction Policy on gifts and benefits Council's workforce strategy Council's risk management framework and relevant audit- and risk management-related documents Other relevant plans, policies and procedures Policy register/list of policies

Councillor Induction And Professional Development Guidelines

Topic Area	Suggested Content
Key legislation	<ul style="list-style-type: none"> • Copy of key legislation or relevant excerpts from legislation such as the Act and the Regulation • List of key legislation under which council exercises its functions, for example: <ul style="list-style-type: none"> – <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
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 • A copy of useful publications such as the Councillor Handbook and the Meetings Practice Note and Bluetts's Local Government Handbook NSW.



Appendix F:

Model Councillor Training and Development Policy



Purpose

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

Scope

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

Policy

Statement of commitment

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

Induction program

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

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

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

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

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

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

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

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

Councillor Induction And Professional Development Guidelines

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

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

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

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

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

Assessment of skills and knowledge

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

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

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

Ongoing professional development program

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

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

Training activities may include:

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

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

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

Responsibilities

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

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

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

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

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

Budget

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

Approval of training and/or expenses

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

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

Reporting

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

The general manager of X Council will:

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

Appendix G:

Skills and Knowledge Required by Councillors and Mayors



Skills and Knowledge Required by Councillors and Mayors

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

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

Highest priority

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

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

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

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

Lower priority

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

Councillor Induction And Professional Development Guidelines

A. LEADERSHIP

Mayors and councillors

are able to:

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

understand:

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

have knowledge of:

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

Mayors (additional)

are able to:

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

understand:

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

B. COMMUNICATION AND WORKING WITH OTHERS

Mayors and councillors

are able to:

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

understand:

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

have knowledge of:

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

Councillor Induction And Professional Development Guidelines

Mayors (additional)

are able to:

- foster collaboration between councillors to build a unified governing body
- support productive working relationships between the governing body and the general manager
- guide debate towards achieving acceptable outcomes
- build a productive working relationship with the general manager based on clear expectations, trust and respect
- provide strategic direction and day-to-day oversight of the general manager
- build partnerships between council and external stakeholders that are of strategic value to council and benefit the broader region.

understand:

- how to lead the general manager's performance review and recruitment.

C. ETHICAL CONDUCT AND ACCOUNTABILITY

Mayors and councillors

are able to:

- follow all legislation, rules, policies and the code of conduct applicable to councillors and mayors
- observe the highest standards of personal and ethical conduct at all times
- be honest, transparent and accountable for their words, actions, decisions and behaviour
- demonstrate council values
- identify and manage different types of conflicts of interest
- treat all people in the community equally
- maintain confidentiality
- contribute to a positive and ethical culture within the governing body
- take responsibility and be accountable for fulfilling the roles of councillor and mayor to the best of their ability
- uphold the principles of social justice.

understand:

- their ethical obligations under the council's code of conduct
- their obligations under council's councillor expenses and facilities policy.

have knowledge of:

- the process for making and managing code of conduct complaints under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW
- the consequences of a breach of council's code of conduct
- the definition of "corrupt conduct" under the *Independent Commission Against Corruption Act 1988* and the potential consequences of engaging in corrupt conduct.

Mayors (additional)

are able to:

- manage code of conduct complaints about the general manager
- promote a culture of integrity and ethical conduct within council and when representing council in the community and elsewhere.

D. GOVERNANCE

Mayors and councillors

understand:

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

have knowledge of:

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

E. STRATEGIC PLANNING

Mayors and councillors

are able to:

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

Councillor Induction And Professional Development Guidelines

understand:

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

Mayors (additional)

are able to:

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

F. DECISION-MAKING

Mayors and councillors

are able to:

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

Skills and Knowledge Required by Councillors and Mayors

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

G. LAND-USE PLANNING AND REGULATORY FUNCTIONS

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

Councillor Induction And Professional Development Guidelines

H. FINANCIAL MANAGEMENT

Mayors and councillors

are able to:

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

understand:

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

have knowledge of:

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

I. ENVIRONMENTAL AND ASSET MANAGEMENT

Mayors and councillors

are able to:

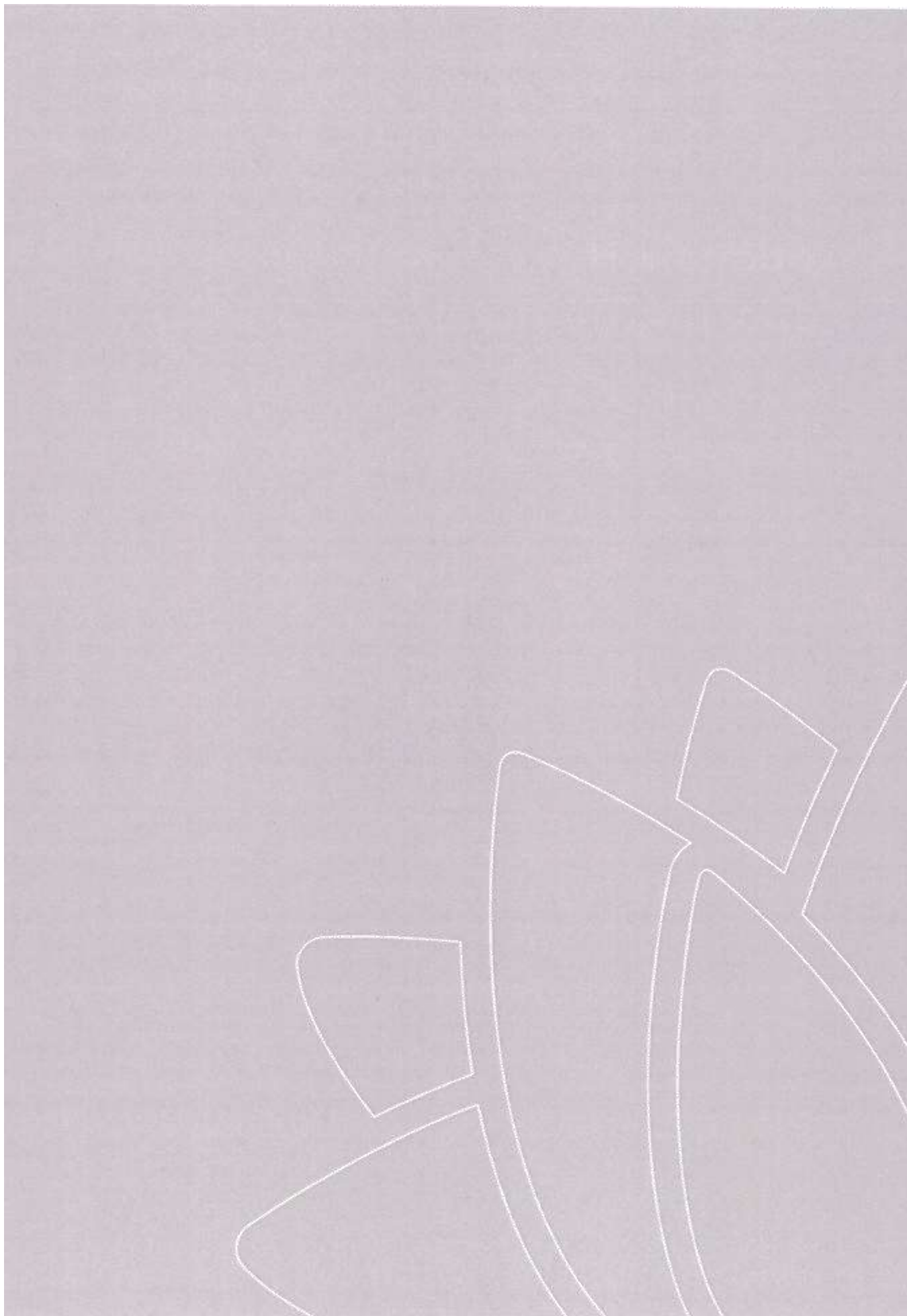
- meet their obligations as custodians of council and community assets.

understand:

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

have knowledge of:

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



Appendix H: Reporting Template

CONSULTATION DRAFT



General Manager - 15 February 2018

ITEM 12.6 **Grants Report**

FILE REFERENCE **I18/61**

AUTHOR **General Manager**

ISSUE

Advising Council of grants currently available and grants currently being applied for by Council's Grants Officer.

RECOMMENDATION That -

1. Council receive and note the report as information.

BACKGROUND

Nil

REPORT

For all grants currently available please refer to Council Webpage – Community – Grants, where all available grants are listed and updated regularly. The below mentioned grant application as are current as at the time of writing the report.

Date Application Submitted/ Due	Project	Council Contribution	Amount Requested	Total	Outcome/Progress
GROWING LOCAL ECONOMIES FUND - EOI					
14 December 2017	• Grabine Road Upgrade	\$200,000	\$3,300,000	\$3,500,000	Advised by RDA to put in for \$3,500,000 for each project
11 December 2017	• Wombeyan Caves Upgrade	\$100,000	\$3,395,700	\$3,495,700	
BUILDING BETTER REGIONS FUND					
14 December 2017	• Grabine Road Upgrade		\$3,500,000	\$3,500,000	Offset against \$3,300,000 application to GELF
	• Walkability in the Shire (PAMP)	\$7,000	\$788,000	\$795,000	
					Offset against \$788,051 application to SCC

General Manager
GRANTS REPORT cont'd

LOCAL SPORTS GRANT PROGRAM					
17 October 2017	Clifton Park Toilet Block	\$0	\$20,000	\$63,315	\$10,000 Crookwell Lions (Gullen Range Fund) \$20,000 Stronger Communities Programme, \$5,000 Crookwell Lions, \$15,000 Lions Australia
STRONGER COUNTRY COMMUNITIES FUND					
12 September 2017	<ul style="list-style-type: none"> • PAMP (1) • Pumpkin Festival Walkway (2) • Kiamma Reserve Walkway (3) • Clifton Park (4) Walkway/ BBQ • AP & H improvement (5) 	\$0 \$0 \$0 \$0 \$0	\$344,487 \$220,000 \$223,564 \$112,189 \$275,141	\$344,487 \$220,000 \$223,564 \$112,189 \$275,141	Lodged 5 applications – The first three amount to \$788,051 Awaiting word about successful projects
FIXING COUNTRY ROADS					
31 August 2017	2.Dalton/Rye Park Rd	\$500,000	\$4592,620 \$5,54,020 Rye Park Wind Farm	\$10,637,640	UNSUCCESSFUL
COMMUNITY BUILDING PARTNERSHIP FUND					
8 August 2017	3.Revitalisation of Goodhew Park	\$160,000	\$80,747	\$240,747	Successful in gaining \$50,000 of the \$80,747 requested
HERITAGE NEAR ME					
Opening mid Feb	4.180 Unmarked Graves	\$0	Currently being costed		Work in progress
COUNTRY PASSENGER TRANSPORT INFRASTRUCTURE GRANT - EOI					
Closes 28 February 2018	5.Taralga and Bigga Bus Stops	Currently being costed	\$22,000	Yet to be confirmed	Currently being costed. Application allows \$10,000 for each bus stop structure and \$2,000 for accompanying infrastructure.

General Manager
GRANTS REPORT cont'd

TARALGA WIND FARM				
Closes end March 2018	6.Revitalisation of Goodhew Park		\$31,927	\$31,927
				Items not able to be covered under CBP grant – BBQ/shelter and 2 sheltered picnic tables
VEOLIA MULWAREE TRUST				
Closes 28 March 2018	7.Clifton Park Toilet Block	\$0	\$20,000	\$63,316

A comprehensive list of currently available grants is on the Council Webpage – Community – Grants.

Other grants available include:

- Heavy Vehicle Safety and Productivity Program (Round 6) - Closes 30 March 2018
- Veolia Mulwaree Trust – Closes 28 March 2018
- Organics Infrastructure Fund – Opening April 2018 (Last round closed August 2017)
- Regional Tourism Product Development Program – Closes 30 June 2019
- Civil Construction Market Program – Recycling of Contractor Waste – Closes June 2020 or when funds are exhausted
- Circulate, NSW EPA Industrial Ecology Program – 30 October 2019
- Arts Projects – Organisations – Closes 5 June and 2 October 2018
- Arts Projects for Individuals and Groups – 5 June and 2 October 2018
- Playing Australia Regional Performing Arts Touring Fund – 5 June, 2 October 2018
- NSW Arts Grants – 21 April, 21 July, 20 October 2018
- Career Development Grants – Arts - Individuals and Groups – 5 June and 2 October 2018
- Infrastructure Grants – Closes 19 February, 21 May 2018

Ongoing Grants Available:

- Artist Support Quick Response Funding
- Festival Travel
- Loan Facilities
- Performers' Trust Foundation

General Manager
GRANTS REPORT cont'd

- Regional Arts Fund – Quick Response Fund
- Regional Filming Fund
- State Development Loan
- Strategic Opportunities Program – Screen NSW
- Business Growth Grant
- Early Stage Venture Capital Limited Partnerships
- Entrepreneur's Programme – Accelerating Commercialisation
- Entrepreneurs' Programme – Innovation Connections Grant
- NSW Enterprise Incentive Scheme
- Space Concession
- Textile, Clothing & Footwear Corporatewear Scheme
- Venture Capital Limited Partnerships
- Child Care Rebate
- Inger Rice Foundation Grants
- TRADEX Scheme
- Australian Communities Foundation Funding – Support for charitable organisations
- Community Benefit Card
- Community Commemorative Grants
- Easy Grants
- Google Ad Grants for Non-Profits
- Poverty & Disadvantage Small Grants
- Sunsuper's Dreams for a Better World Program
- The ClubGrants Scheme
- The Walter and Eliza Hall Trust
- UCF Small Grants
- Continence Aids Payment Scheme

General Manager
GRANTS REPORT cont'd

- Rehabilitation Appliance Program
- Before and After School Care Fund
- Education Small Grants Program
- Black Spot Program
- Small Business Rebate
- Victims Support Scheme
- Youth Jobs PaTH
- Heritage Near Me Incentive program – Local Heritage Strategic Projects
- Sustainable energy in not-for-Profits Program
- #ContagionOfLove community micro-grants
- Aboriginal Benefits Foundation Grants
- Capacity Building Funding for native Title Corporations
- Community Led grants
- Indigenous Travel Grants
- Quick Response Aboriginal Artist Funding
- Tailored Assistance Indigenous Employment Grants
- Automotive Transformation Scheme
- Community Broadcasting Foundation Emergency Grants
- Regional Jobs and Investment Packages
- Small & Quick Response Grants Program
- Linkage Projects – Promoting national and international collaborative research partnerships
- STEM+ Business Fellowship Program
- TechVouchers Program
- Biomedical Translation Fund
- Sponsorship Grants for Student Science Engagement and International Competitions

General Manager
GRANTS REPORT cont'd

- The Pearcey Foundation – National Awards
- Veteran and Community Grants
- Ignitor Fund – Supporting Social Enterprise Changemakers
- Social Enterprise Development and Investment Funds
- Facility Loan Scheme
- Local Sporting Champions program
- CSIRO Kick-Start Funding
- Incubator Support – Expert-in-Residence
- Incubator Support#New and Existing Incubators
- Minimum Viable Product Grants
- Tapping In-Student Start-Up Grant
- Matana Foundation for Young People Funding
- Misk Grand Challenges
- Transition to Independent Living Allowance

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That -

1. Council receive and note the report as information.

ATTACHMENTS

Nil

General Manager - 15 February 2018

ITEM 12.7 **Action Summary - Council Decisions**

FILE REFERENCE I18/2

AUTHOR **General Manager**

ISSUE

Details are provided of action taken with respect to Council decisions.

RECOMMENDATION That -

1. Council receive and note the report as information.

BACKGROUND

Details are provided of action taken with respect to Council decisions.

REPORT

Summary sheet from the:-

Council Meeting: 17 August 2017

264/17	Council engages the services of a consultant who can prepare a business and economic development strategic plan specifically for the Upper Lachlan LGA and has the necessary contacts in both State and Federal Governments to be able to lobby on Councils behalf with a budget of approximately \$50,000.	DEP	Awaiting the release by the NSW Government, of the Regional Economic Development Strategy (REDS), for the Functional Economic Region (FER), which includes the Goulburn-Mulwaree, Yass Valley and Upper Lachlan LGA's.
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Council Meeting: 16 November 2017

375/17	Council forms a Council Technical Sub-Committee consisting of two Councillors, two staff members and two community members with terms of reference to include the investigation of a hydrotherapy pool, a heated pool and performance and adequacy of existing pools within the Local Government Area and report back recommendations to Council within 6 months.	DOW	Report placed before Council at 15 February 2018 Council Meeting.
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Council Meeting: 21 December 2017

410/17	Council endorses the provision of a \$20,000 contribution, subject to the Australian Agricultural Centre acquiring appropriate funding from other stakeholders, towards a business case/concept design for the proposed Australian Agricultural Centre, located within the Upper Lachlan Shire Council Local Government Area.	GM	Correspondence forwarded on 22 December 2017.
412/17	Council endorse Darian Cameron as a member of the Crookwell Potato Festival.	GM	Correspondence forwarded on 22 December 2017.
413/17	Council writes to the Hon Pru Goward MP requesting that the Member for Goulburn sponsor proposed legislation, through the NSW Government, to close the Goulburn to Crookwell Rail Line.	GM	Correspondence forwarded on 22 December 2017.
414/17	Council supports the Kiamma Creek Landcare Group to replace the existing faded wooden sign near the Amenities Block and fronting Roberts Street with a new metal sign - the Kiamma Creek Landcare Group to liaise with the Director of Works and Operations in regards to the final design and details of the sign.	GM	Correspondence forwarded on 22 December 2017.

419/17	The Draft Plan of Management for Pye Cottage Precinct, Gunning be placed on public exhibition for a minimum period of 28 days.	DEP	Advertisement and media release issued seeking public comment on 11 January 2018.
420/17	Council endorses Michael Coley as one of the community representatives for the Section 355 Cullerin Range Wind Farm Community Fund Committee.	DEP	Correspondence forwarded on 2 January 2018.
427/17	Council consider the provision of a Green Waste Collection Service in the context of the 2018/19 Operational Service Delivery Plan and Budget after seeking the views of all ratepayers across the local government area by a suitable survey method ahead of Council's Budget Workshop in 2018.	DOW	Correspondence forwarded to ratepayers currently utilising DWM collection service - distributed week commencing Monday, 6 February 2018.
428/17	Council introduce a kerbside green waste collection service to all existing Domestic Waste Management customers in the Shire commencing in July 2018.	DOW	Work in progress - awaiting survey results.
433/17	Council thanks Fresh Landscape Design for their excellent presentation and outcome of the Streetscape Project Report.	DOW	Correspondence forwarded on 8 January 2018.
434/17	Council prepares a submission so that Council are "shovel ready" to submit an application to any future Growing Local Economies Fund or similar grant for the construction of a natural gas main and pipeline infrastructure to service the future economic development of the Shire.	DOW	Report placed before Council at 15 February 2018 Council Meeting.
436/17	Council creates a Charges for Kerb and Gutter – Infill Development Policy and places the policy on Public Exhibition for community comment.	DOW	Report placed before Council at 15 February 2018 Council Meeting.
441/17	Council hold a Workshop to fully review the Delivery Program Action Table.	DFA	Workshop scheduled for 9.00am on Wednesday, 28 February 2018.

General Manager**ACTION SUMMARY - COUNCIL DECISIONS** cont'd

443/17	Council adopts the reviewed Records Management Policy.	EA	Placed in Policy Register and on the Website on 7 February 2018.
444/17	Council proceed with the supply and installation of the microphone technology in the Crookwell Council Chambers, in accordance with the quotation.	DFA	Order forwarded on 31 January 2018.
447/17	That the Upper Lachlan Shire Council inform the Minister for Local Government (Minister) of the Council's endorsement of the Minister recommending to the Governor the establishment of the Canberra Region Joint Organisation (CBRJO).	GM	Correspondence forwarded on 22 December 2017.
448/17	The reviewed Consultative Committee Constitution be adopted by Council.	EA	Placed in Policy Register and on the Website on 7 February 2018.
462/17	Council calls a meeting of the Media Communications Committee to review its current communication strategy to further improve Council's ability to keep all ratepayers, residents and businesses informed of Councils activities.	GM	Media Communications Committee Meeting was held on Thursday, 1 February 2018.
463/17	Report to Council the approximate costs for a Traffic and Parking Study for the township of Crookwell for consideration as a part of the 2018/2019 Operational Plan.	DOW	Report placed before Council at 15 February 2018 Council Meeting.
467/17	Council purchase one Caterpillar 12M grader from Westrac for the sum of \$360,000.00 (ex GST).	DOW	Order forwarded on 22 December 2017.
468/17	Crookwell Landfill - Council appoint Pikes and Verekers Lawyers to negotiate a suitable agreement on behalf of the Council.	DOW	Correspondence emailed on 22 December 2017.

