



BUSINESS PAPER

Extraordinary Council Meeting

15 October 2024

**Aaron Johansson
Chief Executive Officer**

We hereby give notice that an Extraordinary Meeting of Council will be held
on:

Tuesday, 15 October 2024 at 2:00 PM
in the Council Chambers, Civic Centre
184 - 194 Bourke Street, Goulburn

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Aaron Johansson
Chief Executive Officer

1 OPENING MEETING

The Chief Executive Officer will open the meeting and notify that this meeting is webcast live on the Council's website.

2 ACKNOWLEDGEMENT OF COUNTRY

The following acknowledgement will be made by the Chief Executive Officer.

"I would like to Acknowledge and pay our respects to the Aboriginal Elders both past and present, as well as emerging leaders, and Acknowledge the traditional custodians of the Land on which we meet today."

3 APOLOGIES

The Chief Executive Officer will call for any apologies.

Council will resolve to accept any apology.

4 APPLICATIONS FOR A LEAVE OF ABSENCE BY COUNCILLORS

Nil

5 ATTENDANCE BY AUDIO-VISUAL LINK BY COUNCILLORS

Nil

6 COUNCILLORS DECLARATION AND/OR PRAYER

The Chief Executive Officer will ask a Councillor to read either the following Declaration or Prayer on behalf of the Councillors present.

Declaration

"On behalf of the elected Councillors present here tonight I solemnly and sincerely declare and affirm that we will undertake the duties of the office of Councillor in the best interests of the people of Goulburn Mulwaree and that we will faithfully and impartially carry out the functions, powers, authorities and discretions vested in us to the best of our ability and judgement."

OR

Prayer

"We thank thee, Lord, for this position of honour and trust. Give us the courage to serve our Council and community with honesty and integrity; and to discharge the duties entrusted to us for the common good of all mankind."

7 DISCLOSURE OF INTERESTS

With reference to Chapter 14 Local Government Act 1993, and Council's Code of Conduct, Councillors are required to declare any conflicts of interest in the matters under consideration by Council at this meeting.

8 REPORTS TO COUNCIL FOR DETERMINATION

8.1 COUNCILLORS OATH AND/OR AFFIRMATION

Author: Chief Executive Officer

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: Nil

Link to Community Strategic Plan:	Civic Leadership
Cost to Council:	Nil
Use of Reserve Funds:	Nil

BACKGROUND

Councillors are required to take an oath of office or make an affirmation of office prior to being able to undertake their role as a Councillor.

REPORT

The *Local Government Act 1993* requires Councillors to take an oath of office or make an affirmation of office prior to undertaking their role. The relevant section of the Act is section 233A which states:-

233A Oath and affirmation for councillors

(1) A councillor must take an oath of office or make an affirmation of office at or before the first meeting of the council after the councillor is elected.

(2) The oath or affirmation may be taken or made before the general manager of the council, an Australian legal practitioner or a justice of the peace and is to be in the following form:

Oath

I [name of councillor] swear that I will undertake the duties of the office of councillor in the best interests of the people of [name of council area] and the [name of council] and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment.

Affirmation

I [name of councillor] solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of [name of council area] and the [name of council] and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment.

(3) A councillor who fails, without a reasonable excuse, to take the oath of office or make an affirmation of office in accordance with this section is not entitled to attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected to the office or a meeting at which the councillor takes the oath or makes the affirmation) until the councillor has taken the oath or made the affirmation.

(4) Any absence of a councillor from an ordinary meeting of the council that the councillor is not entitled to attend because of this section is taken to be an absence without prior leave of the council.

- (5) Failure to take an oath of office or make an affirmation of office does not affect the validity of anything done by a councillor in the exercise of the councillor's functions.
- (6) The general manager must ensure that a record is to be kept of the taking of an oath or the making of an affirmation (whether in the minutes of the council meeting or otherwise).

8.2 RETURNING OFFICER**Author:** Chief Executive Officer**Authoriser:** Aaron Johansson, Chief Executive Officer**Attachments:** Nil

Link to Community Strategic Plan:	Civic Leadership
Cost to Council:	Nil
Use of Reserve Funds:	Nil

RECOMMENDATION

That the report of the Chief Executive Officer on the Returning Officer for the Mayor and Deputy Mayor Elections be received

BACKGROUND

The purpose of this report is to advise Council that the Chief Executive Officer will be the Returning Officer for the Mayor and Deputy Mayor elections.

REPORT

In accordance with Section 394 of the *Local Government (General) Regulation 2021* (the Regulation), if a mayor or deputy mayor is to be elected by the councillors of an area, the election is to be in accordance with Schedule 7.

Consistent with the Schedule 7, Part 1(1) of the Regulation, the Chief Executive Officer or the person appointed by the Chief Executive Officer is to be the Returning Officer. Note that all references to the Chief Executive Officer are references to the "general manager" in the Regulation.

Schedule 7, Part 1 of the Regulation is provided below for ease of reference:

Local Government (General) Regulation 2021

Schedule 7 – Election of mayor by councillors

Part 1 - Preliminary

1 *Returning officer*

The general manager (or a person appointed by the general manager) is the returning officer.

2 *Nomination*

(1) *A councillor may be nominated without notice for election as mayor or deputy mayor.*

(2) *The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.*

(3) *The nomination is to be delivered or sent to the returning officer.*

(4) *The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.*

3 *Election*

(1) *If only one councillor is nominated, that councillor is elected.*

(2) *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.*

- (3) *The election is to be held at the council meeting at which the council resolves on the method of voting.*
- (4) *In this section:*
- ballot** *has its normal meaning of secret ballot.*
- open voting** *means voting by a show of hands or similar means.*

This report is to advise that the Chief Executive Officer will act as the Returning Officer for the Mayor and Deputy Mayor elections.

8.3 ELECTION OF MAYOR

Author: Chief Executive Officer

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments:

1. **Office of Local Government Post Election Guide for Council 2024** [↓](#) 
2. **Office of Local Government - Election of Mayor and Deputy Mayor by Councillors Fact Sheet** [↓](#) 

Link to Community Strategic Plan:	Civic Leadership
Cost to Council:	The cost of the election is nil and the remuneration paid to the Mayor is included in the operational budget
Use of Reserve Funds:	Nil

RECOMMENDATION

That

1. The report from the Chief Executive Officer on the election of the Mayor be received.
2. Council elects the Mayor for the period from 15th October 2024 until the next Mayoral election in September 2026.
3. Following the close of nominations for the position of Mayor the method of electing the Mayor be determined from one of the following options in accordance with Schedule 7 Local Government (General) Regulation 2005 (delete two) if there is more than one nomination:
 - a) Preferential Ballot or
 - b) Ordinary Ballot or
 - c) Open Voting

BACKGROUND

The purpose of this report is to elect a Mayor from 15th October 2024 until the next Mayoral election in September 2026 in accordance with the Office of Local Government Post-election guide for councils, county councils and joint organisations - August 2024 (Attached).

REPORT

Mayors elected by councillors normally hold their office for 2 years (unless a casual vacancy occurs).

Councils that elect their mayors are required under the Act to hold mid-term mayoral elections in the month of September. This means that the mid-term mayoral elections will need to be held in September 2026. The mayor elected at the mid-term mayoral elections will hold their office until the day of the council's next ordinary elections in September 2028 when their civic office as a councillor and mayor will expire.

Councillors need to be present at the meeting in person to participate in voting by means other than an open ballot.

Section 226 of the Local Government Act 1993 states the role of the Mayor which is as follows:

- a. *to be the leader of the council and a leader in the local community,*
- b. *to advance community cohesion and promote civic awareness,*
- c. *to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,*
- d. *to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,*
- e. *to preside at meetings of the council,*
- f. *to ensure that meetings of the council are conducted efficiently, effectively and in accordance with this Act,*
- g. *to ensure the timely development and adoption of the strategic plans, programs and policies of the council,*
- h. *to promote the effective and consistent implementation of the strategic plans, programs and policies of the council,*
- i. *to promote partnerships between the council and key stakeholders,*
- j. *to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,*
- k. *in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,*
- l. *to carry out the civic and ceremonial functions of the mayoral office,*
- m. *to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,*
- n. *in consultation with the councillors, to lead performance appraisals of the general manager,*
- o. *to exercise any other functions of the council that the council determines.*

Nomination papers for the election of Mayor have been circulated to all Councillors.

Nominations for the Mayor shall be in writing, but may be without notice, by two (2) or more Councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

The nomination is to be delivered or sent to the Returning Officer who is to announce the names of the nominees at the Council Meeting at which the election is to be held.

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

When more than one candidate is nominated, the Council may, by resolution, decide whether the election shall be carried out by:

- a) Ordinary Ballot - Involving the marking of Ballot Papers - subsequent exclusion of one candidate; further voting and exclusions; repeated until two candidates only remain, final vote between remaining two candidates.
- b) Open Voting - Procedure identical to Ordinary Ballot, however, the voting is by show of hands or similar means, not a Ballot Paper.
- c) Preferential Ballot - The complete numbering of Ballot Papers in consecutive order of preference for all candidates, commencing with "1" as first preference.

Drawing of lots may become necessary, it shall be done by the Returning Officer.

Department of Planning, Housing and Infrastructure



Post-election guide

for councils, county councils
and joint organisations

August 2024

olg.nsw.gov.au





Acknowledgement of Country

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past and present through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

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Post-election guide for councils, county councils and joint organisations

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Office of Local Government, Department of Planning, Housing and Infrastructure

5 O'Keeffe Avenue
Locked Bag 3015
NOWRA NSW 2541
Phone 02 4428 4100
olg@olg.nsw.gov.au

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Introduction

This post-election guide (Guide) has been prepared by the Office of Local Government (OLG) to provide comprehensive guidance to councils, county councils and joint organisations on key tasks that need to be completed following the 2024 Local Government elections. Specifically, the Guide covers tasks to be completed at the first ordinary meeting and then at key dates following the elections.



At the first meeting after the elections

It is a matter for each council and joint organisation to set the agenda for their first meeting following the elections.

There are a range of matters that councils, county councils and joint organisations may wish to include in the agenda for consideration at the first meeting.

However, there are several key items of business that must be dealt with at the first meeting.

For councils, these include the following:

- the administration of councillors' oath or affirmation of office
- a resolution declaring that casual vacancies in the office of councillors will be filled using a countback in the first 18 months following the election where the council wants to fill vacancies this way instead of a by-election, and
- the election of the mayor where the mayor is elected by councillors and a deputy mayor where the council has one.

For county councils, these include the following:

- the administration of members' oath or affirmation of office, and
- the election of a chairperson.

Joint organisations must elect a chairperson at their first meeting after the elections.

Oaths and affirmations of office

Under the [Local Government Act 1993](#)¹ (the Act) councillors (including mayors) are required to take an oath or make an affirmation of office².

The prescribed words of the oath and affirmation are provided below.

Oath

"I **[name of councillor]** swear that I will undertake the duties of the office of councillor in the best interests of the people of **[name of council area]** and the **[name of council]** and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment."

Affirmation

"I **[name of councillor]** solemnly and sincerely declare and affirm that I will undertake the duties of the office of councillor in the best interests of the people of **[name of council area]** and the **[name of council]** and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the *Local Government Act 1993* or any other Act to the best of my ability and judgment."

¹ <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030>

² section 233A of the Act

Oaths or affirmations of office must be taken or made by each councillor at or before the first meeting of the council after being elected.

The oath or affirmation may be taken or made before the general manager of the council, an Australian legal practitioner, or a justice of the peace.

Councillors need to be physically present before the general manager, legal practitioner or justice of the peace when taking their oath or making their affirmation of office.

Councils will need to make arrangements for the oath or affirmation to be taken or made by each councillor at the first meeting.

Councillors should be made aware of this requirement prior to the first meeting.

An oath or affirmation should be taken or made by each councillor as the first item of business for the first meeting.

The general manager must ensure that a record is kept of the taking of the oath or making of the affirmation.

This can be done by way of a signed statement containing the oath or affirmation or by recording the taking of the oath or making of the affirmation by each councillor in the minutes of the council meeting.

If a councillor is not able to attend the first council meeting, they may take the oath or affirmation of office at another location in front of the general manager.

As noted above, the oath or affirmation of office may also be taken before an Australian legal practitioner or a justice of the peace.

The taking of the oath or making an affirmation of office outside a council meeting must be publicly recorded by the council.

Where an oath or affirmation is taken or made outside a council meeting, a council staff member should also be present to ensure that an accurate record can be kept by the council.

A councillor who fails, without a reasonable excuse, to take the oath or make an affirmation of office, will not be entitled to attend council meetings until they do so and will be taken to be absent without leave.

If a councillor is absent without leave for three consecutive ordinary council meetings their office is automatically declared vacant and a by-election or countback must be held.

These requirements also apply to members and chairpersons of county councils.

Decision on using countbacks to fill casual vacancies

Councils have the option of using a countback of votes cast at the last ordinary election to fill casual vacancies occurring in the offices of councillors in the first 18 months after the election.

This will allow councils to use a countback to fill vacancies at a lower cost than the cost of holding a by-election.

To exercise the option of using a countback to fill casual vacancies occurring in the first 18 months following the election, councils must resolve, at their first meeting after the election, to use a countback to fill casual vacancies.

If councils do not resolve this at the first meeting after the election, they will be required to fill casual vacancies through a by-election.

It is recommended that councils use the following resolution to exercise the option to use a countback to fill casual vacancies:

“Pursuant to section 291A(1) (b) of the *Local Government Act 1993* (the Act) **[name of council]** declares that casual vacancies occurring in the office of a councillor within 18 months after the last ordinary election of councillors for the Council on **[insert date of election]** are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act and directs the general manager to notify **[insert name of election manager]** of the Council’s decision within 7 days of the decision.”

Where a council resolves³ to fill casual vacancies using a countback in the first 18 months of its term, the general manager is required under the [Local Government \(General\) Regulation 2021](#)⁴ (the Regulation) to notify the election manager of its ordinary election of its resolution within 7 days of the resolution⁵.

For all councils other than Fairfield and Liverpool City Councils, the election manager is the NSW Electoral Commissioner.

Countbacks are not available to fill casual vacancies in the office of a councillor where:

- the councillor who vacated office was elected at an election using the optional preferential voting system (i.e. elections where only one civic office is required to be filled such as the election of popularly elected mayors), or
- the councillor was elected at an uncontested election.

A by-election must be used to fill these vacancies.

Mayoral elections

Under the Act⁶, the civic offices of mayors elected by councillors expire on the day of the council’s ordinary election.

Except for those councils coming out of administration, councils that elect mayors must hold a mayoral election at a council meeting within 3 weeks of the declaration of the ordinary election⁷.

For the councils coming out of administration that elect mayors, a mayoral election must be held within 14 days of the declaration of the ordinary election⁸.

Councillors may also elect a deputy mayor.

The deputy mayor may be elected for the mayoral term or a shorter term.

The election of the mayor and the deputy mayor must be conducted in accordance with Schedule 7 of the Regulation.

Schedule 7 prescribes three methods of election of mayors:

- open ballot (e.g. a show of hands)
- ordinary ballot, or
- preferential ballot.

³ section 291A(1)(b) of the Act

⁴ <https://legislation.nsw.gov.au/view/html/inforce/current/sl-2021-0460>

⁵ section 393C(3) of the Regulation

⁶ sections 234(5) and 233(2)(b) of the Act

⁷ section 290(1)(a) of the Act

⁸ section 290(1)(d) of the Act

OLG has prepared guidance to assist councils to conduct mayoral and deputy mayoral elections which is available on OLG's website under [Mayoral Elections](#)⁹.

