Finance and Administration BANK BALANCE AND RECONCILIATION - 31 AUGUST 2017 cont'd

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

1. Council receive and note the report as information.

ATTACHMENTS

Finance and Administration - 21 September 2017

ITEM 11.3 Rates and Charges Outstanding at 31 August 2017

FILE REFERENCE 117/508

AUTHOR Director of Finance and Administration

ISSUE

Rates and Charges 2017/2018 Outstanding Report as at 31 August 2017.

RECOMMENDATION That –

1. Council receive and note the report as information.

BACKGROUND

Summary report of Rates and Charges outstanding at 31 August 2017 is detailed.

REPORT

The 2017/2018 financial year comparison to previous financial years for the rates and charges outstanding is highlighted in the below table as at 31 August 2017:-

Description	31/08/2017	31/08/2016	31/08/2015
Total % Rates and Charges Outstanding	64.48%	63.56%	65.65%
Total \$ Amount Rates and Charges Outstanding	\$7,418,987	\$6,906,394	\$6,938,685

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

1. Council receive and note the report as information.

ATTACHMENTS

1. <u>↓</u>	Rate Collection by	Year - September 2017	Attachment
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I:\2017-2018\Rates\Recs\%outst_August 31-2017

Rate Collection 2018 Year

l					
	64.48%	7,418,987.18	4,087,604.89	11,506,592.07	Overall Total Rates
	67.29%	267,412.40	129,986.69	397,399.09	**Arrears
	32.15%	14,813.82	31,257.48	46,071.30	Storm Water
	66.33%	395,564.35	200,778.65	596,343.00	Rural Waste
	64.27%	709,628.29	394,442.37	1,104,070.66	Domestic & Comm Waste
	65.61%	909,737.04	476,776.13	1,386,513.17	Sewerage
	64.66%	561,089.55	306,636.27	867,725.82	Water
	0.00%		1,767.10	1,767.10	Mining
	57.60%	296,783.32	218,508.68	515,292.00	Business
	62.24%	396,551.93	240,596.76	637,148.69	Rural Residential
	67.31%	791,039.33	384,211.79	1,175,251.12	Residential
	64.37%	3,076,367.15	1,702,642.97	4,779,010.12	Farmland
	31 August 2017	31 August 2017	31 August 2017	to date	
Ðί	% Rates Outstanding	Rates Received to Rates Outstanding to %	Rates Received to	Levy Raised	Rating Categories

Finance and Administration - 21 September 2017

ITEM 11.4 Referral for Audit of the 2016/2017 Financial Statements

FILE REFERENCE 117/482

AUTHOR Director of Finance and Administration

ISSUE

Upper Lachlan Shire Council's 2016/2017 Financial Statements are required to be referred to the Audit Office of NSW as Council's external auditor, to conduct the independent audit.

RECOMMENDATION That –

- 1. Council resolves that the 2016/2017 Financial Statements be referred for independent audit by external auditors, Audit Office of NSW;
- 2. The Mayor, Deputy Mayor, General Manager and the Manager of Finance and Administration sign the Statement by Councillors and Management for the General Purpose and Special Purpose 2016/2017 Financial Statements;
- 3. Council adopt the 2016/2017 Financial Statements for Council, containing the General Purpose and Special Purpose Financial Statements; and
- 4. The General Manager be delegated the authority to authorise the Council 2016/2017 Financial Statements for issue immediately upon receipt of the Auditors Report and delegated the authority to finalise the date at which the Auditor's Report and Financial Statements are presented to the public.

BACKGROUND

It is a legislative requirement under Section 413 (1) and (2), of the Local Government Act 1993, for Upper Lachlan Shire Council to resolve that the annual Financial Statements be referred for independent audit, by Council's external auditors.

REPORT

Council has prepared the draft 2016/2017 Financial Statements ready to be referred to the Audit Office of NSW through contractor Intentus Chartered Accountants to complete their conduct of audit and audit report on the Council's annual General Purpose and Special Purpose Financial Statements for year ended 30 June 2017.

The audit of Council's Financial Statements is scheduled to be undertaken by Intentus Chartered Accounts on 4-6 September 2017. As required in accordance with Section 418 (1) (b), of the Local Government Act 1993, public notice will be given for the presentation of the Financial Statements to be undertaken upon receipt of the Auditor's Report.

Finance and Administration REFERRAL FOR AUDIT OF THE 2016/2017 FINANCIAL STATEMENTS cont'd

The Auditor's Report in conjunction with the Council Financial Statements will be presented to the Ordinary Council Meeting, to be held on 19 October 2017. A representative from either the Audit Office of NSW or Intentus Chartered Accountants will attend the October 2017 Ordinary Council Meeting and address the Council with respect to the Auditor's Report for the Financial Statements for the period ending 30 June 2017.

The 2016/2017 Financial Statements have been prepared in compliance with:-

- The Local Government Act 1993 (as amended) and Regulations made there under;
- The Local Government Code 24 of Accounting Practice and Financial Reporting Guidelines; and
- The Australian Accounting Standards and professional pronouncements.

To the best of my knowledge and belief these Financial Statements:-

- Present fairly the Council's operating result and financial position for the year;
 and
- Accords with Council's accounting and other records.

The Auditor's Report will not be available until the 19 October 2017 Council Meeting. A comprehensive overview report will be provided at that meeting detailing the financial performance and position of Council.

Section 420 (2), of the Local Government Act 1993, provides that a submission to the Financial Statements must be in writing and is required to be lodged with Council within seven days after the day on which the Financial Statements are presented to the public.

Therefore, any submissions received will be referred to Council's auditors for comment and/or action as necessary. If warranted, the matter will be responded to by Council at its next Ordinary Meeting.

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

The Financial Statements show the financial performance and financial position of Upper Lachlan Shire Council as at 30 June 2017.

Finance and Administration REFERRAL FOR AUDIT OF THE 2016/2017 FINANCIAL STATEMENTS cont'd

RECOMMENDATION That –

- 1. Council resolves that the 2016/2017 Financial Statements be referred for independent audit by external auditors, Audit Office of NSW;
- 2. The Mayor, Deputy Mayor, General Manager and the Manager of Finance and Administration sign the Statement by Councillors and Management for the General Purpose and Special Purpose 2016/2017 Financial Statements;
- 3. Council adopt the 2016/2017 Financial Statements for Council, containing the General Purpose and Special Purpose Financial Statements; and
- 4. The General Manager be delegated the authority to authorise the Council 2016/2017 Financial Statements for issue immediately upon receipt of the Auditors Report and delegated the authority to finalise the date at which the Auditor's Report and Financial Statements are presented to the public.

ATTACHMENTS

1. <u>⇒</u>	Upper Lachlan Shire Council General Purpose Financial	Appendix
	Statements - 30 June 2017	
2. <u>⇒</u>	Upper Lachlan Shire Council - Special Purpose Financial	Appendix
	Statements - 30 June 2017	
3.⇨	Upper Lachlan Shire Council - Special Schedules to Financial	Appendix
	Statements - 30 June 2017	

Finance and Administration - 21 September 2017

ITEM 11.5 Review of Disposal of Council Assets Policy

FILE REFERENCE 117/511

AUTHOR Director of Finance and Administration

ISSUE

Review of Disposal of Council Assets Policy.

RECOMMENDATION That -

1. Council adopts the reviewed Disposal of Council Assets Policy.

BACKGROUND

Nil

REPORT

POLICY:-	
Policy Title:	Disposal of Council Assets Policy
File Reference:	F10/618-04
Date Policy was adopted by Council initially:	24 November 2005
Resolution Number:	331/05
Other Review Dates:	27 September 2007, 24 April 2008, 15 December 2011 and 19 June 2014
Resolution Number:	279/07, 123/08, 479/11
Current Policy adopted by Council:	21 September 2017
Resolution Number:	XXX/17
Next Policy Review Date:	2020

PROCEDURES/GUIDELINES:-	

Date procedure/guideline was	
developed:	N/A
Procedure/guideline reference number:	N/A

RESPONSIBILITY:-	
Draft Policy developed by:	Director of Finance and Administration
Committee/s (if any) consulted in the development of this Policy:	N/A
Responsibility for implementation:	General Manager and Director of Works and Operations
Responsibility for review of Policy:	Director of Finance and Administration

OBJECTIVE

Goods that are no longer needed by Council should be disposed of promptly. The disposal must achieve best value for money such that Council obtains the best possible return for the good it sells. In addition to price, the disposal process must include consideration of the Council's social, economic and environmental objectives.

The disposal method chosen must promote fair and effective competition to the greatest possible extent, and disposals must be conducted in an ethical manner. The process of disposal is as important as the outcome as it reflects Council's level of commitment to fairness and equity.

1. APPLICATION

This policy covers the disposal of all Council owned surplus or unserviceable items, except the disposal of real property (i.e. land and buildings).

2. DEFINITIONS

2.1 Asset

An asset is a resource controlled by Council as a result of past events and from which future economic benefits are expected to flow to the Council (e.g. office equipment, furniture and fittings, motor vehicles, plant and other mechanical equipment, art works, etc.).

2.2 Asset Disposal

Asset disposal is the process whereby Council divests itself of any asset in an organised and authorised manner.

2.3 Best Value

Best value is a process whereby Council obtains the best possible return for the goods it sells in financial, social, economic and environmental terms.

3. THE DISPOSAL PROCESS

The typical disposal process is as follows:-

- (a) Decision to dispose;
- (b) Estimate the value;
- (c) Factors to consider in disposal;
- (d) Select appropriate disposal method;
- (e) Obtain approval for disposal;
- (g) Effect disposal; and
- (h) Evaluate disposal process.

4. DECISION TO DISPOSE

Before any assets are disposed of, it is necessary to certify and approve that they are appropriate for disposal. Approval to commence the disposal process must be obtained from the relevant Departmental Director or Manager.

The common criteria for determining that goods may be suitable for disposal include:-

- (a) No longer required;
- (b) Unserviceable or beyond economic repair;
- (c) Technologically obsolete and operationally inefficient;
- (d) Surplus to current or immediately foreseeable needs; and/or
- (e) Part of an asset replacement program.

Once a decision has been made to dispose of an asset, the process is to be managed by Council's Director of Works and Operations.

5. VALUATION

An accurate valuation of the goods to be disposed of is important in selecting the most appropriate method of disposal. The value of a good is dependent on:-

- (a) The market; and
- (b) The perceived advantages of the good to buyers in the market.

Low sale value goods can be assessed by surveying the market. In the case of any goods that may have a high sale value, a registered valuer must provide an independent assessment and recommend the most appropriate means of disposal.

6. FACTORS FOR CONSIDERATION

Some important considerations to be made at the commencement of the disposal process are:

6.1 Conflict of Interest

- (a) Staff involved in disposal must disclose to the Director of Works and Operations actual or perceived conflicts of interest that may arise should they participate in the disposal process;
- (b) The Director of Works and Operations must record the disclosure and implement procedures for the management and control of the conflict including the withdrawal of the conflicted officer from the process.

6.2 Other Factors

Apart from monetary value, the following factors should be considered:

- (a) The market available for the goods;
- (b) Time considerations;
- (c) Council resources required to manage the disposal;
- (d) Costs associated with the different disposal methods, such as transport and administration costs:
- (e) The size, portability and number of goods; and
- (f) Benefits of the different disposal methods.

7. DISPOSAL METHODS

The disposal method chosen must be appropriate to the nature, quantity and location of goods, and promote fair and effective competition to the greatest extent possible. Where practical, a competitive disposal method should be selected, particularly for the disposal of high-value goods or large quantities of similar goods. Disposal methods authorised for use by Council are as follows:-

7.1 Public Tender

Tendering for the disposal of goods is to be conducted in accordance with the following principles as follows:-

- (a) Preparation of tender, including a list of the goods for sale, the conditions of the sale, the assessment criteria for evaluating offers, and a closing time and place.
- (b) Public advertisement of the sale in a manner most likely to capture the anticipated market. This may involve advertising locally or nationally and on the internet, in newspapers or trade magazines, etc. Include in the advertisement the conditions of sale and a clause stating that items will be sold, with any faults, at the buyer's risk.
- (c) Provide bidders with sufficient information to formulate a proper bid, including arrangements to inspect the goods if appropriate.
- (d) Ensure that bidders are dealt with equally, and that any changes or clarifications to the disposal arrangements are promptly communicated.
- (e) Close and evaluate tenders with the utmost probity.

- (f) Accept the tender that most closely meets the assessment criteria, provided it is considered reasonable.
- (g) Seek Council's endorsement of the decision.
- (h) Notify the successful tenderer in writing.
- (i) Notify the unsuccessful tenderers in writing, and provide them with the opportunity for a debriefing.

7.2 Public Auction

Public auction maximises the opportunity for public participation in the disposal process and is the appropriate method when:-

- (a) There is public demand for the items;
- (b) Alternative disposal methods are unlikely to realise higher revenue; and
- (c) The costs associated with the auction can be justified in relation to the expected revenue from the sale.

The process for conducting the auction should be:-

- (a) Obtain competitive quotes on a commission basis from potential auctioneers by advertising for expression of interest from auctioneers;
- (b) Select an auctioneer based upon:-
 - (i) The commission rates;
 - (ii) Whether the auctioneer is licensed;
 - (iii) Whether the auctioneer has adequate premises, at a suitable location;
 - (iv) The past performance and/or industry reputation of the auctioneer.
- (c) Prior to the auction ensure that each item or category of items has been valued, and where appropriate ensure that the auctioneer is aware of any reserve prices.

7.3 Expressions of Interest/Quotations

Council may determine to dispose of items by advertising for expressions of interest or quotations where:-

- (a) The items are of low value;
- (b) The costs of disposal are disproportionate to the expected returns; or
- (c) There is very limited interest.

The following process must be followed in the case of a negotiated sale:-

- (a) All stages of the negotiation process must be documented, including all discussions and agreements;
- (b) The Director of Works and Operations must certify that the accepted prices are fair and reasonable.

7.4 Trade-in

Trading in surplus goods can be an efficient means of disposal, and a convenient way to upgrade equipment such as motor vehicles. However, trade-in prices do not always provide the best return as the purchase price of an item not on a State Contract may have been inflated to offset the trade-in value offered by the supplier.

Any decision to trade-in surplus goods must be based on a clear analysis of the benefits of the trade-in as opposed to separate sale of the surplus goods. Council's Director of Works and Operations is responsible for obtaining this information and recommend whether or not to trade-in. This information shall be detailed in Council's Operational Plan, for all fleet vehicles, plant and equipment replacement schedules.

7.5 Sale or Transfer to Other Agencies

There may be occasions when Council may consider selling or transferring surplus goods to another Council or similar organisation, before offering them for sale on the open market. For example, it may decide to give surplus office furniture, fittings and equipment to a Section 355 Committee or a co-operative organisation in which Council is a participant. Authorisation by way of a Resolution at a Council Meeting is required before such a sale or transfer can be undertaken for a good that has a material dollar value.

7.6 Donation to Charities or Community Organisations

Council occasionally receives requests from community, charity or work creation organisations seeking the donation or concessional sales of surplus goods. At times Council may invite such organisations to submit proposals for the donation of surplus or obsolete goods.

The following factors must be considered in such cases:-

- (a) The revenue that could otherwise be realised through a sale or auction;
- (b) The costs of donation or disposal compared to the benefits;
- (c) The credibility and reputation of the charity or organisation.

However, the following processes must be followed once the decision is made:-

- (a) The cost of removing the goods should be borne by the recipient;
- (c) A receipt must be obtained from the recipient;
- (d) All records of the process must be retained for audit purposes.

7.7 Writing-off the Value of the Goods (Recycling or Destruction)

The value of an item may be written off and the item recycled or destroyed if it is deemed:-

- (a) To have no value;
- (b) To be unserviceable or beyond economical repair; or
- (c) That the disposal cost is higher than the likely return.

The process of writing-off an asset is as follows:-

- (a) An appropriately qualified person must certify that the item is unserviceable, is beyond economical repair, and has no scrap value;
- (b) The Finance and Administration Department must be informed that the item has been certified as unserviceable and it must be removed from the Asset Register;
- (c) The item must be destroyed or disposed of in appropriate manner, in compliance with any relevant environmental guidelines, and this action must be certified. The item is not to be retained by any Council employee for personal use.

7.8 Motor Vehicle Auctions

Unless there is a clear benefit to Council by either trading in or selling privately, the preferred method of disposal of motor vehicle should be by public auction under Government Contract arrangements (i.e. Pickles Auctions and Graysonline Auctions).

8. EFFECTING THE DISPOSAL

In effecting the disposal, the following procedures will be followed:-

8.1 Obtaining Approval

The decision to dispose of a good must be approved by the appropriately delegated person or persons:-

- (a) Goods Valued at \$20,000 or less the General Manager has the delegation to approve the disposal of goods valued under \$20,000.
- (b) Goods Valued over \$20,000 a report must be made to Council for its approval to dispose of goods valued at over \$20,000. This does not apply in the case of goods that are traded-in as this is part of the purchase arrangement and/or outdated and used plant and equipment.
 - In the cases of transfers to other agencies, sale to Council staff member or donation to community organisations, Council's approval by way of a Council Resolution must also be sought prior to the disposal being completed.
- (c) The above Clauses 8.1 (a) and (b) excludes Council motor vehicle and plant tradeins that are included in Council's Operational Plan.