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That -

1. Council receive and note the report as information.

ATTACHMENTS

Nil

14 REPORTS FROM OTHER COMMITTEES, SECTION 355 COMMITTEES AND DELEGATES

The following item is submitted for consideration -

14.1	Reports for the Month of February 2018	470
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Reports from Other Committees, Section 355 Committees and Delegates - 15 February 2018

ITEM 14.1

Reports for the Month of February 2018

RECOMMENDATION:

That Item 14.1 - [Minutes of Committee/Information] listed below be received:

1. Crookwell Potato Festival Committee – Minutes from meeting held 14 December 2017.
2. Stonequarry Cemetery Management Committee – Minutes from meeting held 25 November 2017.
3. Breadalbane Hall Committee – Minutes from Annual General Meeting and meeting held 26 November 2017.
4. Tony Foley Memorial Community Centre s355 Committee – Minutes from Annual General Meeting held 23 January 2018.
5. Economic Development Task Force – Minutes from meeting held 1 February 2018.
6. Australia Day Committee – Minutes from meeting held 21 December 2017.
7. Access Committee – Minutes from meeting held 31 January 2018.
8. Building Review Committee – Minutes from meeting held 6 February 2018.
9. Report from the Mayor – Attendance at LGNSW Conference 2017.
10. Report from Cllr John Stafford – LGNSW Conference 2017.

ATTACHMENTS

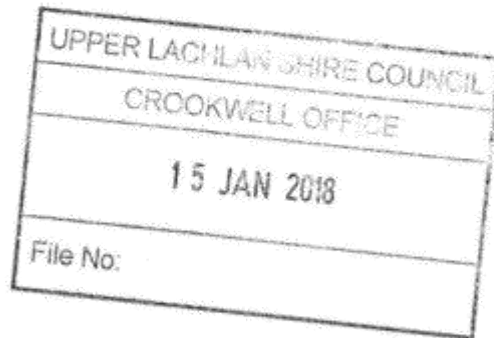
1. ↓	Crookwell Potato Festival - Meeting Minutes - 14 December 2017	Attachment
2. ↓	Stonequarry Cemetery Management Committee - Meeting Minutes - 25 November 2017	Attachment
3. ↓	Breadalbane Hall AGM and General meeting MINUTES 26 Nov 2017	Attachment
4. ↓	Tony Foley Memorial Community Centre s355 - Minutes from Annual General Meeting held 23 January 2018	Attachment
5. ↓	Economic Development Task Force - Minutes from meeting held - 1 February 2018	Attachment
6. ↓	Australia Day Workshop Minutes 21 December 2017	Attachment
7. ↓	Access Committee - 2018-01-31 - Minutes - Attachments	Attachment
8. ↓	Building Review Committee - 2018-02-06 - Minutes - Attachments	Attachment
9. ↓	Report of the Mayors attendance at LGNSW Conference 2017	Attachment
10. ↓	Cllr Stafford - Report LGNSW Conference 2017	Attachment



Upper Lachlan
the shire of villages

Upper Lachlan Tourist Association
36 Goulburn St Crookwell NSW 2583
Ph 02 4832 1988 Fax 02 4832 0119
Email info@visitupperlachlan.com.au
www.crookwellpotatofestival.com.au

John Bell
General Manager
Upper Lachlan Shire Council
PO Box 10
Crookwell NSW 2583



14 January 2018

Dear John,

Please find enclosed the minutes of the 2018 Crookwell Potato Festival committee meeting 14 December 2017.

Enclosed also is a letter of expression of interest from MR MICHAEL WALSH to join the committee. The committee welcome his involvement in organising our next event.

Yours sincerely,

✓ Joyce Edwards
Chair person
Crookwell Potato Festival Committee

Proudly supported by



Minutes of 2018 Crookwell Potato Festival Committee

Date & time	14 December 2017 – 3pm
Venue	Visitors Information Centre, Crookwell
Attended	<ul style="list-style-type: none"> • Joyce Edwards (Chair) • Marg Anderson (Secretary) • Jan Pont • Sandy Martin • Marcus Kollakides • Beverly Houterman (Treasurer) • Darian Cameron • Pam Kensit • Ric Opie

1. APOLOGIES:

- Michael Walsh, Marguerite Walsh, Andrew Warren

2. ACCEPTANCE OF PREVIOUS MINUTES – proposed JP, seconded BH, passed

3. BUSINESS ARISING (shaded items complete)

Meeting	Action items	Who	Outcome
25.07.17	Letter to golf club re use of golf buggies	JE	Marg writing them now
25.07.17	Letters of thanks to 2017 sponsors	MA & JE	Letters drafted. Joyce will give Marg a list of sponsors
25.07.17	Letter of thanks to Bev Hatch	JE	Marg writing it now
15.08.17	Write to Crookwell sports clubs to request they have a 'by' on Saturday 12 May (so we can use parking and free up kids and parents)	JE	In progress
5.10.17	Check if Acmea have paid their 2017 sponsorship and Kadwell paid potato auction money	JE	Joyce will check with Andrew, if still not paid, Ric will chase it up. \$500 also not received from Kadwell – Joyce also to chase up.
5.10.17	Find some additional raffle prizes (e.g. Meal vouchers from Criterion Hotel and/or Top Pub)	JE	Done
2.11.17	Approach local businesses for sponsorship with new prospectus	JE	Will start in January. Darian will assist.
2.11.17	Get a quote on temporary internal fencing for parking area	AW	
2.11.17	Approach Wayne and Fiona Landford about being involved in 2018 festival	Marguerite	
2.11.17	Investigate giant kid's games	Marguerite	
2.11.17	Check out if bands and marching girls available next year	Marguerite	
2.11.17	Apply for RAAF hot air balloon again.	MA	
2.11.17	Write article for Crookwell Gazette re our desire to promote local produce and encourage participation	MK	Done – printed in gazette on 14 November.

Meeting	Action Items	Who	Outcome
2.11.17	Follow up with Costa and request publicity photo	MK	Done. Photo received. Has spoken to Costa – will discuss closer to the date.
14.12.17	Chase up Potato Assoc re planting potatoes in Ric's property	JE	
14.12.17	Contact the Irish Embassy in Canberra to invite consulate to attend our festival (open it?) in January	JE	
14.12.17	Let Beverly know whether there needs to be any adjustment to figures in draft budget.	All committee	
14.12.17	Prepare a marketing plan	AW and MA	
14.12.17	Review Beverly's memo re financial records and processes (to be discussed next meeting)	All committee	
14.12.17	Set up internet banking ASAP	AW and BH	
14.12.17	Approach corporate sponsors	RO	

4. CORRESPONDENCE

- Account from Davies received for raffle tickets
- Expression of interest received from Michael Walsh re joining CPF committee.

5. TREASURER'S REPORT:

- Discussed amount to donate to CCT. Decided to present the amount we get from potato auction to CCT, and ask Costa to 'present' it to them on the day.
 - **Motion: we donate 10% of profits from 2018 festival to Crookwell Community Trust. Moved MK, seconded JE, passed.**
- Beverly presented a rough budget – see Appendix A.
 - Takings from gate this year was about \$9k. It would be great if ticket sales double with Costa coming, but we would need to double the number of visitors (5000).
 - Advertising also increased to \$6k.
 - \$3k for entertainment.
 - Mike W has recommended we charge classic and vintage cars this year. Check with Mike next meeting.
- Beverly presented a memo re better administration of finances – see Appendix B.

6. GENERAL BUSINESS

- **Kids activities & entertainment**
 - Marguerite has been in touch with 2017 entertainers and some new options.
 - Jan - Tanya Hurst suggested an old cart and horse with people dressed in period costume to be part of the show. Tanya is following this up.
- **Marketing**
 - **Motion: Marg Anderson coordinate advertising for festival. Moved PK, seconded JP, passed.**
- **Association with an Irish town**
 - Pam has connections with town in County Cork.
 - Invite the Irish consulate to our festival? Joyce offered to follow up.
- **Market**
 - Jan already receiving interest from some new foodies. Will send out applications in the new year.
 - Jan training up Sandy to take over the role of market stall coordinator in future.
- **New committee member**
 - Mike Walsh has submitted an expression of interest.

- **Motion: Accept Mike Walsh as a member of the CPF organising committee.**
Moved MK, seconded JP, passed.

7. Next meeting

- Thursday 1st February at 3pm at VIC.

Meeting closed 4.00 pm.

Signed as a true and accurate record: _____ Date: _____

Appendix A (Beverley Houseman - 14 Dec 2017)**Potato Festival 2018 Financial Year****DRAFT**

		Opening Balance		\$11,820.54		
Income		2016 Actual	2017 Budget	2017 Actual	Variance	2018 Budget
Gate Admission	\$	5,395.00	\$ 6,000.00	\$ 8,778.00	\$ 2,778.00	\$ 20,000.00
Float Repayment				\$ 2,500.00		\$ 3,000.00
Merchandise				\$ -		
Shop	\$	2,951.00	\$ 3,000.00	\$ 1,352.90	-\$ 1,647.10	\$ 1,000.00
Festival	\$	300.00	\$ 300.00	\$ -		\$ 500.00
Raffles	\$	2,536.00	\$ 2,500.00	\$ 2,298.00	-\$ 202.00	\$ 3,000.00
Sponsorship	\$	4,709.00	\$ 5,000.00	\$ 3,400.00	-\$ 1,600.00	\$ 7,000.00
Rock Wall	\$	-	\$ 3,000.00	\$ 371.00	-\$ 2,629.00	
Children's entertain						\$ 500.00
Donations in kind*	\$	-	\$ 37,997.00	\$ 37,997.00		\$ 40,000.00
Grants	\$	11,500.00	\$ 1,000.00	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
Stall-holder	\$	1,960.00	\$ 2,000.00	\$ 5,632.84	\$ 3,632.84	\$ 6,000.00
Total Income	\$	29,351.00	\$ 60,797.00	\$ 64,329.74	\$ 1,332.74	\$ 82,000.00
Expenses						
Advertising	\$	8,872.00	\$ 4,000.00	\$ 4,634.25	-\$ 634.25	\$ 6,000.00
Float	\$	1,800.00	\$ 1,000.00	\$ 2,500.00		\$ 3,000.00
Catering	\$	700.00	\$ 350.00	\$ -		\$ 400.00
Merchandise	\$	3,480.00	\$ 2,000.00	\$ 1,064.50	\$ 935.50	\$ 3,000.00
Entertainment	\$	1,615.00	\$ 2,000.00	\$ 2,200.00	-\$ 200.00	\$ 2,000.00
First Aid	\$	320.00	\$ 320.00	\$ 300.00	\$ 20.00	\$ 300.00
Hire P/E	\$	997.00	\$ 1,000.00	\$ 297.50	\$ 702.50	\$ 500.00
Postage	\$	192.00	\$ 200.00	\$ 92.70	\$ 107.30	\$ 80.00
Marquees	\$	3,672.00	\$ 37,997.00	\$ 38,162.00	-\$ 165.00	\$ 40,000.00
PrintStationary	\$	890.00	\$ 900.00	\$ 669.05	\$ 230.95	\$ 700.00
Prizes	\$	370.00	\$ 400.00	\$ -		\$ 400.00
PA System	\$	1,150.00	\$ 1,000.00	\$ 2,096.91	-\$ 1,096.91	\$ 3,000.00
Raffle Prizes	\$	40.00	\$ 100.00			\$ 100.00
Rock Wall			\$ 3,000.00	\$ 2,600.00	\$ 400.00	
Children's entertain			\$ 200.00	\$ 200.00		\$ 3,000.00
Showground Fee			\$ 1,500.00	\$ 1,500.00		1500
Signage	\$	-	\$ 1,200.00	\$ 1,496.46	-\$ 296.46	1500
Supplies/sund	\$	960.00	\$ 1,000.00	\$ 1,135.88	-\$ 135.88	1200
Bank fees/other	\$	458.00	\$ 500.00	\$ 377.50	\$ 122.50	400
Total exp	\$	25,516.00	\$ 58,667.00	\$ 59,326.75		\$ 67,080.00
Profit	\$	3,835.00		\$ 5,002.99		\$ 14,920.00

Notes to the Accounts:

As the date of the Potato Festival was moved closer to the end of the financial year, a number of financial transactions related to this year's festival did not occur until after the end of the financial year.

For planning purposes, I have included them in this past year's profitability and budgeting document.

The budget is based on the assumption that with the expected draw card a higher advertising budget will be reflected in I have not budgeted for two days, as this decision has not yet been made.

I have put in a figure for children's entertainment - which may or may not be rock wall.

higher gate taking

Appendix B**Memo**

To: Potato Festival Committee

Date: 14 December 2018

From: Beverly Houterman, Treasurer

RE: Compliance/Reporting changes for the 2018 Festival Finances

As you will be able to see from other documents tendered at today's meeting, despite the change in date and some additional expenses attributed to moving the venue, there was an increase in the profit of the 2017 Festival over the previous year.

With the expected increase in Festival attendance due to the impact of our famous guest Kostas, the new budget assumes a significant increase in gate revenue, modified by an increase in advertising.

I would like to call your attention to a areas of past practice which need to be modified.

The first is the increased number of suppliers who will only accept direct bank payments. We still do not have that facility and the local branch has not been helpful in obtaining this feature. It is not really appropriate that Committee Members pay these invoices and then get reimbursed. Before the Festival financial activity gets into full swing, we need to find a way to have internet banking facilities.

In order to manage budgeting and reporting, it would also be helpful if I could have timely updates on:

- Sponsors who commit to a sponsorship, the amount they intend to sponsor, the name on the check or on the internet deposit
- Stall-holders who lodge their intent, the cost of their site, the name under which their fee will be paid.
- Stall-holder payments made via the website
- Costs incurred as they are incurred (before getting invoice), name of party, category of cost if not obvious so that I can make sure I can chase up invoices if I do not receive them

I would like to try to limit reimbursement to Committee Members for cash expenditures or for invoices they have paid.

Where an invoice needs to be paid rapidly, if we have the internet banking in place, payment can be expedited by an email to me or a phone call.

Requests for reimbursement of cash items will need to be accompanied by the receipts and an explanation of the expenditure. I really cannot accept 'back of envelop' requests. The explanation should include the date of expenditure, the category of expenditure and the name of the party to be reimbursed, and be signed by that person.

Importantly, with discussed changes in ticketing, we will need to be more vigilant in accounting for monies collected. We will need to be able to clearly segregate monies from gate Festival tickets, multi-event tickets, merchandise and other sources. We also need to clearly allocate cash payments (i.e. food vouchers).

Beverly Houterman

Ballynew
783 Woodville Rd
Binda, 2583.

The General Manager
Upper Lachlan Shire Council
Crookwell, N.S.W.

Dear Sir,

I would like to make application to take a position on the Committee of the Potato Festival. I would be taking over the responsibilities for the Classic Car Show from Bev Hatch, who is retiring.

I have experience in organising Car shows, as I have done so for the Rotary Club of Crookwell for several years now. I am also a member of several classic Car Clubs and own some myself.

Look forward to hearing your response
Yours faithfully
Michael Walsh

**MINUTES OF MEETING OF THE
STONEQUARRY CEMETERY MANAGEMENT COMMITTEE**

HELD AT STONEQUARRY CEMETERY: 2PM

Sunday 25th November, 2017

Present: Laurie Chalker, Brian Moloney, Helen Francis, Margaret Lang,
Joan Scott, Maureen Long, Martin Walsh, Councillor John Stafford,
Elaine Connor, Rod McInnes
John Reynolds representing Veolia Mulwaree Trust

Chairman Laurie Chalker welcomed all to the meeting and called for apologies

Apologies: Brian McCormack, Bruce and Margaret McGregor, Ken Fleming

Minutes of the previous meeting (24th February 2016) were read and confirmed on the motion of Brian Moloney and Margaret Lang

Chairman's Report: presented by Laurie Chalker, adopted on the motion of Joan Scott and Helen Francis - copy attached

Treasurer's Report: Showing a balance of \$596.03. To be audited and presented to next meeting in readiness for grant application.

On the motion of John Stafford "to be accepted as presented" it was seconded by Laurie Chalker.

Correspondence: In - From - HERITAGE NEAR ME PROGRAM

Application for funding for unmarked graves - not successful

Election of Office Bearers:

Councillor John Stafford occupied the chair for elections

Chairman: Laurie Chalker nominated by Helen Francis, seconded Joan Scott

Elected

Secretary: Brian Moloney nominated by Joan Scott, seconded by Laurie Chalker - elected

Minutes Secretary: Maureen Long nominated by Brian Moloney, seconded by Margaret Lang - elected

Treasurer: Helen Francis nominated by Laurie Chalker, seconded by Brian Moloney - elected

Councillor Stafford vacated the chair for incoming Chairman Laurie Chalker

General Business:

1. Discussions were held on the Stephen Horn project over the fence and forming part of the cemetery.

Concerns:

1. Wombats causing major damage to monumental section
2. Weed control and overgrowth
3. Identification of grave sites
4. 355 Committee's responsibility re workers

Outcome: Correspondence to Upper Lachlan Shire Council

1. Stephen Horn project to cease operations
2. Land to come under the banner of the 355 committee

Motioned by Brian Moloney, seconded by Maureen Long.

2. Discussion re the erection of a Columnbarium at the cemetery.

Council did have \$10,000 for this project which also includes Gunning and Dalton cemeteries.

Gunning is being erected.

Approach Council to allow another \$10,000 in their budget for Taralga.

Motioned by Brian Moloney, seconded by Margaret Lang.

Laurie Chalker announced that there would be another working party at the cemetery in February 2018.

John Reynolds on behalf of the Veolia Mulwaree Trust addressed the meeting, congratulating the cemetery committee on their cemetery restoration.

John also acknowledged the Trust's grant for the erection of the toilet, and declared the toilet open for business!!

MEETING CLOSED

PRESIDENTS REPORT

Stonequarry Cemetery was established in 1861, when land was donated by the Moloney brothers, John and Thomas, who came out from Ireland in 1850 and settled in the area.

The cemetery was divided into sections, and each section was maintained by it's owning religious group, such as the Catholic section, Church of England, Presbyterian, Wesley and Jewish sections. Each section was fenced. Those fences were eventually taken down, and the ownership and maintenance of the cemetery was handed over to the Council initially to Mulwaree Shire, and now to Upper Lachlan Shire Council

Now after 156 years and with the financial assistance of Upper Lachlan Shire Council to the tune of \$6000 and Veolia Mulwaree Trust to the tune of \$6547, and the hard work of many community members, we have been able to build a toilet in the cemetery.

Special mention must go to Simon Neale for his donation of \$2442 for the supply of the septic tank and fittings, toilet and hand basin and his expertise and time in installing this.

During this time, the community has also almost completed restoration of the Church of England section of the cemetery. We have identified 119 unmarked graves and have been able to determine the details for 115 of these. We have placed headstones on 106 of these and still have 9 to be done. We have also restored the lettering on many of the existing headstones but we are still to paint some of the rails.

Thanks must also go to Ken Fleming and Steve Holmes from International Volunteers for Peace for their help in locating the unmarked graves and also to Gerald Dodworth for his assistance with the cleaning of the graves and building and restoration works.

We have applied for assistance through a heritage activation grant to purchase bronze plaques for the unmarked graves that we have been able to identify. Most of the unmarked graves were for children.