Councillors need to be present at the meeting in person to participate in voting by means other than an open ballot.

Mayors elected by councillors normally hold their office for 2 years (unless a casual vacancy occurs)¹⁰.

Councils that elect their mayors are required under the Act¹¹ to hold mid-term mayoral elections in the month of September. This means that the mid-term mayoral elections will need to be held in September 2026. The mayor elected at the mid-term mayoral elections will hold their office until the day of the council's next ordinary elections in September 2028 when their civic office as a councillor and mayor will expire.

Deputy mayors hold their office for the term specified in the council's resolution.

Elections of chairpersons of county councils

Under the Act¹², the civic office of chairpersons of county councils expires on the election day for the constituent council they are a councillor on.

County councils will need to elect a chairperson at their first meeting after the ordinary elections¹³.

The election of the chairperson of a county council must be conducted in accordance with Schedule 8 of the Regulation.

The process for electing chairpersons of county councils is the same as the process for electing mayors of councils. County councils can adapt OLG's guidance on mayoral elections for this

purpose, available on OLG's website under [Mayoral Elections](#)¹⁴.

County council members need to be present at the meeting in person to participate in voting by means other than open voting.

As with mayors elected by councillors, chairpersons of county councils hold their office for 2 years (unless a casual vacancy occurs)¹⁵.

Elections of chairpersons of joint organisations

Under the Act¹⁶, the civic office of chairpersons of joint organisations also expires on the election day for the member council they are a councillor on.

Joint organisations will need to elect a chairperson at their first meeting after the ordinary elections¹⁷.

The election of the chairperson of a joint organisation must be conducted in accordance with Schedule 7A of the Regulation.

OLG has provided guidance to assist joint organisations to conduct elections for the chairperson in part 2.3 of the [Joint Organisation Implementation Guidelines](#)¹⁸.

Voting representatives of the board need to be present at the meeting in person to participate in voting by means other than open voting.

As with mayors elected by councillors, chairpersons of joint organisations hold their office for 2 years (unless a casual vacancy occurs)¹⁹.

9 <https://www.olg.nsw.gov.au/councils/councillors/mayoral-elections/>

10 section 230(1) of the Act

11 section 290(1)(b) of the Act

12 section 391(3)(b)(iii) of the Act

13 clause 1(b) of Schedule 8 of the Regulation

14 <https://www.olg.nsw.gov.au/councils/councillors/mayoral-elections/>

15 section 391(2) of the Act

16 section 400V(4)(b)(iii) of the Act

17 clause 1(b) of Schedule 7A of the Regulation

18 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

19 section 400V(2) of the Act



Audit, Risk and Improvement Committees

The initial term of a councillor member of an Audit, Risk and Improvement Committee is 4 years, coinciding with the term of the council.

The councillor member can be reappointed for another term (i.e. 4 years), if re-elected at the council's next ordinary elections, but the total period of continuous membership on the committee cannot exceed 8 years (two council terms).

The councillor member is to be appointed by the governing body at the first meeting of the council after the elections.

Note, councils are not required to appoint a councillor member to an Audit, Risk and Improvement Committee.

The councillor member's term ends at the end of the council term.

OLG has issued [Guidelines for Risk Management and Internal Audit for local government in NSW](#)²⁰.

²⁰ <https://www.olg.nsw.gov.au/wp-content/uploads/2023/12/Guidelines-for-Risk-Management-and-Internal-Audit-updated-November-2023.pdf>



At the second meeting after the elections

Endorsement of the State of our City Report

At the second meeting after the elections, the State of our City Report must be presented to and endorsed by the council²¹.

The State of our City Report (formerly referred to as the End of Term Report) assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

OLG has provided guidance on the State of Our City Report in its [Integrated Planning and Reporting Guidelines](#)²².



Within 3 months of the elections

Lodgement of written returns of interests

Under the [Model Code of Conduct for Local Councils in NSW](#)²³ (Model Code of Conduct) all councillors, members of county councils and voting representatives of the boards of joint organisations must lodge a written return of interests with the general manager (or the executive officer in the case of joint organisations) within 3 months of their election or appointment unless they have submitted a return within the previous 3 months²⁴.

Returns of interests are an important accountability mechanism for promoting community confidence in decision making by councillors and others and for ensuring that they disclose and appropriately manage conflicts of interest they may have in matters dealt with by the council or joint organisation.

Among other things, councillors and others who are required to complete returns of interests must disclose the following types of interests in their returns:

- interests in real property
- gifts
- contributions to travel
- interests and positions in corporations
- whether they are a property developer or a close associate of a property developer
- positions in trade unions and professional or business associations
- dispositions of real property
- sources of income, and
- debts.

It is important that councillors and others complete their returns of interests correctly and disclose all relevant interests.

²¹ section 428(2) of the Act

²² <https://www.olg.nsw.gov.au/wp-content/uploads/2021/09/Integrated-Planning-and-Reporting-Guidelines.pdf>

²³ <https://www.olg.nsw.gov.au/councils/governance/model-code-of-conduct/>

²⁴ clause 4.21(a) of the Model Code of Conduct

OLG has issued a [Guide to Completing Returns of Interest](#)²⁵ to assist in the completion of returns.

Under the Model Code of Conduct²⁶, general managers and executive officers must maintain a register of returns of interests and returns must be tabled at the first meeting of the council or board of the joint organisation after they are required to be lodged.

Returns of interests must also be made publicly available free of charge on councils', county councils' and joint organisations' websites, unless there is an overriding public interest against disclosure of the information contained in them or to do so would impose unreasonable additional costs on the council, county council or joint organisation.

For more information, see the Information and Privacy Commission's [Guideline 1: For local councils on the disclosure of information contained in the returns disclosing the interests of councillors and designated persons](#)²⁷.

Endorsement of the Annual Report

The Annual Report is a key point of accountability between a council and its community.

Its main focus is to report on the council's progress in delivering the commitments made in the Delivery Program and Operational Plan, as well as other mandatory and statutory requirements.

The Annual Report published in the year of each ordinary election must contain the State of our City Report (formerly referred to as the End of Term Report). The council must prepare and endorse the Annual Report within 5 months of the end of each financial year, i.e. by 30 November²⁸.

Further guidance on the Annual Report is available on OLG's website under [Council Annual Reporting Requirements](#)²⁹.

Review the Community Engagement Strategy

Councils and county councils are required to review the Community Engagement Strategy within 3 months of the ordinary elections³⁰. It supports the development of all their plans, policies, programs, and key activities - including those relating to Integrated Planning and Reporting, as well as strategic plans and programs required under other legislation.

Councils have a vital role to play in opening opportunities for community members to be involved in the strategic planning process. The Community Engagement Strategy outlines the guiding principles and approach for ensuring the community has an opportunity to have their say in a meaningful way.

In the case of a county council, a Community Engagement Strategy is to be prepared, adopted, and implemented for engagement with constituent councils and other relevant stakeholders.

Further guidance on the Community Engagement Strategy is available in OLG's [Integrated Planning and Reporting Guidelines](#)³¹.

25 <https://www.olg.nsw.gov.au/wp-content/uploads/2020/08/Model-Code-of-Conduct-Completing-returns-of-interest-updated-August-2020.pdf>

26 clauses 4.24 and 4.25 of the Model Code of Conduct

27 <https://www.ipc.nsw.gov.au/information-access-guideline-1>. The IPC has also developed a range of resources on this topic as per Circular 23-13, available on OLG's website.

28 section 428 of the Act

29 <https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/council-annual-reporting-requirements/>

30 section 402 of the Act

31 <https://www.olg.nsw.gov.au/wp-content/uploads/2021/09/Integrated-Planning-and-Reporting-Guidelines.pdf>



Within 6 months of the elections

Completion of induction and refresher training for mayors and councillors

Under the Regulation³², the general manager must ensure that induction training is delivered to each councillor who has been elected for the first time and refresher training to each councillor who is re-elected within 6 months of their election.

The induction training must provide councillors with information about the functions and obligations of councils and councillors and the administrative procedures and operations of the council³³.

The general manager must also ensure that supplementary induction training is delivered to the mayor in addition to the training they receive as a councillor within 6 months of their election³⁴.

Councillors and the mayor must make all reasonable efforts to participate in any induction, refresher or supplementary training offered to them.

Councils will be required to report in their annual reports the names of the mayor and councillors who completed induction, refresher and, in the case of mayor, supplementary training during the year³⁵.

³² section 183 of the Regulation

³³ section 183(2) of the Regulation

³⁴ section 184 of the Regulation

³⁵ section 186 of the Regulation

The general manager must also ensure that an ongoing professional development program is delivered to the mayor and each other councillor over the course of their terms on council.

Ongoing professional development programs delivered to the mayor and councillors must provide support and assistance to them in the development of the skills necessary to perform their roles and ensure that they maintain those skills over the course of their terms of office³⁶.

The content of the ongoing professional development program delivered to the mayor and each councillor must be developed in consultation with them, having regard to the specific skills required by the mayor and each individual councillor and the governing body to perform their roles effectively.

As with induction, refresher and supplementary training, the mayor and each councillor must make all reasonable efforts to participate in any ongoing professional development program delivered to them.

Councils must report the names of the mayor and councillors who participated in any ongoing professional development program in their annual reports and the number of seminars, circulars and other activities delivered as part of the ongoing professional development program³⁷.

OLG has issued [Councillor Induction and Professional Development Guidelines](#)³⁸ to assist councils to deliver induction, refresher and supplementary training for the mayor and councillors and to design and deliver an ongoing professional development program for them.

These requirements also apply to county councils but not to joint organisations.

Those guidelines provide specific guidance to county councils on how they can comply with these requirements.

To assist councils in the delivery of their councillor induction and refresher training, OLG will be holding a series of webinars following the elections. Councillors will receive a certificate of attendance to provide to their councils for each webinar attended.

OLG will also issue an updated version of the Councillor Handbook which will be available on OLG's website at www.olg.nsw.gov.au.



³⁶ section 185 of the Regulation

³⁷ section 186 of the Regulation

³⁸ <https://www.olg.nsw.gov.au/councils/councillors/councillor-induction-and-professional-development-guidelines/>



Before 30 June 2025

Integrated Planning and Reporting

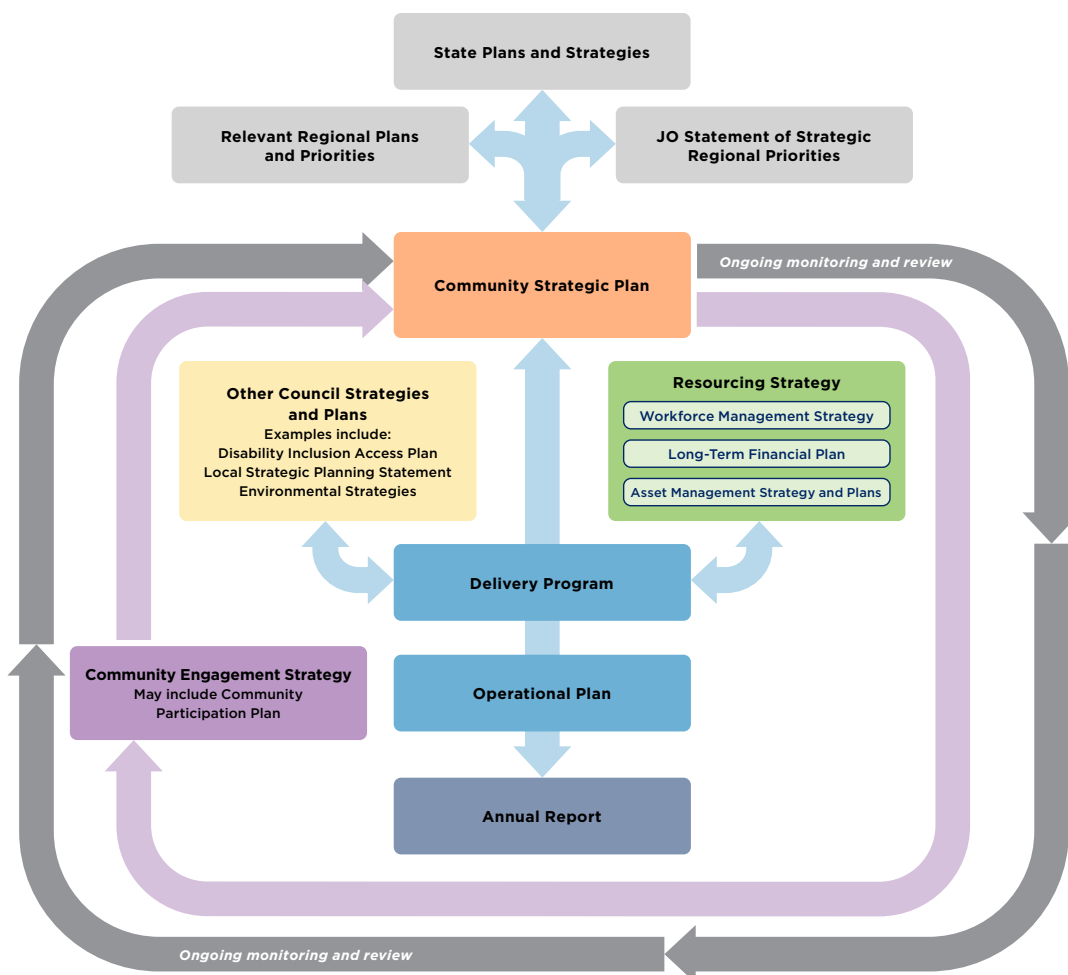
The Integrated Planning and Reporting (IP&R) Framework allows councils to bring plans and strategies together in a way that supports a clear vision for the future and provides an agreed roadmap for delivering community priorities and aspirations. A summary of the IP&R Framework is available on OLG’s website under [Integrated Planning and Reporting](#)³⁹.

Following the ordinary elections of councillors, the council must review the:

- Community Strategic Plan
- Resourcing Strategy
- Delivery Program, and
- Operational Plan.

County councils must review the:

- Business Activity Strategic Plan
- Resourcing Strategy
- Delivery Program, and
- Operational Plan.



³⁹ <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

Endorsement of the Community Strategic Plan

Councils must review and endorse the Community Strategic Plan before 30 June 2025.

The Community Strategic Plan is council's highest-level plan. It reflects the main priorities and aspirations of the community and is reviewed after every ordinary election.

Under the Act⁴⁰, councils may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new Community Strategic Plan.

Councils must ensure that the Community Strategic Plan:

- addresses civic leadership, social, environmental, and economic issues in an integrated manner
- is based on social justice principles of equity, access, participation, and rights
- is informed by information that identifies key issues and challenges for the local government area, or surrounding region, and
- is developed having due regard to the State Government's State Plan and other relevant State and regional plans.

While the council plays a custodial role in initiating, preparing, and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation.

A draft Community Strategic Plan (including any amendments) must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered before the plan is endorsed by the council.

Within 28 days after endorsing a Community Strategic Plan, the council must post a copy of the plan on its website and provide a copy or a link to the plan on the council's website to OLG.

Further guidance on reviewing and endorsing a Community Strategic Plan is available on OLG's website under [Community Strategic Plan](#)⁴¹.

⁴⁰ section 402 of the Act

⁴¹ <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/community-strategic-plan/>

⁴² section 219 of the Regulation

⁴³ section 219(2) of the Regulation

Endorsement of the Business Activity Strategic Plan

County councils must review and endorse the Business Activity Strategic Plan before 30 June 2025⁴².

The Business Activity Strategic Plan identifies the main business activity priorities of the county councils and must be reviewed after every ordinary election.