8.2 Preparing Goods for Disposal

Staff involved in the disposal must check that goods to be disposed of do not contain material that is not intended for disposal. Examples of material that must be removed before disposal include:-

- (a) Stationary particularly printed stationery, which could be misused;
- (b) Software unauthorised transfer could breach license agreements;
- (c) Classified information contained on electronic media; i.e. CD, DVD, USB, file servers, laptops, PC computers, iPads, smart phones, mobile telephone devices, and portable hard drives;

- (d) Records, files, papers or whiteboards containing information which, if disclosed, could breach privacy legislation, and/or cause embarrassment or potential problems for Council;
- (e) Environmentally sensitive or hazardous stores; and
- (f) Council logos etc, from clothing and equipment.

8.3 Informing Interested Parties

Once an asset has been disposed of, it is the responsibility of the Director of Works and Operations to inform Council's Manager of Finance and Administration of the disposal so that the Council assets register and insurance policies are updated.

8.4 Buyers Risk

Irrespective of the disposal method applied, all prospective buyers must be advised in writing that items are disposed of, with any faults, at the buyer's risk. Buyers are to rely on their own inquiries regarding the condition and workability of the items.

9. EVALUATION

Each disposal action must be reviewed to see if it has achieved its desired outcome. In particular, the Director of Works and Operations should determine whether the disposals have:-

- (a) Achieved value for money;
- (b) Been carried out in a fair and effective manner; and
- (c) Whether the estimations of the value of the goods and the cost of administering the disposal were accurate.

10. NON-COMPLIANCE WITH THIS POLICY

Failure to comply with the terms of this policy may lead to disciplinary procedures being implemented against the responsible staff member. Any instances of corrupt conduct can lead to dismissal and/or criminal prosecution.

RELEVANT LEGISLATION AND COUNCIL POLICIES

The following legislation and Council policies relevant to the operation of this policy:-

- Local Government Act 1993;
- Local Government (General) Regulation 2005;
- Independent Commission against Corruption Act 1988 and ICAC Guidelines;
- NSW Ombudsman Act 1974;
- Government Information (Public Access) Act 2009 (GIPA);
- A New Tax System (Goods and Services Tax) Act 1999;
- Anti Discrimination Act 1977;
- Privacy and Personal Information Protection Act 1998;
- Environmental Planning and Assessment Act 1979;
- Work Health and Safety Act 2011;

- NSW State Records Act 1998;
- Trade Practices Act 1974;
- Crimes Act 1900;
- Tendering Guidelines for NSW Local Government 2009;
- NSW State Government Code of Practice for Procurement;
- Council's Code of Conduct;
- Council's Code of Business Practice;
- Disposal of Council Real Estate Policy;
- Designated Person Disclosing Interest Returns Policy;
- Complaints Management Policy;
- Grievance Policy;
- Disciplinary Policy;
- GIPA Policy;
- Fraud and Corruption Prevention Policy;
- Purchasing Acquisition of Goods and Services Policy;
- Delegations of Authority Policy; and
- Bribes, Gifts and Benefits Policy.

12. VARIATION

That Council reserves the right to vary the terms and conditions of this policy to ensure it meets the requirements of the relevant legislation.

POLICY IMPACT

Review of an existing Council policy.

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That -

Council adopts the reviewed Disposal of Council Assets Policy.

ATTACHMENTS

Finance and Administration - 21 September 2017

ITEM 11.6 Review of Disposal of Council Real Estate Policy

FILE REFERENCE 117/512

AUTHOR Director of Finance and Administration

ISSUE

Review of Disposal of Council Real Estate Policy.

RECOMMENDATION That -

1. Council adopts the reviewed Disposal of Council Real Estate Policy.

BACKGROUND

Nil

REPORT

POLICY:-	
Policy Title:	Disposal of Council Real Estate Policy
File Reference:	F10/618-04
Date Policy was adopted by Council initially:	13 July 2006
Resolution Number:	181/06
Other Review Dates:	15 December 2011 and 19 June 2014
Resolution Number:	477/11 and 171/14
Current Policy adopted by Council:	21 September 2017
Resolution Number:	XXX/17
Next Policy Review Date:	2020

PROC	EDURES/GUIDELINES	:-	
Date	procedure/guideline	was	
develo	ped:		N/A

Procedure/guideline reference number:	N/A
RESPONSIBILITY:-	
Draft Policy developed by:	Director of Finance and Administration
Committee/s (if any) consulted in the development of this Policy:	N/A

General Manager

Director of Finance and Administration

OBJECTIVE

Council has a number of properties that on occasions it may seek to dispose of by way of sale or by way of agreement with the tenant or a community organisation. This policy aims to provide a coherent, transparent and ethical method of disposing of Council properties.

1. POLICY STATEMENT

Responsibility for implementation:

Responsibility for review of Policy:

Land, buildings and real estate that is no longer needed by Council and for which Council has no long term plans of utilisation, may be disposed of. Disposal of such property provides one or more of the following benefits to Council:-

- (a) It earns immediate income for use in maintaining other assets;
- (b) It reduces operating costs, such as building or property maintenance, insurance, rates and depreciation expenses;
- (c) It prevents costs associated with the deterioration in the condition of an asset and remediation works:
- (d) It may increase the number of rateable properties in the Shire; and
- (e) It may provide land for economic development.

The disposal method chosen must promote fair and effective competition to the greatest possible extent, and disposals must be conducted in an ethical manner. The process of disposal is as important as the outcome as it reflects Council's level of commitment to fairness and equity.

2. APPLICATION

This policy applies to the disposal of all Council owned real estate. It does not cover the sale of land for recovery of unpaid rates as this is not Council owned land.

3. DEFINITIONS

3.1 Council Real Estate

Real estate means any freehold or leasehold property owned by Council, whether or not it is vacant land, business premises or residential property that is classified as "Operational Land".

3.2 Community Land

Community Land means land that is classified as "Community Land" under Chapter 6, Division 1 and 2, of Part 2, of the Local Government Act 1993.

Community Land classification reflects the importance of the land to the community because of its use or special features; i.e. includes crown land which Council is appointed as the Trustee, public parks and reserves are also examples of Community land. Community land is intended for public access and use, or where other restrictions applying to the land create an obligation to maintain public access (such as a trust deed or land dedication).

Community land dealings:-

- Council has no power to sell, exchange or otherwise dispose of community land;
- Council may grant a lease, or licence, or any other estate over the community land under certain provisions; and
- Council must have a Plan of Management for community land.

3.3 Operational Land

Operational Land means land that is classified as "Operational Land" under Chapter 6, Division 1, of Part 2, of the Local Government Act 1993.

Operational Land would ordinarily comprise land held as a temporary asset or as an investment, or land which facilitates the carrying out by Council of its functions, or land which may not be open to the general public, such as the Council's Works Depot. Operational Land has no special restrictions other than those that may apply to any piece of land and may be sold without the restrictions applied to Community Land.

4. THE DISPOSAL PROCESS

The typical disposal process is as follows:-

- (a) Council decision to dispose and inclusion in Council's Operational Plan.
- (b) Estimate the value.
- (c) Factors to consider in disposal.
- (d) Select appropriate disposal method.
- (e) Effect disposal process.
- (f) Evaluate disposal process.

4 (a) DECISION TO DISPOSE

Before any real estate is disposed of, it is necessary to obtain Council approval to proceed with the disposal. The proposed disposal must be included in Council's strategic planning public documents or a special report that covers the reasons for recommending disposal will be presented recommending a Council Resolution to dispose of real estate.

4 (b) VALUATION

All Council real estate offered for disposal, by whichever method, shall first be assessed by a Registered Real Estate Valuer and the assessment will determine the value of the asset. The valuation provided shall become the reserve price for the land, property or building asset.

The only exception to this requirement is situations where the price for lots has been fixed based on development costs and profit margins.

4 (c) FACTORS FOR CONSIDERATION

Considerations to be made at the commencement of the disposal process include:-

4.1.1 Conflict of Interest

- (a) Staff involved in the disposal must disclose to their Director and/or Manager the actual or perceived conflicts of interest that may arise should they participate in the disposal process;
- (b) The Director and/or Manager must record the disclosure and implement procedures for the management and control of the conflict. This is of prime importance where an alternate staff member is not available to perform the disposal activity.

4.1.2 Other Factors

Apart from monetary value, the following factors must be considered:-

- (a) The current conditions in the property market;
- (b) Time considerations;
- (c) Council resources required to manage the disposal;
- (d) Costs associated with the different disposal methods, such as auctioneer's costs, administration costs etc;
- (e) Benefits of the different disposal methods;
- (f) Whether Council has an existing tenant occupying the property; and
- (g) Any encumbrance or caveat on the land.

4 (d) DISPOSAL METHODS

The disposal method chosen must be appropriate to the situation, and promote fair and effective competition to the greatest extent possible. Where practical, a competitive disposal method should be selected.

Disposal methods authorised by Council are:-

4.2.1 Public Tender

Tendering for the disposal of real estate is to be conducted as follows:-

- (a) Preparation of tender, including a list of the properties for sale, the conditions of the sale, the assessment criteria for evaluation of offers, and a closing time and place.
- (b) Public advertisement of the sale in a manner most likely to capture the anticipated market. This may involve advertising locally or nationally and on the internet, in newspapers or trade magazines, etc.
- (c) Provide bidders with sufficient information to formulate a proper bid, including arrangements to inspect the property.
- (d) Ensure that bidders are dealt with equally, and that any changes or clarifications to the disposal arrangements are promptly communicated.
- (e) Close and evaluate tenders with the utmost probity in accordance with Tendering Guidelines and Regulations, the Local Government Act 1993 and Council related policies.
- (f) Accept the highest tender, wherever possible, provided that it meets or exceeds the reserve price.
- (g) Should the reserve price not be attained by tendering, a sale can be effected by either:-
 - (i) Revising the reserve price, or
 - (ii) Negotiating with the highest tenderer.
- (h) Seek Council endorsement of the decision.
- (i) Notify the successful tenderer in writing.
- (j) Notify the unsuccessful tenderers in writing.
- (k) Notify any existing tenants, if applicable.

4.2.2 Public Auction

Public auction maximises the opportunity for public participation in the disposal process and is the appropriate method when:-

- (a) There is a high level of public interest in the properties being offered;
- (b) Alternative disposal methods are unlikely to realise higher revenue; and
- (c) The costs associated with the auction can be justified in relation to the expected revenue from the sale.

The process for conducting the auction should normally be:-

- (a) Obtain competitive quotes on a commission basis from potential real estate agents and auctioneers; or
- (b) Advertise for expressions of interest from registered real estate agents and auctioneers;
- (c) Select a real estate agent or auctioneer based upon:-
 - (i) The commission rates:
 - (ii) Whether the auctioneer and agent is licensed;
 - (iii) The past performance and/or industry reputation;
 - (iv) The relevant experience (i.e. years, sales) meets the selection criteria.
- (d) Prior to the auction ensure that the auctioneer is aware of the reserve price.

4.2.3 Sale at a pre-determined or negotiated price

This covers situations where Council is selling land that has been developed for the purpose of resale, such as land subdivisions:-

- (a) The land and prices will be publicly advertised;
- (b) Offers to purchase will be received at any time in writing and must be accompanied by a non-refundable deposit;
- (c) Offers lower than the advertised price will be considered by Council; in accordance with Council's Schedule of Fees and Charges current at the time of the sale;
- (d) Any decision to sell must be approved by Resolution of Council.

4.2.4 Sale or Transfer to Other Agencies

There may be occasions when Council may consider selling or transferring real estate to a community or charity organisation that is currently the tenant of that property.

The following factors must be considered in such cases:-

- (a) The revenue that could otherwise be realised through a sale or auction;
- (b) Savings in maintenance, insurances, rates, etc. that may be made;
- (c) The costs of donation or disposal compared to the benefits;
- (d) The credibility and reputation of the charity or organisation.

The following processes must be followed:-

- (a) The cost of the property transfer must be borne by the recipient;
- (b) All records of the process must be retained for audit purposes;
- (c) Council's contribution must be acknowledged by the recipient.

4.2.5 Sale or Transfer by Private Treaty

There may be occasions when Council may consider selling or transferring land by means of a private treaty.

The following processes must be followed:-

- (a) The cost of the land transfer must be borne by the recipient;
- (b) All records of the process must be retained for audit purposes.

4 (e) EFFECTING THE DISPOSAL

In effecting the disposal of Council real estate, the following procedure will be followed:-

4.3.1 Obtaining Approval

The decision to accept an offer to purchase a Council property must be approved by the General Manager and a Resolution made at Council Meeting.

4.3.2 Property Transfer Costs

In general, property transfer and legal costs will be borne by the purchaser unless otherwise specified. On occasions the costs may be shared if the value of the property being transferred is high.

4.3.3 Informing Interested Parties

It is the responsibility of the relevant Departmental Director to inform the Director of Finance and Administration that a property has been disposed of, so that Council's insurers can be advised, and Council's Asset Register and Land Registers are updated.

4 (f) EVALUATION

Each disposal of real estate must be reviewed to see if it has achieved its desired outcome. In particular it should determine whether the disposals have:-

- (a) Achieved value for money;
- (b) Been carried out in a fair and effective manner;
- (c) Achieved a profit margin for each disposal;
- (d) Whether the valuation/s and the cost of administering the disposal were accurate; and
- (e) Adhered to tendering guidelines and Council policies.

5. NON-COMPLIANCE WITH THIS POLICY

Failure to comply with the terms of this policy may lead to disciplinary procedures being implemented against the responsible staff member. Any instances of corrupt conduct can lead to dismissal and/or criminal prosecution.

6. RELEVANT LEGISLATION AND COUNCIL POLICIES

- Local Government Act 1993;
- Local Government (General) Regulation 2005;
- NSW State Records Act 1998;
- Privacy and Personal Information Protection Act 1998;
- Government Information (Public Access) Act 2009;
- Environmental Planning and Assessment Act 1979;
- Independent Commission against Corruption Act 1988;
- Ombudsman Act 1974;
- Trade Practices Act 1974;
- A New Tax System (Goods and Services Tax) Act 1999;
- Roads Act 1993:
- Work Health and Safety Act 2011;
- Anti Discrimination Act 1977;
- NSW Crimes Act 1900:
- Tendering Guidelines for NSW Local Government 2009;
- Designated Person Disclosing Interests Returns Policy;
- Council's Code of Conduct;
- Council's Code of Business Practice;
- Council's Integrated Plans; including Community Strategic Plan, Resourcing Strategy, Delivery Program and Operational Plan;
- Fraud and Corruption Prevention Policy;
- Purchasing Acquisition of Goods and Services Policy;
- Bribes, Gifts and Benefits Policy:
- Disciplinary Policy;
- Complaints Management Policy; and
- Disposal of Council Assets Policy.

7. VARIATION

That Council reserves the right to vary the terms and conditions of this policy to ensure it meets the requirements of the relevant legislation.

POLICY IMPACT

Review of an existing Council policy.

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

Council adopts the reviewed Disposal of Council Real Estate Policy.

ATTACHMENTS

12 GENERAL MANAGER

The following items are submitted for consideration -

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General Manager - 21 September 2017

ITEM 12.1 Staffing Matters

FILE REFERENCE 117/485

AUTHOR General Manager

ISSUE

Providing details in relation to current staffing matters for Councillors' information.

RECOMMENDATION That -

1. Council receive and note the report as information.

BACKGROUND

Providing information to Councillors in relation to current staffing matters, including recent resignations and appointments.

REPORT

The vacant position of Plant Operator - Truck Driver/Water Cart, based in Gunning, was advertised internally on Friday, 28 July 2017 with applications closing on Friday, 11 August 2017. Interviews were undertaken on Tuesday, 22 August 2017. Brian Hansen was offered and has accepted the position as Plant Operator - Truck Driver/Water Cart with Council, and he commenced duties on Friday, 1 September 2017.

The vacant position of Skilled Labourer – Bridge Gang, based in Crookwell, was advertised internally on Friday, 28 July 2017 with applications closing on Friday, 11 August 2017. Interviews were undertaken on Tuesday, 22 August 2017. Mark Gergely was offered and has accepted the position as Skilled Labourer – Bridge Gang with Council, and he commenced duties on Friday, 1 September 2017.

Council have engaged the services of Ms Clare Brien as a contracted Grants Officer for 2 days per fortnight, she commenced duties on Wednesday, 9 August 2017.

Performance reviews for all staff members for 2016/2017 have commenced with 85% of staff completed as at 8 September 2017.