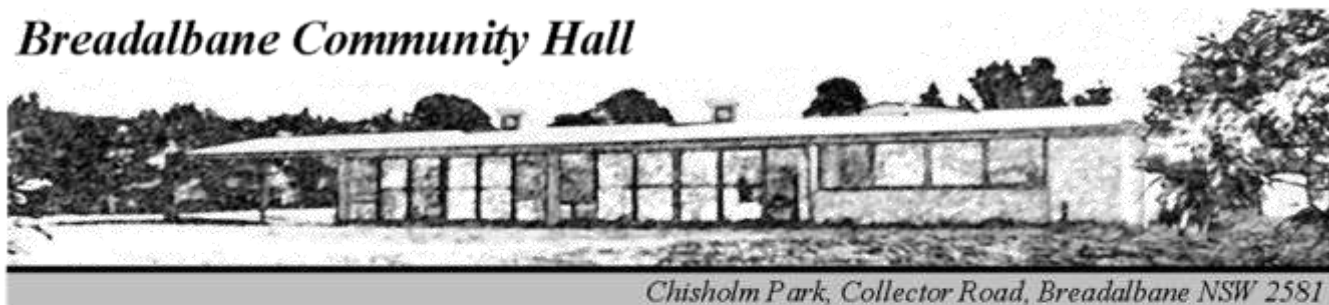
We were successful in obtaining a grant from the Australian Government Department of Social Services for \$3526 for the restoration works. This has enabled us to purchase fuel and landscaping materials for the project. This project is to be concluded by June 2018.

We hope to start on the next section of the cemetery in December. We will be having a working bee sometime during January or February to start clearing, reinstating gravel, restoring lettering and concreting once headstones have been cleaned. If anyone has a water tank and pressure cleaner and some spare time, Gerald and I would appreciate some help with the grave cleaning as this is the most time consuming task, as it can take up to 3-4 hours just to clean one grave.

Again, I would like to take this opportunity to thank John Stafford from Council and John Reynolds from Veolia Mulwaree Trust for making the building of this toilet possible, and I'd like to hear their comments.

Laurie Chalker

Breadalbane Community Hall



Breadalbane Hall Annual General Meeting

Sunday 26th November 2017, commenced 4.30pm

Minutes

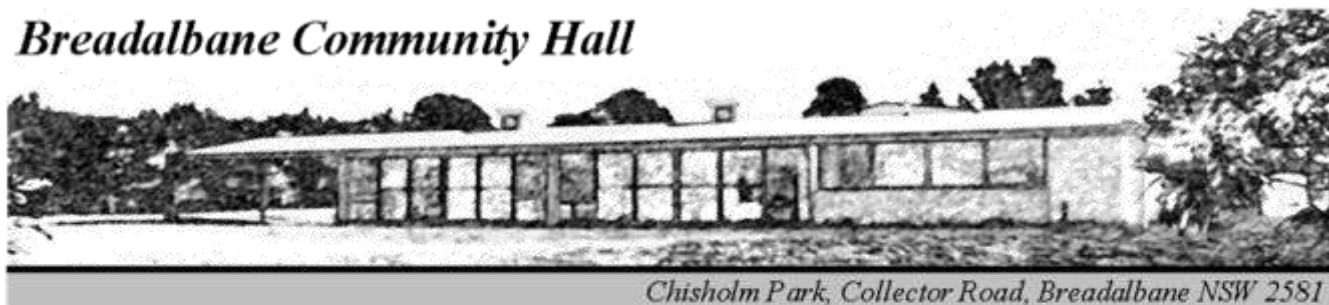
1. **Attendance:** Christine McLean, Marion Schumacher, Ingrid Schumacher, Libby Webster, John Searle, Sylvie Hayles, Vanessa Edwards, Sally McLean, Tony Morrison
Apologies: ULSC Mayor Brian McCormack, Sarah Kilby, Jenny Bell
2. **Minutes** from 6 September general meeting received and endorsed unanimously
Minutes from 2016 AGM received and endorsed unanimously
3. **Treasurer's Report**
 IMB Everyday Cheque Account no. 20051579
 Opening balance 30 Jun 2017 \$11,906.70 Opening balance 20 Nov 2017 \$16,805.78
 Income received from Women's Health Lunch \$4,490, Art Show \$138, Essential Energy donation \$200, Progressive Dinner ¼ share of proceeds \$587.78
 Balance of funds available for discretionary use \$21,050.22 Remainder of funds tied to specific purpose as per grants received.
 Treasurer Christine McLean advised that 1) a direct debit facility has now become possible on the IMB account and this will be set up in the near future, and 2) she will investigate the best option for the Hall funds being held, such as in a term deposit with better interest rates.
4. **Nomination and election of office bearers for 2018**
 - Chairman / Secretary - Sally McLean Nom C McLean, seconded L Webster
 - Deputy Chairman - Marion Schumacher Nom S McLean, seconded C McLean
 - Treasurer - Christine McLean Nom L Webster, seconded Sylvie Hayles
 - Hall Manager - Vanessa Edwards Nom C McLean, seconded L Webster
 - Committee Members - John Searle (ULSC representative), Ingrid Schumacher, Libby Webster, Tony Morrison, Sylvie Hayles, Sarah Kilby (Communications and Media person), Linda Cashmere, Jenny Bell, Rod Edwards

2018 Chairman: Sally McLean p: 02 4844 2211

2018 Treasurer: Christine McLean p: 02 4845 1323

2018 Hall Manager: Vanessa Edwards p: 02 4844 2285

Breadalbane Community Hall



- The meeting agreed that there was no longer a need to have specific Group coordinators as these roles are managed within the committee

5. General Business

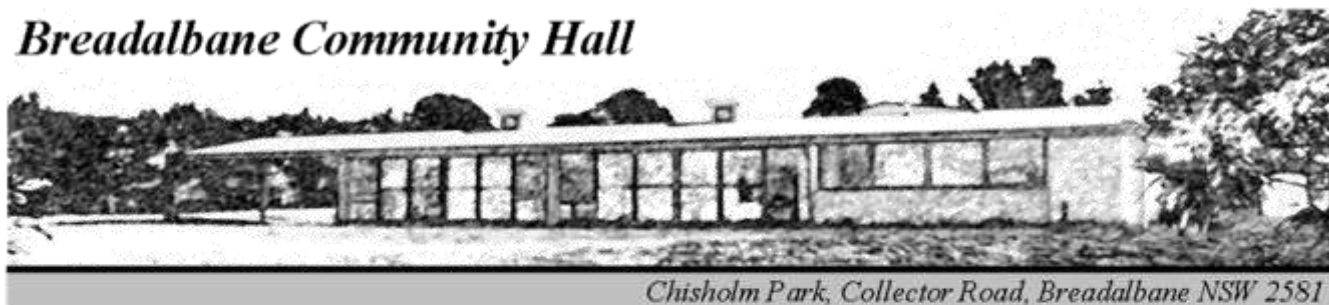
1. Hall hire report - Vanessa reported the Hall averages a commercial hire arrangement each month, plus the various community uses each month, that the hire fees from commercial hire cover the running costs of the Hall plus some profit, that the Hall is given free of charge for all community use occasions.
2. Progressive dinner on Sat 23 Sept report - a very successful community event with approximately 80 people attending and enjoying the 4 course meal put on by each of the 4 community groups. The only income was from ticket sales, less costs leaving a balance of \$2352, resulting in \$587.78 going to each of St Silas Church, Rural Fire Service, Hall and School. The meeting was enthusiastic to make this an annual event, to be followed up with discussion with the 3 other host groups.
3. Community Christmas gathering on Sun 3rd Dec - planning is well under way. Hall is providing sausages (donated previously), chicken wings and bread rolls, guests to bring a plate and BYOG. SM to ask Landcare if we could borrow their BBQ for the sausages. Sarah Kilby has booked Face Painting person to come for the children, TM once again generously offering to be Santa for the evening.
4. 2018 social events general plan - the meeting agreed that the annual Bush Bash needs a refresh and suggested a Halloween themed function in mid October, if a Community Progressive Dinner is agreed by the other hosts then perhaps this could be in early Sept, Sarah Kilby would like to coordinate another Women's Health Lunch in Sept.
5. Anzac Day 2018 event planning - A function is planned for Anzac Day 2018 to open the Memorial Wall. Marion Schumacher agreed to assist SM to progress plans for this day. Suggestions were to commence at 8am and provide breakfast, inviting representatives from each of the funding bodies supporting the wall construction, and inviting ULSC and others to lay a wreath at the wall.
6. Secure key holder progress - SM to follow up progress on this item.
7. WWI & WWII soldiers memorial plaques - the production company advised the plaques had to be remade (at their expense) as the patina on the brass cracked when bent to shape; a

2018 Chairman: Sally McLean p: 02 4844 2211

2018 Treasurer: Christine McLean p: 02 4845 1323

2018 Hall Manager: Vanessa Edwards p: 02 4844 2285

Breadalbane Community Hall



plaque is being donated by the Kangaroo March committee and will be provided in the near future.

8. Pergola - update on submission to Veolia - SM advised that our submission to the Veolia Mulwaree Trust grants round was not successful. Limited feedback suggested the submission request was weighted too heavily on Veolia support and not enough other support or self-funding contribution. The meeting discussed ways to adjust our approach to address this issue. It was agreed that achieving installation of just the concrete slab would be of significant benefit to the Hall and still leaves the options open to install a roof at a later stage. It would also open the opportunity to consider alternate roofing or temporary cover options. The meeting agreed to use part of the discretionary funds available as noted in the treasurer's report to contribute 60% of budget to install the slab, and seek funding to donate the remaining 40%. Based on a received builder's quote for the complete building, that has the slab itemised at \$23,230, Hall contribution would be approx. \$14,000 and outside funding contribution sought would be approx. \$9,500. SM to follow up funding opportunities.
9. Roof leak repairs - have been completed. Thank you to ULSC for their support in funding the repairs.
10. Picnic table and bench seat progress report - ULSC have been in contact with the chairman to discuss preferred styles of park furniture. The meeting agreed on the preferred option from those available, both finished in a heritage green powder coat finish for zero maintenance and visually pleasing in the park. SM to continue liaison with ULSC re these preferences.
11. Playground Softfall refill and swing seat replacement update - the playground has been refilled with Softfall and a new swing has been installed. Thank you to Ted Alchin and the ULSC for conducting this maintenance to the playground.
6. There being no other business the meeting closed at 7pm

Next Meeting: Sun 25 Feb 2018 4pm

2018 Chairman: Sally McLean p: 02 4844 2211

2018 Treasurer: Christine McLean p: 02 4845 1323

2018 Hall Manager: Vanessa Edwards p: 02 4844 2285

**ANNUAL GENERAL MEETING MINUTES 3 OCTOBER 2017 AND 23 JANUARY 2018 OF
THE TONY FOLEY MEMORIAL GUNNING DISTRICT COMMUNITY CENTRE S355 COMMITTEE MEETING**

WELCOME AND CHAIR OF MEETINGS: John Searl opened the meetings at 4.30pm on both occasions.

PRESENT October meeting: Ann Darbyshire, Julie Kennedy, Roslyn McLoughlin, Margaret McPherson, John Searl.

January meeting: Ruth Aveyard, Kelly Dowling, Peter Foley, Margaret Dougall, Norman Hindley, Julie Kennedy, Roslyn McLoughlin, Margaret McPherson, John Searl.

APOLOGIES October meeting: Brian McCormack, Mayor, Tina Dodson ULSC, Norman Hindley, Kelly Dowling.

January meeting: Brian McCormack, Mayor, Tina Dodson ULSC.

MINUTES OF PREVIOUS AGM: This is the inaugural Annual General Meeting.

PRESIDENT'S REPORT: Roslyn McLoughlin, Acting Secretary tabled a report for 2016 – 2017 initial year of the Committee.

TREASURER'S REPORT:

Moved: Ann Darbyshire, **Seconded:** Roslyn McLoughlin CARRIED.

At this point on 3 October 2017 John Searl said he would discuss with the Mayor and General Manager, how to progress with the Election of Office Bearers due to insufficient attendance; with a date to be advised to reschedule the Annual General Meeting.

Ann Darbyshire resigned from the Committee; as moving out of the area in December.

23 January 2018

ELECTION OF OFFICE BEARER'S

President/Chair: Roslyn McLoughlin Nominated: Roslyn McLoughlin; Seconded: Kelly Dowling.

Vice President: Kelly Dowling Nominated: Kelly Dowling; Seconded: Margaret Dougall.

Treasurer: Norm Hindley will continue in role at this time as Acting Treasurer.

Secretary: Julie Kennedy Nominated: Roslyn McLoughlin; Seconded: Margaret McPherson.

Committee Members: Ruth Aveyard, Peter Foley, Margaret Dougall, Margaret McPherson, John Searl, ULSC Representative and Tina Dodson ULSC .

OTHER BUSINESS: None

Meeting closed: 4.50pm

Tony Foley Memorial Gunning District Community Centre S355 Committee

Report for Annual General Meeting 2016 - 2017

3 October 2017 / 23 January 2018

The initial meeting held with Upper Lachlan Shire Council for the Tony Foley Memorial Gunning District Community Centre S355 Committee (Foley Community Centre) was held on 24 May 2016 where members as follows nominated to be part of this committee with approval required by the Upper Lachlan Shire Council: Ann Darbyshire, Kelly Dowling, Alison Colebrook, Michael Coley, Norman Hindley, Roslyn McLoughlin and Cllr John Searl with Tina Dodson, the Upper Lachlan Shire Council's staff representative.

Since then there have been meetings on 5 July 2016, 4 October 2016, 6 December, and 7 March 2017.

'Start up' donation from Upper Lachlan Shire Council of \$1,000 received; bank accounts opened with NAB, Goulburn; keys were checked and agreed upon; with Norm Hindley and Roslyn McLoughlin taking bookings for the community room. Rules for users of Centre have been drawn up and are on display.

Fees and charges for use of the Community Meeting room were agreed upon:

- **Clubs, Community Groups** – waiver hourly fees but a request that each group make an annual donation for the use of the area;
- **Existing tenants** have reasonable free use of the Community Meeting Room subject to availability;
- **Private groups** \$10.00 per hour; Larger not-for-profit \$30.00 per half day; Commercial \$50.00 per half day; at the discretion of the executive of the s355 Committee of the Foley Community Centre; and
- **Private functions** with alcohol being served \$150.00 bond; subject to discretion of the executive.

Donations and other payments received for use of Foley Community Centre during financial year were \$280.00.

Lions collating moved out of the Community area; option for the organ discussed and this was donated to The Picture House Gallery with the proviso that it remain at this site if the building was sold in the future; and Workplace Health and Safety issues were addressed as requested by Gunning Community Care.

Maintenance issues for the two buildings noted as a priority. At the October 2016 meeting the builders' inspections and quotes for repairs requested. The committee's issues for buildings were listed at the December meeting: roof repairs; painting exterior/interior; two air-conditioners; wiring inspection and circuit test of building; upgrade of toilets to current standards; sliding door in toilet second building; skirting not replaced in same toilet after insurance claim; guttering and downpipes. With longer term ideas: kitchen area and new stove. The need to have a builders inspections done prior to progressing or being able to obtain grant funding to complement \$65,000 budgeted for by Council for roof, painting and toilet upgrade in 2016 – 2017 year.

Minor repairs and maintenance were done as required. Wish list of minor items: additional chairs, flyscreens, new curtains; Dyson air-hand dryer to be obtained through small grant finance.

The Chairperson, Michael Coley resigned in March and therefore I have written this report for the AGM. Thank you to everyone for their participation in the Foley Community Centre Committee.

Roslyn McLoughlin
Retiring Secretary
3 October 2017

Tony Foley Memorial Gunning District Community Centre

To whom it may concern

Bookings and use of for Foley Community Centre 1 July 2016 – 30 June 2017July 2016

Tuesday 5 Lions Club collating morning tea
 Tuesday 5 Foley Centre 335 Committee Meeting 4.30pm
 Thursday 14 GDCHS Independent Living Units Meeting 2.00pm
 Friday 15 Creative Gunning meeting of members 6.00pm
 Tuesday 19 Lions Collating morning tea
 Tuesday 19 Lions Board Meeting 7.00pm
 Sunday 24 Preparation/clean-up etc for Lions Markets
 Thursday 21 Gunning Community Care Baby Health Clinic am (new weekly – missing in book)
 Monday 25 Gunning Historic Motor Club meeting 7.00pm
 Thursday 28 Gunning Community Care Baby Health Clinic am (book not signed)
 Saturday 30 Historical Society AGM & Meeting 1.30pm
 Sunday 31 Lions Markets preparation/clean-up, etc

August 2016

Tuesday 2 Lions Club collating morning tea
 Thursday 4 Gunning Community Care Baby Health Clinic am (book not signed)
 Wednesday 10 Gunning Community Care Staff Training 5.00pm
 Thursday 11 Gunning Community Care Baby Health Clinic am
 Thursday 11 GDCHS Independent Living Units sub-committee meeting 2.00pm
 Friday 12 Gunning Community Care Hearing Tests 8.30am – 1.00pm
 Tuesday 16 Gunning Community Care Nurses meeting
 Tuesday 16 Lions Club collating morning tea
 Tuesday 16 Lions Board Meeting 7.00pm
 Thursday 18 Gunning Community Care Baby Health Clinic am
 Friday 19 Creative Gunning meeting of members 6.00 pm
 Saturday 27 Historical Society Meeting 3.00pm
 Sunday 28 Lions Markets preparation/clean-up, etc
 Tuesday 30 Lions Club collating morning tea

September 2016

Thursday 1 Gunning Community Care Baby Health Clinic am
 Saturday 3 Lions Club preparing food as catering pm
 Thursday 8 Gunning Community Care Early Childhood Clinic am
 Saturday 10 Lions Club fireworks catering
 Sunday 11 Lions Club clean-up after fireworks catering
 Tuesday 13 Lions Club collating morning tea
 Tuesday 13 Gunning Community Care staff meeting 5.30pm
 Wednesday 14 Lions Club School Public Speaking organisation 3.00pm
 Thursday 15 Gunning Community Care Early Childhood Clinic am
 Saturday 17 Focus Group AGM 3.00pm
 Monday 19 Gunning District Landcare 8.40 – 11.30am
 Tuesday 20 Lions Club Board Meeting 7.00pm
 Sunday 25 Lions Club Market preparation/clean-up
 Tuesday 27 Lions Club collating morning tea

October 2016

Tuesday 4 Foley Centre 335 Committee Meeting 4.30pm
 Thursday 6 Gunning Community Care Early Childhood Clinic am
 Tuesday 11 Lions Club collating morning tea
 Tuesday 11 Gunning District Landcare meeting 6.30pm
 Wednesday 12 Gunning District Association 7.00pm

Tony Foley Memorial Gunning District Community Centre

October continued . . .

Thursday 13	Gunning Community Care Early Childhood Clinic am
Sunday 16	Lions Club clean-up after catering
Tuesday 18	Gunning Community Care meeting 8.30 – 1.30pm
Tuesday 18	Lions Club Board Meeting 7.00pm
Friday 21	Creative Gunning 6.00pm
Tuesday 25	Lions Club collating morning tea
Thursday 27	Gunning Community Care Early Childhood Clinic am
Saturday 29	Lions Club and others – Food Handling Course am
Sunday 30	Lions Club Market preparation/clean-up
Monday 31	Gunning Historic Motor Club 7.00pm

November 2016

Thursday 3	Gunning Community Care Early Childhood Clinic am
Tuesday 7	Lions Club collating morning tea
Tuesday 7	Gunning Community Care physiotherapy
Thursday 9	Gunning Community Care Early Childhood Clinic am (book not signed)?
Tuesday 15	Lions Club Board Meeting 7.00pm
Wednesday 16	Gunning District Association 7.00pm
Thursday 17	Gunning Community Care Early Childhood Clinic am
Tuesday 22	Lions Club collating morning tea
Thursday 24	Gunning Community Care Early Childhood Clinic am
Thursday 24	Historical Society committee 5.00pm
Sunday 27	Lions Club Market preparation/clean-up

December 2016

Thursday 1	Gunning Community Care Early Childhood Clinic am
Saturday 3	Gunning District Historical Society meeting 2.30pm
Tuesday 6	Lions Club collating morning tea
Tuesday 6	Foley Community 355 Centre meeting 4.30pm
Thursday 8	Gunning Community Care Early Childhood Clinic am
Saturday 10	Gunning Community Care training 9.00am – 1.00pm
Tuesday 13	Gunning Community Care staff meeting 5.30pm
Thursday 15	Gunning Community Care Early Childhood Clinic am
Tuesday 20	Lions Club Board Meeting 7.00pm
Wednesday 21	Gunning District Landcare 6.00pm

January 2017

Tuesday 3	Lions Club collating morning tea
Thursday 5	Gunning Community Care Early Childhood Clinic am
Thursday 12	Gunning Community Care Early Childhood Clinic am
Tuesday 17	Lions Club collating morning tea
Tuesday 17	Lions Club Board Meeting 7.00pm
Wednesday 18	Gunning District Association 7.00pm
Thursday 19	Gunning Community Care Early Childhood Clinic am
Saturday 21	Gunning District Historical Society 'Pye Cottage' meeting 2.30pm
Sunday 29	Lions Club Market preparation/clean-up
Tuesday 31	Lions Club collating morning tea

February 2017

Thursday 2	Gunning Community Care Early Childhood Clinic am
Saturday 4	Pye Cottage Precinct Special Meeting pm 2.30pm
Thursday 9	Gunning Community Care Early Childhood Clinic am
Tuesday 14	Lions Club collating morning tea
Wednesday 15	Gunning District Association 7.00pm

Tony Foley Memorial Gunning District Community Centre

February continued . . .