County councils must ensure that the Business Activity Strategic Plan:

- identifies the main business activity priorities of the council covering a period of at least 10 years from when the plan is endorsed
- establishes strategic objectives together with strategies for achieving those objectives, and
- has been developed having due regard to the community strategic plans of the county council's constituent councils and in consultation with those councils.

Under the Regulation⁴³, county councils may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new Business Activity Strategic Plan.

Within 28 days after endorsing a Business Activity Strategic Plan, the county council must post a copy of the plan on its website and provide a copy of the plan to the Secretary of the Department of Planning, Housing and Infrastructure or a link to the plan on the county council's website can be provided to the Minister for Local Government.

Adoption of the Resourcing Strategy

The Resourcing Strategy details how the council and county council will allocate resources – money, assets, and people – to deliver the aspirations of the Community Strategic Plan or Business Activity Strategic Plan, as relevant.

The Resourcing Strategy consists of 3 components:

- Long-Term Financial Planning
- Workforce Management Planning, and
- Asset Management Planning.

Further guidance on the Resourcing Strategy is available on OLG's website under [The Resourcing Strategy](#)⁴⁴.

Adoption of the Delivery Program

Under the Act⁴⁵, councils and county councils must establish a new Delivery Program to cover their principal activities for the 4-year period commencing on 1 July 2025.

The Delivery Program is a statement of commitment to the community from the newly elected council, that translates the community's strategic goals into clear actions.

It allows the council and county council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be resourced and scheduled.

The Delivery Program must include a method of assessment to determine the effectiveness of its implementation.

Before the Delivery Program is adopted by the council, the draft Delivery Program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by it.

Further guidance on developing and adopting a new Delivery Program is available on OLG's website under [The Delivery Program](#)⁴⁶.

Adoption of the Operational Plan

Under the Act⁴⁷, councils and county councils must prepare and adopt an Operational Plan each year.

The Operational Plan is council's and county council's action plan for achieving the community priorities outlined in the Community Strategic Plan or Business Activity Strategic Plan, as relevant, and Delivery Program.

It is prepared each year, and identifies the projects, programs, and activities that council will conduct to achieve the commitments of the Delivery Program.

Before the Operational Plan is adopted by the council, the draft Operational Plan must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by it.

Within 28 days after the adoption of an Operational Plan, the council must post a copy of the plan on the council's website and provide a copy to OLG.

Further guidance on developing and adopting a new Operational Plan is available on OLG's website under [The Operational Plan](#)⁴⁸.

44 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-resourcing-strategy/>

45 section 404 of the Act

46 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-delivery-program/>

47 section 405 of the Act

48 <https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/the-operational-plan/>



Within 12 months of the elections

Review and adoption of local approvals and orders policies

Under the Act⁴⁹, councils' and county councils' local approvals and orders policies are automatically revoked 12 months after each ordinary election unless adopted after the elections.

If councils and county councils have adopted local approvals and orders policies, they should review them after the elections to ensure they are current and fit for purpose.

If the policies are still required and the council proposes to adopt them with or without amendment, it must first exhibit the draft policy for at least 28 days and invite submissions for a period of at least 42 days⁵⁰.

After considering submissions, councils may decide to amend the policy, adopt the policy without amendment or not to adopt the policy.

If the council decides to amend the draft policy, it may publicly exhibit the amended draft local policy or, if the council is of the opinion that the amendments are not substantial, it may adopt the amended draft policy without further public exhibition.

Adoption of councillors' expenses and facilities policy

Under the Act⁵¹, councils, county councils and joint organisations must adopt a new policy on the payment of expenses and the provision of facilities to the mayor (or chairperson) and councillors (a section 252 policy) within 12 months of the elections.

Before adopting a new section 252 policy, councils and joint organisations should review their existing policy to ensure it continues to be appropriate.

The Regulation requires policies adopted under section 252 to provide for the making of payment of expenses associated with carer responsibilities that are adequate or reasonable⁵².

Councils should ensure when reviewing their policies that the policy makes adequate provision for meeting councillors' carer expenses.

Before adopting a new section 252 policy, councils must give public notice of their intention to adopt the policy and allow at least 28 days for the making of public submissions⁵³.

Councils must comply with this requirement even if they propose to adopt the same policy as the existing policy.

Under the Act, before adopting the policy, councils must consider any submissions and make any appropriate changes to the draft policy⁵⁴.

Joint organisations must consult with their member councils about the content of their section 252 policy before adopting it.

⁴⁹ section 165 of the Act

⁵⁰ section 160 of the Act

⁵¹ section 252 of the Act

⁵² section 403 of the Regulation

⁵³ section 253(1) of the Act

⁵⁴ section 253 of the Act

To assist councils and joint organisations in reviewing and adopting a section 252 policy, OLG has issued [Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW](#)⁵⁵ under section 23A of the Act. Councils' policies must comply with these guidelines⁵⁶.

OLG has also issued a model [Councillor Expenses and Facilities Policy](#)⁵⁷ that councils may wish to use or adapt for their own purposes.

Specific guidance for joint organisations on the adoption of a section 252 policy is provided in part 2.6 of the [Joint Organisation Implementation Guidelines](#)⁵⁸.

Review of organisation structure

Under the Act⁵⁹, councils, county councils and joint organisations must review their organisation structure within 12 months of the elections. When reviewing the organisation structure, councils and joint organisations may redetermine the organisation structure but are not required to do so.

The positions within the organisation structure of a council must be determined to give effect to the priorities set out in the community strategic plan and the council's delivery program.

The review and determination of the organisation structure and the allocation of resources to fund positions in the organisation structure should be a collaborative exercise between the governing body and the general manager or the executive officer in the case of a joint organisation.

Under the Act, responsibility for determining the positions within the organisation structure rests with the general manager or the executive officer meaning that this does not need to be done by resolution. The general manager or executive officer is required under the Act to consult with the governing body of the council or joint organisation before determining the positions within the organisation structure and to consider

the views of councillors. When consulting with councillors on the proposed organisation structure, the general manager or executive officer should provide sufficient information to allow councillors to understand what is being proposed and why and to allow them to provide input into the general manager's or executive officer's decision. The final decision on the organisation structure ultimately rests with the general manager or executive officer.

The governing body of the council or joint organisation is in turn responsible under the Act for allocating resources through the budget process towards the employment of staff in the positions identified in the organisation structure. This is a non-delegable function and must be done by resolution. The governing body is required under the Act to consult with the general manager or executive officer before making budgetary decisions on the allocation of resources towards the employment of staff.

Specific guidance for joint organisations on the determination of their organisation structure is provided in part 2.11 of the [Joint Organisation Implementation Guidelines](#)⁶⁰.

Adoption of a code of meeting practice

Under the Act⁶¹, councils, county councils and joint organisations must adopt a code of meeting practice that incorporates the mandatory provisions of the [Model Code of Meeting Practice for Local Councils in NSW](#)⁶² (Model Meeting Code) prescribed by the Regulation within 12 months of the elections.

Councils' and joint organisations' adopted codes of meeting practice must not contain provisions that are inconsistent with the mandatory provisions of the Model Meeting Code.

Councils and joint organisations are not required to adopt the non-mandatory provisions of the Model Meeting Code and can adapt them to meet their own needs.

55 <https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/councillor-expenses-and-facilities/>

56 section 252(5) of the Act

57 <https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/councillor-expenses-and-facilities/>

58 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

59 section 333 of the Act

60 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

61 section 360 of the Act

62 <https://www.olg.nsw.gov.au/councils/governance/model-code-of-meeting-practice/>

Before adopting a code of meeting practice, councils must prepare a draft code and exhibit it for at least 28 days and invite submissions for a period of at least 42 days⁶³.

Councils must consider all submissions received and may, after considering submissions, decide to amend the non-mandatory provisions of its draft code, or to adopt the draft code.

If the council decides to amend its draft code, it may re-exhibit the amended draft or, if the council considers that the amendments are not substantial, it may adopt the amended draft code without public exhibition⁶⁴.

The Regulation⁶⁵ prescribes that a joint organisation must consult with its member councils about the content of its proposed code of meeting practice before adopting it.

Refer to the [Model Meeting Code](#) for more information.

Specific guidance for joint organisations on the adoption of a code of meeting practice is provided in part 2.8 of the [Joint Organisation Implementation Guidelines](#)⁶⁶.

The Model Meeting Code contains non-mandatory rules for conducting councillor briefings. This is an area where the Minister for Local Government may propose changes to ensure briefings are held through committees, that information is publicly available, and meetings are recorded.

Review of delegations

Under the Act⁶⁷, councils and county councils must review all their delegations within 12 months of the elections.

Councils may, by resolution, delegate to the general manager or any other person or body (but not an employee of the council other than the general manager) any of the functions of the council other than those referred to in section 377 of the Act⁶⁸.

The general manager may, in turn, sub-delegate a function delegated to them by the council to any person or body (including another employee of the council)⁶⁹.

Review of the code of conduct

Under the Act⁷⁰, councils, county councils and joint organisations must review their adopted codes of conduct within 12 months of the elections and make such adjustments as they consider appropriate.

Councils, county councils and joint organisations must adopt a code of conduct that incorporates the provisions of the Model Code of Conduct prescribed by the Regulation.

A council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (e.g. volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted code of conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct.

However, a council's or joint organisation's adopted code of conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

In other words, councils and joint organisations can strengthen but cannot dilute the provisions of the Model Code of Conduct in their adopted codes of conduct.

Refer to the [Model Code of Conduct](#) for more information⁷¹.

Specific guidance for joint organisations on the code of conduct is provided in part 2.5 of the [Joint Organisation Implementation Guidelines](#)⁷².

63 section 361 of the Act

64 section 362 of the Act

65 section 397C of the Regulation

66 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

67 section 380 of the Act

68 section 377 of the Act

69 section 378 of the Act

70 section 440(7) of the Act

71 <https://www.olg.nsw.gov.au/councils/governance/model-code-of-conduct/>

72 <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>



Reforming the councillor conduct framework is a priority for the Government. During the next term of council, reforms will be proposed to ensure there are clear expectations on councillors about their conduct as well as proposals to ensure an effective process for genuine complaints and minimisation of the 'weaponisation' of complaints.

Adoption of a statement of strategic regional priorities

Joint organisations must adopt a statement of strategic regional priorities within 12 months of the elections for their member councils⁷³.

The statement of regional priorities must set out the strategic regional priorities for the joint organisation's area and the strategies and plans for delivering them.

Joint organisations must consult with their member councils about the content of the proposed statement of strategic regional priorities.

Once adopted, the statement of regional priorities must be published on the joint organisation's website.

Specific guidance for joint organisations on the preparation of a statement of strategic regional priorities is provided in part 2.9 of the [Joint Organisation Implementation Guidelines](#)⁷⁴.

⁷³ section 397H of the Regulation

⁷⁴ <https://www.olg.nsw.gov.au/wp-content/uploads/Joint-Organisation-Implementation-Guidelines.pdf>

Post-election checklist



At the first meeting

- Oaths and affirmation of office (councils and county councils)
- Decision on using count-back to fill casual vacancies (councils)
- Mayoral elections (if council elects a mayor)
- Elections of chairpersons (county councils and JOs)
- Elect councillor member to Audit, Risk and Improvement Committee (if council, county council or JO elects a councillor member)



Before 30 June 2025

- Endorsement of the Community Strategic Plan (councils)
- Endorsement of the Business Activity Strategic Plan (county councils)
- Adoption of the Resourcing Strategy (councils and county councils)
- Adoption of the Delivery Program (councils and county councils)
- Adoption of the Operational Plan (councils and county councils)



At the second meeting

- Endorsement of the State of our City Report (councils)



Within 12 months

- Review and adoption of local approvals and orders policies (councils and county councils)
- Adoption of councillors' expenses and facilities (all)
- Review of organisation structure (all)
- Adoption of a code of meeting practice (all)
- Review of delegations (councils and county councils)
- Review of code of conduct (all)
- Adoption of a statement of strategic regional priorities (JOs)



Within 3 months

- Lodgement of returns of interests (councillors, members of county councils, voting representatives of board of JOs)
- Endorsement of the Annual Report (councils)
- Review Community Engagement Strategy (councils and county councils)



Within 6 months

- Completion of induction and refresher training for mayors and councillors (councils and county councils)

Fact Sheet

ELECTION OF MAYOR AND DEPUTY
MAYOR BY COUNCILLORS

Summary

Councillors must elect a mayor from among their number every two years unless they have a popularly elected mayor.

Councillors may also elect a deputy mayor. The deputy mayor may be elected for the mayoral term or a shorter term.

The election of the mayor and the deputy mayor must be conducted in accordance with section 394 and Schedule 7 of the *Local Government (General) Regulation 2021* (the Regulation).

The purpose of this document is to assist councils to conduct mayoral and deputy mayoral elections in accordance with these requirements. It includes scripts for key activities to help returning officers exercise their functions. These scripts are provided in the text boxes inserted in the relevant parts of this document.

How can councils use this document?

Electing a mayor is an important activity. It is vital that the process is smooth, open and easy to follow and not rushed or confusing. Where necessary, it may be appropriate to stop and provide clarification for the benefit of councillors, staff or the gallery.

Returning officers can circulate this document prior to the meeting to help councillors understand the election process.

Election of a mayor after an ordinary election of councillors

An election for mayor must be held within three weeks of the declaration of the ordinary election at a meeting of the council.

The returning officer is to be the general manager or a person appointed by the general manager.

As no mayor or deputy mayor will be present at the start of the meeting, the first business of the meeting should be the election of a chairperson to preside at the meeting. Alternatively, the returning officer may assume the chair for the purpose of conducting the election.

Mid-term election of a mayor

A mayor elected by councillors holds office for two years. A mid-term mayoral election must be held in the September two years after the ordinary election of councillors or the first election of a new council following its establishment.

Procedures

Prior to the meeting

Before the council meeting at which the election is to be conducted, the returning officer will give notice of the election to the councillors.

The notice is to set out how a person may be nominated as a candidate for election as chairperson.

As returning officer, I now invite nominations for the position of mayor/deputy mayor for [name of council] for a two year period.

In accordance with the Local Government (General) Regulation 2021, two or more councillors may nominate a councillor (one of whom may be the nominee) for the position of mayor/deputy mayor. Nominations must be in writing and the nominee must consent to their nomination in writing.

A councillor may be nominated without notice for election as mayor or deputy mayor. The nomination is to be made in writing by two or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

The returning officer checks the nomination forms and writes the nominees' names on a candidates' sheet.

At the meeting

At the start of the first meeting after an ordinary election, in the absence of a chairperson, the returning officer assumes the chair and announces that the first item of business is to be the election of a mayor.

If a chairperson is present, they announce that the first item of business is the election of the mayor then vacates the chair for the returning officer who will then conduct the election.

The returning officer reads out the names of the nominees and seeks confirmation that the nominee has accepted the nomination.

If only one councillor has been nominated for the position of mayor/deputy mayor, the nominee is elected.

As there is only one nominee for the role of mayor/deputy mayor, I declare that [name of successful candidate] is elected as mayor/deputy mayor for the ensuing two years.

If more than one candidate has been nominated, the council must determine by resolution, the method of voting for the position of mayor/deputy mayor, by way of one of the following methods:

- Open voting – i.e. by show of hands
- Ordinary ballot – i.e. a secret ballot (place an "X" against the candidate of their choice)
- Preferential ballot – i.e. place 1, 2, 3 etc. against each candidate.

The returning officer must ask for a motion to be put to the meeting by one of the councillors on the preferred method of voting for the election of a chairperson. This must then be seconded and voted on by the councillors.