POLICY IMPACT

Nil

OPTIONS

General Manager STAFFING MATTERS cont'd

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That -

1. Council receive and note the report as information.

ATTACHMENTS

General Manager - 21 September 2017

ITEM 12.2 Election of Deputy Mayor (Section 231, Local Government

Act, 1993)

FILE REFERENCE 117/487

AUTHOR General Manager

ISSUE

The election for the position of Deputy Mayor is to be undertaken in accordance with Schedule 7 of the Local Government (General) Regulation 2005.

RECOMMENDATION That –

- 1. Council determine the method of election, being either by preferential ballot, by ordinary ballot or by open voting.
- 2. The Mayor declares the successful Councillor elected as Deputy Mayor.

BACKGROUND

The annual election for the position of Deputy Mayor is to be undertaken in accordance with Schedule 7 of the Local Government (General) Regulation 2005.

REPORT

A nomination form has been provided to all Councillors and should be delivered or sent to the General Manager up until the time of the election to be held on Thursday, 21 September 2017 at approximately 6.00pm.

If only one Councillor is nominated, then that Councillor is elected.

If more than one Councillor is nominated, the Council is to resolve whether the election is to proceed by preferential ballot, by ordinary ballot or by open voting.

Clause 3 of Schedule 7 of the Local Government (General) Regulation 2005 also makes it clear that "ballot" has its normal meaning of secret ballot.

The following recommendation has been prepared on the basis that more than one Councillor is nominated for the position of Deputy Mayor.

POLICY IMPACT

General Manager ELECTION OF DEPUTY MAYOR (SECTION 231, LOCAL GOVERNMENT ACT, 1993) cont'd

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

- 1. Council determine the method of election, being either by preferential ballot, by ordinary ballot or by open voting.
- 2. The Mayor declares the successful Councillor elected as Deputy Mayor.

ATTACHMENTS

General Manager - 21 September 2017

ITEM 12.3 Council Agenda Format and Committees Structure

FILE REFERENCE 117/488

AUTHOR General Manager

ISSUE

Providing details regarding a review of the existing Meeting Format, Committee Structures, the current Committee memberships and representations/delegations.

RECOMMENDATION That –

- 1. Council adopts Schedule A as the Agenda for the business of the Ordinary Meeting of Council.
- 2. Council adopts Schedule B as being appropriate for the various Committee structures, current Committee memberships and appointment of representations/delegates.
- 3. Council appoints the below-mentioned Committees in accordance with Clause 260 of the Local Government (General) Regulation 2005.

BACKGROUND

Providing details regarding a review of the existing Meeting Format, Committee Structures, the current Committee memberships and representations/delegations.

REPORT

Clause 260 of the Local Government (General) Regulation 2005 provides details with respect to the appointment or election of Committees by the Council.

Council may also exercise its functions in accordance with Section 355(b) of the Local Government Act, 1993, by appointing a Committee of Council by the Council's powers of delegation in accordance with Section 377 of the Act.

Council is required to appoint delegates to various Committees and other community organisations and groups. Some of the Council appointments to the organisations are for the duration of the Council, whilst others are reviewed on an annual basis.

Council has previously appointed the below-mentioned Committees in accordance with Clause 260 of the Local Government (General) Regulation 2005.

Attached below are revised Schedules A and B in respect of Councils Code of Meeting Practice. These schedules have been prepared to include the existing Meeting Format, Committee Structure, the current Committee membership and representation/delegations.

To bring the Committee Structure and the current Committee membership up to date, there may well be changes to Council delegates to the various Committees that will be required. Council will need to consider and resolve the same.

Council holds Community Outreach Meetings (on an as needs basis) in October/November and/or March/April each year, at community based locations, for residents within and surrounding the villages of Crookwell, Gunning, Taralga, Collector, Bigga and the locality of Big Hill, with an aim to obtaining information on items recommended for inclusion in the Draft Operational Plan, as part of the public consultation process. Council meets with the local community from 5.00pm till 7.00pm and discusses projects and issues pertinent to the local community.

SCHEDULE A

AGENDA

Ordinary Council Meetings

Ordinary meetings of Council shall normally be held on the third Thursday of each month (excluding January) commencing at 9.00am (unless otherwise resolved by Council), adjourning for a meal break at 1.00pm and reconvening at 2.00pm, if necessary.

The business of the Ordinary Meeting of Council shall be:

- 1. Apologies and Leave of Absence
- 2. Citizenship Ceremonies
- 3. Declarations of Interest
- 4. Confirmation of Ordinary Meeting Minutes
- 5. Mayoral Minutes
- 6. Presentations to Council/Public
- 7. Correspondence
- 8. Late Correspondence
- 9. Reports from Environment & Planning
- Reports from Works & Operations
- 11. Reports from Finance & Administration

- 12. Reports from the General Manager
- 13. Late Reports
- 14. Reports from Other Committees, Section 355 Committees and Delegates
- 15. Business without Notice
- 16. Notices of Motion
- 17. Questions with Notice
- 18. Closed Council Reports.
- 19. Late Closed Council Reports

The correspondence reported to Council in the Business Paper shall generally be the cover sheet, introduction/precis of the matter, with the whole document tabled at such meeting.

SCHEDULE B

COMMITTEES AND COUNCILLOR MEMBERSHIP

Audit, Risk & Improvement Committee

Function:

The Audit, Risk & Improvement Committee will act as an advisory Committee to Council. The primary role of the Committee is to assist Council in the effective operation of its responsibilities for financial reporting, risk management, investments, governance, to maintain and review the internal control systems and to facilitate the organisation's ethical development. The Audit, Risk & Improvement Committee will liaise with Council's external auditor and internal auditor to facilitate achieving the organisational goals and maintaining efficient work practices.

Council Delegates: - Clr Culhane, Clr Wheelwright and Clr Searl.

Staff Representation (non-voting): - General Manager, Director of Finance & Administration and Manager of Finance & Administration.

Community Representation: Mr William Martin, Mr Malcolm Barlow and Mr Denis Marshall.

Meets: Quarterly.

Minute Secretary: Management Accountant.

Code of Conduct Committee/Sole Conduct Reviewers

Function:

The following are the objectives for the Code of Conduct Committee –

- ➤ Give consideration to any complaints that may be received by or from Council in respect to corrupt conduct, maladministration and waste of public resources.
- > Investigate such complaints and then report upon the findings of such complaints.
- ➤ Maintain close liaison with the NSW Ombudsman and the Independent Commission Against Corruption.
- Advise any complainants of the outcome of such investigation.

In accordance with the "Procedures for the Administration of the Model Code of Conduct", Council must by resolution establish a panel of conduct reviewers. Council may by resolution, enter into an arrangement with one or more other Councils to share a panel of conduct reviewers.

At the Council Meeting held on 17 August 2017 under resolution no. 255/17 Council resolved that Council in accordance Clause 6.2 (b) of the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW, utilise the NSW Procurement Prequalification Scheme – Performance and Management Services (Sub-category 4e Investigation Services) suppliers list as the appointed new panel of conduct reviewers.

Panel of Conduct Reviewers/Sole Conduct Reviewer: Selected from the NSW Procurement Prequalification Scheme – Performance and Management Services (Sub-category 4e Investigation Services) suppliers list, as required.

Council Delegates: Nil.

Meets: As and when required.

Minute Secretary: Executive Assistant.

Consultative Committee

Function:

To provide a forum for consultation between Council and its employees to positively co-operate in the implementation of award restructuring and ensuing workplace reform to enhance the efficiency and productivity of the Council and to provide employees with access to career opportunities and more fulfilling, varied and better paid jobs.

In an advisory capacity only, to consider:

- > Commitment to equal employment opportunity principles.
- New work function descriptions.
- Organisation structure.
- Personnel policies and practices and employment arrangements.
- Work and Management practices and employment arrangements.
- Skills audit and job analysis.
- Council competency standards for progression within the skills based award.
- Multi-skilling opportunities.
- New career paths within the terms of the skills-based award.
- Council agreements which may include such items as:-
 - hours of work:
 - training;
 - performance;
 - local conditions:
 - salary points; and
 - work practices.

Minute Secretary: Executive Assistant

Council Membership: Clr Searl - has observer status only as this is an operational committee (Clr Culhane as alternate observer).

Meets: First Monday bi-monthly at 10.30am.

Other Representation: David Scott (Chair), Susie Pearman, Chris Wray, Michael Wilson, Rodney Stephenson (LGEA), Brian Smithers (DEPA), General Manager, Director of Environment & Planning, Director of Works & Operations, Manager of Finance & Administration, Human Resource Coordinator (Management).

<u>Performance Review Committee - General Manager</u>

Function:

- To assess the performance of the General Manager against agreed objectives and performance criteria.
- Council is in compliance with Circular 07-52 from the Director General of the Department of Local Government directing that the whole process of performance management be delegated to a Performance Review Panel, including decisions about performance, any actions that should be taken, and the determination of the new performance agreement.
- ➤ Whilst the Council can undertake the performance management of its General Manager, it delegates this task to the Performance Review Panel.
- ➤ It is Council practice to enable Councillors not on the Panel to provide feedback to the Mayor in the week prior to each performance review.
- ➤ The Performance Review Panel provides a superior forum for constructive discussion and feedback.
- > The result of the Performance Review will be reported to a closed meeting of Council.
- As per the Department of Local Government Circular 07-52 direction, the report in the closed meeting of Council is not to be an opportunity to debate the results, or re-enact the performance management of the General Manager.

Council Delegates: The Mayor, Deputy Mayor, Clr O'Brien and Clr Vacant.

Meets: Annually (each February).

Tenders Committee

Council Delegates: - All Councillors (Mayor as Chair).

Staff Representation: - General Manager and the appropriate Directors.

Meets: As and when required.

Minute Secretary: Executive Assistant.

Other Staff Involved: Director of Works & Operations, Director of Environment & Planning, Director of Finance & Administration, Manager of Finance & Administration, Manager of Works, Manager of Operations, Plant Superintendent, Manager of Environment & Planning and Manager of Noxious Weeds (as required).

Traffic Committee

Function:

Primarily a technical review committee that advises Council on traffic related matters in the Upper Lachlan Shire Council area.

<u>Note:</u> Where Council decides to act contrary to the Traffic Committee advice, written notification must be provided to the Roads and Maritime Service and to the NSW Police Force with no further action taken within 14 days from the date of written notification.

Council Delegate: Clr McCormack; (Clr Searl and Clr Cummins as alternate representatives).

Meets: Quarterly

Minute Secretary: Engineering Executive Assistant

Other Representation: RMS representative (1), Police Representative (1) and Local Members Representatives (2).

Other Staff Involved: Director of Works & Operations, Manager of Works, WHS Coordinator, and Assets & Risk Management Coordinator (as required).

Workplace Health and Safety Committee

Function:

In an advisory capacity to:

- ➤ Keep under review the measures taken to ensure the health and safety of the persons at the place of work;
- Investigate any matter at the place of work which a member of the Committee or a person employed there at considers is not safe or is a risk to health, and which has been brought to the attention of the employer;
- Attempt to resolve any such matter but, if it is unable to do so, shall request an inspector under the associated work health and safety legislation to undertake an inspection of the place of work for the purpose;
- Assist in the development of an appropriate recording system of accidents and hazardous situations in respect of the place of work;
- Assist in the development of safe working environment and safe systems of work;
- Monitor the measures taken to ensure the proper use, maintenance and, if necessary, replacement of equipment considered likely to create hazardous situations;
- Make such recommendations as it thinks appropriate to ensure the health and safety of persons at that place of work.

Council Membership: Clr Searl - has observer status only as this is an operational committee (Clr Culhane as alternate observer).

Meets: First Monday bi-monthly at 9.30am.

Minutes Secretary: Executive Assistant.

Other Representation: M Wilson - Chair (Works Staff), S Poidevin (Works Staff), S Hassett (Engineering Assistant), S Roberts (Works Staff), S Bill (Noxious Weeds), P Cramp (Workshop), T Besley (Store), K Kara (Human Resources Coordinator), B Churchill (WH&S Coordinator), General Manager (Management) and Manager of Works (Management).

SECTION 355 COMMITTEES

Bigga Memorial Hall Committee

Functions of the Committee: The care, control and management of the Bigga Memorial Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Wheelwright.

Staff Representation: Director of Environment & Planning (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Binda Cemetery Committee

Functions of the Committee: The care control and management of the Binda Cemetery in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Wheelwright.

Staff Representation: Director of Works & Operations (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Binda Hall Committee

Functions of the Committee: The care control and management of the Binda Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Wheelwright.

Staff Representation: Director of Environment & Planning (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Breadalbane Community Hall Committee

Functions of the Committee: The care, control, management and organisation of the Breadalbane Community Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl.

Staff Representation: Director of Environment & Planning (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Building Review Committee

Functions of the Committee: To provide recommendations to Council on options for possible locations for a new Community and Civic Centre and the possible relocation of the Works Depot in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegates: Clr Opie, Clr Cummins and Clr Searl.

Staff Representation: - General Manager, Director of Works & Operations, Director of Environment & Planning and Director of Finance & Administration.

Community Representation: Mr Jerome Rowley, Mr Peter Mayoh and Mr Sean Proudman.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Collector Oval Committee

Functions of the Committee: The care, control, management and organisation of the Collector Oval in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl.

Staff Representation: Director of Works & Operations (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Collector Pumpkin Festival

Functions of the Committee: The care, control, management and organisation of the Collector Pumpkin Festival in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl and Clr Opie (as alternate representative).

Staff Representation: Tourism Manager and Tourism Officer (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Collector Wind Farm Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegate: Mayor and Clr Searl (as alternate representative).

General Manager

COUNCIL AGENDA FORMAT AND COMMITTEES STRUCTURE cont'd

Staff Representation: General Manager and Director of Environment & Planning (as alternate representative).

Community Representation: Two vacancies (EOI's yet to be advertised).

Wind Farm Representation: To be announced (Collector Wind Farm representative).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Community Technology Centre Committee

Functions of the Committee: The care, control, management and organisation of the Community Technology Centres in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Opie.

Staff Representation: - Director of Finance & Administration.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Crookwell Christmas in the Park Committee

Functions of the Committee: The care, control, management and organisation of the Crookwell Christmas in the Park function in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr O'Brien and Clr Kensit.

Staff Representation: - Director of Finance & Administration (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy

Crookwell & District Arts Council

Functions of the Committee: The care, control, management and organisation of the Crookwell Arts Council in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: CIr Kensit.

Staff Representation: - Director of Finance & Administration (as required).

Meets: Monthly.

Crookwell & District Historical Society

Functions of the Committee: The care control and management of the history of the Crookwell portion of the area in accordance with the requirements of the Local

Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Culhane and Clr Kensit.

Meets: Second Thursday of each month.

Crookwell II & III Wind Farms Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegates: Clr Culhane and Clr Cummins (as alternate representative).

Staff Representation: General Manager and Director of Environment & Planning (as alternate representative).

Community Representation: Two vacancies (EOI's yet to be advertised).

Wind Farm Representation: To be announced (Crookwell II Wind Farm representative).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Crookwell Potato Festival Committee

Functions of the Committee: The care, control, management and organisation of the annual Crookwell Potato Festival in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any budget that is voted by Council annually.

Council Delegate: Clr Opie and Clr Culhane (as alternate representative).

Staff Representation: - Tourism Manager and Tourism Officer.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Crookwell Memorial Hall Committee

Functions of the Committee: The care, control and management of the Crookwell Memorial Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council. Responsibility for the care, control and management of the Crookwell Memorial Hall for a period of five years from 1 September 2008 in accordance with the Management arrangement with Council.

Council Delegate: Clr O'Brien.

Staff Representation: - Director of Environment & Planning and Manager of Library Services (as required).

Meets: Bi-monthly

Cullerin Wind Farm Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegates: Mayor and Clr Searl (as alternate representative).

Staff Representation: General Manager and Director of Environment & Planning (as alternate representative).

Community Representation: Mrs J Boyce and one vacancy (EOI's yet to be advertised).

Wind Farm Representation: Ms Katrina Nelson (Cullerin Wind Farm representative) and Mrs Rachael Foley (as alternate representative).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Dalton Power Station Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegate: Mayor and Clr Searl (as alternate representative).

Staff Representation: Director of Environment & Planning (where required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Economic Development Task Force Committee

Function: To consider and improve economic development strategies for the Upper Lachlan Shire, to act as an umbrella group for other organisations in the Shire with the Taskforce's aims being:

- To work closely with Shire staff and Council, especially the Environment and Planning Department via the Economic Development Officer.
- To develop and pursue strategies to improve the services, infrastructure and lifestyle of the shire.
- To increase the job opportunities in the Shire allowing existing businesses to be successful and expand.
- To increase the population of the shire in a controlled manner by promoting the residential qualities, relaxed lifestyle and attractiveness of the area.
- To identify, plan and attract professionals, businesses and light industry to the Shire.
- To build on the Shire's rural strengths.

General Manager

COUNCIL AGENDA FORMAT AND COMMITTEES STRUCTURE cont'd

Council Delegates: Clr Culhane, Clr Stafford and Clr Opie

Staff Representation: Economic Development Officer and Director of Environment & Planning (where required).