Thursday 16 Gunning Community Care Early Childhood Clinic am
 Friday 17 Creative Gunning Meeting 6.00pm
 Tuesday 21 Lions Club Board Meeting 7.00pm
 Thursday 23 Gunning Community Care Early Childhood Clinic am
 Friday 24 Shower for person from community am
 Sunday 25 Lions Club Market preparation
 Sunday 26 Lions Club Market organisation/clean-up
 Tuesday 28 Lions Club collating morning tea

March 2017

Wednesday 1 Gunning District Landcare Committee Meeting 6.30pm
 Thursday 2 Gunning Community Care Early Childhood Clinic am
 Tuesday 7 Foley Community 355 Centre meeting 4.30pm
 Tuesday 7 Lions Dinner Meeting 6.30pm
 Sunday 12 Gunning District Garden Club AGM 2.00pm
 Tuesday 14 Lions Club collating morning tea
 Wednesday 15 Gunning District Association 7.00pm (used room ? not in book)
 Thursday 16 Gunning Community Care Early Childhood Clinic am
 Friday 17 Creative Gunning meeting 6.00pm
 Tuesday 21 Lions Club Board Meeting 7.00pm

April 2017

Wednesday 5 Gunning Community Care use of shower
 Thursday 6 Gunning Community Care Early Childhood Clinic am
 Tuesday 11 Lions Club collating morning tea
 Wednesday 12 Gunning Community Care use of shower
 Thursday 13 Gunning Community Care Early Childhood Clinic am
 Wednesday 12 Gunning Community Care use of shower
 Tuesday 18 Gunning Community Care use of shower
 Tuesday 18 Lions Club Board Meeting 7.00pm
 Wednesday 19 Gunning Community Care Nurses meeting am
 Wednesday 19 Gunning District Association Ordinary meeting 7.00pm
 Sunday 23 Gunning Historic Car Club meeting 6.00pm
 Monday 24 Lions Club set-up for ANZAC Day Breakfast pm
 Tuesday 25 Lions Club set-up for ANZAC Day Breakfast am
 Thursday 27 Gunning Community Care use of shower

May 2017

Wednesday 3 Gunning District Landcare committee meeting 6.00pm
 Thursday 4 Gunning Community Care Early Childhood Clinic am
 Thursday 4 Gunning Community Care use of shower (not in book?)
 Tuesday 9 Lions Club collating morning tea
 Sunday 14 Gunning District Garden Club meeting 2.00pm
 Tuesday 16 Lions Club Board Meeting 7.00pm
 Wednesday 17 Gunning District Association Ordinary meeting 7.00pm
 Thursday 18 Gunning Community Care Early Childhood Clinic am
 Thursday 18 Gunning Community Care use of shower
 Tuesday 23 Lions Club collating morning tea
 Wednesday 24 Gunning Community Care use of shower
 Thursday 25 Gunning Community Care Early Childhood Clinic am
 Friday 26 Creative Gunning meeting 6.00pm
 Tuesday 30 Gunning Community Care use of shower
 Wednesday 31 Gunning Community Care use of shower

Tony Foley Memorial Gunning District Community CentreJune 2017

Tuesday 6	Lions Club collating morning tea
Wednesday 7	Gunning Community Care use of shower
Wednesday 7	Gunning District Landcare committee meeting 6.00pm
Thursday 8	Gunning Community Care Early Childhood Clinic am
Wednesday 14	Gunning Community Care use of shower
Friday 16	Creative Gunning meeting 6.00pm
Saturday 17	Community Plus Power workshop 9.00am
Saturday 17	Lorraine Lea, Camp Quality Fundraiser 2.00pm
Monday 18	Gunning Community Care use of shower
Tuesday 20	Lions Club collating morning tea
Tuesday 20	Gunning Community Care use of shower
Tuesday 20	Lions Club Board Meeting 7.00pm
Wednesday 21	Gunning Community Care use of shower
Wednesday 21	Gunning District Association Ordinary meeting 6.30pm
Saturday 24	Gunning District Historical Society meeting 2.30pm
Saturday 24	Lions Club Markets access
Sunday 25	Lions Club Markets access
Wednesday 28	Gunning Community Care use of shower
Thursday 29	Gunning Community Care Early Childhood Clinic am

SECTION 355 COMMITTEE DETAILS

1. Name of Committee:

THE TONY FOLEY MEMORIAL GUNNING DISTRICT COMMUNITY

2. Committee Membership:

ROSLYN MCLEUGHAN, JULIE KENNEDY, NORMAN HINDLEY, KELLY DOWLING,
MARGARET MCPHERSON, MARGARET DOUGALL, PETER FOLEY, RUTH AVEYARD,
KERRY GRISSIN

3. Date 23/1/18

Name:	Address:	Phone No:	Email:
President/Chairman	69 BIALA STREET GUNNING NSW 2581	0407930582 48451610	roslynmc@bigpond.com
Secretary	Julia Kennedy Kumara Glen Erin - Poon Graben-Gillen	0248367380	Julie.Kennedy@gdels.com.au (work) Julie.Kennedy01@bigpond.com (personal)
Treasurer	Norman Hindley PO Box 60 Gunning NSW 2581	0248451640	nm.hindley@activ.net.au
Committee Members			
VICE PRESIDENT	Kelly Dowling "Coolong" Dalton 18 Nambucca St Gunning	0448274386	netkellyphillip@gmail.com
	MARGARET DOUGALL Collector Rd Gunning	0408451446 0408433847	The @ Big Pond Co. (last 68)
	PETER FOLEY FAIRVIEW 322 Old Sydney Rd CULLERIN	0497972572	paulrfoley2@outlook.com
	Ruth Aveyard PO Box 23 Gunning.	047242474	coordinator@gunningdistrictlandcare.org
	Kerry Grissin 12 Brown St Dalton	0427851871	ev09@bigpond.com

MINUTES OF THE UPPER LACHLAN SHIRE COUNCIL EDTF COMMITTEE HELD THURSDAY 1 FEBRUARY 2018 AT CROOKWELL

Present: Clr Paul Culhane, Andrew Lindner, Clr John Stafford, Clr Richard Opie, Catherine Duff, Clr Ron Cummins, Clr Pam Kensit, Tina Dodson & Brenda Proudman.

Apologies: Peta Luck

Meeting commenced at 4.05pm.

Declaration of Interest: Nil.

Confirmation of Minutes:

Agenda Item 3.1

Minutes from the 10 October 2017 were adopted Moved – Brenda Proudman & seconded Andrew Lindner.

CARRIED

Correspondence: Letter from Crookwell Taralga Aged Care requesting a meeting.

Agenda Item 4.1

There was much discussion about the possible uses for the land (Lot 3 DP 1112816). The following recommendation was moved by Clr Paul Culhane and seconded by Andrew Lindner.

Recommendation:

That a letter be sent to Crookwell Taralga Aged Care (CTAC) inviting them to a meeting with Council representatives to discuss the following points:

- CTAC mentioned in their letter that they wish to purchase the land (Lot 3 DP 1112816) however they still have an option in existence for land behind their development what is the status of that option.
- When meeting with Council can CTAC come with their specific plans and ideas for the land (Lot 3 DP 1112816) with a timeframe, because Council are looking at all opportunities and possibilities for the development of the land (Lot 3 DP 1112816). CTAC will also need to indicate if they wish to purchase all of (Lot 3 DP 1112816) or just a portion.

CARRIED

Agenda Item 4.2

Just an update on where the Southern Tablelands REDS is up to. Premier & Cabinet have a draft that they have provided comments back to the team in Orange who are managing the REDS process across the state. They are finalising a template for the Executive Summary to be used by all the consultants. It is intended that this Executive Summary will be about 15 pages in length. Its consistent format will allow comparison quickly between all the REDS strategies. Premier & Cabinet met with the local member Pru Goward on Monday 22 January 2018 with Michael Clark, the consultant. Minister Goward will be given the draft for comment at the same as each of the Councils.

General Business:

Clr Ron Cummins & Clr Richard Opie would like EDTF to investigate appointing a consultant to assess ULS untapped potential. They both asked that we take up the offer of Cockatoo Network to provide a sanity check and some steps to advance our ideas. It was decided to wait until after the meeting with CTAC, so we know where we are heading.

Andrew Lindner would like to see under tree lighting installed throughout the Shire. Cllr John Stafford will raise Andrew's ideas in the next Streetscape Meeting.

Next Meeting of the EDTF Committee. Date TBA.

There being no further business, meeting closed at 5.35pm.

PRESENT: Clr McCormack, Clr Searl, Clr Kensit, Clr Stafford, Clr Opie, Clr Wheelwright, Clr Culhane and Clr Cummins.

Messrs J Bell, A Croke, M Shah and Mrs T Dodson.

Also present: Mrs H Peterson.

APOLOGIES: An apology was received for the absence of Clr D O'Brien.

SCHEDULE A:

UPPER LACHLAN SHIRE COUNCIL AUSTRALIA DAY AWARDS 2017

3.1 UPPER LACHLAN EVENT OF THE YEAR AWARD

Shire Award	Taralga Art Show
Crookwell	Crookwell Garden Festival
Gunning	85 th Anniversary of Gunning and Fish River Rural Fire Service
Taralga	Taralga Australia Day Junior Rodeo

3.2 UPPER LACHLAN CITIZEN OF THE YEAR AWARD

Shire Award	Keith L Brown
Crookwell	Don Southwell
Gunning	Ann Darbyshire
Taralga	Brian Corby

3.3 UPPER LACHLAN YOUNG CITIZEN OF THE YEAR AWARD

Shire Award	Bailey Anderson
Crookwell	Annie Croker and Gemma O'Brien
Gunning	Leigh Hickey and Guy Southwell
Taralga	Emmalee Croker

RECOMMENDED by Clr Kensit and Clr Culhane that Schedule A be adopted and the awards as listed be presented as the 2018 Australia Day Awards.

PRESENT: Clr John Searl, Graham Croker, Grant Kitchen, Elizabeth Egan, Jo Boyce, Clr Richard Opie, Clr James Wheelwright, Mursaleen Shah, Susan Ducksbury, Karin Schaefer

THE CHAIR DECLARED THE MEETING OPEN AT 3:07

SECTION 1: APOLOGIES & LEAVE OF ABSENCE

Apologies received

- via email from Joanne Hillan & Susan Banfield
- Elizabeth Egan (may attend later) arrived 3.30pm
- Clr Pam Kensit

SECTION 2: DECLARATIONS OF INTEREST

NIL

SECTION 3: CONFIRMATION OF MINUTES

ITEM 4.1 **RESOLVED** by Clr Searl and Mursaleen Shah

That the minutes of the Access Committee Meeting held on 29 November 2017 be adopted.

- CARRIED

SECTION 4: REPORTS

Nil

SECTION 5: ITEMS FOR DISCUSSION

5.1. State Government Media Release - New Standard for Inclusive Kids' Play Spaces

ITEM 5.1 **RESOLVED** by Clr Searl and Mursaleen Shah

That the committee welcomes the NSW Government's announcement on inclusive kids play spaces and notes it's concern on the implications of this report for Council in terms of funding and compliance.

- CARRIED

ITEM 5.1 **RESOLVED** by Clr Searl and Jo Boyce

That the committee recommends that Council conduct an audit of compliance of playgrounds across the Shire as part of the 18/19 budget.

- CARRIED

5.2. New Toilet Block for Goodhew Park Taralga – with disabled facilities

ITEM 5.2 RESOLVED by Cllr Richard Opie and Mursaleen Shah

That the Committee recommends the Goodhew Park at Taralga including toilet block, play areas and access be upgraded to comply with new standards, as part of the Goodhew Park upgrade project.

- CARRIED

5.3. Missed Business - A guide for Small Business

ITEM 5.3 RESOLVED by Cllr John Seal and Cllr Richard Opie

That the Access Committee welcomes and supports “the guide to mixed business” and recommends that this document be made available through progress associations.

- CARRIED

5.4. MLAK toilet

The toilet is currently locked and media release has been done. The media release has appeared :-

- on website
- Facebook
- Crookwell gazette
 - as an article
 - on Council’s information page
- and “The Voice” newsletter to all ratepayers

Keys have been supplied to the Tourist Centre and Crookwell Footwear and Signage is in place.

ITEM 5.5 RESOLVED by Karin Schaefer and Cllr John Searl

That MLAK forms be provided to medical and disability services in Crookwell

- CARRIED

5.5. Disabled Parking

Compliments from Committee on work undertaken at CWA and the hospital parking spot relocation. Main street disabled parking request is being investigated by staff prior to next Local Traffic Committee Meeting.

ITEM 5.5

RESOLVED by Karin Schaefer and Cllr Richard Opie

That the Access Committee request the Local Traffic Committee consider placing one additional disabled parking place adjacent to the current disabled parking space in Kialla Road (near the hospital)

- CARRIED

That the Committee acknowledge the hospital's request that all requests relating to the hospital be made to the Hospital directly.

Grant has appreciated communication from Ricky Smith about CRM's relating to access issues and was advised these have been inspected and marked out and will be attended to early this year.

ACTION ITEMS

The following action items to be progressed or updated for next meeting

Date	Action	Responsible Officer	Due
31/1/2018	MLAK sign to be updated	ULSC	ASAP
31/1/2018	MLAK forms to be supplied to medical and disability services.	ULSC	ASAP
31/1/2018	Link to "Mixed Business a small business guide" to be forwarded to Progress Associations	ULSC	ASAP
31/1/2018	Development Application fee waiver policy to be tabled at next meeting	ULSC	Next meeting
31/1/2018	Acknowledgement of hospitals request that enquiries relating to the hospital be directed to the hospital	ULSC	ASAP
31/1/2018	Check with Marlene Lannan concerning her ability to attend meetings.	ULSC	By next meeting
29/11/2017	Request for Disabled Parking Roberts end of Goulburn Street to Traffic committee	ULSC traffic	Update following Traffic Meeting

Next Meeting is scheduled for 28 March 3pm

THE MEETING CLOSED AT 5:12pm

Minutes confirmed 28 MARCH 2018

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Mayor

PRESENT: Mr S Proudman, Mr J Rowley, Mr P Mayoh, Mr A Croke (Director Finance and Administration), Mr J Bell (General Manager), Mrs T Dodson (Director of Environment & Planning), Mr M Shah (Director of Works and Operations), Clr R Opie, Clr R Cummins and Mrs H Peterson (Executive Assistant).

THE CHAIRMAN DECLARED THE MEETING OPEN AT 8.30AM

SECTION 1: APOLOGIES & LEAVE OF ABSENCE

Apologies were received for the absence of Clr B McCormack and Clr Kensit.

RESOLVED by Clr Opie and Clr Cummins

That the apologies be received and leave of absence granted.

- CARRIED

The time being 9.00am Mr Peter Mayoh left the meeting.

Clr Kensit joined the meeting by telephone the time being 9.08am and ended the call at 9.10am.

SECTION 2: DECLARATIONS OF INTEREST

Nil

SECTION 3: CONFIRMATION OF MINUTES

ITEM 3.1 **RESOLVED** by Mr Rowley and Clr Opie

That the minutes of the Building Review Committee Meeting held on 27 November 2017 be adopted.

- CARRIED

SECTION 4: REPORTS**ITEM 4.1 NEW COUNCIL CONCEPT REPORT PROVIDED BY ANDREW RANDALL OF RANDALL AND DUTAILLIS ARCHITECTS**

RESOLVED by Cllr Cummins and Cllr Opie

1. The Building Review Committee endorse the New Council Concept Report as presented and request Council proceed with Option 1 and provide the General Manager authority to commission a brief based on Option 1 with the intention of submitting to 3 architectural firms for quotation to meet the brief.
2. The Building Review Committee request Council provide the General Manager authority to commission a detailed survey and environmental assessment of the existing 44 Spring Street site and 106-108 Goulburn Street site.
3. The Building Review Committee request Council undertake a traffic survey of Robertson Lane and report the findings to the Building Review Committee.

- CARRIED

SECTION 5: ITEMS FOR DISCUSSION

Nil

THE MEETING CLOSED AT 11.00am.

Minutes confirmed

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Mayor

MAYOR BRIAN MCCORMACK – REPORT ON ACTIVITIES AT THE LGNSW ANNUAL CONFERENCE HELD 4-6 DECEMBER 2017.

President of Local Government NSW Cllr Keith Rhoades AFSM, welcomed everyone to the Conference as did Robyn Hobbs OAM, NSW Small Business Commissioner at the opening Reception held on the Monday evening.

The Business sessions commenced Tuesday morning with voting for the LGNSW Board President, Vice Presidents, Treasurer and Directors.

The newly elected LGNSW President and Board members are listed for your information:

President	Cr Linda Scott - City of Sydney Council
Treasurer	Cr Marjorie O'Neill - Waverley Council
VP Rural/Regional	Cr Lindsay Brown - Eurobodalla Shire Council
VP Metropolitan/Urban	Cr Angelo Tsirekas - City of Canada Bay Council

Directors Regional/Rural

Cr Ruth Fagan - Cowra Council, Cr Paul Harmon - Inverell Shire Council, Cr Rod Kendall - Wagga Wagga City Council, Cr Phyllis Miller - Forbes Shire Council, Cr Marianne Saliba - Shellharbour City Council, Cr Ben Shields - Dubbo Regional Council and Cr Darriea Turley - Broken Hill City Council

Directors Metropolitan/Urban

Cr Khal Asfour - City of Canterbury Bankstown, Cr Lesley Furneaux-Cook - Burwood Council, Cr George Greiss - Campbelltown City Council, Cr Julie Griffiths - Blacktown City Council, Cr Mazhar Hadid - Liverpool City Council, Cr Karen McKeown - Penrith City Council, Cr Michael Regan -Northern Beaches Council.

The Acting Premier of NSW, the Hon. John Barilaro MP, addressed the delegates and answered questions put to him by the conference delegates.

The conference including adoption of standing orders, presentation of the auditor's report, general financial report and operating report to members, business session and consideration of motions.

The final speaker on the first day of the conference was the Hon Gabrielle Upton MP, Minister for Local Government.

The first day of the conference finished around 6.00pm.

Day two of the conference commenced with several politicians addressing the Conference and participating in question and answer sessions including The Hon. Peter Primrose MLC, Shadow Minister for Local Government who accepted facilitated questions from the conference.

A keynote address regarding Transforming local Government was presented by Dr Jonathan Carr-West, Chief Executive, Local Government Information Unit UK.

Other speakers of note were the Hon Melinda Pavey MP Minister for Roads, Maritime and Freight and Ms Carolyn McNally, Secretary of the Department of Planning and Environment.

I also took the opportunity to network with Councillors from Brewarrina, Warrumbungle and Oberon Councils and Upper Lachlan had dinner with Goulburn Mulwaree our neighbouring Council.

I attended the Infrastructure and Planning business session with the General Manager. This session was facilitated by Ruth Frettingham, Principal Strategic Planning, Place Design Group.

This session included presentations on the following

- **Greg Dyer**, Chief Executive Officer, City of Parramatta, Case study on the Redevelopment of Parramatta Square;
- **Susie Matthews**, Director Small Business Engagement, NSW Department of Industry on night-time economies;
- **Sean Gordon**, Chief Executive Officer, Darkinjung Local Aboriginal Land Council on building local economies and the economic development of Aboriginal lands.

Further, at the Conference, the NSW member councils of the CBRJO met the Regional Infrastructure Coordinator, Lt General Ken Gillespie along with Don Murray and Harry Henderson from his office to outline the key infrastructure priorities for the region. It became clear that as a region the CBRJO would have a better opportunity of taking advantage of any upcoming regional funding programs if the JO was able to identify priority projects across the region.

The CBRJO had already recognised the need to develop a priority list and had already made the decision to adopt the format of the CENTROC infrastructure matrix. Through a series of meetings and a workshop the CBRJO identified 230 projects across the region. The process was led by the CBRJO Infrastructure Working Group.