Note: In the event of a tie, if there is a chairperson, they may use their casting vote. If there is a tie and no chairperson, an election for the role of chairperson should be conducted. Then the election for mayor resumes.

Open voting (show of hands)

Open voting is the most transparent method of voting. It is also the least bureaucratic method and reflects normal council voting methods.

The returning officer will advise the meeting of the method of voting and explains the process.

It has been resolved that the method of voting for the position of mayor/deputy mayor will be by show of hands.

Each councillor is entitled to vote for only one candidate in each round of voting.

I will now write each candidate's name on a slip of paper and deposit it in a barrel. The first name out of the barrel will be written first on the tally sheet, with second name out being written second on the tally sheet, etc.

When all candidates' names have been written on the tally sheet, the returning officer announces the names of the candidates and, commencing with the first candidate, states the following:

Would those councillors voting for [name of candidate] please raise your hand.

The returning officer records the number of votes for each successive candidate on the tally sheet and announces the number of votes received for each candidate.

The minute taker records the vote of each councillor.

The returning officer should check with the minute taker that each councillor has voted. If a councillor has not voted it should be confirmed that they are abstaining (an informal vote).

Two candidates

If there are only two candidates for the position of mayor/deputy mayor and the voting is higher for one candidate than another (number of formal votes recorded on the tally sheet), the returning officer then announces the result.

[Name of candidate] has the higher number of formal votes and as a result I declare that [name of candidate] is elected as mayor/deputy mayor for the ensuing two years.

In the event of a **tied vote**, the returning officer will advise the meeting of the following process.

In accordance with section 12 of Schedule 7 of the Local Government (General) Regulation 2021, I will now write the

names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be declared as mayor/deputy mayor.

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel.

The returning officer then draws a name out of the barrel and shows the meeting.

I declare that [name of candidate] is elected as mayor/deputy mayor for the ensuing two years.

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Three or more candidates

If there are three or more candidates, the candidate with the lowest number of votes for the position of mayor/deputy mayor is excluded.

[Name of candidate], having the lowest number of votes, is excluded.

The voting continues as above until there are only two candidates remaining (see voting for **two candidates** above).

In the event that the **lowest number of votes are tied**, the returning officer advises the meeting of the following process:

In accordance with section 12 of Schedule 7 of the Local Government (General) Regulation 2021, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be excluded.

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel.

The returning officer then draws a name out of the barrel and shows it to the meeting.

I declare that [name of candidate] is excluded.

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Ordinary ballot – (secret ballot)

The returning officer advises the meeting of the method of voting and explains the process.

It has been resolved that the method for voting for the position of mayor/deputy mayor will be by ordinary ballot, in other words by placing an "X" against the candidate of the councillor's choice.

The returning officer announces the names of the candidates for mayor/deputy mayor and writes each name on a slip of paper and deposits it in a barrel.

The returning officer requests that a staff member shakes the barrel and advises that the order in which the names will appear on the ballot paper will be determined by a draw out of the barrel, i.e. first name out of the barrel is written first on the ballot papers and so on.

It will be necessary to have a number of blank papers as this process may require more than one round of voting.

The returning officer writes the names on one set of the ballot papers and initials the front of each ballot paper.

A staff member distributes the ballot papers and collects them into the ballot box when completed and gives it to the returning officer who counts the votes and records them on the tally sheet.

The returning officer announces the results.

[Name of candidate], having the lowest number of votes, is excluded.

In the event that the **lowest number of votes are tied**, the returning officer advises the meeting of the following process:

In accordance with section 12 of Schedule 7 of the Local Government (General) Regulation 2021, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be excluded.

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel.

The returning officer then draws a name out of the barrel and shows it to the meeting.

I declare that [name of candidate] is excluded.

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

The returning officer writes the names of the remaining candidates on a further set of the ballot papers and initials the front of each ballot paper.

The staff member distributes ballot papers listing the remaining candidates and collects them into the ballot box when completed and gives it to the returning officer who again counts the votes and records them on the tally sheet and announces the results.

The process continues until two candidates remain, where a final vote takes place.

[Name of candidate] has the higher number of votes and I declare that [name of candidate] is elected as mayor/deputy mayor for the ensuing two years.

In the event of a **tied vote** between the two remaining candidates, the returning officer makes the following statement and announces the process.

The votes are tied between [name of candidate 1] and [name of candidate 2] having received [number] votes each, and, in accordance with section 12 of Schedule 7 of the Local Government (General) Regulation 2021, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel.

Please note that the candidate whose name is drawn out will be declared as mayor/deputy mayor.

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests that a staff member shakes the barrel.

The returning officer then draws a name out of the barrel and shows the meeting.

I declare that [name of candidate] is elected as mayor/deputy mayor for the ensuing two years.

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Preferential ballot

The returning officer explains the process.

It has been resolved that the method for voting for the position of mayor/deputy mayor will be by preferential ballot, i.e. placing 1, 2 and so on against the candidate of the councillor's choice in order of preference for all candidates.

The returning officer announces the names of the candidates for mayor/deputy mayor and writes each candidate's name on a slip of paper and deposits it in a barrel.

The returning officer requests that a staff member shakes the barrel and advises that the order in which the names will appear on the ballot paper will be determined by a draw out of the barrel, i.e. first name out of the barrel is written first on the ballot papers and so on.

The returning officer writes the names on the ballot papers and initials the front of each ballot paper. This method of voting requires only one set of ballot papers.

A staff member distributes the ballot papers and collects them when completed and gives them to the returning officer who counts the first preference votes and records them on the tally sheet.

If a candidate has an absolute majority of first preference votes (more than half), the returning officer declares the outcome.

[Name of candidate], having an absolute majority of first preference votes, is elected as mayor/deputy mayor for the ensuing two years.

If no candidate has the absolute majority of first preference votes, the returning officer excludes the candidate with the lowest number of first preference votes.

[Name of candidate], having the lowest number of first preference votes, is excluded.

The preferences from the excluded candidate are distributed. This process continues until one candidate has received an absolute majority of votes, at which time the returning officer announces the result.

[Name of candidate], having an absolute majority of votes, is elected as mayor/deputy mayor for the ensuing two years.

In the event of a **tied vote** where there are only two candidates remaining in the election, the returning officer explains the process.

The votes are tied between [name of candidate 1] and [name of candidate 2] having received [number] votes each, and, in accordance with section 12 of Schedule 7 of the Local Government (General) Regulation 2021, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be declared as mayor/deputy mayor.

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests a staff member to shake the barrel. The returning officer then draws a name out of the barrel and shows the meeting.

I declare that [name of candidate] is elected as mayor/deputy mayor for the ensuing two years.

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

In the event that the **lowest number of votes are tied** and where there are three or more candidates remaining in the election, the returning officer advises the meeting of the process.

In accordance with section 12 of Schedule 7 of the Local Government (General) Regulation 2021, I will now write the names of the candidates on similar slips of paper, fold them and place them in the barrel. Please note that the candidate whose name is drawn out will be excluded and their preferences distributed.

It is appropriate to show the meeting the names and the barrel. Councillors may inspect but not touch the items.

The returning officer places the names of the candidates into the barrel and requests that a staff member shakes the barrel.

The returning officer then draws a name out of the barrel and shows the meeting.

I declare that [name of candidate] is excluded and any votes cast for them will be distributed by preference.

The returning officer then draws out the remaining name and reads it for completeness. The second name should be shown to the meeting.

Schedule 7 - Election of Mayor by Councillors

Part 1 Preliminary

1 Returning officer

The general manager (or a person appointed by the general manager) is the returning officer.

2 Nomination

- (1) A councillor may be nominated without notice for election as mayor or deputy mayor
- (2) The nomination is to be made in writing by 2 or more councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.
- (3) The nomination is to be delivered or sent to the returning officer.
- (4) The returning officer is to announce the names of the nominees at the council meeting at which the election is to be held.

3 Election

- (1) If only one councillor is nominated, that councillor is elected.
- (2) 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.
- (3) The election is to be held at the council meeting at which the council resolves on the method of voting.
- (4) In this section:

ballot has its normal meaning of secret ballot.

open voting means voting by a show of hands or similar means.

Part 2 Ordinary ballot or open voting

4 Application of Part

This Part applies if the election proceeds by ordinary ballot or by open voting.

5 Marking of ballot-papers

- (1) If the election proceeds by ordinary ballot, the returning officer is to decide the manner in which votes are to be marked on the ballot-papers.
- (2) The formality of a ballot-paper under this Part must be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.
- (3) An informal ballot-paper must be rejected at the count.

6 Count—2 candidates

- (1) If there are only 2 candidates, the candidate with the higher number of votes is elected.
- (2) If there are only 2 candidates and they are tied, the one elected is to be chosen by lot.

7 Count—3 or more candidates

- (1) If there are 3 or more candidates, the one with the lowest number of votes is to be excluded.
- (2) If 3 or more candidates then remain, a further vote is to be taken of those candidates and the one with the lowest number of votes from that further vote is to be excluded.
- (3) If, after that, 3 or more candidates still remain, the procedure set out in subsection (2) is to be repeated until only 2 candidates remain.
- (4) A further vote is to be taken of the 2 remaining candidates.
- (5) Section 6 of this Schedule then applies to the determination of the election as if the 2 remaining candidates had been the only candidates.
- (6) If at any stage during a count under subsection (1) or (2), 2 or more candidates are tied on the lowest number of votes, the one excluded is to be chosen by lot.

Part 3 Preferential ballot

8 Application of Part

This Part applies if the election proceeds by preferential ballot.

9 Ballot-papers and voting

- (1) The ballot-papers are to contain the names of all the candidates. The Councillors are to mark their votes by placing the numbers "1", "2" and so on against the various names so as to indicate the order of their preference for all the candidates.
- (2) The formality of a ballot-paper under this Part is to be determined in accordance with section 345 of this Regulation as if it were a ballot-paper referred to in that section.
- (3) An informal ballot-paper must be rejected at the count.

10 Count

- (1) If a candidate has an absolute majority of first preference votes, that candidate is elected.
- (2) If not, the candidate with the lowest number of first preference votes is excluded and the votes on the unexhausted ballot-papers counted to him or her are transferred to the candidates with second preferences on those ballot-papers.
- (3) A candidate who then has an absolute majority of votes is elected, but, if no candidate then has an absolute majority of votes, the process of excluding the candidate who has the lowest number of votes and counting each of his or her unexhausted ballot-papers to the candidates remaining in the election next in order of the voter's preference is repeated until one candidate has received an absolute majority of votes. The latter is elected.
- (4) In this section, "**absolute majority**", in relation to votes, means a number that is more than one-half of the number of unexhausted formal ballot-papers.

11 Tied candidates

- (1) If, on any count of votes, there are 2 candidates in, or remaining in, the election and the numbers of votes cast for the 2 candidates are equal—the candidate whose name is first chosen by lot is taken to have received an absolute majority of votes and is therefore taken to be elected.
- (2) If, on any count of votes, there are 3 or more candidates in, or remaining in, the election and the numbers of votes cast for 2 or more candidates are equal and those candidates are the ones with the lowest number of votes on the count of the votes—the candidate whose name is first chosen by lot is taken to have the lowest number of votes and is therefore excluded.

Part 4 General

12 Choosing by lot

To choose a candidate by lot, the names of the candidates who have equal numbers of votes are written on similar slips of paper by the returning officer, the slips are folded by the returning officer so as to prevent the names being seen, the slips are mixed and one is drawn at random by the returning officer and the candidate whose name is on the drawn slip is chosen.

13 Result

The result of the election (including the name of the candidate elected as mayor or deputy mayor) is:

- a) to be declared to the councillors at the council meeting at which the election is held by the returning officer, and
- b) to be delivered or sent to the Secretary and to the Chief Executive of Local Government NSW.

8.4 ELECTION OF DEPUTY MAYOR**Author:** Chief Executive Officer**Authoriser:** Aaron Johansson, Chief Executive Officer**Attachments:** Nil

Link to Community Strategic Plan:	Civic Leadership
Cost to Council:	The cost of the Deputy Mayor election is nil and there is no additional remuneration for this position
Use of Reserve Funds:	Nil

RECOMMENDATION

That

1. The report of the Chief Executive Officer on the election of the Deputy Mayor be received.
2. Council elects a Deputy Mayor for the period from 15th October 2024 until the next Deputy Mayoral election in September 2026
3. Following the close of nominations for the position of Deputy Mayor the method of electing the Deputy Mayor be determined from one of the following options in accordance with Schedule 7 Local Government (General) Regulation 2005 (delete two) if more than one nomination is received:
 - a. Preferential Ballot or
 - b. Ordinary Ballot or
 - c. Open Voting

BACKGROUND

The purpose of this report is to elect a Deputy Mayor from 15th October 2024 until the next Mayoral election in September 2026 in accordance with the Office of Local Government Post-election guide for councils, county councils and joint organisations - August 2024 - <https://www.olg.nsw.gov.au/wp-content/uploads/2024/08/Post-election-Guide-for-Council.pdf>.

REPORT

Council may elect a Deputy Mayor to cover the first part of this term of Council from 15th October 2024 until September 2026, being the same term as the Mayor.

Section 231 *Local Government Act 1993* provides that Councillors may elect a person from among their number to be the Deputy Mayor. The Councillor may be elected as Deputy Mayor for the Mayoral term or a shorter period. It is Council's practice to elect a Deputy Mayor for the Mayoral term which is two years.

Council does have the option of electing the Deputy Mayor for just a one year term.

Council also have the option of not appointing a Deputy Mayor at all.

The Deputy Mayor may exercise any function of the Mayor at the request of the Mayor or if the Mayor is prevented by illness, absence or otherwise from exercising the function or if there is a casual vacancy in the Mayor.

Section 249(5) *Local Government Act 1993* states *A council may pay the deputy mayor (if there is one) a fee determined by the council for such time as the deputy mayor acts in the office of the mayor. The amount of the fee so paid must be deducted from the mayor's annual fee.*

Nomination papers for the election of Deputy Mayor for the term 15th October 2024 until the next Deputy Mayoral election in September 2026 has been circulated to all Councillors.

In accordance with Clause 1 Schedule 7 *Local Government (General) Regulation 2005*, the General Manager is the Returning Officer.

Nominations will be accepted by the Returning Officer until the time the matter is before Council at its meeting on 15th October 2024 and the Returning Officer declares nominations to have closed.

Nominations for the election of Deputy Mayor shall be in writing, but may be without notice, by two (2) or more Councillors (one of whom may be the nominee). The nomination is not valid unless the nominee has indicated consent to the nomination in writing.

The nomination is to be delivered or sent to the Returning Officer who is to announce the names of the nominees at the Council Meeting at which the election is to be held.

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

When more than one candidate is nominated, the Council may, by resolution, decide whether the election shall be carried out by:

- a) Ordinary Ballot - Involving the marking of Ballot Papers - subsequent exclusion of one candidate; further voting and exclusions; repeated until two candidates only remain, final vote between remaining two candidates.
- b) Open Voting - Procedure identical to Ordinary Ballot, however, the voting is by show of hands or similar means, not a Ballot Paper.
- c) Preferential Ballot - The complete numbering of Ballot Papers in consecutive order of preference for all candidates, commencing with "1" as first preference.

Drawing of lots may become necessary, it shall be done by the Returning Officer.