Community Representation: Mr Andrew Linder, Mrs Peta Luck and Mr David Johnson.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Gullen Range Wind Farm Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegate: Mayor or Clr Culhane (as alternate representative).

Staff Representation: General Manager and Director of Environment & Planning (as alternate representative).

Community Representation: Mr Floyd Davies and Mr David Johnson.

Goulburn Mulwaree Representation: Mrs Louise Wakefield.

Wind Farm Representation: Mr Derek Powell (Gullen Range Wind Farm representative).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Gunning & District Historical Society

Functions of the Committee: The care control and management of the history of the Gunning portion of the area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Searl.

Meets: Fourth Thursday of each month.

Gunning Courthouse Management Committee

Functions of the Committee: The care, control, management and organisation of the Gunning Courthouse Centre in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl.

Other Staff Involved: Director of Environment & Planning (when required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Gunning Golf Club Management Committee

Functions of the Committee: The care, control, management and organisation of the Gunning Golf Club in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl.

Staff Representation: Director of Works & Operations (where required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Gunning Shire Hall and Showground Precinct Advisory Committee

Functions of the Committee: To provide advice with respect to the care, control, management and organisation of the Gunning Shire Hall and Showground Precinct in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl.

Staff Representation: Director of Works & Operations and Director of Environment & Planning (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Pye Cottage Precinct Committee

Functions of the Committee: To provide advice with respect to the care, control, management and organisation of the Pye Cottage and Precinct in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Searl.

Staff Representation: Director of Works & Operations and Director of Environment & Planning (as required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Rye Park Wind Farm Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegate: Mayor or Clr Wheelwright (as alternate representative).

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Staff Representation: General Manager and Director of Environment & Planning (as alternate representative).

Community Representation: Two vacancies (EOI's yet to be advertised).

Wind Farm Representation: To be announced (Rye Park Wind Farm representative).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Sporting Fields Committee

Function: To advise Council on matters involving the use, maintenance and improvement of Sporting Fields throughout the Upper Lachlan Shire.

Council Delegates: Clr Culhane (Chair), Clr O'Brien, Clr Stafford and Clr Opie.

Minute Secretary: Engineering Executive Assistant.

Staff Representation: Manager of Works and Parks & Gardens Supervisor, Director of Works & Operations (where required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Stonequarry Cemetery Committee

Functions of the Committee: The care control and management of the Stonequarry Cemetery in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Stafford.

Staff Representation: Director of Works & Operations (where required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Taralga War Memorial Hall Committee

Functions of the Committee: The care, control, management and organisation of the Taralga Memorial Hall in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any funds that may be voted by Council from time to time.

Council Delegate: Clr Stafford.

Staff Representation: Director of Environment & Planning (when required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Taralga Wind Farm Community Enhancement Fund Committee

Function: To provide recommendations to Council prioritising available project funding involving the Community Enhancement Program for the benefit of the eligible target community.

Council Delegate: Mayor or Clr Stafford (as alternate representative).

Staff Representation: General Manager and Director of Environment & Planning (as alternate representative).

Community Representation: Mr Brian Moloney and Mr Craig Croker.

Wind Farm Representation: Mr Derek Dymond.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Tony Foley Memorial Gunning District Community Centre Committee

Functions of the Committee: The care control and management of the Tony Foley Memorial Gunning District Community Centre in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Searl.

Staff Representation: Director of Environment & Planning (where required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Tuena Hall and Recreation Area Committee

Functions of the Committee: The care control and management of the Tuena Hall and Recreation Area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Wheelwright.

Staff Representation: Manager of Works (where required).

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Upper Lachlan Access Committee

Functions of the Committee: Provide input to Council on access issues and to assist with the ongoing development of the Disability Action Plan.

Council Delegate: Clr Searl, Clr Opie and Clr Wheelwright (as alternate representative).

Minute Secretary: Engineering Executive Assistant.

Staff Representation: Director of Works & Operations and Director of Environment & Planning (where required).

Meets: Quarterly

Upper Lachlan Australia Day Committee

Functions of the Committee: The Australia Day Committee will be responsible for the co-ordination of the official Australia Day celebrations across the Upper Lachlan Shire. Subject to the Australia Day Guidelines the Committee's responsibilities in respect of this event are as follows:

- a) The Committee will: organise the Ambassador, provide recommendations to Council on the annual Australia Day Awards and be responsible for expenditure as per Operational Management plan allocation.
- b) The Council will: be responsible for any administrative assistance to the Committee and be responsible for funding as per the management plan for the current year

Council Delegates: Clr Kensit, Clr Stafford, Clr O'Brien and Clr Searl (as alternate representative).

Minute Secretary: Executive Assistant.

Staff Representation: - Director of Finance & Administration.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

Upper Lachlan Tourist Association

Functions of the Committee: The care control and management of the tourist function of the Upper Lachlan area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegates: Clr Searl, Clr Opie, Clr Stafford and Clr Kensit.

Staff Representation: Tourism Manager.

Meet: Second Monday bi-monthly at 1.00pm.

Other Staff Involved: Director of Finance & Administration and Manager of Finance and Administration (as alternate delegate).

Youth Council (YA'MAD)

Functions of the Committee: The care, control, management and organisation of the Upper Lachlan Shire Youth Council in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within any budget that is voted by Council annually.

General Manager

COUNCIL AGENDA FORMAT AND COMMITTEES STRUCTURE cont'd

Council Delegate: Clr Kensit.

Staff Representation: - Economic Development Officer.

Meets: As required as per Upper Lachlan Shire Council Sec 355 Committee Policy.

<u>COUNCIL DELEGATES/REPRESENTATIONS (OTHER THAN COUNCIL COMMITTEES)</u>

CBRJO

Objective: To advocate on agreed regional positions and priorities for South East NSW whilst providing a forum for regional cooperation and resource sharing and nurturing investment and infrastructure development.

Membership: Bega Valley Shire Council, Eurobodalla Shire Council, Goulburn Mulwaree Council, Hilltops Council, Queanbeyan-Palerang Regional Council, Snowy Monaro Regional Council, Upper Lachlan Shire Council, Yass Valley Council and the ACT Government.

Council Delegate: Mayor

Staff Representation: General Manager

Meets: Quarterly

CENTROC

Objective: To advocate on agreed regional positions and priorities for Central NSW whilst providing a forum for facilitating regional cooperation and sharing of knowledge, expertise and resources effectively nurturing sustainable investment and infrastructure development.

Membership: Bathurst Regional Council, Blayney Shire Council, Cabonne Council, Cowra Shire Council, Forbes Shire Council, Hilltops Council, Lachlan Shire Council, Lithgow City Council, Oberon Shire Council, Orange City Council, Parkes Shire Council, Upper Lachlan Shire Council, Weddin Shire Council and Central Tableland Water County Council.

Council Delegate: Mayor

Staff Representation: General Manager

Meets: Quarterly

Collector Community Association

Council Delegate: Clr Searl.

Meets: Monthly

Collector Wind Farm Community Consultative Committee

Council Delegate: Mayor and Clr Searl (as alternate representative).

Meets: As required.

Crookwell Community Consultation Committee (Health)

Council Delegate: Clr Kensit and Clr Culhane (as alternate representative).

Meets: Fourth Tuesday of each month at 2.00pm.

Goulburn-Crookwell Rail Trail Working Party

Council Delegate: Clr Culhane

Staff Representative: Director of Works & Operations, Economic Development

Officer and Tourism Manager.

Meets: As required

Gullen Range Wind Farm Community Consultative Committee

Council Delegate: Clr Culhane and Clr Wheelwright (as alternate representative).

Meets: As required.

Gunning District Association

Council Delegate: Clr Searl.

Meets: Monthly

Gunning District Community and Health Service Inc Management Committee

Council Delegate: Clr Opie.

Meets: Monthly

Gunning Wind Farm Community Enhancement Program Advisory Group

Council Delegate: Mayor.

Staff Representation: General Manager.

Meets: As required.

Kiamma Creek Landcare Group

Council Delegate: Clr Cummins.

Meets: Quarterly

Local Government NSW (LGNSW)

Objective: To promote the interests of Metropolitan, Rural and Urban Councils at a divisional level.

Membership: All Councils in NSW.

Council Delegate: Mayor

Staff Representation: General Manager

Meets: As required.

Rye Park Wind Farm Community Consultative Committee

Council Delegate: Clr Wheelwright and Clr Culhane (as alternate representative).

Meets: As required.

South East Australian Transport Strategy Inc (SEATS)

Objective: To stimulate and facilitate investment in transport and infrastructure in south eastern NSW, eastern Victoria and the ACT.

Council Delegate: Clr Wheelwright and Clr Opie (as alternate representative).

Staff Representation: Director of Works & Operations

Meets: Quarterly

South East Sports Academy (SESA)

Council Delegate: Mayor

Meets: Quarterly

Southern Tablelands Bush Fire Management Committee

Council Delegate: Clr Wheelwright and Clr Culhane (as alternate representative).

Meets: Quarterly

Staff Representation: Manager of Operations.

Note: This Committee is a statutory Committee appointed under the Rural Fires

Act.

Southern Tablelands Library Cooperative

Council Delegates: Clr Searl, Clr Culhane and Director of Finance & Administration (as alternate representative).

Meets: Annually (or as required).

Southern Tablelands Regional Arts Board

Council Delegates: Clr Kensit and Tourism Manager.

Meets: Quarterly

Staff Representation: Director of Finance & Administration (when required).

Southern Tablelands (Rural Fire Services) Zone Liaison Committee

Council Delegate: Clr Wheelwright and Clr Culhane (as alternate representative).

Staff Representation: Manager of Operations

Meets: Quarterly

Taralga & District Historical Society

Functions of the Committee: The care control and management of the history of the Taralga portion of the area in accordance with the requirements of the Local Government Act and Regulations, 1993, Council policies and within the funds voted by Council.

Council Delegate: Clr Stafford.

Meets: As required

Upper Lachlan Joint Regional Planning Panel

Function: To determine designated development applications and other development applications as prescribed.

Council Delegate: Clr Cummins and Clr Culhane.

Staff Delegate: Director of Environment & Planning.

Meets: As required.

Upper Lachlan Local Emergency Management Committee

Function:

- ➤ To develop and maintain a Consequences Management Guide (CMG) for Upper Lachlan Shire.
- To review local emergency service organisational and functional area plans.

General Manager

COUNCIL AGENDA FORMAT AND COMMITTEES STRUCTURE cont'd

- Produce specific local hazard management plans if appropriate.
- Arrange emergency management training for individuals, including individuals employed in emergency service organisations and functional areas.
- Arrange the conduct of exercises to train individuals and agencies to test emergency management plans.
- Produce Standing Orders and instructions and standard operating procedures under the local CMG.
- ➤ Assist the District Emergency Management Committee as required in the preparation and review of the District CMG.

Council Delegate: Clr O'Brien and Clr Searl (as alternate representative)

Council Membership:

- Director of Works & Operations (LEMC Chairman)
- Manager of Works (LEMO)
- Design Engineer (Transport) (as required).
- Director of Environmental & Planning (Environment/Health) (as required).

Meets: Quarterly

Minute Secretary: Engineering Executive Assistant.

<u>Upper Lachlan Regional Catchment Management Committee</u>

Council Delegates: Clr Wheelwright.

Meets: Bi-monthly

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

- Council adopts Schedule A as the Agenda for the business of the Ordinary Meeting of Council.
- 2. Council adopts Schedule B as being appropriate for the various Committee structures, current Committee memberships and appointment of representations/delegates.
- 3. Council appoints the below-mentioned Committees in accordance with Clause 260 of the Local Government (General) Regulation 2005.

ATTACHMENTS				
Nil				

General Manager

General Manager - 21 September 2017

ITEM 12.4 Council Meetings - Times and Frequency

FILE REFERENCE 117/513

AUTHOR General Manager

ISSUE

Providing details regarding Council Meeting times and frequency of Council Meetings.

RECOMMENDATION That –

- Ordinary Council Meetings are to be held on the third Thursday of the month at Crookwell (no meeting held in January) with the exception of the Ordinary Council Meeting on Thursday, 16 November 2017, to be held at Gunning, with all meetings to commence at 6.00pm, as per the following schedule of meeting times and dates:
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 19 October 2017 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Gunning on Thursday, 16 November 2017 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 21 December 2017 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 15 February 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 15 March 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 19 April 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 17 May 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 21 June 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 19 July 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 16 August 2018 commencing at 6.00pm.
 - Ordinary Council Meeting to be held at Crookwell on Thursday, 20 September 2018 commencing at 6.00pm.

BACKGROUND

Providing particulars with respect to Ordinary Council Meeting times and information regarding the frequency of Council Meetings, in accordance with Section 365 of the Local Government Act 1993.

General Manager COUNCIL MEETINGS - TIMES AND FREQUENCY cont'd

REPORT

In accordance with Section 365 of the Local Government Act 1993, the Council is required to meet at least 10 times each year, each time in a different month.

Section 366 provides details with respect to the calling of an extraordinary meeting on request by Councillors and Section 367 provides details with respect to the requirements to provide notice of meetings.

Part 10 of the Local Government (General) Regulation 2005 provides details with respect to the convening and conduct of Council Meetings and Committees of Council.

Any variation to the time and date for the Ordinary Meeting or the Committee Meetings will require the General Manager to send to each Councillor, at least 3 days before the Meeting, a Notice specifying the Time and Place at which, and the Date on which, the Meeting is to be held and the business proposed to be transacted (Section 367 (1)).

For Extraordinary Meetings if the Mayor or General Manager receives a request in writing signed by at least 2 Councillors, a Meeting must be called as soon as practical but within 14 days after receiving the request (Section 366).

In the event of urgent business the Mayor or General Manager may call an Extraordinary Meeting, with the agreement of a majority of Councillors, subject to a minimum of 6 hours notice being provided. Otherwise, a minimum of 3 days notice is required (Section 367 (2)).

Further to the above, Council also has an adopted Code of Meeting Practice, which complements the Act and the Regulation.

Council's existing arrangements concerning meeting times and dates are included in the currently adopted Code of Meeting Practice and are as follows:

- Ordinary Meetings are held on the third Thursday of every month commencing at 6.00pm at Crookwell (ten meetings) and at Gunning (one meeting - to be held on Thursday, 16 November 2017);
- In accordance with industry practice, as both Councillors and the majority of staff members generally take annual leave during the month of January, Council have not scheduled a Council Meeting for January 2018.
- Tenders are dealt with in the Closed Section of the Ordinary Council Meeting by the full Council.
- Council holds Community Outreach Meetings (on an as required basis) in May each
 year, at community based locations, for residents within and surrounding the
 town/villages of Crookwell, Gunning, Taralga, Collector, Bigga and the locality of
 Big Hill, with an aim to obtaining information on items recommended for inclusion
 in the Draft Operational Plan, as part of the public consultation process. Council
 meets with the local community to discuss projects and issues pertinent to the local
 community.

General Manager COUNCIL MEETINGS - TIMES AND FREQUENCY cont'd

All other procedural matters relating to Council Meetings are contained in the Code of Meeting Practice or the Act and Regulation.

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

- Ordinary Council Meetings are to be held on the third Thursday of the month at Crookwell (no meeting held in January) with the exception of the Ordinary Council Meeting on Thursday, 16 November 2017, to be held at Gunning, with all meetings to commence at 6.00pm, as per the following schedule of meeting times and dates:
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 - Ordinary Council Meeting to be held at Crookwell on Thursday, 20 September 2018 commencing at 6.00pm.

ATTACHMENTS

Nil

General Manager - 21 September 2017

ITEM 12.5 Payment of Expenses and Provision of Facilities Policy

FILE REFERENCE 117/489

AUTHOR General Manager

ISSUE

Providing details regarding the adoption of the Payment of Expenses and Provision of Facilities policy.

RECOMMENDATION That -

 Upper Lachlan Shire Council under s253 of the Local Government Act 1993, adopts the Payment of Expenses & Provision of Facilities Policy.

BACKGROUND

Providing details of a review of the Payment of Expenses and Provision of Facilities policy following the statutory 28 days public exhibition period.

REPORT

Under s252 of the Local Government Act 1993, a Council must adopt a Payment of Expenses & Provision of Facilities Policy.

As per s253 (1) of the Local Government Act 1993, Council gave public notice of the draft policy for 28 days which closed on Friday, 15 September 2017 of its intention to adopt the Payment of Expenses & Provision of Facilities Policy.

In accordance with s253 (2) Council requested that persons wishing to make a formal submission to Council regarding the intention to adopt the draft Upper Lachlan Shire Council Payment of Expenses & Provision of Facilities Policy, do so within the statutory 28 days from the publication of the notice on Friday, 18 August 2017, that is, by 4.00pm on Friday, 15 September 2017.

At the time of writing the report nil submissions were received. Should any submissions be received they will be tabled at the Council Meeting. As such, there is no requirement for Council to amend the draft Upper Lachlan Shire Council Payment of Expenses & Provision of Facilities Policy.