As part of the discussion with the various Ministers and working with the NSW Regional Infrastructure Coordinator, there were a total of 44 priority projects identified.

The Final Key note address at the Conference was delivered by Ms Annabel Crabbe – Walkley Award winning journalist who proved to be extremely entertaining.

Once again the conference was an excellent opportunity to network with other Councillors and staff and to gauge the current climate within Local Government.

Attendance at LGNSW Annual Conference does represent real value, but in my estimation, more so from the networking opportunities than, at least in this particular instance, the conference sessions themselves.

There was not a great deal to be gained that cannot be learnt from the ongoing reports and notices regularly provided by LGNSW.

A great deal of time was taken-up with administrative matters including the election of office bearers and voting on 90 odd notices of motion.

Gladys Berejiklian did not attend, the Deputy Premier appearing on her behalf.

There was not a lot more from his address that was not covered at last year's joint organisation conferences. This was much the same for the address by the Minister for Local Government, Gabrielle Upton.

I would say that in my view, the opportunity for personal interaction at those conferences provided a great deal more opportunity to engage with State Ministers than at the LGNSW conference.

The keynote speaker, Annabel Crab, proved to be witty and entertaining with the main takeaway for me being that Governments on many levels are failing to effectively communicate and consult with people and there is a growing lack of trust towards many levels of government. Annabel felt that local councils are better positioned to address these concerns than State or the Federal governments.

An online/tele address by a representative from Local Councils Association in England actually came to much of the same conclusions with regards to his own country.

The outcome of the previously mentioned notices of motion is available from LGNSW for those that are interested.

There is no doubt that with all Local Government NSW Councils now members of LGNSW, we need to be supportive of a body that carries a great deal of political clout. We should attend this conference to support the body and be involved in such issues as election of office bearers and voting on the previously mentioned motions.

However, given only one representative can vote and given that so many sessions are of little benefit to this Council and given the relatively high cost for three representatives and partners to attend, I suggest we limit our involvement for the future

16 NOTICES OF MOTION

The following items are submitted for consideration -

16.1	Notice of Motion - Domestic Collection Service Routes	506
16.2	Notice of Motion - Local Environmental Plan	508
16.3	Notice of Motion - Economic Development and Tourism Strategies	509
16.4	Notice of Motion - Business Opportunities	510

Notices of Motion - 15 February 2018

ITEM 16.1

Notice of Motion - Domestic Collection Service Routes

I, Councillor Paul Culhane hereby give notice that at the next Ordinary Meeting of Council I will move the following motion:-

“That council staff prepare a report for Council showing what shire routes outside of the villages currently receive a domestic collection service. In light of the move to implement a green waste service to ratepayers who already receive domestic waste services on a no additional user pay basis I believe we should endeavour to make available basic waste collection services to more rural rate payers.’

GENERAL MANAGER'S COMMENT

Please find attached the current domestic waste collection routes map. The areas outside the villages that are currently serviced are those that are on a collection loop to and from the serviced villages (Crookwell, Gunning, Collector, Breadalbane, Dalton Taralga, Laggan, Binda, Grabben Gullen).

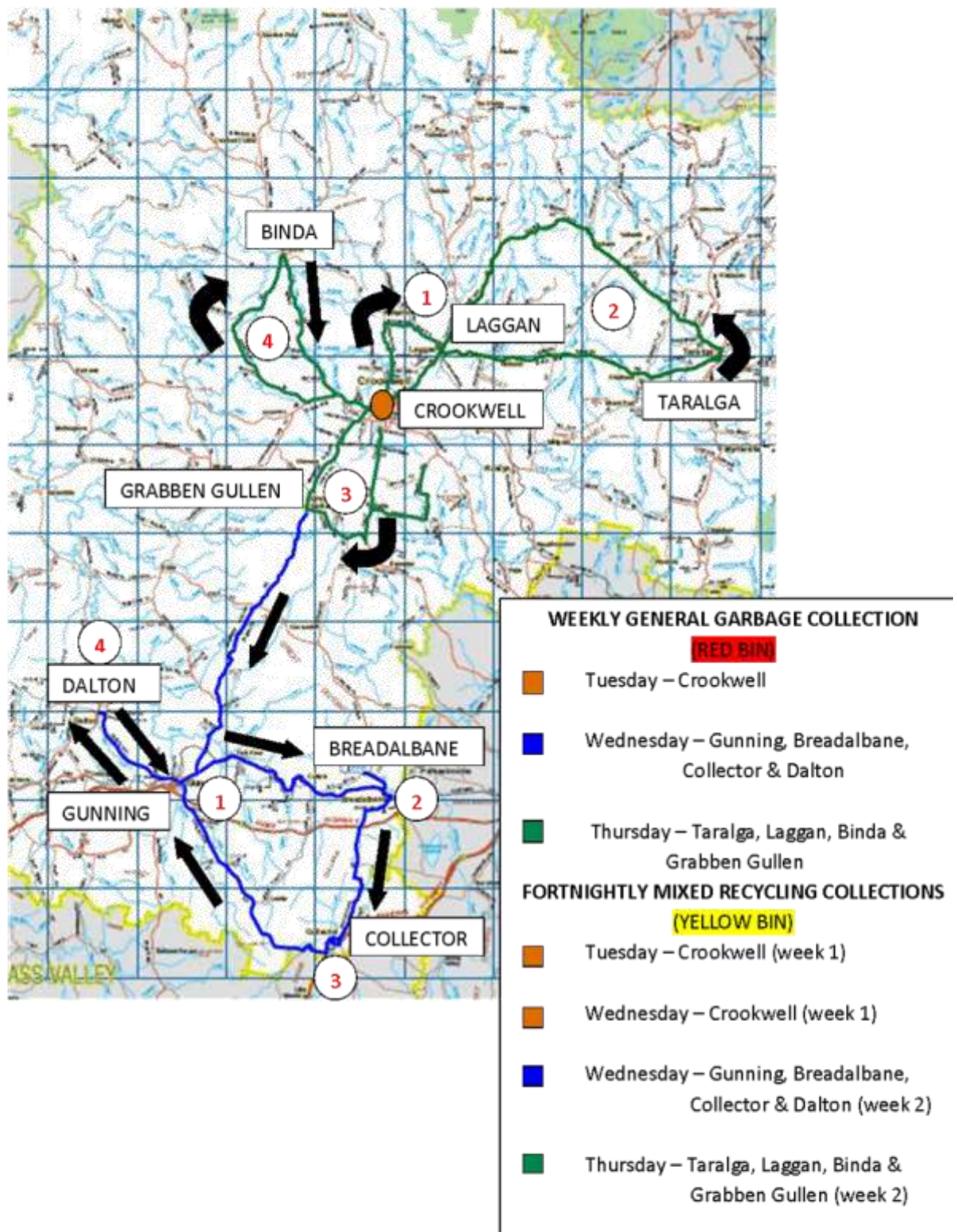
Properties that are on the serviced rural routes can currently opt in or out of the service. All properties that are serviced currently pay an annual domestic waste charge of \$434. All other properties pay the rural waste charge of \$187. The Rural waste charge providing access to Councils waste management facilities in Crookwell, Gunning, Taralga, Collector, Bigga and Tuena.

Potential extensions to domestic waste service area need to consider;

1. Demand for the service;
2. Willingness to pay for the service (noting a likely increase in uniform domestic waste charge for all customers to meet the higher unit costs of rural collections);
3. Safe areas for waste trucks to pull off the road (noting higher speed roads apply);
4. The potential financial impact of an additional (third) truck required to provide Councils overall domestic waste collection service (waste, recycle and garden);
5. Council overall financial position in an environment of significant increases in costs relating to waste management, impacting both the domestic waste fund and general fund.

ATTACHMENTS

1. Download	Collection route map 1-8-11_1	Attachment
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Notices of Motion - 15 February 2018

ITEM 16.2

Notice of Motion - Local Environmental Plan

I, Councillor Ron Cummins hereby give notice that at the next Ordinary Meeting of Council I will move the following motion:-

“The General Manager is given authority to engage the services of a consultant to make a submission to the Department of Environment and Planning in relation to the anomalies in the land use tables, particularly concerning the fact that self-storage units are prohibited in IN2 Light Industrial Zones.”

BACKGROUND

At the Ordinary Meeting of Council held on 17 August, 2017 it was resolved that Council commences the review of the current LEP but only in relation to:-

- Amendments to the heritage schedule
- Amendments to the flood planning clause
- Amendments to anomalies in the land use tables

As part of the discussions in relation to this matter it was stated by staff that these reviews would be able to be completed within 3-6 months.

Since the Council meeting the following actions have been taken:-

- Council has engaged the services of a Heritage Consultant to prepare a submission to the Department of Environment and Planning (DEP) in relation to the amendments to the Heritage Schedule
- Council has made a submission to the DEP in relation to the flood planning clause
- Unfortunately due to a heavy workload for Councils Director of Environment and Planning, plus diminishing resources within the department no action has been taken in relation to the anomalies in the land use tables.

ATTACHMENTS

Nil

Notices of Motion - 15 February 2018

ITEM 16.3

Notice of Motion - Economic Development and Tourism Strategies

I, Councillor John Stafford hereby give notice that at the next Ordinary Meeting of Council I will move the following motion:-

“That Council, as a matter of policy, realign its economic development and tourism strategies to enable more cohesive and effective development. A consequence of this should be combining the current departments”.

BACKGROUND

Nil

GENERAL MANAGER’S COMMENT

Further clarification and justification is sought from Councillor Stafford what is meant by the statement “That Council as a matter of policy, realign its economic development and tourism strategies to enable more cohesive and effective development.” Please clarify as to which strategies or policies require realignment.

The Notice of Motion proposed by Councillor Stafford has pre-empted a probable outcome that will affect the current Council organisation structure.

The General Manager is responsible for determining the organisation structure in consultation with Council, Council Departmental Directors and appropriate union representatives.

The General Manager has not received adequate information from Councillor Stafford to make an informed decision in relation to the proposed benefits of any such proposal.

ATTACHMENTS

Nil

Notices of Motion - 15 February 2018

ITEM 16.4

Notice of Motion - Business Opportunities

I, Councillor John Stafford hereby give notice that at the next Ordinary Meeting of Council I will move the following motion:-

“That Council move immediately to start negotiations to engage a consultant to address business opportunities (as previously agreed).”

BACKGROUND

Nil

GENERAL MANAGER'S COMMENT

Council recently received an email from Nigel McKinnon the Regional Director – Illawarra/South East from the Office of Regional Development, Department of Premier and Cabinet providing an update as to what stage the Southern Tablelands Regional Economic Development Strategy (REDS) has progressed to.

A copy of the email was forwarded to Councillors via email on 30 January 2018 by the General Manager.

The email noted that the Office of Regional Development now have received a draft from their staff and they have provided comments back to the staff team in Orange who are managing the REDS process across NSW.

The Office of Regional Development staff are currently finalising a template for the Executive Summary to be used by all their consultants. It is intended that this Executive Summary will be around 15 pages in length. Its consistent format will allow comparison quickly between all the REDS strategies.

Further, Ms Rhonda Lawrie, a Business Development Manager from the Office of Regional Development recently met with the Member for Goulburn, Hon Pru Goward, MP, along with Michael Clark, the Office of Regional Development's consultant. Minister Goward will be given the draft for comment at the same as each of the Councils.

The Regional Director – Illawarra/South East noted that he will advise further when this date approaches.

Once again to reiterate to Council, until the REDS are complete Council will be wasting its staff time and finances on appointing a consultant prior to the finalisation of the REDS.

ATTACHMENTS

Nil

17 QUESTIONS WITH NOTICE

The following item is submitted for consideration -

17.1	Green Waste Service	512
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Questions With Notice - 15 February 2018

ITEM 17.1 **Green Waste Service**
AUTHOR **Councillor Ron Cummins**

On 15 January 2018 Goulburn Mulwaree Council announced that they were successful in gaining a grant of \$549,630 from the Organics Collections Grants Program.

This will allow Goulburn Mulwaree Council to expand its existing Green Waste Program by providing a green bin to all residents in the Goulburn and Marulan collection zones, increase the service to a regular fortnightly service, and provide homes with kitchen caddies for food waste, along with an extensive education program.

The Organics Collections Grants Program has been available to Councils since 2013.

The latest round of grant funding was opened to Councils on the 1 July, 2017.

At the April meeting of Council 2017 a motion was put to Council to provide the Crookwell, Gunning and Taralga townships with a green bin waste service. The motion was narrowly defeated 5 to 3 but it was obvious from the discussions on that night that the provision of a green bin waste service was a high priority for Councillors and residents.

As such can the General Manager and Mayor advise Council why they did not take the initiative to make Councillors aware of the Organics Collections Grants Program, during the discussions on that night and the possibility if agreed to that an appropriate application could have been made prior to 1 July, 2017 deadline?

GENERAL MANAGERS COMMENTS:

Council resolved not to proceed with a green waste collection in March 2015 under resolution number 48/15 and again in April 2017 under resolution number 92/17. Council's adopted Waste Strategy states that Council not to proceed with a green waste service.

In accordance with Council resolutions at the time, staff did not pursue NSW EPA funding for a green waste service.

However, Council staff did apply for, and were successful in obtaining a \$200,000 grant from the NSW EPA's Landfill consolidation and improvements program during this time, this funding stream and project being consistent with Councils adopted Waste Strategy at the time.

NSW EPA advised the last round (5) of Organics collection grants opened for applications on the 28 March 2017 and closed on the 18 May 2017. NSW EPA advises the next round (6) of the Organics collection grants is expected to open in April 2018. Council has the opportunity to apply for this funding. Please refer to Manager of Operations report within the business paper for additional details.

Questions With Notice**GREEN WASTE SERVICE** cont'd

In order to make informed decisions in the future, Council can place incoming correspondence about grants into the Council business paper. That way Council, Councillors can make informed decisions when business papers are presented.

ATTACHMENTS

1. 	Upper Lachlan Waste Strategy Review 2015 - attachment	Attachment
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UPPER LACHLAN WASTE STRATEGY REVIEW 2015

Overview

Upper Lachlan Shire Council completed a Waste Strategy for the projected period to 2026 in 2006. The summary of the recommendations of that Strategy are attached. Further background is available from the 2 volumes of the Strategy document (*Upper Lachlan Waste Strategy, Phil Hawley and Associates 2006*).

The recommendations identified in the 2006 Strategy have been implemented by Council over several years.

The purpose of this document is to review the success of Councils strategy to date, determine the suitability of the strategy into the future, and to identify opportunities to update the strategy to meet emerging needs and opportunities.

The NSW Government Released its NSW Waste Avoidance and Resource Recovery Strategy 2014-2021 in February 2015. The review of Councils Waste Strategy has been undertaken in consideration of the NSW Governments updated Strategy.

<http://www.epa.nsw.gov.au/resources/wastestrategy/140876-WARR-strategy-14-21.pdf>

Council is a member of the South East Resource Recovery Group (SERRG). SERRG is a sub-committee of the South Eastern Regional Organisation of Councils (SERO) and has 12 member Councils. The *SERRG Regional Waste Management Strategy 2012-2032* and the *Waste Avoidance and Resource Recovery Infrastructure Needs for SERO Councils 2014*, provides further detail of waste in the region and goals for waste management. Other Councils in the region face challenges similar to those at Upper Lachlan.

Local Government requires major input from the State and Federal Governments to drive reform and the framework for waste management. While targets and goals have been common in waste management documents, opportunities to assist in the funding of these initiatives at the local level have been rare.

The NSW Government's \$465.7 million *Waste Less, Recycle More* initiative is a new and significant opportunity for Council to obtain funding support toward improving waste management locally. Council has made application to this fund to assist in major works required in bringing Councils existing landfills to current standards.

Council last undertook a customer satisfaction survey in 2012. When questioned on level of satisfaction with waste and recycling services provided by Council, 56% of respondents indicated satisfied, 24% dissatisfied, 10% very satisfied, 6% didn't know and 5% indicated very dissatisfied. (attached).

Council 2006-2026 Strategy Progress

Domestic Waste Management

All 2006 Strategy recommendations relating to the Domestic Waste Management Function have been completed. Major achievements include;

- The introduction of standardised 120L (red) waste bin for weekly kerbside collection for the villages of Crookwell, Binda, Laggan, Grabben Gullen, Gunning, Dalton, Breadalbane, Collector and Taralga, as well all properties on the collection routes between the villages.
- The introduction of a kerbside recycling service, based on fortnightly collection of a 240L (yellow) bin for all properties on the updated waste collection route.
- The introduction of a commercial and institutional waste and recycling collection service, utilising the collection of 240L recycle bins and 240L waste bins (360L also available) and charges based on actual number of bins provided.
- A contract tender process undertaken, and subsequent election by Council to undertake the Domestic Waste Management function utilising Council staff, plant and bins.

Waste collection services for Crookwell, Taralga, Gunning and Dalton operated under differing collection arrangements and differing rating structures until 2008 when an aggregated Council provided service was implemented. This change included the extension of waste collection services to Collector, and recycle collection services provided to all locations with kerbside waste.

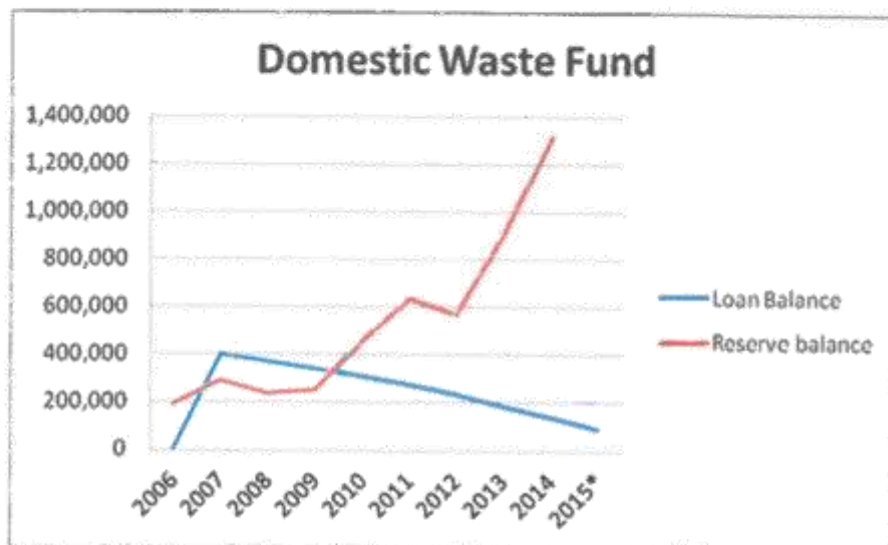
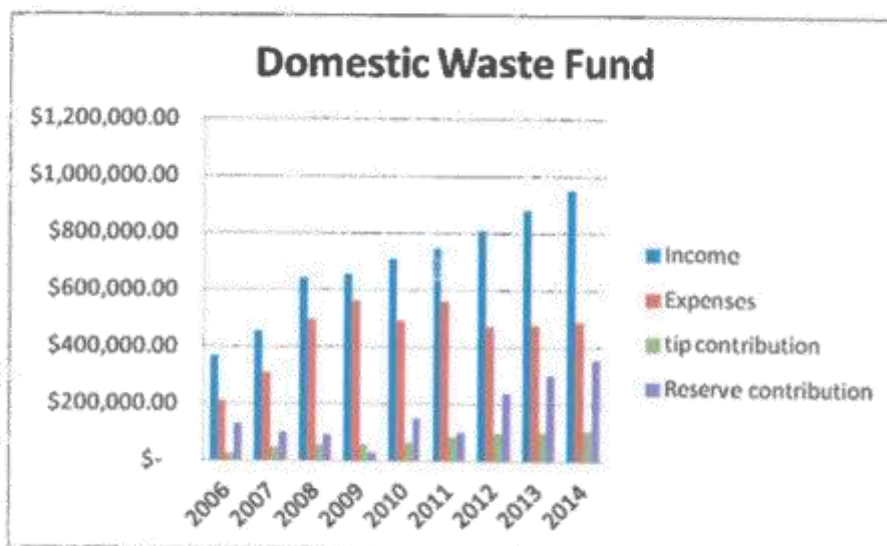
A loan of \$400,000 was drawn in late 2007 for the purchase of waste and recycle bins and a waste collection truck. The change in services resulted in a typical \$70 (35%) increase in charges in the first year. Since that time Domestic Waste Charges have increased at an average of 5.6% annually.