8.5 POTENTIAL OF BY-ELECTION IN THE EVENT OF CASUAL VACANCY**Author:** Chief Executive Officer**Authoriser:** Aaron Johansson, Chief Executive Officer**Attachments:** 1. **NSW Electoral Commission Countback Information Fact Sheet**  

Link to Community Strategic Plan:	Our Civic Leadership
Cost to Council:	There is no financial cost to Council unless a vacancy occurs
Use of Reserve Funds:	Nil

RECOMMENDATION

That

1. The report of the Chief Executive Officer regarding the potential of a By-Election in the event of a Casual Vacancy be received.
2. Pursuant to Section 291A(1)(b) of the *Local Government Act 1993* (the Act), Goulburn Mulwaree Council (Council) declares that casual vacancies occurring in the office of a councillor within 18 months after the last ordinary election of councillors for the Council on 14 September 2024 are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act and directs the Chief Executive Officer to notify the NSW Electoral Commission of the Council's decision within 7 days of the decision.

BACKGROUND

This report relates to the opportunity of eliminating a by-election for Council if vacancies in the office of a councillor occur within 18 months after the last ordinary election for Council on 14 September 2024.

REPORT

The *Local Government Act 1993* (the Act) permits councils to hold a countback instead of a by-election if a casual vacancy in the office of a councillor occurs within the first 18 months of this Council term. The option of a countback will avoid the significant cost of by-election which may be in excess of up to \$250,000.

Section 291A of the Act states:

Countback to be held instead of by-election in certain circumstances

291A Countback to be held instead of by-election in certain circumstances

(1) This section applies to a casual vacancy in the office of a councillor if:

(a) the casual vacancy occurs within 18 months after the date of the last ordinary election of the councillors for the area, and

(b) the council has at its first meeting following that ordinary election of councillors, by resolution, declared that any such casual vacancy is to be filled by a countback of votes cast at the last election for that office.

(2) This section does not apply to a casual vacancy in the office of a councillor if the councillor who vacated office was elected:

(a) in an election using the optional preferential voting system (including the election of a mayor elected by the electors of an area), or

Note: See section 285 (Voting system for election of councillors).

(b) in an election without a poll being required to be held.

Note: See section 311 (Uncontested elections).

(3) A casual vacancy to which this section applies is to be filled by a countback election conducted in accordance with the regulations.

(4) A countback election to fill a casual vacancy to which this section applies must be conducted:

(a) if the election at which the person whose departure created the casual vacancy was elected was administered by the Electoral Commissioner--by a returning officer appointed by the Electoral Commissioner, or

(b) if the election at which the person whose departure created the casual vacancy was elected was administered by a returning officer appointed by an electoral services provider engaged by the council--by a returning officer appointed by the electoral services provider.

(5) If a countback election fails or the returning officer is otherwise unable to fill the casual vacancy by a countback election:

(a) the returning officer must notify the general manager of the council concerned, and

(b) a by-election in accordance with this Part must be held to fill the casual vacancy.

(5A) If an electoral services provider engaged by the council is unable to appoint a returning officer for the purposes of subsection (4)(b), a by-election in accordance with this Part must be held to fill the casual vacancy.

(6) This section does not apply to a casual vacancy in the office of a councillor if the vacancy occurs before the day prescribed for the purposes of this section by the regulations.

The recommendation of this report is that pursuant to Section 291A of the Act Council declares any councillor casual vacancy that occurs within 18 months after the 14 September 2024 Local Government Election be filled by a countback of votes cast at that election for that office.



Countback elections

What is countback?

A quick, cost effective way to fill a casual vacancy.

Countback allows the council to fill a casual vacancy using a recount of the ballot papers from the last ordinary election instead of requiring an attendance by election.

Council must pass a resolution at its first meeting following the ordinary election to use countback to fill a casual vacancy.

Model resolution

That Council, pursuant to section 291A(1)(b) of the *Local Government Act 1993*, declare that casual vacancies occurring in the office of a councillor within 18 months after the last ordinary election of councillors for the Council on 14 September 2024, are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act and directs the General Manager to notify the Electoral Commissioner for NSW of Council's decision within 7 days of this decision.

Why would a Council choose to use countback?

Pros

- Time efficient:
 - Casual vacancy filled within 49 days or less, whereas a by-election can take up to 3 months
- Cost effective:
 - **Small by-election** >\$50,000
 - **Metro by-election** >\$500,000
 - **Countback election** \$6,000 - \$10,000
- Electorate not required to vote again
- No penalties for electors not voting
- No impact on sitting councillors
- Minimal effort from Council.

Cons

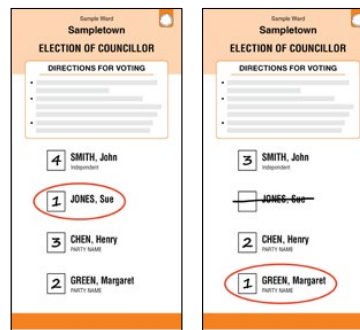
- No new candidates are able to be considered. Only unelected candidates from the previous ordinary election are able to apply
- Unelected candidates from the previous ordinary election cannot campaign to improve their vote.

How does a countback election work?

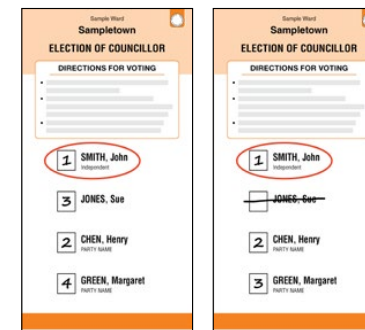
The count is conducted using the same ballot papers from the previous ordinary election which are stored as a data file in our computer count system.

Each ballot paper where the vacating councillor has a preference will be redistributed to the candidate with the next highest preference on that ballot paper by the count system. More examples, including ballot papers with groups, are available on our [website](#).

Example 1: Councillor Sue Jones resigns



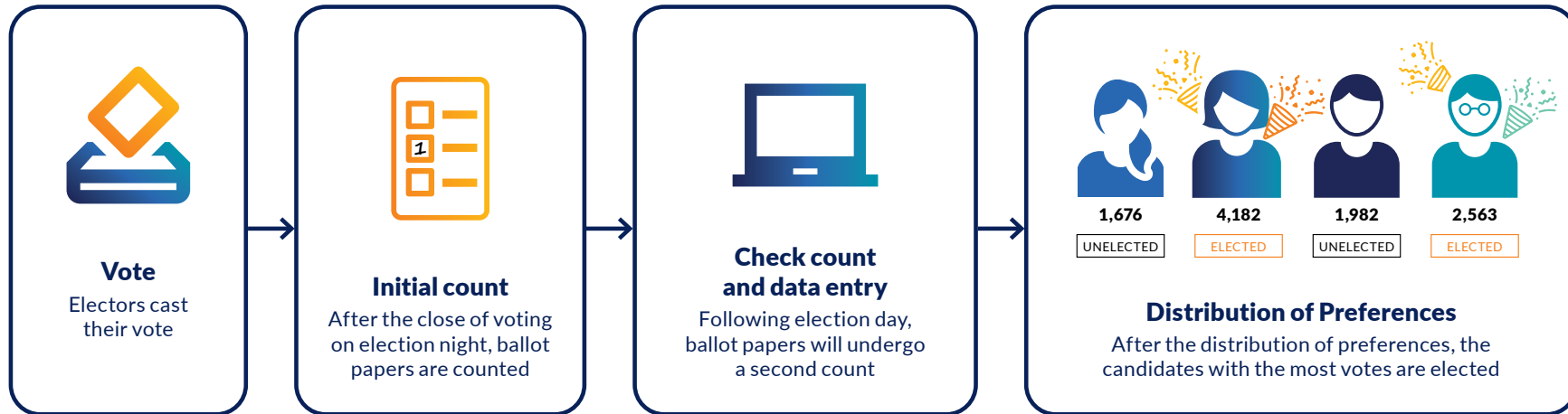
Example 2: Councillor Sue Jones resigns



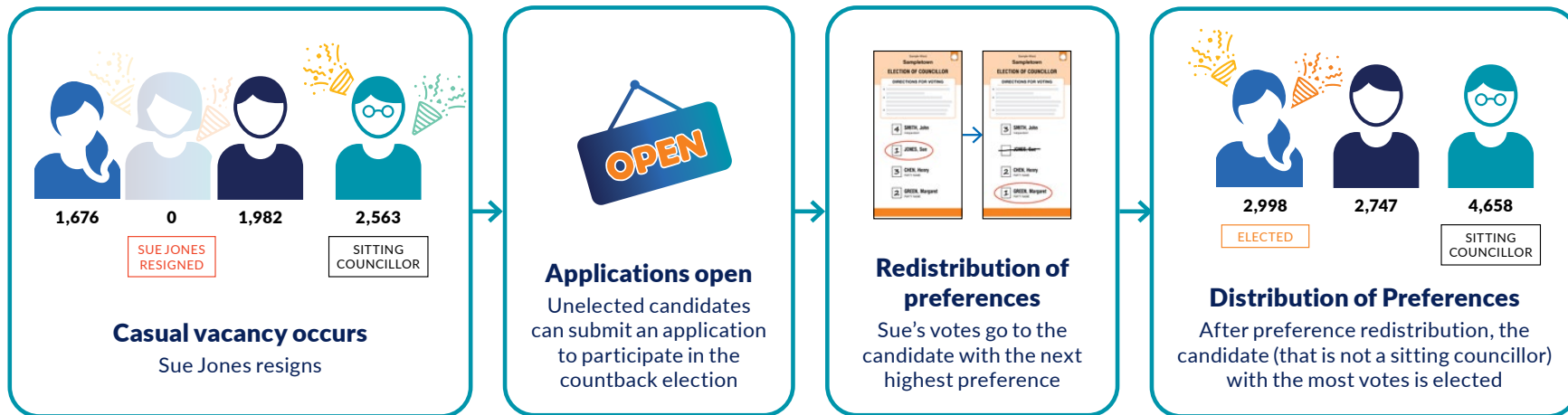
Left: Original ballot paper. Right: Countback preferences

How countback works in detail

Local Government election process



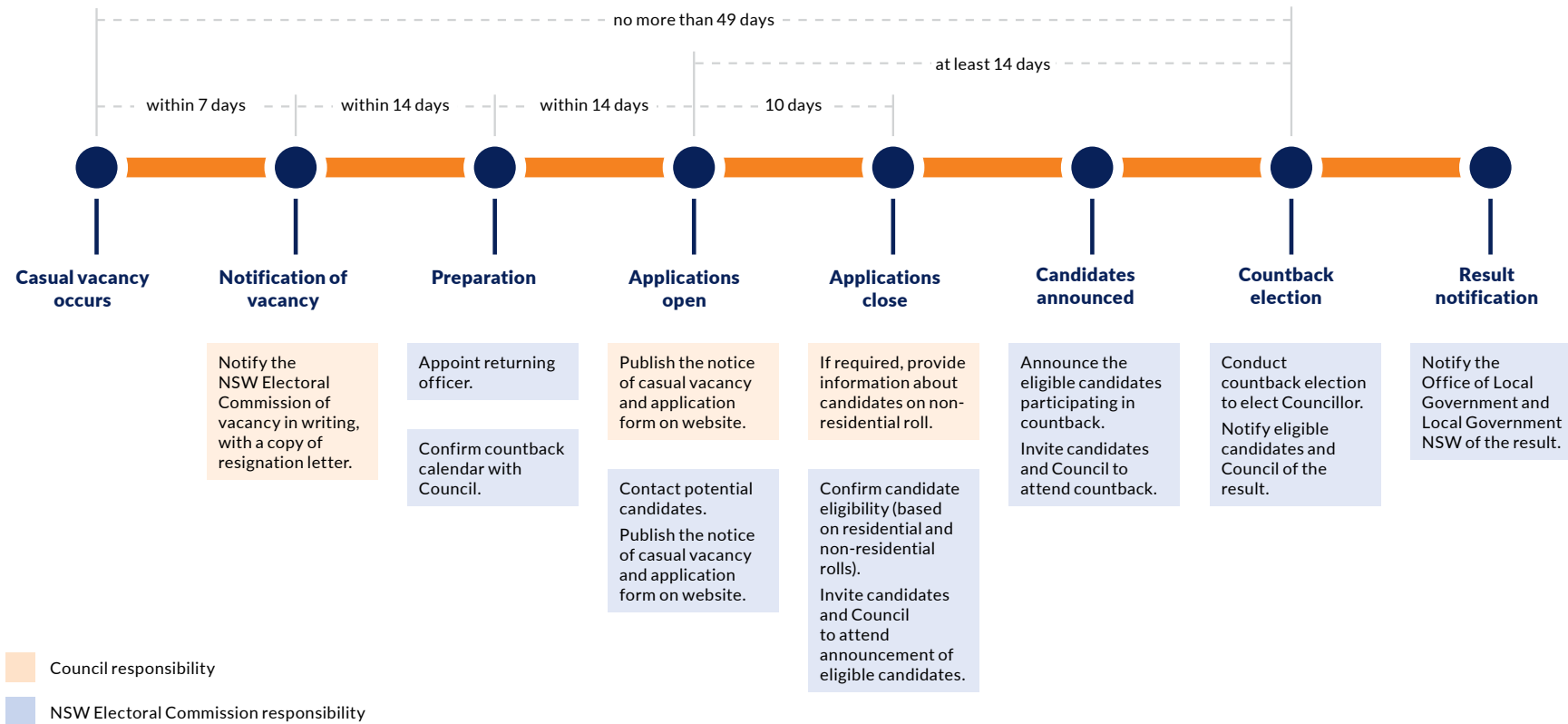
Countback election process



What is the timeline for a countback election?

Countback elections can only be used for 18 months after the Local Government ordinary elections. In the case of the 2024 local government elections, countback can only be used to fill casual vacancies until 14 March 2026.

The following summarises the steps involved in a countback election.



For more information about countback elections visit elections.nsw.gov.au/elections/how-counting-works/countback-elections

8.6 DISCLOSURES BY COUNCILLORS AND DESIGNATED PERSONS - ANNUAL RETURN 2023-2024

Author: Business Manager Governance

Authoriser: Aaron Johansson, Chief Executive Officer

Attachments: 1. Register of Disclosures by Councillors and Designated Persons Annual Return 2023-2024.pdf  

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	Nil
Use of Reserve Funds:	Nil

RECOMMENDATION

That

1. The report from the Business Manager Governance on Disclosures by Councillors and Designated Persons Annual Return 2023-2024 be received.
2. The Register of Disclosures by Councillors and Designated Persons Annual Return 2023-2024, as tabled, be noted.

BACKGROUND

The purpose of the report is to table the Disclosure of Interests Return in accordance with Section 4.21 of Council's Code of Conduct (the Code).

REPORT

In accordance with section 4.21 of the Code, Councillors and designated persons must make and lodge a return in the form set out in Schedule 2 of the Code.

Section 4.8 of the Code identifies that the Chief Executive Officer and other senior staff of Council are designated persons. Council may also identify a member of staff or a delegate or member of a Council committee to be considered a designated person.

Council has previously identified positions which are considered to fit within this definition. The occupants of those positions are considered designated persons in accordance with section 4.8 of the Code. Attached is a list of Councillors and the positions identified as designated persons.

Returns have not been submitted for designated persons in the positions of Building Surveyor, Senior Development Assessment Officer, Senior Building Surveyor, Regulatory Services Coordinator due to existing vacancies or extended leave.

The returns are considered open access information in accordance with the *Government Information (Public Access) Act 2009*. The returns are placed on a Register of Returns which is available for inspection and is tabled at the Council meeting in accordance with the requirements of section 4.26 of the Code. The returns will also be made available on Council's website.