It is now appropriate that Council formally resolves to adopt the Upper Lachlan Shire Council Payment of Expenses & Provision of Facilities Policy under s253 of the Local Government Act 1993.

General Manager PAYMENT OF EXPENSES AND PROVISION OF FACILITIES POLICY cont'd

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That -

1. Upper Lachlan Shire Council under s253 of the Local Government Act 1993, adopts the Payment of Expenses & Provision of Facilities Policy.

ATTACHMENTS

1. <u>↓</u>	Model Payment of Expenses and Provision of Facilities - Date	Attachment
	Adopted 17 August 2017 - Resolution 258-17 Exhibited Policy	

Item:	: Attachment 1.: Model Payment of Expenses and Provision of Facilities - Date
12.5	Adopted 17 August 2017 - Resolution 258-17 Exhibited Policy

POLICY:-	
Policy Title:	Payment of Expenses and Provision of
	Facilities Policy
File reference:	F10/618-06
Date Policy was adopted by Council	
initially:	24 March 2005
Resolution Number:	67/05
	25 August 2005; 24 August 2006;
Other Review Dates:	23 August 2007; 28 August 2008;
	20 August 2009; 19 August 2010;
	16 August 2011; 20 September 2012;
	18 July 2013; 21 August 2014; 20
	August 2015; 17 August 2017
Resolution Number:	231/05; 237/06; 258/07, 259/08;
	334/09; 313/10; 315/11; 318/12;
	226/13; 247/14; 227/15; 255/16
Current Policy adopted by Council:	17 August 2017
Resolution Number:	259/17
Next Policy Review Date:	2018

PROCEDURES/GUIDELINES:-	
Date procedure/guideline was developed:	N/A
Procedure/guideline reference number:	N/A

RESPONSIBILITY:-	
Draft Policy Developed by:	General Manager
Committee/s (if any) consulted in	
the development of this policy:	N/A
Responsibility for implementation:	General Manager
Responsibility for review of Policy:	General Manager

Contents

Policy summary

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- 2. Policy objectives
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Part B - Expenses

- 5. General expenses
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- 9. General facilities for Councillors
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- 11. Approval, payment and reimbursement arrangements
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- 17. Breaches

Part E - Appendix

Appendix I – Related legislation, guidance and policies

Appendix II - Definitions

Policy summary

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

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

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

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

The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel expenses	Councillors:	Per year
	Vehicles under 2.5 litres - \$0.65 per/km	
	Vehicles over 2.5 litres - \$0.74 per/km	
	As calculated on a per kilometre basis by the rate set by the Local Government (State) Award.	
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	
Sustenance (Meals) associated	\$100	Per day
Sustenance within Shire	\$90	Per day
Professional development	\$2000 per councillor	Per year
Conferences and seminars	\$100 per councillor	Per day
ICT expenses	\$80 per councillor	Per month
ICT expenses Mayor	\$80	Per month

Item:	Attachment 1.: Model Payment of Expenses and Provision of Facilities - Date
12.5	Adopted 17 August 2017 - Resolution 258-17 Exhibited Policy

Expense or facility	Maximum amount	Frequency
Access to facilities in the Council Chambers	Provided to all councillors	Not relevant
Council vehicle and fuel card	Provided to the mayor	Not relevant
Reserved parking space at Council offices	Provided to the mayor	Not relevant
Furnished office (when available)	Provided to the mayor	Not relevant
Executive Assistant to support Mayor and Councillors	Provided to the mayor and councillors	Not relevant

Additional costs incurred by a councillor in excess of these limits are considered a personal expense that is the responsibility of the councillor.

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

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

Part A - Introduction

1. Introduction

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

2. Policy objectives

- 2.1. The objectives of this policy are to:
 - enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
 - enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
 - ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
 - ensure facilities and expenses provided to councillors meet community expectations
 - support a diversity of representation
 - fulfil the council's statutory responsibilities.

3. Principles

- 3.1. Council commits to the following principles:
 - Proper conduct: councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
 - **Reasonable expenses:** providing for councillors to be reimbursed for expenses reasonably incurred as part of their role as councillor

- Participation and access: enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
- Equity: there must be equitable access to expenses and facilities for all councillors
- Appropriate use of resources: providing clear direction on the appropriate use of council resources in accordance with legal requirements and community expectations
- Accountability and transparency: clearly stating and reporting on the expenses and facilities provided to councillors.

4. Private or political benefit

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

Part B - Expenses

5. General expenses

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

6. Specific expenses

General travel arrangements and expenses

- 6.1. All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2. Each councillor may be reimbursed in accordance with their authorised expenditure per year, and the mayor may be reimbursed in accordance with his/her authorised expenditure per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
 - for public transport fares
 - for the use of a private vehicle or hire car
 - for parking costs for Council and other meetings
 - for tolls
 - by Cabcharge card or equivalent
 - for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3. Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.4. Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

Interstate, overseas and long distance intrastate travel expenses

- 6.5. Given Council's location near an interstate border, travel to the Australian Capital Territory will be considered as general travel.
 - Arrangements and expenses for this travel will be governed by Clauses 6.1 6.4.

- 6.6. In accordance with Section 4, Council will scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the council and the local community. This includes travel to sister and friendship cities.
- 6.7. Total interstate, overseas and long distance intrastate travel expenses for all councillors will be reimbursed by a resolution of Council only per year. An amount will be set aside in Council's annual budget.
- 6.8. Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the general manager prior to travel.
- 6.9. Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full council meeting prior to travel.
- 6.10. The case should include:
 - objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor's civic duties
 - who is to take part in the travel
 - duration and itinerary of travel
 - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11. For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12. For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14. Bookings for approved air travel are to be made through the general manager's office.
- 6.15. For air travel that is reimbursed as council business, councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

Travel expenses not paid by Council

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

Accommodation and meals

6.17. In circumstances where it would introduce undue risk for a councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the general manager. This includes where a meeting finishes later that 9.00pm or starts earlier than

- 7.00am and the councillor lives more than 50 kilometres from the meeting location.
- 6.18. Council will reimburse costs for accommodation and meals while councillors are undertaking prior approved travel or professional development outside the Upper Lachlan Shire Council local government area.
- 6.19. The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.20. The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the general manager, being mindful of Clause 6.19.
- 6.21. Councillors will not be reimbursed for alcoholic beverages.

Refreshments for council related meetings

- 6.22. Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the general manager.
- 6.23. As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

Professional development

- 6.24. Council will set aside \$2000.00 per councillor annually in its budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.
- 6.25. In the first year of a new council term, Council will provide a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.26. Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor's civic duties, the councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.27. Approval for professional development activities is subject to a prior written request to the general manager outlining the:
 - details of the proposed professional development
 - · relevance to council priorities and business
 - relevance to the exercise of the councillor's civic duties.
- 6.28. In assessing a councillor request for a professional development activity, the general manager must consider the factors set out in Clause 6.27, as

12.5

well as the cost of the professional development in relation to the councillor's remaining budget.

Conferences and seminars

- 6.29. Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.
- 6.30. Council will set aside a total amount of \$1000 annually, in its budget to facilitate councillor attendance at conferences and seminars. This allocation is for all councillors. The general manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 6.31. Approval to attend a conference or seminar is subject to a written request to the general manager. In assessing a councillor request, the general manager must consider factors including the:
 - relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties
 - cost of the conference or seminar in relation to the total remaining budget.
- 6.32. Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the general manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18 - 6.21.

Information and communications technology (ICT) expenses

- 6.33. Council will provide or reimburse councillors for expenses associated with appropriate ICT devices and services up to a limit of \$960 per annum for each councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.
- 6.34. Reimbursements will be made only for communications devices and services used for councillors to undertake their civic duties, such as:
 - receiving and reading council business papers
 - relevant phone calls and correspondence
 - diary and appointment management.
- 6.35. Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.

Special requirement and carer expenses

6.36. Council encourages wide participation and interest in civic office. It will seek to ensure council premises and associated facilities are accessible, including provision for sight or hearing impaired councillors and those with other disabilities.

- 6.37. Transportation provisions outlined in this policy will also assist councillors who may be unable to drive a vehicle.
- 6.38. In addition to the provisions above, the general manager may authorise the provision of reasonable additional facilities and expenses in order to allow a councillor with a disability to perform their civic duties.
- 6.39. Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of reasonable carer's expenses for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.40. Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.41. In the event of caring for an adult person, councillors will need to provide suitable evidence to the general manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

Home office expenses

6.42. Each councillor may be provided with minor items of consumable stationery for the maintenance of a home office, such as a ream of plain paper, on request and approval by the general manager.

7. Insurances

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

8. Legal assistance

- 8.1. Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
 - a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor
 - a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor

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

Part C - Facilities

9. General facilities for all councillors

Facilities

- 9.1. Council will provide the following facilities to councillors to assist them to effectively discharge their civic duties:
 - Use of the Council Chambers, when and where available, appropriately furnished to include telephone, desk and appropriate refreshments (excluding alcohol)
 - Postage of official correspondence all mail is to be directed through the Council's own mailing system
 - Personal protective equipment for use during site visits
 - Use of a Council Lap Top Computer or Tablet, if required
 - Minor items of consumable stationery
 - A name badge which may be worn at official functions, indicating that the wearer holds the office of a councillor and/or mayor or deputy mayor.
- 9.2. Councillors may book meeting rooms for official business in a specified council building at no cost. Rooms may be booked through the Executive Assistant in the general manager's office or other specified staff member.
- 9.3. The provision of facilities will be of a standard deemed by the general manager as appropriate for the purpose.

Stationery

- 9.4. Council will provide the following stationery to councillors each year:
 - letterhead, to be used only for correspondence associated with civic duties
 - business cards

Administrative support

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

10. Additional facilities for the mayor

10.1. Council will provide to the mayor a maintained vehicle to a similar standard of other council vehicles, with a fuel card. The vehicle will be supplied for use on business, professional development and attendance at the mayor's office.

- 10.2. The mayor must keep a log book setting out the date, distance and purpose of all travel. This must include any travel for private benefit. The log book must be submitted to council on a monthly basis.
- 10.3. The mayoral allowance will be reduced to cover the cost of any private travel recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.
- 10.4. A parking space at council's offices will be reserved for the mayor's council-issued vehicle for use on official business, professional development and attendance at the mayor's office.
- 10.5. Council will provide the mayor with a furnished office incorporating a computer configured to council's standard operating environment, telephone and meeting space, when available or at least, access to the Council Chambers as a meeting room.
- 10.6. In performing his or her civic duties, the mayor will be provided with administrative and secretarial support, as determined by the general manager.
- 10.7. As per Section 4, staff provided to the mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning

Part D - Processes

11. Approval, payment and reimbursement arrangements

- 11.1. Expenses should only be incurred by councillors in accordance with the provisions of this policy.
- 11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
 - Local travel relating to the conduct of official business
 - Carer costs
 - ICT expenditure.
- 11.4. Final approval for payments made under this policy will be granted by the general manager or their delegate.

Direct payment

11.5. Council may approve and directly pay expenses. Requests for direct payment must be submitted to the General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

Reimbursement

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

Advance payment

- 11.7. Council may pay a cash advance for councillors attending approved conferences, seminars or professional development.
- 11.8. The maximum value of a cash advance is \$100 per day of the conference, seminar or professional development.
- 11.9. Requests for advance payment must be submitted to the general manager for assessment against this policy with sufficient information and time to allow for the claim to be assessed and processed.
- 11.10. Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to council:
 - a full reconciliation of all expenses including appropriate receipts and/or tax invoices
 - reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

Item:	Attachment 1.: Model Payment of Expenses and Provision of Facilities - Date
12.5	Adopted 17 August 2017 - Resolution 258-17 Exhibited Policy

Notification

- 11.11. If a claim is approved, council will make payment directly or reimburse the councillor through accounts payable.
- 11.12. If a claim is refused, council will inform the councillor in writing that the claim has been refused and the reason for the refusal.

Reimbursement to council

- 11.13. If council has incurred an expense on behalf of a councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:
 - council will invoice the councillor for the expense
 - the councillor will reimburse council for that expense within 14 days of the invoice date.
- 11.14. If the councillor cannot reimburse council within 14 days of the invoice date, they are to submit a written explanation to the general manager. The general manager may elect to deduct the amount from the councillor's allowance.

Timeframe for reimbursement

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

12. Disputes

- 12.1. If a councillor disputes a determination under this policy, the councillor should discuss the matter with the general manager.
- 12.2. If the councillor and the general manager cannot resolve the dispute, the councillor may submit a notice of motion to a council meeting seeking to have the dispute resolved.

13. Return or retention of facilities

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

14. Publication

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

15. Reporting

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

16. Auditing

16.1. The operation of this policy, including claims made under the policy, will be included in council's audit program and an audit undertaken at least annually.

17. Breaches

- 17.1. Suspected breaches of this policy are to be reported to the general manager.
- 17.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

PART E - Appendices

Appendix I: Related legislation, guidance and policies

Relevant legislation and guidance:

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

Related Council policies:

- A New Tax System (Goods and Services Tax) Act 1999;
- Access to Information Policy;
- Bribes, Gifts and Benefits Policy;
- Code of Business Practice;
- · Code of Conduct for Councillors, staff and delegates of Council;
- Code of Meeting Practice;
- Complaints Management Policy;
- Corporate Credit Card Policy;
- Crimes Act 1900;
- Delegations of Authority Procedure;
- Office of Local Government Model for the Payment of Expenses and the Provision of Facilities for Mayors and Councillors for Local Councils in NSW.
- Division of Local Government Circular No. 05-08: Legal Assistance for Councillors and Council Employees.
- Environmental Planning and Assessment (EPA) Act 1979;
- Fraud and Corruption Prevention Policy;
- Government Information (Public Access) Act 2009;
- Government Information (Public Access) Policy;
- Harassment Policy;
- ICAC publication "No Excuse for Misuse, preventing the misuse of council resources":
- Independent Commission against Corruption Act (ICAC) 1988;
- Interaction between Councillors and Staff Policy;
- Internal Reporting Protected Disclosures Policy;

Item:	Attachment 1.: Model Payment of Expenses and Provision of Facilities - Date
12.5	Adopted 17 August 2017 - Resolution 258-17 Exhibited Policy

- · Internet and Email Policy;
- Local Government Act 1993;
- · Local Government (General Regulation) 2005;
- Local Government (State) Award 2014;
- · Mobile Phone Policy;
- NSW Ombudsman Good Conduct and Administrative Practice (Guidelines for State and Local Government) June 2006;
- NSW State Records Act 1998;
- · Privacy and Personal Information Protection Act 1998;
- · Public Interest Disclosures Act 1994;
- · Public Interest Disclosures Policy;
- · Purchasing and Acquisition of Goods Policy and Procedures;
- Salary Sacrificing Policy;
- · Section 355 Committee Code of Meeting Practice;
- Section 355 Committee Policy;
- Staff Training Policy;
- Statement of Ethical Principles.

Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by council to support councillors undertaking official business
Act	Means the Local Government Act 1993 (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of council who is not suspended, including the mayor
General Manager	Means the general manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales
official business	Means functions that the mayor or councillors are required or invited to attend to fulfil their legislated role and responsibilities for council or result in a direct benefit for council and/or for the local government area, and includes:
	meetings of council and committees of the whole
	meetings of committees facilitated by council
	civic receptions hosted or sponsored by council
	 meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year

General Manager - 21 September 2017

ITEM 12.6 Disclosures by Councillors and Designated Persons Under

Section 449, Local Government Act, 1993.

FILE REFERENCE 117/514

AUTHOR General Manager

ISSUE

Providing for the tabling of the Disclosures by Councillors and Designated Person Returns in accordance with Section 449 of the Local Government Act, 1993.

RECOMMENDATION That –

1. Council notes the tabling of the Disclosures by Councillors and Designated Person Returns and receives the report as information.

BACKGROUND

To comply with Section 449 of the Local Government Act, 1993 Council is required to table the Disclosures of Pecuniary Interest Returns of Councillors.

REPORT

In accordance with the Section 449 of the Local Government Act, 1993, Upper Lachlan Shire Council has received updated Disclosure by Councillors and Designated Person Returns from the following Councillors:

- ♦ Councillor Brian McCormack;
- Councillor John Stafford;
- ♦ Councillor James Wheelwright;
- ♦ Councillor Richard Opie;
- ♦ Councillor Ron Cummins;
- Councillor Pam Kensit;
- ♦ Councillor John Searl:
- Councillor Paul Culhane: and
- ♦ Councillor Darren O'Brien.

The Disclosures by Councillors and Designated Persons forms are available for inspection on request and will be tabled at the Council Meeting on 21 September 2017 in accordance with the requirements of Section 450A (2) of the Local Government Act, 1993.

POLICY IMPACT

Nil

General Manager DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS UNDER SECTION 449, LOCAL GOVERNMENT ACT, 1993. cont'd

OPTIONS	
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Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Ni

RECOMMENDATION That –

1. Council notes the tabling of the Disclosures by Councillors and Designated Person Returns and receives the report as information.