The increase in charges has improved the financial position of Councils Domestic Waste Fund from a position of debt to reserve. The existing loan has a principal balance of \$115,000 remaining and is due to be fully paid by June 2017. The Domestic Waste Fund has a reserve fund of around \$1.3M. The establishment of a positive financial position has enabled Council to update and then renew its waste collection truck and equipment on a more frequent basis. This has resulted in reduced frequency of breakdown, improved collection efficiency, reduced operational expenses and improved service to the community.

The improved operating result has also resulted in an increased contribution to other waste (tips) for the management of waste deposited from the Domestic waste service. An increased contribution to tips is necessary to enable sufficient funds to be set aside to bring these facilities to an acceptable environmental and service standard. With the Domestic waste fund

now sound, Councils long term financial plan has Domestic waste charges increasing at an annual average of 3% over 10 years.

Financial data for the period 2006 to 2014 are presented in the graphs below.



Current Challenges

Continuity of Service

The major ongoing criticism of Councils Domestic Waste service is the frequency of which recycle is being collected together with waste in the one truck. The unplanned collection of recycle with waste is due to either compactor/truck breakdowns or staff un-availability. Additionally, planned collections of recycle with waste are undertaken during known periods of very high recycling contamination (Christmas /New Year period).

Breakdowns are most frequently related to the waste compactor component of the waste truck however, truck breakdowns and recalls also occur. The number, frequency and duration of breakdowns have declined in recent years. The decline is a result of the increased turnover of plant and improved maintenance practices and repair response in Councils workshop. Council continuing the current plant replacement frequency of one compactor truck every two years is considered a suitable approach to managing this issue. The maintenance of a third standby truck is an additional option.

Council has undertaken training of relief staff in recent years, and now has additional staff resources in the event of unavailability of either of the two permanent waste collection staff. Relief staff are required to be re-deployed from other Council duties, often at short notice. Staff availability remains a challenge to the daily continuity of the waste and recycle services nonetheless maintaining a pool of trained staff minimises the risk of impact on service.

Although one truck collecting both bins in one pass halves the (direct) cost and is simpler to resource, this practice is likely to reduce participation in recycling and may impact on waste contamination of recycling. As such, combined collections should be completely avoided where possible.

Recycle

The kerbside recycle function continues to have a high cost for service. Council currently trucks (5t loads in the kerbside truck) recycle to the ACT for processing. In addition to staff and vehicle costs for the 3.5 hour return trip, Council is required to pay the recycling facility \$100/tonne to accept the recyclable material. Council deposits 400 tonne of recycling per annum. This equates to a gate charge of \$40,000.

The recycle collection has a similar total cost to the waste collection. This is despite the fact recycle is only collected fortnightly as opposed to the weekly waste collection.

Endeavour Industries in Goulburn was the proposed recipient of the recycle material when the service was instigated in 2008. However, due to Endeavours capacity issues, this contract fell through.

Endeavour has relocated and expanded its recycling sorting facilities over the past two years. The facility offers a significant opportunity for Upper Lachlan Shire Council in reducing the transportation costs of the recycling stream. Council was able to negotiate a trial of depositing recycling at Endeavour in early 2014. Council recycle was subsequently rejected on the basis of elevated contamination and difficulty managing residual waste with Goulburn Mulwaree Council. Endeavour industries have a far lower tolerance of waste in the recycling stream owing to its reliance on manual separation of recyclables (ACT uses machines).

Endeavour Industries remains a possible opportunity for Council. That opportunity is however contingent upon a significant reduction in contamination rates of the recycle stream, which will in turn rely on community engagement and resourcing by Council, and participation of the whole community. A proposed action of this review is the implementation of a recycling contamination reduction strategy.

Future Considerations

Green Waste Collection Service

Council has received some comment expressing the desire for a green waste collection service. Current options for green waste include home composting and use (at the source) or depositing at any of Councils tips free of charge.

The 2006 Strategy determined the following recommendations with regard to Green waste collection service;

xiii) The collection contract documentation include provision of future options for an on-call service or monthly, quarterly or bi-annual garden organics collections.

xiv) Home composting be encouraged

xxv) Monitor the need and viability of a separate collection service for food organics for C&I premises such as food outlets, fruiterers, restaurants and clubs.

With Council undertaking the waste collection function, a service could be added without contractual complication therefore the contract documentation recommendation is redundant. The point regarding possible future green waste collection stands.

Council has run small scale community education campaigns with respect to composting. The majority of Public Education packages are undertaken at the State and Federal Government Levels. The most recent being the NSW EPA's Love Food, Hate Waste program which has been directed at the household level and managing food at the source to minimise waste. The EPA is due to release its Waste Education Strategy in early 2015.

The need for commercial and institutional collection for food organics is monitored by demand for such service. Council has not received any requests for such a service. This service is not currently viable.

The 2006-2026 Strategy was largely non committal on the green waste collection issue. This position was perhaps recognising that there were significant higher priority services to be resolved by Council at that time. The cost of providing the service, the ratepayer willingness to pay that cost, and where that cost fits within Councils other required works are the obvious major constraints to this service. The lack of a facility to receive and process the green waste is a significant constraint also.

A green waste collection service would require the purchase of a third bin for customers, as well as resourcing with staff and plant for the collection and processing of the waste. The processing of the waste and options for returning the composted waste to the public or industry for reuse is complicated by detailed environmental and safety standards for compost and lack of economy of scale.

Based on preliminary investigations, a green waste collection service for existing properties on the collection route would add a significant cost to the domestic waste function, requiring domestic waste rate increase in the order of \$70 per property per annum.

Council may wish to consider undertaking community consultation to gauge the level of interest in such a service. Detail on frequency of collection, and extent of serviced area would be required to undertake more accurate estimates of cost to the ratepayer.

Bulk Waste Collection Service

Council has received some comment expressing the desire for a bulk waste collection service. Council may wish to consider undertaking community consultation to gauge the level of interest in such a service. Detail on frequency of collection and extent of serviced area would be required to undertake more accurate estimates of cost to the ratepayer.

Waste Management Centres (Tips)

Council has implemented the majority of recommendations of the 2006 Strategy. Several recommendations in the waste management centre category remain works in progress. The major achievements relating to the Waste Management Centre Function include;

- The introduction of a rural waste levy to all properties not receiving a waste collection service, together with a voucher system to manage subsidised access to waste facilities Shire wide*
- The creation of restricted fund reserves for each of the waste facilities to provide funds for future works to upgrade, close or remediate these facilities.
- The purchase of Waste compactor plant to assist in maximising the anticipated life and efficiency of existing landfills.
- Introduction of recycling bays at Crookwell, Taralga, Gunning and Collector. (Steel, glass, cardboard, comingled recyclables, drum muster, mattresses, waste oil).
- Changed from contractor managed tips, to Council staffing.
- Mulching green waste (rather than burning as previous).
- Staff training in tip compaction operations.

Achievement of recommendations (viii, ix, xxix, xliii).

*Big Hill is an exception.

Several of the Strategy recommendations (xxix, xxx, xxxi, xxxii, xxxiii, xxxiv, xxxv) relate to capacity planning and environmental management of existing landfills and the possibility of transfer stations. Council staff has discussed existing facilities with EPA staff on a number of occasions. These discussions have resulted in a Pollution Reduction Program (PRP) being added to the Crookwell Landfill Licence (attached). Council staff has also undertaken preliminary investigations as to possible bulk waste transfer to Veolia Bioreactor at Tarago, together with the logistics in getting the waste there.

The major decision for Council to make will be to determine whether to upgrade the existing landfill operations (subject to EPA requirements and approval) or to progress with partial or complete waste transfer to Veolia. Obviously this position needs to be informed by engineering detail and costs of the alternatives.

Council staff are currently working with the NSW EPA to define options and costs for making the Crookwell and or Gunning landfill sites compliant with the EPA's Landfill Guidelines.

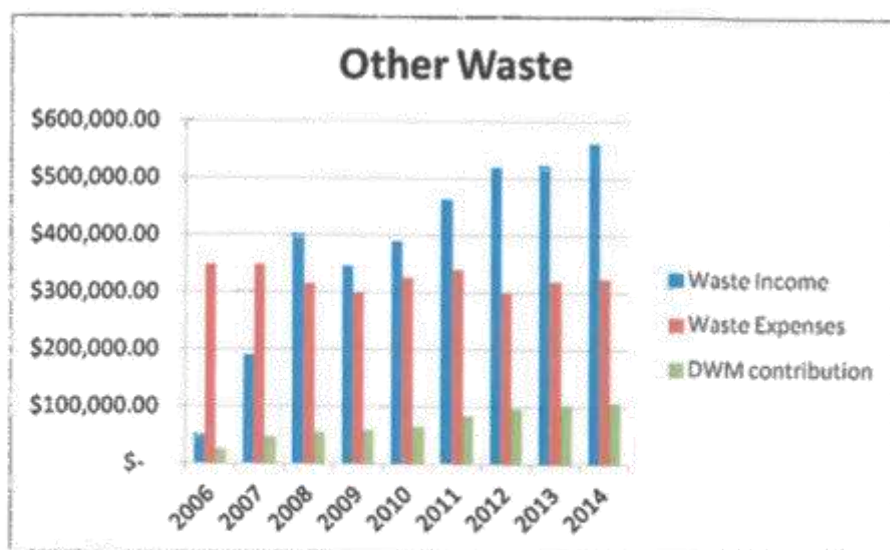
Major capital works in the order of several hundreds of thousands of dollars will be required for either of the options of Landfill upgrade or Bulk waste transfer.

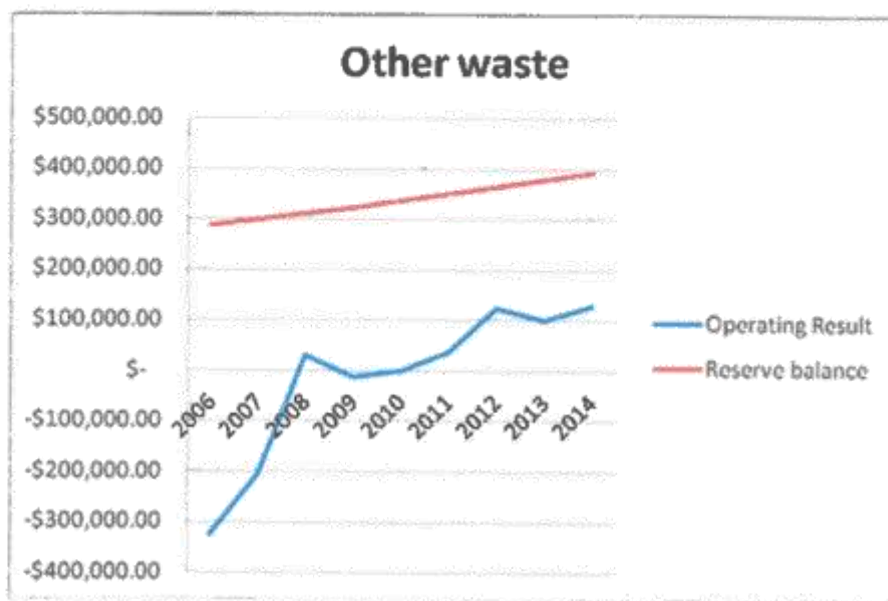
There are necessary works to be undertaken at Councils Waste Management Centres that are important for immediate levels of service that are also consistent with the transition to either of the future options of landfill or transfer. These works are included in the 2015/16 budget for Councils consideration.

Council has a significant liability to remediate the Crookwell landfill site. Remediation of the site is best undertaken progressively and need not constitute the closure of the site. In fact, remediation work and environmental control work is often necessary to enable the site to continue to operate as a functional facility. The NSW Governments Waste Less, Recycle More program is an unprecedented opportunity for Council to obtain NSW Government funding assistance to undertake necessary environmental improvements at landfills. Council has applied for the maximum amount of grant funding of \$200,000. This application has been supported through the provision of \$200,000 in Councils own funds to support the work (Subject to adoption of 2015/16 Capital Budget).

Provision has also been made in the budget for Transfer Station upgrades at Taralga, and a hook lift truck in the Domestic Waste budget.

The Rural Waste levy was introduced in 2008 at \$106 for each property not receiving a domestic waste collection service. The levy has increased at an average annual rate of 7% since that time. Prior to the introduction of the levy, waste management was being heavily subsidised by general fund revenue. The levy, coupled with increased contributions from the domestic waste fund, increased gate takings and increased steel recycling revenue has resulted in a major turnaround in the waste operating result. Reduced tip opening hours has assisted in containing operating expenses. The waste function is now injecting revenue back into the general fund and contributing to a tip remediation fund for future capital works necessary at the respective facilities. Despite the financial improvements, significant additional funds are expected to be necessary to address the necessary work to make existing facilities compliant with EPA standards and or convert facilities to bulk waste transfer.





CONCLUSION

Council has made significant progress with the recommendations of its 2006-2026 Waste Management Strategy.

Progress in the Domestic Waste function has resulted in a substantial increase in the level of service provided to Shire residents, particularly with kerbside waste and kerbside recycle services for domestic and commercial customers. Council has been able to generate sufficient reserves to fund the replacement of plant and equipment at the frequency necessary to maintain a reliable service. Improved revenue streams have allowed for an increased contribution from Domestic Waste to tips. This contribution is more consistent with the actual costs of the management of the transferred waste, and provides funding support for necessary upgrade works at the tips.

Progress in the other waste function (tips) and the major improvement in revenue streams have eliminated this functions reliance on subsidy from general rates, and have enabled funding reserves to be generated for necessary works in upgrading facilities at the tips.

Despite the progress in the financial position of the waste functions, Council continues to face major challenges in sustaining a waste service for Upper Lachlan residents. The major challenge will be the cost in upgrading landfills at Crookwell and/or Gunning to meet modern environmental standards. If this cannot be achieved, Council will face major capital costs in developing facilities for bulk waste transfer facilities, together with the major new operational costs of transferring bulk waste elsewhere.

Detailed options for the upgrade of Councils landfills are expected to be known in 2015.

Given the potential impact of these changes, it is not considered prudent to provide an extension in Council services at this time. The existing Council Waste Management Strategy is considered to remain relevant. Recommendations to support the ongoing Strategy are;

RECOMMENDATIONS

1. Undertake EPA Pollution Reduction Program- Landfill Capacity Investigation. These investigations are necessary to determine the potential to upgrade existing landfills to meet environmental standards and inform a decision as to whether to invest in the upgrade of facilities or progress to bulk waste transfer.
2. Eliminate planned collections of kerbside recycle with kerbside waste.
3. Minimise unplanned collections of kerbside recycle with kerbside waste.
4. Develop and implement a Strategy to reduce the waste contamination rates of the kerbside recycle service.
5. Investigate opportunities to form an agreement with Endeavour Industries Goulburn for the processing of Councils recycling.
6. Council not proceed with green waste collection or bulky waste kerbside collection services at this time.
7. Provide funding in 2015/16 Capital budget to commence tip upgrades.

Upper Lachlan Shire Waste Strategy

7. Summary of Recommendations

The recommendations listed throughout this report are repeated below:

- i. MGBs be the standard container for collection services across the Shire
- ii. A choice be offered of 240, 120 or 80 l MGB
- iii. A choice be offered of weekly or fortnightly collection
- iv. Differential charges apply depending on MGB size and collection frequency
- v. Consideration be given to offering a range of value added services to residents such as collection of bins from within properties for the elderly and/or disabled
- vi. The collection service be extended to include the village of Collector
- vii. The collection service be offered to all properties on collection routes and the domestic waste charge be levied
- viii. A rural waste charge be levied on all properties not receiving a waste collection service, to cover costs such as providing resource recovery and disposal facilities, education and administration
- ix. A voucher system be implemented for properties levied with a rural waste charge to manage subsidised access to waste facilities for disposal of up to 240l per week
- x. A recycling collection service be provided to all properties that receive a waste collection service
- xi. 240l MGBs be the standard container for recycling collection services across the Shire
- xii. The recycling collection service be provided fortnightly
- xiii. The collection contract documentation include provision of future options for an on-call service or monthly, quarterly or bi-annual garden organics collections
- xiv. Home composting be encouraged
- xv. Council develop, implement and monitor a Waste Reduction and Purchasing Policy (WRAPP) for all Council operations
- xvi. Council develop, implement and monitor "no waste" public event guidelines
- xvii. C&I properties be offered a similar collection service to domestic properties
- xviii. The C&I collection service include provision for additional bins and servicing frequency options
- xix. Commercial waste charges be levied based on the actual services provided to individual properties
- xx. For commercial waste services provided through any new waste collection contracts, Council levy the charges and receive the payment
- xxi. C&I properties be offered a similar recycling collection service to domestic properties

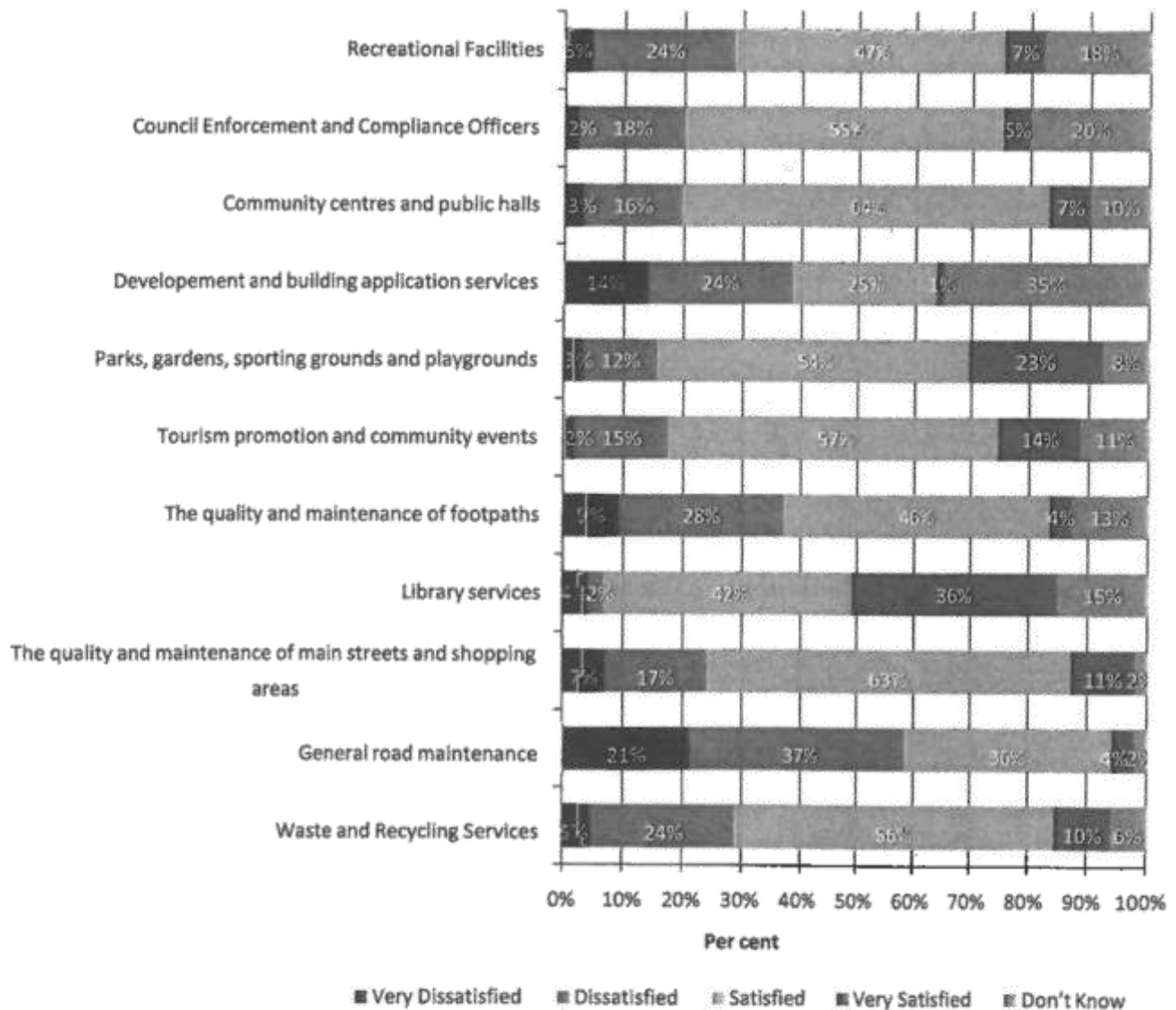


Upper Lachlan Shire Waste Strategy

- xxii. The C&I collection service include provision for additional bins and servicing frequency options
- xxiii. Commercial recycling charges be levied based on the actual services provided to individual properties
- xxiv. For commercial recycling services provided through any new waste collection contracts, Council levy the charges and receive the payment
- xxv. Monitor the need and viability of a separate collection service for food organics for C&I premises such as food outlets, fruiterers, restaurants and clubs
- xxvi. A contract procurement process be developed to ensure compliance with the relevant legislation and guidelines
- xxvii. The procurement process be implemented immediately to ensure that a contract is in place in sufficient time to enable commencement at the termination of the existing collection arrangements
- xxviii. Engage the community on the future directions for landfills and transfer stations throughout the Shire
- xxix. Maximise the anticipated life and efficiency of the Crookwell landfill in particular, including the feasibility of acquiring additional land
- xxx. Review the Crookwell Landfill Environmental Management Plan and develop Environmental Management Plans for the other landfills
- xxxi. Improve record keeping at staffed sites and regularly survey other sites to ascertain filling rates
- xxxii. Determine the feasibility of acquiring land to increase the size of Crookwell, Gunning, Bigga and Tuena landfill sites
- xxxiii. Consider converting all but Crookwell landfill to transfer stations
- xxxiv. Investigate the viability of temporarily close Gunning and provide a transfer station until Crookwell is closed &/or the Gunning area population growth warrants reopening of Gunning landfill
- xxxv. Close Collector landfill when it is full and convert it to a transfer station
- xxxvi. Strategic partnerships be developed and maintained, as outlined in this strategy
- xxxvii. Continuous Improvement practices be implemented, as outlined in this strategy
- xxxviii. Key Performance Indicators be developed, monitored and reported, as outlined in this strategy
- xxxix. Operational Performance Indicators be developed using the typical PIs listed in this strategy
- xl. ULSC staff use the Performance Indicators to regularly monitor performance, to assist them to evaluate and implement improvements
- xli. A waste charge be levied on all properties not receiving a waste collection service. This fee should be at least \$60/property and allow the disposal of one domestic quantity