Register of Disclosures by Councillors and Designated Persons -
Annual Return 2023-2024

Position	Directorate
Business Manager Community Facilities	Assets & Operations
Business Manager Technical Services	Assets & Operations
Business Manager Works	Assets & Operations
Community Facilities Supervisor	Assets & Operations
Parks Supervisor	Assets & Operations
Principal Engineer Program Delivery	Assets & Operations
Principal Engineer Works	Assets & Operations
Project Engineer Operations	Assets & Operations
Senior Project Manager	Assets & Operations
Business Manager Finance	Corporate & Community Services
Business Manager Innovation Technology	Corporate & Community Services
Business Manager Marketing Events & Culture	Corporate & Community Services
Business Manager Property & Community Services	Corporate & Community Services
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Councillor	Council
Business Manager Governance	Executive Services
Business Manager Human Resources	Executive Services
Chief Executive Officer	Executive Services
Director Assets & Operations	Executive Services
Director Corporate & Community Services	Executive Services
Director Planning & Environment	Executive Services
Director Utilities	Executive Services
Economic Development Manager	Executive Services
Assistant Building Surveyor	Planning & Environment
Assistant Development Assessment Officer	Planning & Environment
Assistant Development Assessment Officer (Secondment)	Planning & Environment
Building Surveyor	Planning & Environment
Building Surveyor	Planning & Environment
Building Surveyor	Planning & Environment
Business Manager Environment & Health	Planning & Environment
Business Manager Planning & Development	Planning & Environment
Business Manager Strategic Planning	Planning & Environment
Development Assessment Officer	Planning & Environment
Development, Growth & Infrastructure Coordinator	Planning & Environment
Environment & Biodiversity Assessment Officer	Planning & Environment
Environmental Compliance Officer	Planning & Environment
Environmental Health & Compliance Coordinator	Planning & Environment
Environmental Health Officer	Planning & Environment
Landscape & Heritage Planner	Planning & Environment
Regulatory Services Coordinator	Planning & Environment
Senior Building Surveyor	Planning & Environment
Senior Building Surveyor	Planning & Environment





Goulburn Mulwaree Council

Register of Disclosures by Councillors and Designated Persons -
Annual Return 2023-2024

Position	Directorate
Senior Building Surveyor	Planning & Environment
Senior Development Assessment Officer	Planning & Environment
Senior Development Assessment Officer	Planning & Environment
Senior Development Assessment Officer	Planning & Environment
Senior Environmental Health Officer	Planning & Environment
Senior Strategic Planner	Planning & Environment
Senior Strategic Planner	Planning & Environment
Team Leader Building Surveying	Planning & Environment
Team Leader Development Assessment	Planning & Environment
Business Manager Infrastructure	Utilities
Business Manager Waste & Recycling	Utilities
Business Manager Water Operations	Utilities

8.7 AUDIT RISK & IMPROVEMENT COMMITTEE NON-VOTING COUNCILLOR MEMBER**Author:** Chief Executive Officer**Authoriser:** Aaron Johansson, Chief Executive Officer

Attachments:

1. Guidelines for Risk Management and Internal Audit (separately enclosed) 
2. Office of Local Government Circular 22-21 [↓](#) 
3. Goulburn Mulwaree Council Audit and Risk Improvement Committee Terms of Reference [↓](#) 
4. Goulburn Mulwaree Council Audit and Risk Improvement Committee Internal Audit Charter [↓](#) 

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	Nil
Use of Reserve Funds:	Not Applicable

RECOMMENDATION

That

1. The report of the Chief Executive Officer on the Audit Risk & Improvement Committee Non-Voting Councillor Member be received.
2. Cr XXXXX be nominated as Councils non-voting Councillor member on the Goulburn Mulwaree Council Audit Risk & Improvement Committee.

BACKGROUND

The *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the attached Guidelines for Risk Management and Internal Audit require each council in NSW to have an audit, risk and improvement committee, a robust risk management framework, and an effective internal audit function.

REPORT

In line with the Office of Local Government 'Post-election Guide for councils, country councils and joint organisations' the councillor member is to be appointed by the governing body at the first meeting of the council after the elections.

The initial term of a councillor member of an Audit, Risk and Improvement Committee is 4 years, coinciding the with term of the council.

The councillor member can be reappointed for another term (i.e. 4 years), if re-elected at the council's next ordinary elections, but the total period of continuous membership on the committee cannot exceed 8 years (two council terms). For the previous term of Council, Cr Steven Ruddell was Council's Non-Voting Councillor Member on the Audit, Risk and Improvement Committee.

Councillor members of audit, risk and improvement committees are non-voting members of committees. This is to ensure that decision making by the committee is independent of the council. Councillor members of committees act as an important link between the Council and the committee.

The councillor member's Audit, Risk and Improvement Committee (non-voting) member term ends at the end of the council term.

Their role is to:

- relay to the committee any concerns regarding the council and issues being considered by the committee
- provide insights into local issues and the strategic priorities of the council that would add value to the committee's consideration of agenda items
- advise the governing body (as necessary) of the work of the committee and any issues arising from it, and
- assist the governing body to review the performance of the committee each council term.

Issues or information councillor members raise with or provide the audit, risk and improvement committee must relate to the matters listed in section 428A of the Local Government Act, the committee's terms of reference and issues being considered by the committee.

Guidelines for Risk Management and Internal Audit for Local Government in NSW Councillor members of audit, risk and improvement committees are not entitled to receive information about audit, risk and improvement committee activities outside of established reporting requirements.

Councillor members of audit, risk and improvement committees must conduct themselves in a non-partisan and professional manner.

Councillor members of committees must not engage in any conduct that seeks to politicise the activities of the committee or the internal audit function or that could be seen to do so.

Where a councillor member of an audit, risk and improvement committees engages in such conduct or in any other conduct that may bring the committee and its work into disrepute, the chairperson may recommend to the council, that the councillor member be removed from membership of the committee. Where the council does not agree to the chairperson's recommendation, it must give reasons for its decision in writing to the chairperson.

The attached Office of Local Government Circular 22-21 lists the eligibility requirements for non-voting Councillor members of the ARIC as follows.

A councillor must demonstrate the following to be appointed as a non-voting ARIC member:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- a good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a councillor member of an ARIC, and
- preparedness to undertake any training on the operation of ARICs recommended by the chair based on their assessment of the skills, knowledge and experience of the councillor member.

Note: The mayor cannot be appointed as a councillor member on a council's ARIC.

Due to the potentially sensitive nature of the issues to be discussed and in line with the Office of Local Government 'Guidelines for Risk Management and Internal Audit', audit, risk and improvement committee meetings are not open to the public.

This report is recommending a Councillor be nominated as the Council non-voting Councillor member on the Goulburn Mulwaree Council Audit Risk & Improvement Committee.



Circular Details	Circular No 22-21 / Date 20 July 2022 / A824754
Previous Circular	21-26 <i>New risk management and internal audit framework for councils and joint organisations</i>
Who should read this	General Managers / Councillors / Council governance staff / Audit, risk and improvement committee members and internal audit personnel
Contact	Council Governance Team / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Information

Update on membership requirements for audit, risk and improvement committees

What's new or changing

- Following recent discussions, the Office of Local Government (OLG) and NSW Treasury have agreed that the NSW Government's Prequalification Scheme for Audit and Risk Committee Chairs and Members will not be suitable for use by councils and joint organisations.
- OLG's draft *Guidelines for Risk Management and Internal Audit for Local Councils in NSW*, issued for consultation last year, contemplated that from June 2027 councils and joint organisations would be required to appoint Audit, Risk and Improvement Committee (ARIC) chairs and a prescribed number of ARIC members from the NSW Government prequalification scheme. Following discussions with NSW Treasury, OLG has taken the opportunity to revisit this requirement, delaying the finalisation of the Guidelines.
- While OLG anticipates that this delay will not be significant, it recognises the need to give councils and joint organisations certainty, particularly given that some are currently in the process of establishing an ARIC for the first time and appointing chairs and members. The proposed new requirements for ARIC membership have therefore been set out in the attachment to this circular.

What this will mean for your council

- Under the new requirements, all councils (including county councils) and joint organisations will be required, at a minimum, to have an ARIC that comprises of the following:
 - one independent chair who meets the independence and eligibility criteria for an ARIC chair, and
 - at least two independent members who meet the independence and eligibility criteria for ARIC members – councils may appoint additional independent members should they choose to do so.
- Councils will also have the option of appointing one non-voting councillor member to their ARIC who meets the eligibility criteria for councillor members.
- The proposed independence and eligibility criteria for ARIC chairs and independent members and the proposed eligibility criteria for councillor members of ARICs are set out in the attachment to this circular.
- The above requirements will apply to all councils and joint organisations. The removal of the requirement for ARIC chairs and a prescribed number of ARIC

Office of Local Government
 5 O'Keefe Avenue NOWRA NSW 2541
 Locked Bag 3015 NOWRA NSW 2541
 T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
 E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 20 770 707 468

members to be appointed from the NSW Government prequalification scheme based on which tier a council is in, means that it is no longer necessary to place councils in tiers and these arrangements will no longer apply.

- Given that councils and joint organisations will no longer be required to appoint ARIC chairs and members from the NSW Government prequalification scheme, the timeframe for compliance with the ARIC membership requirements in the Guidelines will be brought forward to **1 July 2024**. As of that date all councils and joint organisations will be required to ensure ARIC chairs and members meet the eligibility and independence requirements set out in the Guidelines and have a risk management framework and internal audit function that complies with the Guidelines.

Key points

- Under the *Local Government Act 1993*, all councils (including county councils) and joint organisations are required to have an ARIC or to have entered into an arrangement with another council or joint organisation to share an ARIC from **4 June 2022**.
- OLG recognises that some councils and joint organisations may have faced challenges in establishing an ARIC or shared arrangements for an ARIC ahead of the 4 June deadline and is prepared to accommodate some flexibility in implementation timeframes provided they can demonstrate that they are actively taking steps to appoint or share an ARIC.
- The Guidelines will be finalised soon. Full compliance with the requirements in the Guidelines will be required from **1 July 2024**.

Where to go for further information

- The proposed independence and eligibility criteria for ARIC chairs and independent members and the proposed eligibility criteria for councillor members are set out in the attachment to this circular.
- The draft [Guidelines for Risk Management and Internal Audit for Local Councils in NSW](#) provides further guidance on the proposed requirements for ARICs, the risk management framework and internal audit function. As noted above, the proposed requirement in the draft Guidelines to use the NSW Government prequalification scheme and the tiering arrangements will no longer apply.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.
- If councils or joint organisations require assistance in establishing an ARIC or shared arrangements for an ARIC, they should contact their Council Engagement Manager at OLG.

Liz Moore

A/Deputy Secretary, Crown Lands and Local Government

Office of Local Government
5 O'Keefe Avenue NOWRA NSW 2541
Locked Bag 3015 NOWRA NSW 2541
T 02 4428 4100 F 02 4428 4199 TTY 02 4428 4209
E olg@olg.nsw.gov.au W www.olg.nsw.gov.au ABN 20 770 707 468



Attachment

The following requirements will apply to ARIC chairs and members from **1 July 2024**.

1. Independence requirements for ARIC chairs and independent members

All ARIC chairs and independent members must be independent to ensure they have no real or perceived bias or conflicts of interest that may interfere with their ability to act independently and can provide the council with robust, objective, and unbiased advice about how the council is functioning.

ARIC chairs and independent members cannot:

- currently be a councillor of any NSW council
- be a non-voting representative of the board of the joint organisation
- be a candidate at the last election of the council
- be a person who has held office in the council during its previous term
- be currently employed by the council or joint organisation, or been employed during the last 12 months
- conduct audits of the council on behalf of the Audit Office of NSW
- have a close personal or business relationship with a councillor or a person who has a senior role in the council that may lead to a real or perceived conflict of interest
- currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit, and advisory services) to the council which directly affect subjects or issues considered by the ARIC
- be (or have a close family member who is) a substantial shareholder, owner, officer, or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with the council or a related entity which could be considered a real or perceived conflict of interest, or
- currently or have previously acted as an advocate of a material interest on behalf of the council or a related entity which could be considered a real or perceived conflict of interest.

Current staff of councils cannot serve as the chair of an ARIC but may serve as an independent member of another council's ARIC provided they meet the independence and eligibility criteria for membership of the council's ARIC and their employer is not participating in a shared arrangement with the other council in relation to the ARIC or the internal audit function.

2. Eligibility requirements for ARIC chairs and members

The persons appointed as a chair or a member of an ARIC must possess the skills, knowledge, and experience necessary to undertake their roles on the ARIC effectively and to ensure the ARIC is able to operate appropriately and effectively to support the council.

The following eligibility criteria for ARIC chairs and members reflects the minimum standards persons must meet to be appointed as the chair or member of a council's ARIC. Councils may require ARIC chairs and members to satisfy more onerous eligibility criteria if they choose to do so.

Eligibility requirements for ARIC Chairs

In addition to meeting the independence requirements set out above, the following eligibility criteria apply to the chair of an ARIC.

**Essential criteria**

ARIC chairs must demonstrate the following:

- leadership qualities and the ability to promote effective working relationships in complex organisations
- an ability to communicate complex and sensitive assessments in a tactful manner to the head of the council's internal audit function, senior management and the mayor and councillors
- a sound understanding of:
 - the principles of good organisational governance and capacity to understand local government accountability, including financial reporting
 - the business of the council or the environment in which it operates
 - internal audit operations, including selection and review of the head of the council's internal audit function, and
 - risk management principles
- extensive senior level experience in governance and management of complex organisations, an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and a willingness to constructively challenge/question management practices and information, and
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of the chair of an ARIC.

Desirable criteria

- possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)) is desirable.

Eligibility requirements for ARIC independent members

In addition to meeting the independence requirements set out above, the following eligibility criteria apply to ARIC independent members:

Essential criteria

ARIC independent members must demonstrate the following:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of an independent member of an ARIC, and



- preparedness to undertake any training on the operation of ARICs recommended by the chair based on their assessment of the skills, knowledge and experience of the independent member.

Desirable criteria

Ideally, independent members of ARICs should also meet the following criteria, but these are not essential:

- extensive senior level experience in governance and management of complex organisations, and
- possession of a relevant professional qualification or membership (e.g., Institute of Internal Auditors (IIA), CPA Australia (CPA) and Chartered Accountants Australia and New Zealand (CA)).

Eligibility requirements for non-voting councillor members of ARICs

A councillor must demonstrate the following to be appointed as a non-voting ARIC member:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- a good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a councillor member of an ARIC, and
- preparedness to undertake any training on the operation of ARICs recommended by the chair based on their assessment of the skills, knowledge and experience of the councillor member.

Note: The mayor cannot be appointed as a councillor member on a council's ARIC.

3. Appointment of ARICs

When selecting ARIC members, councils should ensure the ARIC has an appropriate mix of skills, knowledge and experience to successfully implement its terms of reference and add value. An ARIC should have:

- at least one member with financial expertise (for example, a qualified accountant or auditor or other financial professional with experience of financial and accounting matters), and
- a mix of skills and experience in:
 - business
 - financial and legal compliance
 - risk management
 - internal audit, and
 - any specialised business operations of the council, where the ARIC would benefit from having a member with skills or experience in this area.

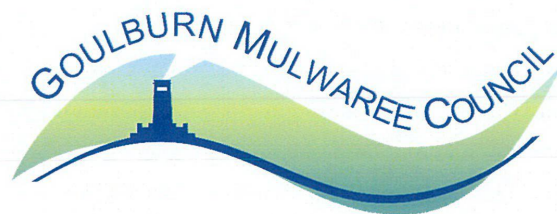
All ARIC members should have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the ARIC's consideration of the annual financial statements.



Each ARIC member should also have sufficient time to devote to their responsibilities.