ATTACHMENTS

Nil

General Manager - 21 September 2017

ITEM 12.7 Local Government NSW Annual Conference 2017

FILE REFERENCE 117/464

AUTHOR General Manager

ISSUE

Detailing Council's representation at the Annual Conference of Local Government NSW.

RECOMMENDATION That –

 The Mayor and Deputy Mayor will attend the Annual Conference of Local Government NSW as the Council's Delegates and the General Manager as the Council's Observer and the Council delegates and observer will be reimbursed reasonable out of pocket expenses including any costs associated with the Mayor, Deputy Mayor and General Manager and their spouses attending the Annual Conference Dinner.

BACKGROUND

This report is advising Council's representation and the program for, the Annual Conference of Local Government NSW.

REPORT

The Local Government NSW Annual Conference for 2017 will be held from Monday, 4 December 2017 to Wednesday, 6 December 2017 at the Hyatt Regency, Sydney.

The Conference is the annual policy-making event for local government in NSW. The Conference is the pre-eminent event of the local government year where local Councillors come together to share ideas and debate issues that shape the way local government are governed.

The opening ceremony for the Conference will be held on Monday, 4 December 2017, with Conference business sessions on Tuesday, 5 and Wednesday, 6 December 2017 and the Conference dinner on the Wednesday evening.

Each member Council is entitled to nominate one of its registered participants (who must be a serving Councillor) as its voting delegate. In general, only voting delegates may speak in debate, however, an alternate delegate may speak instead with the authorisation of the appointed delegate and the consent of the Chairman. Changes to Council's voting delegate either before and/or during the conference must be made in writing or signed by the Mayor and General Manager.

General Manager LOCAL GOVERNMENT NSW ANNUAL CONFERENCE 2017 cont'd

At the time of writing the report Ministerial addresses, panel sessions and presentations have already been scheduled from:

- The Premier of NSW, the Hon Gladys Berijiklian MP;
- Hon Gabrielle Upton MP, Minister for Local Government;
- Dr Jonathan Carr-West, CEO, Local Government Information Unit UK;
- Hon Peter Primrose MP, Shadow Minister for Local Government;
- Hon Melinda Pavey MP, Minister for Roads, Maritime and Freight;
- Carolyn McNally, Secretary of the Department of Planning and Environment;
- Cr Keith Rhoades AFSM, LGNSW President;
- Concurrent breakout sessions will be presented around the topics of: Environment and Planning; Infrastructure and Economics; and People and Communities.
- Annabel Crabb, Walkley Award winning journalist.

As per Council policy, the Mayor and Deputy Mayor will attend the Conference as the Council's Delegates and the General Manager as the Council's Observer and the Council delegates and observer will be reimbursed reasonable out of pocket expenses.

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

RECOMMENDATION That –

The Mayor and Deputy Mayor will attend the Annual Conference of Local Government NSW as the Council's Delegates and the General Manager as the Council's Observer and the Council delegates and observer will be reimbursed reasonable out of pocket expenses including any costs associated with the Mayor, Deputy Mayor and General Manager and their spouses attending the Annual Conference Dinner.

ATTACHMENTS

Nil

General Manager - 21 September 2017

ITEM 12.8 Growing Local Economies Fund

FILE REFERENCE 117/521

AUTHOR General Manager

ISSUE

Providing details regarding the Upper Lachlan Shire Council submission to the Growing Local Economies Fund for 2017.

RECOMMENDATION That –

Council sets a date and time to hold a briefing/workshop to discuss future Council
projects that might be applicable projects for submission to the Growing Local
Economies Fund for 2017/2018.

BACKGROUND

As part of the NSW Government's \$1.3 billion Regional Growth Fund, funding will be made available through the Growing Local Economies fund over four years to turbocharge new regional economic opportunities and enliven local economies.

Growing Local Economies is designed to unlock growth in regional NSW by delivering the infrastructure that supports projects of economic significance. This could include road works, natural gas mains and pipelines, water supply, sewerage connections and telecommunications (including data networks). The program is expected to deliver long-term growth benefits.

The Growing Local Economies Fund is for large scale projects, typically over \$1 million, designed to deliver jobs and economic growth to regional communities.

REPORT

Growing Local Economies is designed to unlock economic growth in regional NSW and the state, by delivering the common use enabling infrastructure that supports projects of regional economic significance and is expected to deliver long term growth benefits.

Applications for Growing Local Economies funding must show how projects will improve economic outcomes for communities. Wherever possible, projects should support local procurement, job creation and skills development.

To be eligible for Growing Local Economies funding, projects must:

have the capacity to deliver jobs and economic growth;

General Manager GROWING LOCAL ECONOMIES FUND cont'd

- help regional communities capitalise on their strengths or broaden and reposition their industry base;
- demonstrate benefits beyond one organisation;
- align with state and regional priorities;
- have a Benefit to Cost Ratio higher than 1.0 as assessed by the NSW Government. Applicants will be required to provide a full financial business case to provide the inputs for the Cost Benefit Analysis.

Growing Local Economies will not fund projects that:

- are not in eligible locations;
- are on private land and/or have exclusive private benefits;
- relate primarily to operational expenditure, including but not limited to regular repairs and maintenance;
- relate to engaging or paying permanent employees;
- relate to buying or upgrading non-fixed equipment, or relate to administrative or running costs that are normally the responsibility of businesses, state or territory agencies or local councils;
- would proceed without any NSW Government financial assistance;
- relate to marketing, advertising or product promotion;
- require ongoing funding from the NSW Government or Commonwealth Government.

Applicants who have secured co-contributions from other sources through partnership agreements will be considered favourably.

Nigel McKinnon, Regional Director - Illawarra/South East, from the NSW Office of Regional Development has provided advice which indicates that funding under the Growing Local Economies Fund will be provided via an allocation to the Functional Economic Region (FER), i.e. the LGA's of Upper Lachlan Shire Council, Goulburn Mulwaree Council and Yass Valley Council. The FER is derived from the NSW Government's Regional Economic Development Strategy (REDS).

The Regional Director has also advised that a Business Case template will be developed for all Council's to utilise over the next two to three weeks.

Councillors will need to set a date and time to hold a briefing/workshop within the next few weeks to discuss future Council projects that might be applicable projects for submission to the Growing Local Economies Fund for 2017/2018.

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

Nil

General Manager GROWING LOCAL ECONOMIES FUND cont'd

RECOMMENDATION That –

1. Council sets a date and time to hold a briefing/workshop to discuss future Council projects that might be applicable projects for submission to the Growing Local Economies Fund for 2017/2018.

ATTACHMENTS

1. <u>↓</u>	NSSW Government - Growing Local Economies - Fact	Attachment
	Sheet	
2. <u>↓</u>	NSSW Government - Growing Local Economies - Fact	Attachment
	Sheet	



OVERVIEW

As part of the NSW Government's \$1.3 billion Regional Growth Fund, funding will be made available through the Growing Local Economies fund over four years to turbocharge new regional economic opportunities and enliven local economies.

Growing Local Economies is designed to unlock growth in regional NSW by delivering the infrastructure that supports projects of economic significance. This could include road works, natural gas mains and pipelines, water supply, sewerage connections and telecommunications (including data networks). The program is expected to deliver long-term growth benefits.

ELIGIBILITY

Applications for Growing Local Economies funding must show how projects will improve economic outcomes for communities. Wherever possible, projects should support local procurement, job creation and skills development.

Growing Local Economies will make funding available for projects in regional NSW outside Sydney, Newcastle and Wollongong.

Project applications are invited from local government; Aboriginal Land Councils and other Aboriginal and Torres Strait Islander groups; infrastructure providers, such as telecommunication firms; incorporated associations, including business, industry and community organisations; cooperatives; educational institutions and non-government organisations. Partnerships between groups are encouraged.

CS0266

PURPOSE OF FUNDS

The Growing Local Economies fund is open to projects that:

- · have the capacity to deliver jobs and economic growth
- help regional communities capitalise on their strengths or broaden and reposition their industry base
- · demonstrate benefits beyond one organisation
- have a minimum project size of \$1 million
- align with state and regional priorities and achieve a Benefit to Cost Ratio greater than 1.0.





Eligible projects will be assessed against four program criteria

Criteria 1: Strategic assessment

Applicants must demonstrate how a project meets the objectives and eligibility criteria of the program.

Applications for new or improved economic enabling infrastructure will be assessed on the project's capacity to grow and/or further diversify NSW regional economies and alignment with NSW Government priorities and local economic development strategies and plans.

Criteria 2: Economic assessment

Applicants must demonstrate how projects will deliver jobs and economic growth to the regional economy. They must also submit a detailed application, including a financial business case. Projects will need to achieve a Benefit to Cost Ratio greater than 1.0. The NSW Government will undertake cost benefit analysis of all Growing Local Economies projects.

Criteria 3: Affordability

Applicants must demonstrate that proposed projects are financially viable in the future, taking into account net lifecycle cost impacts and allowing for ongoing operating and maintenance costs.

Project applications must include construction, operating and maintenance costs, noting that regular operating and maintenance costs will not be covered by this fund. The construction cost estimates should be supported by estimations or quotes, and include all margins and overheads, project and construction management costs, and an appropriate amount of contingency for the project stage and risks.

Criteria 4: Deliverability

Applicants must demonstrate that they have the capacity and capability to deliver the project through robust strategies for procurement, project management and risk management.

Applicants should provide evidence of support from local stakeholders.

Where relevant, past performance on delivery of other NSW Government funded projects will be considered.

HOW TO APPLY

Applying for the Growing Local Economies fund is a two-step process.

Applicants are required to contact the Office of Regional Development to check if their proposed project is eligible.

Once the eligibility has been assessed, successful applicants will progress to the next stage, where they will have to submit a business case. The NSW Government can provide guidance on business case development.

Questions about the program can be emailed to regionalnsw.business@dpc.nsw.gov.au, including queries about eligibility and the application process.

FOR MORE INFORMATION

www.nsw.gov.au/growinglocaleconomies

CS0266



Q How much funding is available?

A Growing Local Economies is part of the four year \$1.3 billion Regional Growth Fund — with \$1 billion available across a range of programs to develop the enabling infrastructure to grow regional centres. Applicants who have secured co-contributions from other sources through partnership agreements will be considered favourably.

Q Is there a minimum project size?

A The Growing Local Economies fund targets regionally significant projects that leverage funds from Restart NSW, which enables the delivery of high-priority infrastructure projects to generate the maximum benefit for regional communities.

The smallest projects will be valued at approximately \$1 million. Smaller projects can be packaged or bundled together.

Q Who will be consulted about the value of my project to the local region?

A The Department of Premier and Cabinet and Infrastructure NSW will consult with relevant stakeholders; these may include other NSW and Commonwealth Government agencies, local councils, Members of Parliament, Joint Organisations, independent experts and other external parties.

Q When do I need to lodge my application by?

A Applications open on 17 August 2017. The fund will remain open for applications until funding has been fully allocated.

Q How do I find out about the information required to submit an application?

A Applicants are required to discuss their proposals with their local MP and the Office of Regional Development as a first step. The Office of Regional Development will provide application information to strong, eligible projects expected to meet all the program criteria.

Q Are private projects eligible?

A The Growing Local Economies fund targets public and common use infrastructure — for example, multiple electricity or gas connections on council land that can be used by businesses. Projects that are on private land and have no clear public benefit, such as funding for construction of a new factory on private land, are ineligible.

Q What types of projects will be funded?

A Projects could include road works, natural gas mains and pipelines, water supply, sewerage connections and telecommunications (including data networks).



CS0266



Q Is a cost benefit analysis required?

A No. However, a financial business case is required to provide information for a cost benefit analysis that will be undertaken by the Department of Premier and Cabinet's investment appraisal team.

Q How will the funding be administered and how will payments be made?

A Infrastructure NSW will negotiate a Funding Deed with successful applicants. Payments are made in arrears upon completion of milestones set out in the Funding Deed.

Q How do I know my application will be fairly assessed?

A Projects will be assessed against the objectives and eligibility criteria set out in the program guidelines and fact sheet. The Department of Premier and Cabinet and Infrastructure NSW will engage a probity advisor as part of the assessment process.

Q Will the information supplied in the application remain confidential?

A All information submitted by applicants may be provided to other organisations for the purposes of eligibility and project appraisal.

Summary information about project applications will be posted on NSW Government websites unless applicants advise that they do not agree to its publication.

Applicants should identify any information that they want to be kept confidential, supported by reasons for the request. Except as disclosed, the Department of Premier and Cabinet will keep all information confidential and secure.

Any request made under the Government Information (Public Access) Act 2009 for access to an application, including information marked 'confidential' will be determined in accordance with the Act.

FOR MORE INFORMATION

www.nsw.gov.au/growinglocaleconomies

CS0266

General Manager - 21 September 2017

ITEM 12.9 Local Government Capability Framework

FILE REFERENCE 117/527

AUTHOR General Manager

ISSUE

Providing details regarding Local Government NSW development of a Local Government Capability Framework.

RECOMMENDATION That -

1. Council receive and note the report as information.

BACKGROUND

Local Government NSW (LGNSW) has developed a capability framework for local government to define the core knowledge, skills and abilities expected of elected members and local government employees.

REPORT

The Local Government Capability Framework was developed by LGNSW together with council representatives from across NSW.

The framework will support councils to:

- improve performance and capacity;
- attract and retain highly capable people;
- reinforce the message that a joint effort is required to achieve outcomes for the community, through a common framework for workforce and elected members;
- develop the next generation of leaders and provide broader career options; and
- provide a common basis for the professional development of mayors, councillors and staff.

The Local Government Capability Framework is attached as an annexure for Councillors information.

NSW councils can choose whether or not to use the Local Government Capability Framework – it is not mandatory to utilise the framework. However, the benefits to individual councils and to the Local Government sector will obviously increase with large-scale adoption.

The LGNSW project team is now working with virtual teams and council stakeholders to jointly develop a range of additional tools and resources to assist councils to make the best use of the framework.

General Manager LOCAL GOVERNMENT CAPABILITY FRAMEWORK cont'd

The tools and resources currently under development by LGNSW include:

- An implementation and change management guide;
- An online position description builder;
- A recruitment and selection guide;
- A performance management guide and template;
- A workforce planning guide;
- 'PD in a box' professional development resource for elected members.

LGNSW hopes to develop the abovementioned resources during the period from August 2017 to December 2017 together with virtual teams of council representatives.

POLICY IMPACT

Nil

OPTIONS

Nil

FINANCIAL IMPACT OF RECOMMENDATIONS

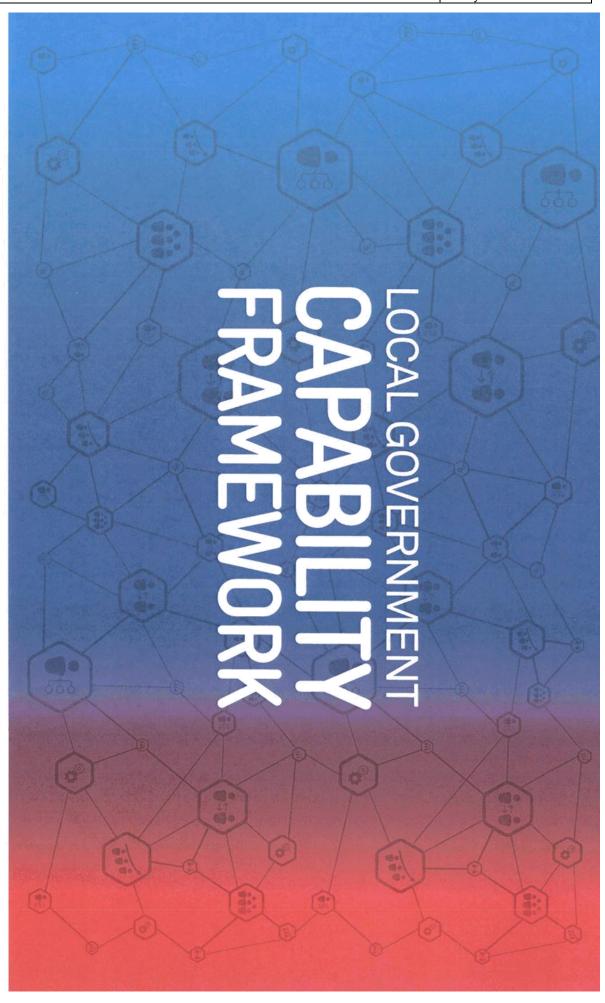
Nil

RECOMMENDATION That -

1. Council receive and note the report as information.

ATTACHMENTS

1. LGNSW Capability Framework 2017 | Attachment





Publication and contact details

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For more information about this publication, please contact:

Commission and recognise the use of the NSW Public Sector Capability Framework as a reference and guide in the development of the LGNSW Capability Framework.