Questions 1 to 11. Satisfaction with services provided by the Council



Base MIN= 212
Base MAX= 215

Section 58(5) Protection of the Environment Operations Act 1997

Licence Variation

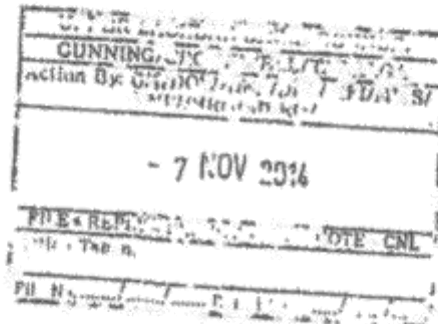
Licence - 6054



UPPER LACHLAN SHIRE COUNCIL
ABN 81 011 241 552
PO BOX 42
GUNNING NSW 2581

Attention: Mr Luke Maloney

Notice Number 1525059
File Number EF13/3780
Date 03-Nov-2014



NOTICE OF VARIATION OF LICENCE NO. 6054

BACKGROUND

- A. UPPER LACHLAN SHIRE COUNCIL ("the licensee") is the holder of Environment Protection Licence No. 6054 ("the licence") issued under the *Protection of the Environment Operations Act 1997* ("the Act"). The licence authorises the carrying out of activities at GRABBen GULLEN ROAD, CROOKWELL, NSW, 2583 ("the premises").
- B. Review of recent and past site inspections and annual returns submitted to the EPA in relation to the premises identified ongoing non-compliances associated with sampling and monitoring requirements, availability of cover material, windblown litter and other management issues.
- C. EPA has concerns that management practices at the premises do not meet current standards and that activities at the premises are being undertaken in an environmentally unsatisfactory manner.
- D. EPA requested a meeting with the licensee to discuss the issues to seek mutual agreement in relation to the future management of the premises. This meeting was held on 10 September 2014.
- E. The licensee agreed to a Pollution Reduction Program (PRP) being added to the licence to formalise future actions required by the licensee to investigate remaining landfill capacity and identify future waste disposal options available to service ratepayers within the Upper Lachlan Local Government Area.

VARIATION OF LICENCE NO. 6054

1. By this notice the EPA varies licence No. 6054. The attached licence document contains all variations that are made to the licence by this notice.
2. The following variations have been made to the licence:

*

Page 1

Section 58(5) Protection of the Environment Operations Act 1997

Licence Variation



Julian Thompson
Unit Head
South East - Queanbeyan
(by Delegation)

INFORMATION ABOUT THIS NOTICE

- This notice is issued under section 58(5) of the Act.
- Details provided in this notice, along with an updated version of the licence, will be available on the EPA's Public Register (<http://www.epa.nsw.gov.au/propoel/index.htm>) in accordance with section 308 of the Act.

Appeals against this decision

- You can appeal to the Land and Environment Court against this decision. The deadline for lodging the appeal is 21 days after you were given notice of this decision.

When this notice begins to operate

- The variations to the licence specified in this notice begin to operate immediately from the date of this notice, unless another date is specified in this notice.
- If an appeal is made against this decision to vary the licence and the Land and Environment Court directs that the decision is stayed the decision does not operate until the stay ceases to have effect or the Land and Environment Court confirms the decision or the appeal is withdrawn (whichever occurs first).

Section 55 Protection of the Environment Operations Act 1997

Environment Protection Licence

Licence - 6054

**Licence Details**

Number: 6054
Anniversary Date: 20-June

Licensee

UPPER LACHLAN SHIRE COUNCIL
PO BOX 42
GUNNING NSW 2581

Premises

CROOKWELL LANDFILL FACILITY
GRABEN GULLEN ROAD
CROOKWELL NSW 2583

Scheduled Activity

Waste Disposal (application to land)

Fee Based Activity

Waste disposal by application to land

Scale

Any annual capacity

Region

South East - Queanbeyan
11 Farrer Place
QUEANBEYAN NSW 2620
Phone: (02) 6229 7002
Fax: (02) 6229 7006

PO Box 622 QUEANBEYAN
NSW 2620

Section 55 Protection of the Environment Operations Act 1997

Environment Protection Licence

Licence - 8054



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Environment Protection Licence

Licence - 6054



Information about this licence

Dictionary

A definition of terms used in the licence can be found in the dictionary at the end of this licence.

Responsibilities of licensee

Separate to the requirements of this licence, general obligations of licensees are set out in the Protection of the Environment Operations Act 1997 ("the Act") and the Regulations made under the Act. These include obligations to:

- ensure persons associated with you comply with this licence, as set out in section 64 of the Act;
- control the pollution of waters and the pollution of air (see for example sections 120 - 132 of the Act);
- report incidents causing or threatening material environmental harm to the environment, as set out in Part 5.7 of the Act.

Variation of licence conditions

The licence holder can apply to vary the conditions of this licence. An application form for this purpose is available from the EPA.

The EPA may also vary the conditions of the licence at any time by written notice without an application being made.

Where a licence has been granted in relation to development which was assessed under the Environmental Planning and Assessment Act 1979 in accordance with the procedures applying to integrated development, the EPA may not impose conditions which are inconsistent with the development consent conditions until the licence is first reviewed under Part 3.6 of the Act.

Duration of licence

This licence will remain in force until the licence is surrendered by the licence holder or until it is suspended or revoked by the EPA or the Minister. A licence may only be surrendered with the written approval of the EPA.

Licence review

The Act requires that the EPA review your licence at least every 5 years after the issue of the licence, as set out in Part 3.6 and Schedule 5 of the Act. You will receive advance notice of the licence review.

Fees and annual return to be sent to the EPA

For each licence fee period you must pay:

- an administrative fee; and
- a load-based fee (if applicable).

Section 55 Protection of the Environment Operations Act 1997

Environment Protection Licence

Licence - 8054



The EPA publication "A Guide to Licensing" contains information about how to calculate your licence fees. The licence requires that an Annual Return, comprising a Statement of Compliance and a summary of any monitoring required by the licence (including the recording of complaints), be submitted to the EPA. The Annual Return must be submitted within 60 days after the end of each reporting period. See condition R1 regarding the Annual Return reporting requirements.

Usually the licence fee period is the same as the reporting period.

Transfer of licence

The licence holder can apply to transfer the licence to another person. An application form for this purpose is available from the EPA.

Public register and access to monitoring data

Part 9.5 of the Act requires the EPA to keep a public register of details and decisions of the EPA in relation to, for example:

- licence applications;
- licence conditions and variations;
- statements of compliance;
- load based licensing information; and
- load reduction agreements.

Under s320 of the Act application can be made to the EPA for access to monitoring data which has been submitted to the EPA by licensees.

This licence is issued to:

UPPER LACHLAN SHIRE COUNCIL

PO BOX 42

GUNNING NSW 2591

subject to the conditions which follow.

Section 55 Protection of the Environment Operations Act 1997

Environment Protection Licence

Licence - 6054



1 Administrative Conditions

A1 What the licence authorises and regulates

- A1.1 This licence authorises the carrying out of the scheduled activities listed below at the premises specified in A2. The activities are listed according to their scheduled activity classification, fee-based activity classification and the scale of the operation.

Unless otherwise further restricted by a condition of this licence, the scale at which the activity is carried out must not exceed the maximum scale specified in this condition.

Scheduled Activity	Fee Based Activity	Scale
Waste Disposal (application to land)	Waste disposal by application to land	Any annual capacity

A2 Premises or plant to which this licence applies

- A2.1 The licence applies to the following premises:

Premises Details
CROOKWELL LANDFILL FACILITY
GRABBEEN GULLEN ROAD
CROOKWELL
NSW 2583
LOT 1 DP 332262

A3 Information supplied to the EPA

- A3.1 Works and activities must be carried out in accordance with the proposal contained in the licence application, except as expressly provided by a condition of this licence.

In this condition the reference to "the licence application" includes a reference to:

- a) the applications for any licences (including former pollution control approvals) which this licence replaces under the Protection of the Environment Operations (Savings and Transitional) Regulation 1998; and
- b) the licence information form provided by the licensee to the EPA to assist the EPA in connection with the issuing of this licence.

- A3.2 The report titled "Crookwell Shire Council Landfill Environmental Management Plan for Crookwell Waste Depot, prepared by CMPS & F Pty Ltd, March 1998" is not to be taken as part of the documentation in A4.1, other than those parts specifically referenced in this licence.

Section 55 Protection of the Environment Operations Act 1997

Environment Protection Licence

Licence - 6054



2 Discharges to Air and Water and Applications to Land

P1 Location of monitoring/discharge points and areas

- P1.1 The following points referred to in the table are identified in this licence for the purposes of the monitoring and/or the setting of limits for discharges of pollutants to water from the point.
- P1.2 The following utilisation areas referred to in the table below are identified in this licence for the purposes of the monitoring and/or the setting of limits for any application of solids or liquids to the utilisation area.

<i>Water and land</i>			
EPA Identification no.	Type of Monitoring Point	Type of Discharge Point	Location Description
1	Leachate quality monitoring		Leachate Dam on site
2	Surface water quality monitoring		Sedimentation Dam on site
3	Surface water quality monitoring		Sedimentation Pond on Eastern Property
4	Groundwater quality monitoring		Groundwater bore labelled "MW1" on drawing titled "Crookwell Landfill Depot" of "Report on Hydrological Investigation of the Crookwell Landfill" dated July 1999 (QU/REP305)
5	Groundwater quality monitoring		Groundwater bore labelled "MW2" on drawing titled "Crookwell Landfill Depot" of "Report on Hydrological Investigation of the Crookwell Landfill" dated July 1999 (QU/REP305)
6	Groundwater quality monitoring		Groundwater bore labelled "MW3" on drawing titled "Crookwell Landfill Depot" of "Report on Hydrological Investigation of the Crookwell Landfill" dated July 1999 (QU/REP305)
7	Groundwater quality monitoring		Groundwater bore labelled "MW4S" on drawing titled "Crookwell Landfill Depot" of "Report on Hydrological Investigation of the Crookwell Landfill" dated July 1999 (QU/REP305)
8	Groundwater quality monitoring		Groundwater bore labelled "MW4D" on drawing titled "Crookwell Landfill Depot" of "Report on Hydrological Investigation of the Crookwell Landfill" dated July 1999 (QU/REP305)

Section 55 Protection of the Environment Operations Act 1997

Environment Protection Licence

Licence - 6064



3 Limit Conditions

L1 Pollution of waters

- L1.1 Except as may be expressly provided in any other condition of this licence, the licensee must comply with section 120 of the Protection of the Environment Operations Act 1997.

L2 Waste

- L2.1 The licensee must not cause, permit or allow any waste to be received at the premises, except the wastes expressly referred to in the column titled "Waste" and meeting the definition, if any, in the column titled "Description" in the table below.
- Any waste received at the premises must only be used for the activities referred to in relation to that waste in the column titled "Activity" in the table below.
- Any waste received at the premises is subject to those limits or conditions, if any, referred to in relation to that waste contained in the column titled "Other Limits" in the table below.
- This condition does not limit any other conditions in this licence.

Code	Waste	Description	Activity	Other Limits
NA	General solid waste (non-putrescible)	As defined in Schedule 1 of the POEO Act, in force from time to time	Waste disposal (application to land)	The total tonnage of general solid waste (non-putrescible), general solid waste (putrescible), asbestos waste and waste tyres disposed of at the premises must not exceed 7,000 tonnes per annum.
NA	General solid waste (putrescible)	As defined in Schedule 1 of the POEO Act, in force from time to time	Waste disposal (application to land)	The total tonnage of general solid waste (non-putrescible), general solid waste (putrescible), asbestos waste and waste tyres disposed of at the premises must not exceed 7,000 tonnes per annum.
NA	Asbestos waste	As defined in Schedule 1 of the POEO Act, in	Waste disposal (application to land)	The total tonnage of general solid

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Environment Protection Licence

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force from time to time

NA	Waste tyres	As defined in Schedule 1 of the POEO Act, in force from time to time	Waste disposal (application to land)	waste (non-putrescible), general solid waste (putrescible), asbestos waste and waste tyres disposed of at the premises must not exceed 7,000 tonnes per annum The total tonnage of general solid waste (non-putrescible), general solid waste (putrescible) asbestos waste and waste tyres disposed of at the premises must not exceed 7,000 tonnes per annum
NA	Waste	Any waste received on site that is below licensing thresholds in Schedule 1 of the POEO Act, as in force from time to time	-	NA

- L2.2** Tyres from the Sydney Metropolitan Area must not be received at the premises unless:
- a) they have been shredded into pieces measuring no more than 250mm in any direction; or
 - b) they have had their walls removed; or
 - c) the facility has the capacity, at the time of receiving the tyres, to recycle or reprocess the tyres into a saleable product (including retreading the tyres); or
 - d) the facility has the capacity, at the time of receiving the tyres, to shred the tyres or remove the walls from the tyres; or
 - e) the tyres are from a domestic load containing no more than 5 tyres having a diameter of less than 1.2 metres.

Note: Disposal of asbestos must be in accordance with Clause 42 of the Protection of the Environment Operations (Waste) Regulation 2005.

L3 Noise limits

- L3.1** The level of continuous noise LA10, T emanating from the operation of the premises must not exceed the background level LA90, T by more than 5dB(A) when measured over a minimum period of 15 minutes at any point within six metres of the nearest affected residence or other noise sensitive areas in the vicinity

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Environment Protection Licence

Licence - 6054



of the premises, using the "Fast" response on the sound meter.

- L3.2** In the case of any noise which is tonal or impulsive in character, the level of continuous noise LA10, T from the premises at any point within six metres of any residence or other noise sensitive area in the vicinity of the premises, is obtained by adding 5d(B)A to the measured level.

L4 Hours of operation

- L4.1** All work at the premises must be conducted between the following hours:
8:00am - 6:00pm

L6 Potentially offensive odour

- L6.1** No condition of this licence identifies a potentially offensive odour for the purposes of section 129 of the Protection of the Environment Operations Act 1997.

Note: Section 129 of the Protection of the Environment Operations Act 1997, provides that the licensee must not cause or permit the emission of any offensive odour from the premises but provides a defence if the emission is identified in the relevant environment protection licence as a potentially offensive odour and the odour was emitted in accordance with the conditions of a licence directed at minimising odour.

4 Operating Conditions

O1 Activities must be carried out in a competent manner

- O1.1** Licensed activities must be carried out in a competent manner.
This includes:
a) the processing, handling, movement and storage of materials and substances used to carry out the activity; and
b) the treatment, storage, processing, reprocessing, transport and disposal of waste generated by the activity.

O2 Maintenance of plant and equipment

- O2.1** All plant and equipment installed at the premises or used in connection with the licensed activity:
a) must be maintained in a proper and efficient condition; and
b) must be operated in a proper and efficient manner.

O3 Dust

- O3.1** All operations and activities occurring at the premises must be carried out in a manner that will minimise the emission of dust from the premises.

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Environment Protection Licence

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O4 Emergency response

- O4.1 The licensee must have in place and implement a site- specific fire management plan and train all staff in relevant procedures to minimise the risk of fire at the premises.
- O4.2 The licensee must extinguish fires at the premises as soon as possible.
- O4.3 The licensee must implement fire prevention measures at the premises in accordance with Section 6.5.4 of the report titled "Crookwell Shire Council Landfill Environment Management Plan for Crookwell Waste Depot, prepared by CMPS & F Pty Ltd, March 1998".

O5 Processes and management

- O5.1 The licensee must take all practicable steps to control entry to the premises.
- O5.2 The licensee must implement the litter management program specified in Section 6.5.2. in the Landfill Environmental Management Plan for the Crookwell Waste Depot, CMPS & F Pty Ltd, 31st March 1998.
- O5.3 The licensee must control pests, vermin and weeds at the premises.
- O5.4 The licensee must ensure that adequately trained staff are available at the premises in order to administer the requirements of this licence.
- O5.5 The licensee must train staff in accordance with Section 6.5.5 of the report titled "Crookwell Shire Council Landfill Environmental Management Plan for Crookwell Landfill Depot, prepared by CMPS & F Pty Ltd, March 1998".

O6 Waste management

- O6.1 The last licensee must prepare and submit to the EPA within three months of the completion of a landfill's waste receipt operations, a closure plan in accordance with section 76 of the Protection of the Environment Operations Act 1997.
- O6.2 The leachate barrier system and leachate collection system must be installed on each surface within the premises to be used for the disposal of waste. This condition does not apply to any surface used for the emplacement of waste before the 1 July 2000.
- O6.3 Surface drainage must be diverted away from any area where waste is being or has been landfilled.
- O6.4 The licensee must ensure that the amount of landfill space used is minimised.
- O6.5 An average compaction rate of not less than 850 kg per cubic metre must be achieved for all waste disposed of at the premises.
- O6.6 The licensee must ensure that the landfill cells are capped progressively when the level of waste reaches

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final heights.

- O6.7 The total quantity of used, rejected or unwanted tyres (including shredded tyres and tyre pieces) stockpiled at the premises must not exceed 50 tonnes.
- O6.8 The licensee must ensure that stockpiles of used, rejected or unwanted tyres (including shredded tyres and tyre pieces) are located in a clearly defined area.
- O6.9 The licensee must ensure that stockpiles of used, rejected or unwanted tyres (including shredded tyres and tyre pieces) are managed so as not to cause or to be likely to cause the spread of disease by vermin.
- O6.10 The licensee must ensure that measures are taken to prevent stockpiles of used, rejected or unwanted tyres (including shredded tyres and tyre pieces) from catching on fire.

O7 Other operating conditions

Burning of garden waste

- O7.1 Stockpiles of clean timber, cardboard and vegetation measuring no greater than 10 metres across the diameter of the base at any location and free of tyres, plastics, metals, wet grass clippings, soil and building or putrescible wastes may be burnt subject to:
 - (a) The stockpile being dried for a period of not less than 3 months;
 - (b) The prevailing and predicted weather pattern is not toward any nearby residences and places of business not associated with the waste facility;
 - (c) A buffer zone of 15 metres being maintained between timber stockpiles;
 - (d) A buffer zone of 30 metres being maintained between the timber stockpile area and the working face of the putrescible garbage cell and any stockpiles of tyres, car bodies or like materials retained for recycling purposes;
 - (e) Smoke from the burning stockpiles of timber will not impact on any residential, recreational or institutional premises.