Where possible, councils should ensure that at least one other ARIC member is also qualified to act as the chair if this is ever required.

Note: Councils must undertake a criminal record and financial status (bankruptcy) check of ARIC chairs and members before their appointment.



Terms of Reference

Audit, Risk and Improvement Committee



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BACKGROUND

The Goulburn Mulwaree Council has established an Audit, Risk and Improvement Committee (ARIC) in compliance with section 428A of the Local Government Act 1993, the Local Government (General) Regulation 2021 as amended by the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023, and the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW. These terms of reference set out the ARIC's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

The Independent Chair and Committee Members of Goulburn Mulwaree Council's ARIC are shared with the Canberra Region Joint Organisation (CRJO) and Upper Lachlan and Yass Councils.

OBJECTIVE

The objective of Goulburn Mulwaree Council's ARIC is to provide independent assurance to the Goulburn Mulwaree Council by monitoring, reviewing and providing advice about the Goulburn Mulwaree Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall financial and operational performance.

INDEPENDENCE

The ARIC is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide Goulburn Mulwaree Council with robust, objective and unbiased advice and assurance.

The ARIC is to have an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of the Goulburn Mulwaree Council. The ARIC will provide independent advice to the Goulburn Mulwaree Council that is informed by the Goulburn Mulwaree Council's internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

The ARIC must always ensure it maintains a direct reporting line to and from the Goulburn Mulwaree Council's internal audit function and act as a mechanism for internal audit to report to the Goulburn Mulwaree Council and the Goulburn Mulwaree Council Chief Executive Officer (CEO) on matters affecting the performance of the internal audit function.



AUTHORITY

Goulburn Mulwaree Council authorises the ARIC, for the purposes of exercising its responsibilities, to:

- access any information it needs from the Goulburn Mulwaree Council
- use any Goulburn Mulwaree Council resources it needs
- have direct and unrestricted access to the CEO and senior management of the Goulburn Mulwaree Council
- seek the Goulburn Mulwaree Council CEO's permission to meet with any other Goulburn Mulwaree Council staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at ARIC meetings, and
- with the concurrence of the Chief Executive Officer or Mayor, obtain external legal or other professional advice in line with Goulburn Mulwaree Councils' procurement policies.

Information and documents pertaining to the ARIC are confidential and are not to be made publicly available.

The ARIC may only release Goulburn Mulwaree Council information to external parties that are assisting the ARIC to fulfil its responsibilities with the approval of the Goulburn Mulwaree Council CEO, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

COMPOSITION AND TENURE

Joint Organisation's ARICs must have an independent Chairperson and a minimum of two independent committee members who have voting rights. The Goulburn Mulwaree Council ARIC consists of an independent chairperson and three independent members who have voting rights.

The Goulburn Mulwaree Council may appoint a non-voting member of the ARIC who is not the Mayor of Goulburn Mulwaree, as provided for by the Local Government (General) Regulation 2021 as amended by the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023.

The Goulburn Mulwaree Council appoints the chairperson and members of the ARIC. Current Goulburn Mulwaree Council ARIC members, appointed up to a three-year term, are;

- Stephen Coates Independent chairperson (voting)
- Diana Hamono Independent member (voting)
- Rachel Harris Independent member (voting)
- Bryce McNair Independent member (Voting)
- Councillor <Name> Council Member (Non-voting)



All ARIC members must meet the independence and eligibility criteria prescribed under the Local Government (General) Regulation 202, as amended by the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023.

Members may be appointed for up to a four-year term. Members can be reappointed for one further term, but the total period of continuous membership cannot exceed eight years. This includes any term as chairperson of the ARIC. Members who have served an eight-year term (either as a member or as chairperson) must have a two-year break from serving on the ARIC before being appointed again. To preserve the ARIC's knowledge of the Goulburn Mulwaree Council, ideally, no more than one member should retire from the ARIC because of rotation in any one year.

The terms and conditions of each member's appointment to the ARIC are to be set out in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.

Prior to approving the reappointment or extension of the chairperson's or an independent member's term, the Goulburn Mulwaree Council is to undertake an assessment of the chairperson's or ARIC's member's performance. Reappointment of the chairperson or an ARIC member is also to be subject to that person still meeting the independence and eligibility requirements prescribed under the Local Government (General) Regulation 2021.

Members of the ARIC must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of the Goulburn Mulwaree Council, the environment in which the Goulburn Mulwaree Council operates, and the contribution that the ARIC makes to the Goulburn Mulwaree Council. At least one member of the ARIC must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the Goulburn Mulwaree Council's financial reporting responsibilities to be able to contribute to the ARIC's consideration of the Goulburn Mulwaree Council's annual financial statements.

The independent Chairperson and Committee Members of Goulburn Mulwaree Council's ARIC are shared with Goulburn Mulwaree, Upper Lachlan, Yass Valley Councils and the Canberra Region Joint Organisation. A shared service agreement is to be put in place between these entities.



ROLE

As required under section 428A of the Local Government Act 1993 (the Act), the role of the ARIC is to review and provide independent advice to the Goulburn Mulwaree Council regarding the following aspects of the Goulburn Mulwaree Council's operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the Goulburn Mulwaree Council, and
- internal audit.

The ARIC must also provide information to the Goulburn Mulwaree Council for the purpose of improving the Goulburn Mulwaree Council's performance of its functions.

The ARIC's specific audit, risk and improvement responsibilities under section 428A of the Act are outlined in Schedule 1 to these terms of reference.

The ARIC will act as a forum for consideration of the Goulburn Mulwaree Council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The ARIC has no power to direct external audit or the way it is planned and undertaken but will act as a forum for the consideration of external audit findings.

The ARIC is directly responsible and accountable to the Goulburn Mulwaree Council for the exercise of its responsibilities. In carrying out its responsibilities, the ARIC must at all times recognise that primary responsibility for management of the Goulburn Mulwaree Council rests with the Goulburn Mulwaree Council and the Goulburn Mulwaree Council CEO.

The responsibilities of the ARIC may be revised or expanded in consultation with, or as requested by, the Goulburn Mulwaree Council from time to time.



RESPONSIBILITIES OF MEMBERS

INDEPENDENT MEMBERS

The chairperson and members of the ARIC are expected to understand and observe the requirements of the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of the Goulburn Mulwaree Council
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the Goulburn Mulwaree Council
- have strong leadership qualities (chairperson)
- lead effective ARIC meetings (chairperson), and
- oversee the Goulburn Mulwaree Council's internal audit function (chairperson).

GOULBURN MULWAREE COUNCIL ARIC MEMBERS (IF APPLICABLE)

The Goulburn Mulwaree Council may nominate a Councillor to attend the ARIC, but to preserve the independence of the ARIC, the Goulburn Mulwaree Council member of the ARIC is a non-voting member. The nominated Councillor cannot be the Mayor of Goulburn Mulwaree. Their role is to:

- relay to the ARIC any concerns the Goulburn Mulwaree Council may have regarding the Goulburn Mulwaree Council and issues being considered by the ARIC
- provide insights into local issues and the strategic priorities of the Goulburn Mulwaree Council that would add value to the ARIC's consideration of agenda items
- advise the Goulburn Mulwaree Council (as necessary) of the work of the ARIC and any issues arising from it, and
- assist the Goulburn Mulwaree Council to review the performance of the ARIC.

Issues or information the Goulburn Mulwaree Council member raises with or provides to the ARIC must relate to the matters listed in Schedule 1 and issues being considered by the ARIC.

The Goulburn Mulwaree Council member of the ARIC must conduct themselves in a non-partisan and professional manner. The Goulburn Mulwaree Council member of the ARIC must not engage in any conduct that seeks to politicise the activities of the ARIC or the internal audit function or that could be seen to do so.



If the Goulburn Mulwaree Council member of the ARIC engages in such conduct or in any other conduct that may bring the ARIC and its work into disrepute, the chairperson of the ARIC may recommend to the Goulburn Mulwaree Council, that the Goulburn Mulwaree Council member be removed from membership of the ARIC.

Where the Goulburn Mulwaree Council does not agree to the ARIC chairperson's recommendation, the Goulburn Mulwaree Council must give reasons for its decision in writing to the chairperson.

CONDUCT

Independent ARIC members are required to comply with the Goulburn Mulwaree Council's code of conduct.

Complaints alleging breaches of the Goulburn Mulwaree Council's code of conduct by an independent ARIC member are to be dealt with in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Goulburn Mulwaree Councils in NSW. The CEO must consult with the Goulburn Mulwaree Council before taking any disciplinary action against an independent ARIC member in response to a breach of the Goulburn Mulwaree Council's Code of Conduct.

CONFLICTS OF INTEREST

Once a year, ARIC members must provide written declarations to the Goulburn Mulwaree Council stating that they do not have any conflicts of interest that would preclude them from being members of the ARIC. Independent ARIC members are 'designated persons' for the purposes of the Goulburn Mulwaree Council's code of conduct and must also complete and submit returns of their interests.

ARIC members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where an ARIC member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from ARIC deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately minuted.

STANDARDS

ARIC members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and current Australian risk management standards, where applicable.



WORK PLANS

The work of the ARIC is to be thoroughly planned and executed. The ARIC must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the ARIC and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The ARIC may, in consultation with the Goulburn Mulwaree Council vary the strategic work plan at any time to address new or emerging risks. The Goulburn Mulwaree Council may also, by resolution, request the ARIC to approve a variation to the strategic work plan. Any decision to vary the strategic work plan must be made by the ARIC.

The ARIC must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.

The ARIC may, in consultation with the Goulburn Mulwaree Council, vary the annual work plan to address new or emerging risks. The Goulburn Mulwaree Council may also, by resolution, request the ARIC to approve a variation to the annual work plan. Any decision to vary the annual work plan must be made by the ARIC.

When considering whether to vary the strategic or annual work plans, the ARIC must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

ASSURANCE REPORTING

The ARIC must regularly report to the Goulburn Mulwaree Council to ensure that it is kept informed of matters considered by the ARIC and any emerging issues that may influence the strategic direction of the Goulburn Mulwaree Council the achievement of the Goulburn Mulwaree Council's goals and objectives.

The ARIC will provide an update to the Goulburn Mulwaree Council and the Goulburn Mulwaree Council CEO of its activities and opinions after every ARIC meeting.

The ARIC will provide an annual assessment to the Goulburn Mulwaree Council and the Goulburn Mulwaree Council CEO on the ARIC work and its opinion on how the Goulburn Mulwaree Council is performing.

The ARIC will provide a comprehensive assessment every Goulburn Mulwaree Council term of the matters listed in Schedule 1 to the Goulburn Mulwaree Council and the Goulburn Mulwaree Council CEO.

The ARIC may at any time report to the Goulburn Mulwaree Council or the Goulburn Mulwaree Council CEO on any other matter it deems of sufficient importance to warrant their attention. The Goulburn Mulwaree Council Chairperson and the Chairperson of the ARIC may also meet at any time to discuss issues relating to the work of the ARIC.



Should the Goulburn Mulwaree Council require additional information, a request for the information may be made to the ARIC chairperson by resolution. The ARIC chairperson is only required to provide the information requested by the Goulburn Mulwaree Council where the ARIC chairperson is satisfied that it is reasonably necessary for the Goulburn Mulwaree Council to receive the information for the purposes of performing its functions under the Local Government Act. Individual members are not entitled to request or receive information from the ARIC.

ADMINISTRATIVE ARRANGEMENTS

MEETINGS

The ARIC will meet at least 4 times per year, including a special meeting to review the Goulburn Mulwaree Council's financial statements.

The ARIC can hold additional meetings when significant unexpected issues arise, or if the chairperson is asked to hold an additional meeting by an ARIC member, the Goulburn Mulwaree Council CEO, or the Goulburn Mulwaree Council.

ARIC meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if an ARIC member cannot attend.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the ARIC chairperson has the casting vote.

The chairperson of the ARIC will decide the agenda for each ARIC meeting. Each ARIC meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the ARIC.

The nominated Goulburn Mulwaree Councillor, Goulburn Mulwaree Council CEO and the Manager, Internal Audit should attend ARIC meetings as non-voting observers. The external auditor (or their representative) is to be invited to each ARIC meeting as an independent observer. The ARIC chairperson can request the Goulburn Mulwaree Council's Chief Finance Officer or equivalent, head of risk management function or equivalent, senior managers or equivalent, any Goulburn Mulwaree Council Members, any employee/contractor of the Goulburn Mulwaree Council and any subject matter expert to attend ARIC meetings. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the ARIC chairperson at any time.

The ARIC can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the ARIC present.

The ARIC must meet separately with the Manager, Internal Audit and the Goulburn Mulwaree Council's external auditor at least once each year.



DISPUTE RESOLUTION

Members of the ARIC and the Goulburn Mulwaree Council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the ARIC and the CEO or other senior managers, the dispute is to be resolved by the Goulburn Mulwaree Council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

SECRETARIAT

The Goulburn Mulwaree Council CEO will nominate a staff member to provide secretariat support to the ARIC. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the ARIC chairperson at least one week before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the ARIC chairperson and circulated within two weeks of the meeting to each member.

RESIGNATION AND DISMISSAL OF MEMBERS

Where the chairperson or an ARIC member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give 3 months' notice to the ARIC chairperson and the Goulburn Mulwaree Council prior to their resignation to allow the Goulburn Mulwaree Council to ensure a smooth transition to a new ARIC chairperson or member.

The Goulburn Mulwaree Council can, by resolution, terminate the appointment of the ARIC chairperson or an independent ARIC member before the expiry of their term where that person has:

- breached the Goulburn Mulwaree Council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest which is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been charged with a serious criminal offence
- been proven to be in serious breach of their obligations under any legislation, or
- experienced an adverse change in capacity or capability.

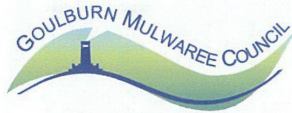
The position of a Goulburn Mulwaree Council member on the ARIC, if applicable, can be terminated at any time by the Goulburn Mulwaree Council by resolution.



REVIEW ARRANGEMENTS

At least once every Goulburn Mulwaree Council term, the Goulburn Mulwaree Council must review or arrange for an external review of the effectiveness of the ARIC.

These terms of reference must be reviewed annually by the ARIC and once each Goulburn Mulwaree Council term by the Goulburn Mulwaree Council. Any substantive changes are to be approved by the Goulburn Mulwaree Council.