LGNSW would like to acknowledge the support of the NSW Public Service

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Email: capability@lgnsw.org.au

This publication can be accessed online at: www.lgnsw.org.au/capability

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Core Capabilities	ties
563	Personal Attributes Manage self Display Resilience and Adaptal
6	Act with Integrity

Demonstrate Accountability Act with Integrity









People Managers

4007

Lead and Manage Change Optimise Workforce Contribution Inspire Direction and Purpose Manage and Develop People Workforce Leadership

29 30 31 32





Assets and tools Finance

Procurement and Contracts

24 25 26 27

Procurement and Contracts Technology and Information Assets and Tools

Resources

Deliver Results Create and Innovate Think and Solve Problems Plan and Prioritise Results





19 20 21 22





Work Collaboratively Think and solve problems Influence and Negotiate Community and Customer Focus

39 40 41 42







45 46 47



14 15 16

Influence and Negotiate

Work Collaboratively

Community and Customer Focus Communicate and Engage Relationships

> Communicate and Engage Demonstrate Accountability Act with Integrity

> > 34 35 36

Display Resilience and Adaptability

Manage Self

Make Quality Decisions Govern Responsibly Inspire Direction and Purpose Represent Communities

54 56 57

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ntroduction

Communities rely on local government, and performance in local government depends on the joint efforts of elected members and employees. All people in local government need to have a core set of capabilities – knowledge, skills, abilities and other attributes – to do their jobs and deliver for the community.

The Local Government Capability Framework has come about because local government in NSW expressed a strong desire to have a set of capabilities to provide clear expectations about performance and behaviour for all people in the sector. It has been developed by LGNSW with significant involvement from elected and workforce representatives across the state.

This framework brings into sharp focus the behaviours and attitudes that together make up our desired culture by emphasising how we do the things we do and making

make up our desired culture by emphasising how we do the things we do and making transparent what "good" looks like. It is a leap forward in aligning elected members and the workforce to deliver community outcomes by describing capabilities in terms of observable behaviour so that everyone knows what is expected.

While NSW councils can choose whether to use the framework, the benefits to individual councils and the sector will increase with large scale adoption. Over time, more and more people will have been recruited against capabilities; performance will be measured against capabilities; organisational plans will consider the mix

Done well, we expect to see sector-wide capability building resulting in measurable improvements in council performance, community perceptions of local government, and attractiveness as employers.

professional development will be based on capabilities

of capabilities needed to deliver community outcomes; and elected members'

This is a game changer of which we are very proud.

About the Local Government Capability Framework

The Local Government Capability Framework describes the core knowledge skills, abilities and other attributes expected of elected members and local government employees in NSW.

The framework is a foundation for the full range of workforce management and development activities: role design and description, recruitment and selection, performance management, learning and development and strategic workforce planning. It also provides a clear basis for councillors' professional development in line with legal requirements.

Ultimately, the framework will support NSW councils to:

- align the workforce and elected members in delivering community outcomes
- improve performance and capacity
- attract and retain highly capable people
- provide a shared basis for workforce planning provide broader career options and develop the next generation of local government leaders in NSW
- provide a common basis for professional development to build capability in local government.

LOCAL GOVERNMENT CAPABILITY FRAMEWORK

Core Capabilities

The groups of capabilities

Leadership group are for employees who manage people, and another four capabilities in the Civic Leadership group are for elected members. and Resources. These capabilities apply to all elected members and local government employees in NSW. Four capabilities in the Workforce The Local Government Capability Framework describes 16 capabilities across four core groups: Personal Attributes, Relationships, Results

Together the capability groups set out the knowledge, skills, abilities and other attributes expected of the workforce and elected members.



Personal Attributes

Show drive and motivation

Communicate clearly and Communicate and Engage

Plan and Prioritise

Plan and organise work in line

encourage input from others respectfully, listen, and Manage Self

Relationships

















Results







Resources

Be a responsible custodian Finance

processes in line with of council funds and apply legislation and policy

manage community assets work tools appropriately and Use, allocate and maintain

Information Use technology and responsibly echnology and

information to maximise

to improving services and

ideas and show commitment

Encourage and suggest new

Create and Innovate develop practical solutions the broader context to

ways of working

professional, and prepared to Be honest, ethical and Act with Integrity Express own views, persevere

Adaptability Display Resilience and commitment to learning and weaknesses, and a an awareness of strengths

Focus

Community and Customer

Think and Solve Problems

Think, analyse and consider

adjust to changing priorities with organisational goals, and

flexible and willing to change through challenges, and be

speak up for what is right

value diversity

collaborate with others, and and reliable team member, Be a respectful, inclusive Work Collaboratively strategic objectives focused services in line with customer and community Commit to delivering

Demonstrate

act in line with legislation and actions, commit to safety, and Take responsibility for own Accountability

resolve issues and conflicts commitment from others, and Persuade and gain Influence and Negotiate

procurement processes to Understand and apply Contracts Procurement and efficiency and effectiveness

and contract performance ensure effective purchasing

with change

efficient use of resources

Achieve results through Deliver Results

and a commitment to quality

Assets and Tools

Optimise Workforce Contribution recognise achievements goals, priorities and vision and

others to accept and engage champion change, and assist Lead and Manage Change Initiate, support and workforce planning principles Workforce Leadership

Manage and Develop



stakeholders

the interests of citizens and

Understand and promote Represent Communities

potential in others and develop capability and

Inspire Direction and

Communicate organisational

effectively and apply sound

Hire and deploy people

on merit, and uphold the transparent decisions based Make considered, timely and Govern Responsibly



Purpose Inspire Direction and

council's goals, priorities and vision for the community Create and communicate

Be a responsible and active nember of the governing

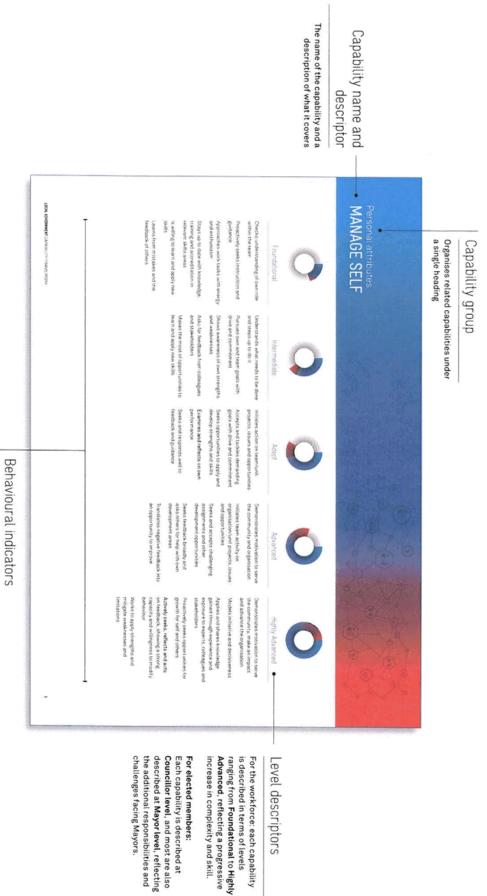
Make Quality Decisions in line with legislation body, fulfilling responsibilities

Elected Members

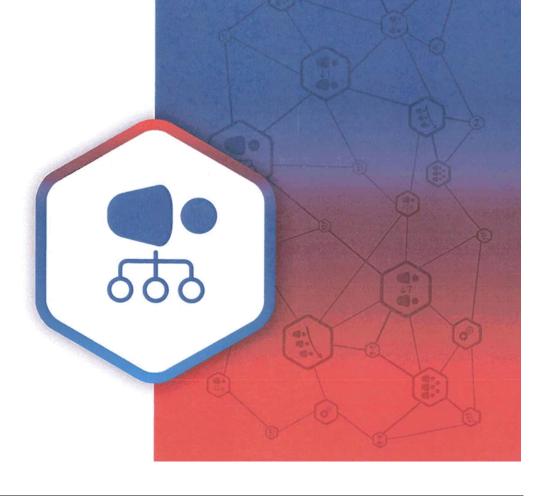
People Managers

Behavioural indicators are sets of statements illustrating the type of behaviours expected at each level.

How to read the capabilities



PERSONAL ATTRIBUTE





Personal attributes MANAGE SELF

Foundational

Checks understanding of own role within the team

and enthusiasm Approaches work tasks with energy Proactively seeks instruction and

training and accreditation in Stays up to date with knowledge.

learn and apply new skills Makes the most of opportunities to

Is willing to learn and apply new

relevant skills areas

feedback of others Learns from mistakes and the

> Understands what needs to be done and steps up to do it

intermediate

Pursues own and team goals with

drive and commitment

Shows awareness of own strengths and weaknesses

Asks for feedback from colleagues and stakeholders

feedback and guidance

Seeks and responds well to

Examines and reflects on own

Translates negative feedback into development areas asks others for help with own Seeks feedback broadly and

an opportunity to improve

Initiates action on team/unit projects, issues and opportunities Adept

goals with drive and commitment Accepts and tackles demanding

Seeks opportunities to apply and develop strengths and skills

development opportunities assignments and other Seeks and accepts challenging

on feedback, showing a strong capacity and willingness to modify Actively seeks, reflects and acts Advanced

Initiates team activity on the community and organisation Demonstrates motivation to serve

and opportunities organisation/unit projects, issues

> Models initiative and decisiveness and advance the organisation the community, make an impact Demonstrates motivation to serve

growth for self and others gained through experience and Proactively seeks opportunities for stakeholders exposure to experts, colleagues and Applies and shares knowledge



Highly Advanced

limitations

mitigate weaknesses and

Works to apply strengths and

DISPLAY RESILIENCE AND ADAPTABILITY Personal attributes











intermediate



Adapts quickly to changed priorities and organisational settings

















Advanced





Highly Advanced





Adept

Is flexible, showing initiative and

in response to changes in the

to understand criticisms before Listens when challenged and seeks

responding

alternatives challenging issues and seeks Raises and works through

under pressure and in difficult Stays calm and acts constructively

Accepts changed priorities and responding quickly to change

Gives frank and honest feedback/

Asks questions and offers own

challenging issues

Offers own opinion and raises Perseveres through challenges problems arise

Does not give up easily when

Stays calm and focused in difficult

most of them

decisions and works to make the

Adjusts tactics or priorities

Stays calm in difficult situations

Is open to new ways of doing things

Welcomes new ideas and ways of

environments

considered way and responds in a thoughtful and Accepts criticism of own ideas

difficult issues in raising and working through Welcomes challenges and persists

in dealing with difficult and controversial issues Shows composure and decisiveness

emotionally charged situations

the face of strong, contrary views organisational environment Gives frank, honest advice, even in

Creates a climate which encourages

positions while remaining open to

Provides sound rationale for agreed

valid suggestions for change

situation style and approach to suit the Is flexible and readily adjusts own

> change, and able to adjust is comfortable with constant

accordingly

critical issues Raises critical issues and makes openness and debate around tough decisions

acts as a stabilising influence in complex and novel challenges Persists in the face of significant Manages own emotions and

ACT WITH INTEGRITY



is open and honest Foundational

Follows the code of conduct, mistakes

Tells the truth and admits to

Has the courage to speak up and policies and guidelines

report inappropriate behaviour and obligations to follow the code of Helps others to understand their

misconduct

inappropriate behaviour, misconduct and perceived conflicts Recognises and reports conduct, legislation and policies

customer and organisational Maintains confidentiality of

and seeks advice when unsure what words and behaviour Takes steps to clarify ethical issues

Is open, honest and consistent in

report inappropriate behaviour professional standards and to Supports others to uphold and the team

the code of conduct organisational values, standards or behaviour that is inconsistent with Respectfully challenges

issues arise regarding misconduct Consults appropriately when unethical behaviour and perceived

conflicts of interest

Acts honestly, ethically and with

Adept

Intermediate

Sets a tone of integrity and discretion and encourages others professionalism with customers

the organisation professionalism inside and outside Promotes integrity, courage and

reinforces their use standards and systems and Monitors ethical practices. Proactively addresses ethical and

people issues before they magnify

people issues

response to complex ethical and

Acts promptly and visibly in

reinforces it in others Models ethical behaviour and

way and sets an example for others honest, ethical and professional Represents the organisation in an

reinforces their use evaluates ethical practices, Defines, communicates and standards and systems and

organisation

professionalism in the organisation

Sets a tone of integrity and

and professional behaviour for the highest standards of ethical

and in dealings external to the

inappropriate behaviour empowered to challenge and report Creates a climate in which staff feel



Advanced





Highly Advanced

Champions and acts as an advocate



=

DEMONSTRATE ACCOUNTABILITY



Foundational

Completes tasks he/she has agreed Takes responsibility for own actions

to on time

safety and wellbeing by following to be referred to a manager or Takes care of own and others' supervisor and acts accordingly Is aware of the decisions that need

in the workplace safe work practices Identifies and speaks up about risks

Is vigilant about the use of safe within authority level Jnderstands delegations and acts

raises them to the appropriate level Is alert to risks in the workplace and

work practices by self and others

Identifies and manages other risks

in the workplace

within own level of authority Is prepared to make decisions

Is prepared to make decisions

Acts in the public interest at all

Highly Advanced

Follows through reliably and openly

intermediate

takes responsibility for own actions

issues in the team Takes an active role in managing

and manages work health and Is committed to safe work practices Coaches team members to take responsibility and follow through

responsibility for addressing and including mistakes and failures Coaches team members to take

management framework safe work practices and the risk Oversees implementation of Adept

involving tough choices and

measures to avoid recurrence become crises and identifies Addresses situations before they

Takes responsibility for outcomes

resolving challenging situations

responsibility for outcomes

Advanced

weighing of risks

ownership for difficult decisions Is prepared to act and take

people feel supported to take Creates a climate in which honest mistake the organisation who have made an Supports and stands by people in

practices and to mitigate and systems to ensure safe work manage organisational risks Establishes effective governance





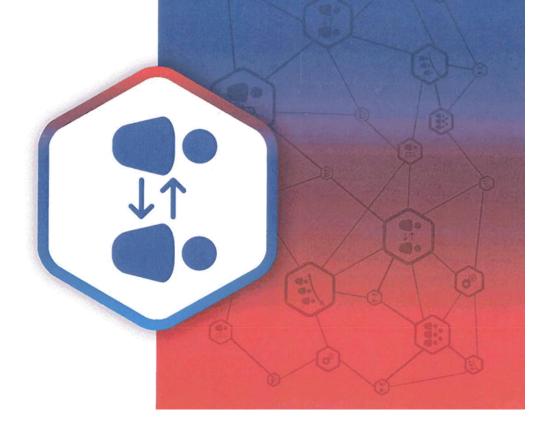








RELATIONSHIPS





Relationships COMMUNICATE AND ENGAGE



Foundational

Speaks at an appropriate pace and

Allows others time to speak Explains things clearly and facial expressions

differences when interacting with religious and other individual Shows sensitivity to cultural,

communication content and style for diverse audiences Shows sensitivity in adapting

Focuses on key points and

Intermediate

Uses appropriate body language

verbal cues and adapts where Monitors own and others' non-

respectful questions speaking and asks appropriate. Listens to others when they are



Clearly explains and presents ideas and technical information communicates in 'Plain English'

audience

and level of understanding of the

of communication to the needs

for different audiences Adjusts style and approach flexibly and technical information

others to provide input Actively listens and encourages

range of styles and formats Writes fluently and persuasively in a

Tailors content, pitch and style Adept

Clearly explains complex concepts

using techniques that contribute to Demonstrates active listening skills Creates opportunities for others to contribute to discussion and debate

approach flexibly audiences, adjusting style and Is attuned to the needs of diverse a deeper understanding

Puts forward compelling arguments

Highly Advanced

appropriately for diverse audiences Explains complex concepts Advanced

concisely for diverse audiences engages varied audiences Translates complex information Presents with credibility and

audiences and adapts style under areas of interest for diverse pressure Anticipates and addresses key

comments and suggestions responds respectfully to questions, Invites, actively listens and







7

documents and presentations preparation of) high impact written Prepares (or coordinates

Relationships COMMUNITY AND CUSTOMER FOCUS





-oundational

Shows awareness that he/she is working for the community

understand customer/community Listens and asks questions to community customers and members of the

fairness when interacting with Shows respect, courtesy and

checks their needs are being met Informs customers of progress and

> customer needs Identifies and responds quickly to Intermediate

knowledge of services provided Demonstrates a thorough

community

and needs of customers and the understanding of the interests

needs and diversity in the understanding of the interests Demonstrates a thorough

community

Takes responsibility for resolving at the heart of work activities Puts the customer and community

quality customer-focused services

customer service

Promotes a culture of quality

processes and practices drive

service delivery outcomes

Takes responsibility for delivering

customer issues and needs

needs and ensures responsiveness and identifies improvements to Builds relationships with customers Listens to customer and community

outcomes

to define and evaluate service with customers and the community Initiates and develops partnerships

strategic planning processes customer needs are central to Ensures that community and

Establishes systems to set

to implement improvements to internal and external stakeholders Finds opportunities to work with

delivery management systems, processes heart of business process design

and practices to improve service

Makes improvements to

Ensures that the customer is at the

standards in line with customer and and monitor service delivery

community expectations

sustainability in the community/ environmental and economic Works towards social,

community/region

economic sustainability in the to social, environmental and Ensures council services contribute