Controlled burning

- O7.2 The licensee must extinguish all fires other than the wastes being burnt in accordance with the conditions of the licence.

5 Monitoring and Recording Conditions

M1 Monitoring records

- M1.1 The results of any monitoring required to be conducted by this licence or a load calculation protocol must be recorded and retained as set out in this condition.
- M1.2 All records required to be kept by this licence must be:
 - a) in a legible form, or in a form that can readily be reduced to a legible form;
 - b) kept for at least 4 years after the monitoring or event to which they relate took place; and

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c) produced in a legible form to any authorised officer of the EPA who asks to see them.

M1.3 The following records must be kept in respect of any samples required to be collected for the purposes of this licence:

- a) the date(s) on which the sample was taken;
- b) the time(s) at which the sample was collected;
- c) the point at which the sample was taken; and
- d) the name of the person who collected the sample.

M2 Requirement to monitor concentration of pollutants discharged

M2.1 For each monitoring/discharge point or utilisation area specified below (by a point number), the licensee must monitor (by sampling and obtaining results by analysis) the concentration of each pollutant specified in Column 1. The licensee must use the sampling method, units of measure, and sample at the frequency, specified opposite in the other columns:

M2.2 Water and/ or Land Monitoring Requirements

POINT 1,2,3,4,5,6,7,8

Pollutant	Units of measure	Frequency	Sampling Method
Alkalinity (as calcium carbonate)	micrograms per litre	Quarterly	Grab sample
Ammonia	micrograms per litre	Quarterly	Grab sample
Conductivity	microsiemens per centimetre	Quarterly	Grab sample
Nitrate	micrograms per litre	Quarterly	Grab sample
pH	pH	Quarterly	Grab sample

POINT 1

Pollutant	Units of measure	Frequency	Sampling Method
Total suspended solids	milligrams per litre	Quarterly	Grab sample

POINT 2

Pollutant	Units of measure	Frequency	Sampling Method
Biochemical oxygen demand	milligrams per litre	Quarterly	Grab sample
Total suspended solids	milligrams per litre	Quarterly	Grab sample

POINT 3

Pollutant	Units of measure	Frequency	Sampling Method
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Biochemical oxygen demand	milligrams per litre	Quarterly	Grab sample
Total suspended solids	milligrams per litre	Quarterly	Grab sample

POINT 4

Pollutant	Units of measure	Frequency	Sampling Method
Biochemical oxygen demand	milligrams per litre	Quarterly	Grab sample

POINT 5

Pollutant	Units of measure	Frequency	Sampling Method
Biochemical oxygen demand	milligrams per litre	Quarterly	Grab sample

POINT 6

Pollutant	Units of measure	Frequency	Sampling Method
Biochemical oxygen demand	milligrams per litre	Quarterly	Grab sample

POINT 7

Pollutant	Units of measure	Frequency	Sampling Method
Biochemical oxygen demand	milligrams per litre	Quarterly	Grab sample

POINT 8

Pollutant	Units of measure	Frequency	Sampling Method
Biochemical oxygen demand	milligrams per litre	Bi-Monthly	Grab sample

M3 Testing methods - concentration limits

- M3.1 Subject to any express provision to the contrary in this licence, monitoring for the concentration of a pollutant discharged to waters or applied to a utilisation area must be done in accordance with the Approved Methods Publication unless another method has been approved by the EPA in writing before any tests are conducted.

M4 Recording of pollution complaints

- M4.1 The licensee must keep a legible record of all complaints made to the licensee or any employee or agent.

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of the licensee in relation to pollution arising from any activity to which this licence applies.

M4.2 The record must include details of the following:

- a) the date and time of the complaint;
- b) the method by which the complaint was made;
- c) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect;
- d) the nature of the complaint;
- e) the action taken by the licensee in relation to the complaint, including any follow-up contact with the complainant; and
- f) if no action was taken by the licensee, the reasons why no action was taken.

M4.3 The record of a complaint must be kept for at least 4 years after the complaint was made.

M4.4 The record must be produced to any authorised officer of the EPA who asks to see them.

M5 Telephone complaints line

M5.1 The licensee must operate during its operating hours a telephone complaints line for the purpose of receiving any complaints from members of the public in relation to activities conducted at the premises or by the vehicle or mobile plant, unless otherwise specified in the licence.

M5.2 The licensee must notify the public of the complaints line telephone number and the fact that it is a complaints line so that the impacted community knows how to make a complaint.

M5.3 The preceding two conditions do not apply until 3 months after:

- a) the date of the issue of this licence or
- b) if this licence is a replacement licence within the meaning of the Protection of the Environment Operations (Savings and Transitional) Regulation 1998, the date on which a copy of the licence was served on the licensee under clause 10 of that regulation.

M6 Requirement to monitor volume or mass

M6.1 For each discharge point or utilisation area specified below, the licensee must monitor:

- a) the volume of liquids discharged to water or applied to the area;
 - b) the mass of solids applied to the area;
 - c) the mass of pollutants emitted to the air;
- at the frequency and using the method and units of measure, specified below.

POINT 1

Frequency	Unit of Measure	Sampling Method
Quarterly	kilolitres	Estimate

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6 Reporting Conditions

R1 Annual return documents

- R1.1 The licensee must complete and supply to the EPA an Annual Return in the approved form comprising:
- a) a Statement of Compliance; and
 - b) a Monitoring and Complaints Summary.

At the end of each reporting period, the EPA will provide to the licensee a copy of the form that must be completed and returned to the EPA.

- R1.2 An Annual Return must be prepared in respect of each reporting period, except as provided below.

- R1.3 Where this licence is transferred from the licensee to a new licensee:

- a) the transferring licensee must prepare an Annual Return for the period commencing on the first day of the reporting period and ending on the date the application for the transfer of the licence to the new licensee is granted; and
- b) the new licensee must prepare an Annual Return for the period commencing on the date the application for the transfer of the licence is granted and ending on the last day of the reporting period.

- R1.4 Where this licence is surrendered by the licensee or revoked by the EPA or Minister, the licensee must prepare an Annual Return in respect of the period commencing on the first day of the reporting period and ending on:

- a) in relation to the surrender of a licence - the date when notice in writing of approval of the surrender is given; or
- b) in relation to the revocation of the licence - the date from which notice revoking the licence operates.

- R1.5 The Annual Return for the reporting period must be supplied to the EPA by registered post not later than 60 days after the end of each reporting period or in the case of a transferring licence not later than 60 days after the date the transfer was granted (the 'due date').

- R1.6 The licensee must retain a copy of the Annual Return supplied to the EPA for a period of at least 4 years after the Annual Return was due to be supplied to the EPA.

- R1.7 Within the Annual Return, the Statement of Compliance must be certified and the Monitoring and Complaints Summary must be signed by:

- a) the licence holder; or
- b) by a person approved in writing by the EPA to sign on behalf of the licence holder.

Note: The term "reporting period" is defined in the dictionary at the end of this licence. Do not complete the Annual Return until after the end of the reporting period.

Note: An application to transfer a licence must be made in the approved form for this purpose.

R2 Notification of environmental harm

- R2.1 Notifications must be made by telephoning the Environment Line service on 131 555.

- R2.2 The licensee must provide written details of the notification to the EPA within 7 days of the date on which the incident occurred.

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Note: The licensee or its employees must notify all relevant authorities of incidents causing or threatening material harm to the environment immediately after the person becomes aware of the incident in accordance with the requirements of Part 5.7 of the Act.

R3 Written report

- R3.1** Where an authorised officer of the EPA suspects on reasonable grounds that:
- a) where this licence applies to premises, an event has occurred at the premises; or
 - b) where this licence applies to vehicles or mobile plant, an event has occurred in connection with the carrying out of the activities authorised by this licence,
- and the event has caused, is causing or is likely to cause material harm to the environment (whether the harm occurs on or off premises to which the licence applies), the authorised officer may request a written report of the event.
- R3.2** The licensee must make all reasonable inquiries in relation to the event and supply the report to the EPA within such time as may be specified in the request.
- R3.3** The request may require a report which includes any or all of the following information:
- a) the cause, time and duration of the event;
 - b) the type, volume and concentration of every pollutant discharged as a result of the event;
 - c) the name, address and business hours telephone number of employees or agents of the licensee, or a specified class of them, who witnessed the event;
 - d) the name, address and business hours telephone number of every other person (of whom the licensee is aware) who witnessed the event, unless the licensee has been unable to obtain that information after making reasonable effort;
 - e) action taken by the licensee in relation to the event, including any follow-up contact with any complainants;
 - f) details of any measure taken or proposed to be taken to prevent or mitigate against a recurrence of such an event; and
 - g) any other relevant matters.
- R3.4** The EPA may make a written request for further details in relation to any of the above matters if it is not satisfied with the report provided by the licensee. The licensee must provide such further details to the EPA within the time specified in the request.

R4 Other reporting conditions

- R4.1** The licensee must record the following data in relation to fires occurring at the premises:
- a) Time and date when the fire started.
 - b) Whether the fire was authorised by the licensee, and, if not, the circumstances which ignited the fire.
 - c) The time and date that the fire burnt out or was extinguished.
 - d) The location of fire (eg. clean timber stockpile, putrescible garbage cell, etc).
 - e) Prevailing weather conditions at the time of the fire.
 - f) Observations made in regard to smoke direction and dispersion.
 - g) The amount of waste that was combusted by the fire.
 - h) Action taken to extinguish the fire;
 - i) Action taken to prevent a recurrence.

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The data must be recorded on each day that the fire is burning.

- R4.2 The licensee or its employees or agents must notify the occurrence of all fires on the premises in accordance with conditions R2.1 and R2.2 as soon as practical after becoming aware of the fire.

7 General Conditions

G1 Copy of licence kept at the premises or plant

- G1.1 A copy of this licence must be kept at the premises to which the licence applies.
- G1.2 The licence must be produced to any authorised officer of the EPA who asks to see it.
- G1.3 The licence must be available for inspection by any employee or agent of the licensee working at the premises.

G2 Contact number for incidents and responsible employees

- G2.1 The licensee must operate 24-hour telephone contact lines for the purpose of enabling the EPA to directly contact one or more representatives of the licensee who can:
- a) respond at all times to incidents relating to the premises; and
 - b) contact the licensee's senior employees or agents authorised at all times to:
 - i) speak on behalf of the licensee; and
 - ii) provide any information or document required under this licence.
- G2.2 The licensee is to inform the EPA of the representative or representatives and their telephone number within 3 months of the date of the issue of this licence. The EPA must be notified of the telephone number on commencement of its operation.
- G2.3 The licensee is to inform the EPA in writing of the appointment of any subsequent contact persons, or changes to the person's contact details as soon as practicable and in any event within fourteen days of the appointment or change.

8 Pollution Studies and Reduction Programs

U1 Landfill Capacity Investigation

- U1.1 The licensee must by 31 March 2015, engage the services of a suitably qualified person with experience in waste management to conduct an inspection and assessment of the premises and provide a written report that documents the findings of the assessment. The assessment must include, but need not be limited to, the following:
- (a) Investigate and report on the extent of current waste disposal (volume and area) on Lot 1 DP 332252 and the state of any cover and/or capping material present at the premises;

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- (b) Investigate and report on the condition and function of any landfill infrastructure (liner, stormwater and leachate collection systems, dams, groundwater monitoring bores, asbestos pit, dead animal pit, green waste and any other designated disposal and recyclables areas) currently present or installed at the site;
- (c) Investigate and report on the likely cost to cap the existing landfill with a minimum 500mm sealing layer of clay with a permeability less than $k=1 \times 10^{-9}$ m/s and a vegetation layer of 150mm of topsoil.
- (d) Investigate and report on any areas of Lot 1 DP 332252 which have not been landfilled with waste in terms of their suitability for future landfill (soil type, soil permeability and groundwater properties) and the potential available airspace;
- (e) Investigate and report on the available landfill cover resource that is VENM at the site and identify how much of it could reasonably be extracted, and
- (f) Provide a concept design for additional landfill cell(s) which could be constructed in virgin ground at the site in accordance with "EPA Environmental Guidelines: Solid Waste Landfills (1996)" including an estimate of construction costs.

U1.2 The licensee must provide a copy of the assessment report required in U1.1 to the EPA by 30 April 2015.

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Dictionary

General Dictionary

SDGilt (in relation to a concentration limit)	Means the three day geometric mean, which is calculated by multiplying the results of the analysis of three samples collected on consecutive days and then taking the cubed root of that amount. Where one or more of the samples is zero or below the detection limit for the analysis, then 1 or the detection limit respectively should be used in place of those samples
Act	Means the Protection of the Environment Operations Act 1997
activity	Means a scheduled or non-scheduled activity within the meaning of the Protection of the Environment Operations Act 1997
actual load	Has the same meaning as in the Protection of the Environment Operations (General) Regulation 2009
AM	Together with a number, means an ambient air monitoring method of that number prescribed by the <i>Approved Methods for the Sampling and Analysis of Air Pollutants in New South Wales</i> .
AMG	Australian Map Grid
anniversary date	The anniversary date is the anniversary each year of the date of issue of the licence. In the case of a licence continued in force by the Protection of the Environment Operations Act 1997, the date of issue of the licence is the first anniversary of the date of issue or last renewal of the licence following the commencement of the Act.
annual return	Is defined in R1.1
Approved Methods Publication	Has the same meaning as in the Protection of the Environment Operations (General) Regulation 2009
assessable pollutants	Has the same meaning as in the Protection of the Environment Operations (General) Regulation 2009
BOD	Means biochemical oxygen demand
CEM	Together with a number, means a continuous emission monitoring method of that number prescribed by the <i>Approved Methods for the Sampling and Analysis of Air Pollutants in New South Wales</i> .
COD	Means chemical oxygen demand
composite sample	Unless otherwise specifically approved in writing by the EPA, a sample consisting of 24 individual samples collected at hourly intervals and each having an equivalent volume.
cond.	Means conductivity
environment	Has the same meaning as in the Protection of the Environment Operations Act 1997
environment protection legislation	Has the same meaning as in the Protection of the Environment Administration Act 1991
EPA	Means Environment Protection Authority of New South Wales.
fee-based activity classification	Means the numbered short descriptions in Schedule 1 of the Protection of the Environment Operations (General) Regulation 2009.
general solid waste (non-putrescible)	Has the same meaning as in Part 3 of Schedule 1 of the Protection of the Environment Operations Act 1997

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flow weighted composite sample	Means a sample whose composites are sized in proportion to the flow at each composite time of collection.
general solid waste (putrescible)	Has the same meaning as in Part 3 of Schedule 1 of the Protection of the Environment Operations Act 1997
grab sample	Means a single sample taken at a point at a single time
hazardous waste	Has the same meaning as in Part 3 of Schedule 1 of the Protection of the Environment Operations Act 1997
licensee	Means the licence holder described at the front of this licence
load calculation protocol	Has the same meaning as in the Protection of the Environment Operations (General) Regulation 2009
local authority	Has the same meaning as in the Protection of the Environment Operations Act 1997
material harm	Has the same meaning as in section 147 Protection of the Environment Operations Act 1997
MBAS	Means methylene blue active substances
Minister	Means the Minister administering the Protection of the Environment Operations Act 1997
mobile plant	Has the same meaning as in Part 3 of Schedule 1 of the Protection of the Environment Operations Act 1997
motor vehicle	Has the same meaning as in the Protection of the Environment Operations Act 1997
O&G	Means oil and grease
percentile (in relation to a concentration limit of a sample)	Means that percentage (eg. 50%) of the number of samples taken that must meet the concentration limit specified in the licence for that pollutant over a specified period of time. In this licence, the specified period of time is the Reporting Period unless otherwise stated in this licence.
plant	Includes all plant within the meaning of the Protection of the Environment Operations Act 1997 as well as motor vehicles.
pollution of waters (or water pollution)	Has the same meaning as in the Protection of the Environment Operations Act 1997
premises	Means the premises described in condition A2.1
public authority	Has the same meaning as in the Protection of the Environment Operations Act 1997
regional office	Means the relevant EPA office referred to in the Contacting the EPA document accompanying this licence
reporting period	For the purposes of this licence, the reporting period means the period of 12 months after the issue of the licence, and each subsequent period of 12 months. In the case of a licence continued in force by the Protection of the Environment Operations Act 1997, the date of issue of the licence is the first anniversary of the date of issue or last renewal of the licence following the commencement of the Act.
restricted solid waste	Has the same meaning as in Part 3 of Schedule 1 of the Protection of the Environment Operations Act 1997
scheduled activity	Means an activity listed in Schedule 1 of the Protection of the Environment Operations Act 1997
special waste	Has the same meaning as in Part 3 of Schedule 1 of the Protection of the Environment Operations Act 1997
TM	Together with a number, means a test method of that number prescribed by the <i>Approved Methods for the Sampling and Analysis of Air Pollutants in New South Wales</i> .

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TSP	Means total suspended particles
TSS	Means total suspended solids
Type 1 substance	Means the elements antimony, arsenic, cadmium, lead or mercury or any compound containing one or more of those elements
Type 2 substance	Means the elements beryllium, chromium, cobalt, manganese, nickel, selenium, tin or vanadium or any compound containing one or more of those elements
utilisation area	Means any area shown as a utilisation area on a map submitted with the application for this licence
waste	Has the same meaning as in the Protection of the Environment Operations Act 1997
waste type	Means liquid, restricted solid waste, general solid waste (putrescible), general solid waste (non-putrescible), special waste or hazardous waste

Mr Nigel Sargent

Environment Protection Authority

(By Delegation)

Date of this edition: 17-January-2001

End Notes

- 1 Licence varied by notice 1009263, issued on 08-Jul-2001, which came into effect on 31-Jul-2001
- 2 Licence varied by notice 1031433, issued on 21-Nov-2003, which came into effect on 16-Dec-2003
- 3 Licence transferred through application 143383, approved on 12-Apr-2005, which came into effect on 11-Feb-2004
- 4 Licence fee period changed by notice 1061234 on 02-Jun-2006
- 5 Licence fee period changed by notice 1061232 on 02-Jun-2006
- 6 Licence varied by change to DEC file number, issued on 15-Mar-2007, which came into effect on 15-Mar-2007
- 7 Condition A1 3 Not applicable varied by notice issued on <issue date> which came into effect on <effective date>
- 8 Licence varied by notice 1066724, issued on 27-Mar-2009, which came into effect on 27-Mar-2009
- 9 Licence varied by notice 1516479 issued on 23-Aug-2013

General Manager's Statement

Confidentiality

Councillors and staff are reminded of their obligations in respect to the need for confidentiality and not disclose or otherwise misuse the information which is about to be discussed, failure to do so could result in a reference to the Pecuniary Interest and Disciplinary Tribunal and/or result in a prosecution in accordance with Sec. 664 of the Act for which the maximum penalty is \$5,500.

CONFIDENTIAL SESSION

Section 10A(2) of the Local Government Act, 1993 provides that Council may, by resolution, close to the public so much of its meeting as comprises the receipt or discussion of matters as listed in that section, or for any matter that arises during the course of business during the meeting that should be treated as confidential in accordance with Section 10(2) of the Act.

Council's Agenda for this meeting contains reports that meet the criteria specified in Section 10A(2) of the Act. To consider these reports in confidential session, Council can adopt the following recommendation:

RECOMMENDATION

That, in accordance with Section 10A(2) of the Local Government Act, 1993, the Public and the Press be excluded from the meeting to enable Council to determine Item 18.118.2 in confidential session for the reasons indicated:

Item 18.1 Pool Review Committee

This report is considered to be confidential in accordance with Section 10A(2a) of the Local Government Act, 1993, as it relates to personnel matters concerning particular individuals.

Item 18.2 Crookwell Golf Club Limited - Beijing Jingneng Clean Energy (Australia) Holding Pty Ltd Pty Ltd Lease Agreement

This report is considered to be confidential in accordance with Section 10A(2d(i)) of the Local Government Act, 1993, as it relates to commercial information of a confidential nature that would, if disclosed, prejudice the commercial position of the person who supplied it.

This report is considered to be confidential in accordance with Section 10A(2d(ii)) of the Local Government Act, 1993, as it relates to commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the council.

18 CONFIDENTIAL SESSION

The following items are submitted for consideration -

- 18.1 Pool Review Committee
- 18.2 Crookwell Golf Club Limited - Beijing Jingneng Clean Energy
(Australia) Holding Pty Ltd Pty Ltd Lease Agreement