Adept

Demonstrates a sound





Advanced



Highly Advanced

Ensures that management systems, customer service which embraces high quality Creates an organisational culture



WORK COLLABORATIVELY



roundational

Shares knowledge and information

with team members and other staff

informed of what he/she is working

Keeps team and supervisor

Offers to help colleagues and takes

shared problems and initiatives

Works well with other teams on within and across teams Shares information and learning

> mutual respect within the team Creates an atmosphere of trust and

members and other colleagues Looks out for the wellbeing of team

on additional tasks when workloads









and co-operative team environment Encourages an inclusive, supportive





















Advanced





Highly Advanced

respect and understanding in the Contributes to a culture of

Builds a culture of respect

Adept

working relationships across the levels and develops respectful Relates well to people at all barriers to sharing across teams/ Builds cooperation and overcomes

organisation

different experiences, perspectives

Shows sensitivity to others'

different experiences, perspectives Encourages input from people with

asking for input and contributions workloads and challenges when Is open to input from people with

appropriate

Is aware of the wellbeing of co-

workers and provides support as

and beliefs

together with other teams/units dentifies opportunities to work

units on complex or technical Acts as a resource for other teams/

and backgrounds

for diversity in people, experiences

organisation barriers to sharing across the Builds co-operation and overcomes collaboration between teams resulting from effective units and recognises outcomes Facilitates collaboration across organisation and understanding across the

joint solutions with stakeholders Facilitates opportunities to develop

Models inclusiveness and respect across the region and sector

> organisation, region and sector of collaboration across the Celebrates successful outcomes organisation

of collaboration across the Communicates the expectation

organisation, region and sector sharing and learning across the and practices to facilitate Establishes systems, structures

Develops respectful relationships different, even directly conflicting, with stakeholders who hold

diversity in people, experiences and expectation that all staff respect Sets a tone of inclusiveness and an



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Relationships INFLUENCE AND NEGOTIATE



Foundational

intermediate

interests and needs Listens to understand others' make a case Uses facts and sound reasoning to

needs and concerns of all parties options that address the main Works with others to generate

satisfactory outcomes Works towards mutually

he/she raises Helps find solutions to problems

spirit of cooperation Approaches negotiations in the across the organisation Builds a network of work contacts

others' interests, needs and Asks questions to understand facts, knowledge and experience

credible position

Negotiates from an informed and

Puts forward a valid argument using

strengthening relationships

the spirit of maintaining and

Approaches negotiations in

Is tactful when disagreeing or

proposing a different approach or

considered approach and sound Influences others with a fair and

Encourages others to share and

Pre-empts and minimises conflict enhance professional relationships and interactions

Identifies key stakeholders and for compromise likely points of difference and areas based on a firm grasp of key issues, Establishes a negotiation position with a fair and considered approach impression and influences others organisation relationships inside and outside the Makes a strong personal

Uses humour appropriately to advance of negotiations tests their level of support in

by working towards mutually

beneficial outcomes



Adept

Builds a network of work contacts/

relationships inside and outside the



Advanced



Builds and maintains professional



Highly Advanced



organisation's position in the community, region and sector Credibly promotes the

organisation relationships outside the Builds and maintains a wide network of professional

stakeholders to major projects and ensures ongoing communication Obtains the commitment of key

Uses sound evidence-based bargaining strategy to determine the organisation's making processes and networks Uses understanding of decision-

directing discussion towards an identifying contentious issues and opinion to influence outcomes Pre-empts and avoids conflict by arguments supported by expert

acceptable resolution









PLAN AND PRIORITISE



Understands team objectives and Foundational

own contribution





Intermediate



Participates constructively in unit

planning and goal setting











Advanced



Highly Advanced





Adept

Consults on and delivers team/

performance measures unit goals and plans, with clear

reviewing team priorities and objectives when setting and Scopes and manages projects Takes into account organisational business plans and mitigate risks Uses historical context to inform

managed and strategies are in Ensures that program risks are contingency plans are in place in the environment and ensures

and project management and evaluating effective program

outcomes to inform future planning adjustments, and evaluates Monitors progress, makes from project plans

> organisational objectives priorities are in line with Ensures business plans and

Anticipates and assesses shifts

place to respond to variance

of issues that may impact on

Identifies and informs supervisor

completion of tasks

planning and work schedules Provides feedback to inform future

Manages risks effectively, resources and timelines effectively, including budgets,

minimising the impacts of variances

Manages time appropriately and

relative priority of allocated tasks

Checks progress against schedules

in line with team/project objectives Helps plan and allocate work tasks

Asks when unsure about the Plans and organises own work tasks

re-prioritises as required

impacting on ability to meet Identifies and escalates issues

Implements systems for monitoring

these are the focus for planning organisational objectives, ensuring activity Sets and communicates

Considers the organisation's long

strategic, corporate and operational framework enables high quality Ensures that a governance region when planning term role in the community and

initiatives program and project management, including acceptance of new Ensures effective governance of

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THINK AND SOLVE PROBLEMS



-oundational

needed to complete own work tasks Finds and checks information

and checks his/her suggested Thinks through the options available

issues into component parts Breaks down information and

problems to a manager/supervisor Refers complex issues and of the issue and define the problem Asks questions to get to the heart

Works with others to assess options based on evidence information and draws conclusions Analyses numerical data and other

and identify appropriate solutions

workable solutions

resolve common issues or barriers Leads cross team/unit efforts to practical solutions



information from a variety of Gathers and investigates

Intermediate

appropriate level gaps in information and raises to Questions basic inconsistencies or

problems

Thinks broadly about the root of

facing new challenges interests and experiences when

of information, including past experience, when facing new

synthesis and analysis of complex Makes appropriate larger systems of how individual issues relate to Demonstrates an understanding recommendations based on

numerical data and written reports problem solving methods to develop Jses rigorous logic and a variety of

addresses risks and issues with Anticipates, identifies and testing thinking and solutions

involves diverse perspectives in weighing recommendations critically analysing information and Considers the broader context when



Adept

Draws on numerous sources Is able to draw on wide-ranging

Advanced









Highly Advanced

and deals comfortably with Quickly grasps unfamiliar concepts complexity

formulate effective responses to and seeks diverse perspectives to Critically analyses information areas

expertise across numerous subject Demonstrates deep knowledge and

policy issues

impacts into the future different angles and project Is able to discuss issues from problem definition and solutions problems before focusing in on the

Identifies and evaluates broader solutions impacts of proposed policies and

patterns and evaluation of risks and available evidence, observed Makes good decisions based on



20

CREATE AND INNOVATE



-oundational

Contributes own knowledge and

Suggests improvements to the way work is done opportunities from different viewpoints Thinks about issues and

Identifies improvements to work events to generate insights Links together unrelated ideas or

systems, processes and practices

Shows curiosity in the future of the

community and region and thinks

suggestions for organisational Identifies, shares and encourages the organisation creatively about opportunities for

Experiments to develop innovative

experience to staff training and

Contributes own knowledge and

development sessions

trends in the industry Researches developments and

Produces new ideas, approaches or

Intermediate

in the organisation for insights to inform improvement Analyses successes and failures

own business area developments and trends impact on Identifies ways in which industry

solutions with long standing, rapid prototyping to test and refine Develops/champions innovative innovative solutions

organisation-wide impact processes and practices improve management systems. Explores creative alternatives to

Supports experimentation and in the industry and beyond to Encourages independent thinking develop solutions Draws on developments and trends and new ideas from others

and trends

national and global best practices Stays up to date with industry,

opportunities to improve the status quo and actively seek Encourages people to challenge

in which people feel supported to suoritenous experiment to test new ideas and

Advanced









of initiative and continuous Models and promotes the value improvement

Highly Advanced

Creates an organisational climate

Uses diversity to foster innovation

DELIVER RESULTS



Foundational

Takes the initiative to progress work

Clarifies work required and

timeframe available

Checks own work for accuracy, resources are needed to complete Identifies what information/

on time and to the required Completes tasks under guidance. quality and completeness

Consistently delivers high quality responsibilities and resources to work with minimal supervision achieve team/project goals Contributes to the allocation of

Consistently delivers key work

outputs on time and on budget

Gives team members appropriate flexibility to decide how to get the resources appropriately Allocates responsibilities and

Takes the initiative to progress own and team work tasks

Intermediate

Ensures team understands goals

Shares the broader context for and expectations

team, budget, information and tools Identifies resource needs, including projects and tasks with the team

assurance practices Implements and oversees quality

Takes responsibility for the quality and timeliness of the team's work

challenging goals for self and others

Sets high standards and

Adept

appropriately and provides support measurable terms Defines what success looks like in Delegates responsibility

and the expertise of others to drive Uses own professional knowledge

Advanced



Highly Advanced

and decision making authority. by setting stretch goals and high where possible Shares leadership responsibility expectations for self and others Creates a culture of achievement

uncertainty environment of ongoing change and Drives organisational activity in an

hurdles to achievement of sustainable outcomes Identifies and removes potential

RESOURCES





FINANCE

Foundational

public money Shows respect for the value of

information accurately Calculates and records financial

as required by policies or guidelines supervisor for expenses and claims, Seeks approval from manager/

> Makes expenditure decisions within audit and reporting obligations

Manages project finances

projects and budgets allocations on business models,

understand their obligations to do responsibly and helps others

Uses financial and other resources

variance recognition

receipting, billing, collection and effectively, including budget, timely

transactions in line with financial Uses funds and records financial clearly and in an appropriate format Presents basic financial information

appropriately

Considers the impact of funding

Intermediate

Adept













Advanced







Highly Advanced

Sets organisational strategies and

plans with reference to key financial

indicators

Uses basic financial terminology services is within budget Ensures the design/delivery of

drivers to others in plain language Evaluates strategic business cases Explains the organisation's financia

> made with appropriate advice from Ensures that strategic decisions are

of direct provision or purchase of including the relative cost benefits Models the highest standards of

Promotes the role of sound financial respect for public monies and other financial probity, demonstrating

cases with due regard for long term Prepares and evaluates business

financial sustainability

term financial sustainability management and its impact on long

Seeks and applies specialist

financial advice to inform decisions

financial risks

Identifies, monitors and mitigates

probity with public monies and

Applies high standards of financial

meet operational and capital needs finance professionals financing and funding strategies to Identifies the most appropriate

responsibly the obligation to manage public Inspires a culture which respects nonies and other resources

ensure the ethical and honest use Establishes effective governance to

Actively pursues financial risk minimisation strategies, plans and of financial resources

ASSETS AND TOOLS



Foundational

equipment effectively Uses core work tools and

Takes care of work tools,

obligations to use and maintain products and expand own skill set appropriately work tools and equipment Ensures others understand their and resources to enhance work

community assets

equipment, accommodation and

of work tools and resources to optimise team outcomes Contributes to the allocation

Uses a variety of work tools

Intermediate

costings in line with council plans maintenance and replacement Prepares accurate asset

and actions to manage and mitigate Is aware of asset management risks and policies

assets to asset registers about council and community Contributes quality information

priorities and tools in line with community appropriate deployment of assets Facilitates and monitors

compliance with asset management and maintenance Implements and monitors

plans and policies

outcomes

minimisation strategies, plans and Actively pursues asset risk Adept

Advanced

services assets in the design/delivery of Considers council and community

Engages in strategic planning to

Highly Advanced

ensure the organisation's assets

support delivery of the strategic

Ensures effective governance of the allocation, maintenance and investment in assets and tools

custodians of community assets Promotes the role of councils as











TECHNOLOGY AND INFORMATION



-oundational

Shows confidence in using the technology required in the role

Uses technology appropriately, in

records, information and knowledge management policies Completes work tasks in line with line with acceptable use policies

> Shows confidence in using core applications office software and other computer

intermediate

management systems information and knowledge Makes effective use of records,

Supports the introduction of new and effectiveness technologies to improve efficiency

appropriately

for projects and tasks Selects appropriate technologies Adept

of technology to achieve outcomes Identifies ways to leverage the value

use policies

and communications security and ensure compliance with information implements appropriate controls to

Ensures team understands obligations to use technology Ensures team understands their and knowledge management appropriate records, information Implements and monitors

> security and use policies information and communications Ensures effective governance of

Encourages research and expert

achieve organisational outcomes experts on leveraging technology to Seeks advice from technical

> emerging technologies advice on the application of

management requirements information and knowledge obligations to comply with records,

organisation Stays up to date with emerging they might be applied in the technologies and considers how

> to introduce new technologies Critically assesses business cases



Advanced





Highly Advanced



organisation enables efficient and effective Ensures effective governance applications of technology in the





PROCUREMENT AND CONTRACTS Resources



-oundational

Intermediate

Complies with basic ordering, receipting and payment processes

Checks that invoiced fees and Checks quotes and invoices for

charges match goods or services

evaluation processes for proposals Provides objective input to

and tenders

contractors to ensure that goods and services meet time and quality Works with suppliers and

Takes appropriate actions to

needs are met

and contract management risks

comply with basic ordering, receipting and payment processes Helps others understand and

deliverables and expectations of of business requirements, Contributes to the identification

competitive and effective

Delivers open, transparent

suppliers and contractors to ensure expectations are clear and business Manages relationships with procurement processes

manage and mitigate procurement performance provider, supplier and contractor arrangements to monitor

and contractors resolving disputes with suppliers Represents the organisation in



set out business requirements. Prepares documents that clearly

Adept

deliverables and expectations of

Applies knowledge of procurement management is implemented on procurement and contract Ensures that organisational policy

and contract management risks to

of procurement processes and

management of supplier and

Ensures effective governance are in line with guidelines management policy and practices

contractor performance

Implements effective governance risks in procurement obligations to manage and mitigate Ensures others understand their

procedures of procurement and contract management policies and compliance with and effectiveness Monitors and evaluates



Advanced



Highly Advanced

Ensures procurement and contract



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WORKFORC LEADERSHI





Workforce Leadership MANAGE AND DEVELOP PEOPLE







Adep



performance goals and standards

Recognises development needs of aim of improving performance and helping others learn and develop Gives regular feedback with the

issues and seeks advice on

Recognises ongoing performance

enable development

Provides appropriate support to

improvement

positive behaviour and areas for Gives regular feedback about expected behaviour and outputs

managing them

help improve performance and Coaches team members to

accurate, constructive reviews opportunities, including stretch dentifies suitable learning with team members and provides Regularly discusses performance

issues and works towards resolving

Recognises ongoing performance

learning opportunities

individuals and identifies suitable

unsatisfactory performance, in a performance issues, including Addresses team and individual needs, interests and goals assignments, based on individual

concerns of team members Seeks to understand the individual strengths, weaknesses, goals and

performance standards and goals and responsibilities and sets clear Defines and communicates roles

> effective conversations and Fosters high performance through

feedback and by providing stretch

members of the team

weaknesses, goals and concerns of Knows the individual strengths,

opportunities

Identifies and develops talent

continuous learning professional development and Coaches and mentors staff to foster across the organisation

current and future priorities capability with the organisation's development frameworks to align Implements performance

experiences

performance, in a timely and performance issues, including serious unsatisfactory Resolves team and individual

timely and effective way



Advanced





Highly Advanced

across the organisation want to do Creates a climate in which people their best

development and ensures effective Drives executive capability planning and talent identification management, development engages in effective performance Ensures the organisation

Creates a climate in which senior continuous learning and new staff value regular feedback. succession management practices

inclusive of all individuals systems, policies and practices are Ensures workforce management

among leaders in the organisation addressing performance problems Instils a sense of urgency around



INSPIRE DIRECTION AND PURPOSE





















Advanced













Highly Advanced

contribution to help staff understand their own and strategy into operational goals Translates organisational vision

organisation's future, described in

Articulates a shared vision of the

measurable terms

Demonstrates passion, enthusiasm

Adept

organisation's vision and personal dedication to the

Regularly communicates progress priorities and cascading goals through involving people in defining Builds a shared sense of purpose

objectives into team goals and Translates organisation and unit

plans to help staff understand the

against business unit and

organisational goals

through involving people in the Builds a shared sense of purpose

performance at the individual and recognising and celebrating high Creates opportunities for

quality work

Recognises and acknowledges high

individual and team achievements Recognises and acknowledges understand decisions in context with the team and helps them Discusses organisational issues a positive attitude in the team direction and goals and encourages Promotes the organisation's and how the team's work relates Explains the organisation's mission

autonomy in how they do their work Motivates staff by providing process of cascading goals

saying thanks and celebrating

organisational policies and Keeps team informed of objectives and community

activities support organisational Helps team to understand how their structure and services Explains the organisation's goals.

the way forward and strategy, and communicates Champions the organisational vision Generates enthusiasm and

commitment to goals and cascades understanding throughout the



workplace activities to build a performance and supports regular organisational strategies and parameters surrounding Celebrates success and high

positive culture

efforts and performance and reward individual and team Takes opportunities to recognise



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