AUTHORISED

Reviewed by Chairperson of the ARIC:

Signed:

Mr Stephen Coates
Independent Chairperson

Dated: 27/6/24

Reviewed by Goulburn Mulwaree Council in accordance with resolution number 2024/76 of the Goulburn Mulwaree Council meeting held on the 21 May 2024:

Signed:

Mr Aaron Johansson
Chief Executive Officer

Dated: 27/6/24

Reviewed by Canberra Region Joint Organisation:

Signed:

Mrs Sharon Houlihan
Executive Officer

Dated: 27/6/24

NEXT REVIEW DATE

May 2025

Version	Document ID	Adopted Date
1	#1919321	27 June 2024



SCHEDULE 1 – ARIC RESPONSIBILITIES

AUDIT

INTERNAL AUDIT

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the Goulburn Mulwaree Council, CEO, senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise the Goulburn Mulwaree Council:
 - on whether the Goulburn Mulwaree Council is providing the resources necessary to successfully deliver the internal audit function
 - if the Goulburn Mulwaree Council is complying with internal audit requirements, including conformance with the International Professional Practices Framework
 - if the Goulburn Mulwaree Council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the Goulburn Mulwaree Council are suitable
 - of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the Goulburn Mulwaree Council's internal audit function
 - if the Goulburn Mulwaree Council's internal audit activities are effective, including the performance of the internal audit coordinator and the internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - of the implementation by the Goulburn Mulwaree Council of these corrective actions
 - on the appointment of the internal audit coordinator and external providers, and
 - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities



EXTERNAL AUDIT

- Act as a forum for communication between the Goulburn Mulwaree Council, CEO, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor Goulburn Mulwaree Council's implementation of audit recommendations
- Provide advice to the Goulburn Mulwaree Council and/or CEO on action taken on significant issues raised in relevant external audit reports and better practice guides

RISK MANAGEMENT

Review and advise the Goulburn Mulwaree Council:

- if the Goulburn Mulwaree Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the Goulburn Mulwaree Council is providing the resources necessary to successfully implement its risk management framework
- whether the Goulburn Mulwaree Council's risk management framework is adequate and effective for identifying and managing the risks the Goulburn Mulwaree Council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the Goulburn Mulwaree Council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, e.g., the Goulburn Mulwaree Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Goulburn Mulwaree Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the Goulburn Mulwaree Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management



- how the Goulburn Mulwaree Council's risk management approach impacts on the Goulburn Mulwaree Council's insurance arrangements
- of the effectiveness of the Goulburn Mulwaree Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

INTERNAL CONTROLS

Review and advise the Goulburn Mulwaree Council:

- whether the Goulburn Mulwaree Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the Goulburn Mulwaree Council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Goulburn Mulwaree Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

COMPLIANCE

Review and advise the Goulburn Mulwaree Council of the adequacy and effectiveness of the Goulburn Mulwaree Council's compliance framework, including:

- if the Goulburn Mulwaree Council has appropriately considered legal and compliance risks as part of the Goulburn Mulwaree Council's risk management framework
- how the Goulburn Mulwaree Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.



FRAUD AND CORRUPTION

Review and advise the Goulburn Mulwaree Council of the adequacy and effectiveness of the Goulburn Mulwaree Council's fraud and corruption prevention framework and activities, including whether the Goulburn Mulwaree Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

FINANCIAL MANAGEMENT

Review and advise the Goulburn Mulwaree Goulburn Mulwaree Council:

- if the Goulburn Mulwaree Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Goulburn Mulwaree Council's accounting policies and disclosures
- of the implications for the Goulburn Mulwaree Council of the findings of external audits and performance audits and the Goulburn Mulwaree Council's responses and implementation of recommendations
- whether the Goulburn Mulwaree Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Goulburn Mulwaree Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the Goulburn Mulwaree Council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the Goulburn Mulwaree Council's annual report is consistent with signed financial statements
- if the Goulburn Mulwaree Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases



- if policies and procedures for management review and consideration of the financial position and performance of the Goulburn Mulwaree Council are adequate
- if the Goulburn Mulwaree Council's grants and tied funding policies and procedures are sound.

GOVERNANCE

Review and advise the Goulburn Mulwaree Council regarding its governance framework, including the Goulburn Mulwaree Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge

IMPROVEMENT

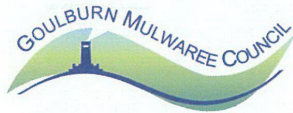
STRATEGIC PLANNING

Review and advise the Goulburn Mulwaree Council:

- of the adequacy and effectiveness of the Goulburn Mulwaree Council's integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the Goulburn Mulwaree Council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement:

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)

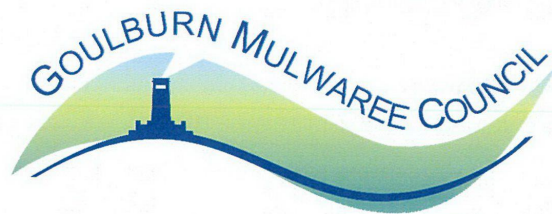


- Review and advise the Goulburn Mulwaree Council:
 - If the Goulburn Mulwaree Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the Goulburn Mulwaree Council can improve its service delivery and the Goulburn Mulwaree Council's performance of its business and functions generally

PERFORMANCE DATA AND MEASUREMENT

Review and advise the Goulburn Mulwaree Council:

- if the Goulburn Mulwaree Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the Goulburn Mulwaree Council uses are effective, and
- of the adequacy of performance data collection and reporting.



Internal Audit Charter



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BACKGROUND

The Goulburn Mulwaree Council's Internal Audit Function has been established as a key component of the Goulburn Mulwaree Council's governance and assurance framework, in compliance with the Local Government (General) Regulation 2021 as amended by the Local Government (General) Amendment (Audit, Risk and Improvement Committees) Regulation 2023, and the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW.

The Goulburn Mulwaree Council Internal Audit Function is a shared service model servicing Goulburn Mulwaree, Yass Valley, Upper Lachlan Shire and Snowy Monaro Councils. The function is headed by the Manager, Internal Audit employed by the Canberra Region Joint Organisation (CRJO).

This charter provides the framework for the conduct of the Goulburn Mulwaree Council's Internal Audit Function and has been approved by the Goulburn Mulwaree Council taking into account the advice of the Goulburn Mulwaree Council's Audit, Risk and Improvement Committee (ARIC).

PURPOSE OF INTERNAL AUDIT

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the Goulburn Mulwaree Council's operations. It helps the Goulburn Mulwaree Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes¹.

Internal audit provides an independent and objective review and advisory service to provide advice to the Goulburn Mulwaree Council, CEO and ARIC about the Goulburn Mulwaree Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists the Goulburn Mulwaree Council to improve its business performance.

INDEPENDENCE

The Goulburn Mulwaree Council's Internal Audit Function is to be independent of the Goulburn Mulwaree Council so it can provide an unbiased assessment of the Goulburn Mulwaree Council's operations and risk and control activities.

The Goulburn Mulwaree Council Internal Audit Function reports functionally to the Goulburn Mulwaree Council's ARIC on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the Goulburn Mulwaree Council CEO to facilitate day-to-day operations.

Internal audit activities are not subject to direction by the Goulburn Mulwaree Council and the Goulburn Mulwaree Council's management has no role in the exercise of the Goulburn Mulwaree Council's internal audit activities.



The ARIC is responsible for communicating any internal audit issues or information to the Goulburn Mulwaree Council. Should the Goulburn Mulwaree Council require additional information, a request for the information may be made to the ARIC chairperson. The ARIC chairperson is only required to provide the information requested by the Goulburn Mulwaree Council where the ARIC chairperson is satisfied that it is reasonably necessary for the Goulburn Mulwaree Council to receive the information for the purposes of performing its functions under the Local Government Act. Individual Goulburn Mulwaree Council Members are not entitled to request or receive information from the Committee.

The Goulburn Mulwaree Council CEO must consult with the ARIC chairperson before appointing or making decisions affecting the employment of the Manager, Internal Audit. If the Manager, Internal Audit is dismissed, the Goulburn Mulwaree Council CEO must report the reason(s) for the dismissal to the Goulburn Mulwaree Council.

Where the ARIC chairperson has any concerns about the treatment of the Manager, Internal Audit, or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the Goulburn Mulwaree Council.

The Manager, Internal Audit is to confirm at least annually to the ARIC the independence of internal audit activities from the Goulburn Mulwaree Council.

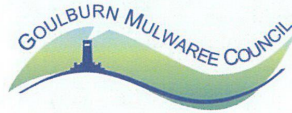
AUTHORITY

Goulburn Mulwaree Council authorises the Goulburn Mulwaree Council Internal Audit Function to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Manager, Internal Audit considers necessary for the Goulburn Mulwaree Council Internal Audit Function to undertake its responsibilities.

All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of those activities. The Manager, Internal Audit and any individual internal audit staff are responsible and accountable for maintaining the confidentiality of the information they receive when undertaking their work.

All internal audit documentation is to remain the property of the Goulburn Mulwaree Council, including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to the Goulburn Mulwaree Council Internal Audit Function are not to be made publicly available. The Goulburn Mulwaree Council Internal Audit Function may only release Goulburn Mulwaree Council information to external parties that are assisting The Goulburn Mulwaree Council Internal Audit Function to undertake its responsibilities with the approval of the Goulburn Mulwaree Council CEO, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.



ROLE

The Goulburn Mulwaree Council Internal Audit Function is to support the Goulburn Mulwaree Council's ARIC to review and provide independent advice to the Goulburn Mulwaree Council in accordance with section 428A of the Local Government Act 1993. This includes conducting internal audits of Goulburn Mulwaree Council and monitoring the implementation of corrective actions.

The Goulburn Mulwaree Council Internal Audit Function is to also play an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

The Goulburn Mulwaree Council Internal Audit Function has no direct authority or responsibility for the activities it reviews. The Goulburn Mulwaree Council Internal Audit Function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in Goulburn Mulwaree Council functions or activities (except in carrying out its own functions).

MANAGER, INTERNAL AUDIT

Goulburn Mulwaree Council's Internal Audit Function is to be led by a member of Goulburn Mulwaree Council's staff (Manager, Internal Audit) with sufficient skills, knowledge and experience to ensure it fulfils its role and responsibilities to the Goulburn Mulwaree Council and the ARIC. The Manager, Internal Audit must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the Manager, Internal Audit include:

- managing the day-to-day activities of the Goulburn Mulwaree Council Internal Audit Function
- managing the Goulburn Mulwaree Council's internal audit budget
- supporting the operation of the Goulburn Mulwaree Council's ARIC
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the ARIC
- monitoring the Goulburn Mulwaree Council's implementation of corrective actions that arise from the findings of audits
- implementing the Goulburn Mulwaree Council's annual work plan and four-year internal audit strategic work plan
- ensuring the Goulburn Mulwaree Council's internal audit activities comply with the Office of Local Government's Guidelines for risk management and internal audit for local government in NSW, and
- contract management and oversight of supplementary external providers (where appropriate).



SHARED SERVICE ARRANGEMENTS

The Independent Chair and Committee members of Goulburn Mulwaree Council's ARIC and the Goulburn Mulwaree Council's Internal Audit function are shared with Upper Lachlan and Yass Valley Councils. The Internal Audit function also services Snowy Monaro Regional Council.

A shared arrangement agreement will be put in place for the Goulburn Mulwaree Council Internal Audit function with the four councils sharing the Internal Audit function.

PERFORMING INTERNAL AUDIT ACTIVITIES

The work of the Goulburn Mulwaree Council Internal Audit Function is to be thoroughly planned and executed. The Goulburn Mulwaree Council's ARIC must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the ARIC and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The ARIC must also develop an annual work plan to guide the work of the internal audit function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and current Australian risk management standards.

The Manager, Internal Audit is to provide the findings and recommendations of internal audits to the ARIC at the end of each audit. Each report is to include a response from the relevant senior manager.

The Manager, Internal Audit is to establish an ongoing monitoring system to follow Up Goulburn Mulwaree Council's progress in implementing corrective actions.

The Goulburn Mulwaree Council CEO in consultation with the Goulburn Mulwaree Council ARIC, is to develop and maintain policies and procedures to guide the operation of the Goulburn Mulwaree Council's Internal Audit Function.

The Manager, Internal Audit is to ensure that the ARIC is advised at each ARIC meeting of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.



CONDUCT

Internal audit personnel must comply with the Goulburn Mulwaree Council's code of conduct. Complaints about breaches of Goulburn Mulwaree Council's code of conduct by internal audit personnel are to be dealt with in accordance with the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW. The Goulburn Mulwaree Council CEO must consult with the Goulburn Mulwaree Council's ARIC before any disciplinary action is taken against the Manager, Internal Audit in response to a breach of the Goulburn Mulwaree Council's Code of Conduct.

Internal auditors must also comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

ADMINISTRATIVE ARRANGEMENTS

AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETINGS

The Manager, Internal Audit will attend ARIC meetings as an independent non-voting observer. The Manager, Internal Audit can be excluded from meetings by the ARIC at any time.

The Manager, Internal Audit must meet separately with the ARIC at least once per year.

The Manager, Internal Audit can meet with the ARIC Chairperson at any time, as necessary, between ARIC meetings.

EXTERNAL AUDIT

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

DISPUTE RESOLUTION

The Goulburn Mulwaree Council Internal Audit Function should maintain an effective working relationship with the Goulburn Mulwaree Council and the ARIC and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the Goulburn Mulwaree Council Internal Audit Function and the Goulburn Mulwaree Council, the dispute is to be resolved by the Goulburn Mulwaree Council CEO and/or the ARIC. Disputes between the Goulburn Mulwaree Council Internal Audit Function and the ARIC are to be resolved by the Goulburn Mulwaree Council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive in writing.



REVIEW ARRANGEMENTS

The Goulburn Mulwaree Council's ARIC must review the performance of the internal audit function each year and report its findings to the Goulburn Mulwaree Council. A strategic review of the performance of the Goulburn Mulwaree Council Internal Audit Function must be conducted each Goulburn Mulwaree Council term that considers the views of an external party with a strong knowledge of internal audit and reported to the Goulburn Mulwaree Council and the CEO.

This charter is to be reviewed annually by the ARIC and once each Goulburn Mulwaree Council term by the Goulburn Mulwaree Council. Any substantive changes are to be approved by the Goulburn Mulwaree Council.



AUTHORISATION

Reviewed by Chairperson of the ARIC:

Signed:

A handwritten signature in blue ink, appearing to read "Steve", written over a horizontal line.

Mr Stephen Coates
Independent Chairperson

Dated: 27/6/24

Reviewed by Goulburn Mulwaree Council in accordance with resolution number 2024/76 of the Goulburn Mulwaree Council meeting held on the 21 May 2024:

Signed:

A handwritten signature in blue ink, appearing to read "A.J.", written over a horizontal line.

Mr Aaron Johansson
Chief Executive Officer

Dated: 27/6/24

NEXT REVIEW DATE

May 2025

Version	Document ID	Adopted Date
1	#1919432	27 June 2024



SCHEDULE 1 – INTERNAL AUDIT FUNCTION RESPONSIBILITIES

AUDIT

INTERNAL AUDIT

- Conduct internal audits as directed by the Goulburn Mulwaree Council's ARIC.
- Implement the Goulburn Mulwaree Council's annual and four-year strategic internal audit work plans.
- Monitor the implementation by the Goulburn Mulwaree Council of corrective actions.
- Assist the Goulburn Mulwaree Council to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

EXTERNAL AUDIT

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- Review all external plans and reports in respect of planned or completed audits and monitor the Goulburn Mulwaree Council's implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

RISK MANAGEMENT

Review and advise:

- if the Goulburn Mulwaree Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the Goulburn Mulwaree Council's risk management framework is adequate and effective for identifying and managing the risks the Goulburn Mulwaree Council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the Goulburn Mulwaree Council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the Goulburn Mulwaree Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Goulburn Mulwaree Council has taken steps to embed a culture which is committed to ethical and lawful behaviour



- if there is a positive risk culture within the Goulburn Mulwaree Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the Goulburn Mulwaree Council's risk management approach impacts on the Goulburn Mulwaree Council's insurance arrangements
- of the effectiveness of the Goulburn Mulwaree Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

INTERNAL CONTROLS

Review and advise:

- whether the Goulburn Mulwaree Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the Goulburn Mulwaree Council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Goulburn Mulwaree Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

COMPLIANCE

Review and advise of the adequacy and effectiveness of the Goulburn Mulwaree Council's compliance framework, including:

- if the Goulburn Mulwaree Council has appropriately considered legal and compliance risks as part of the Goulburn Mulwaree Council's risk management framework
- how the Goulburn Mulwaree Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

FRAUD AND CORRUPTION

Review and advise of the adequacy and effectiveness of the Goulburn Mulwaree Council's fraud and corruption prevention framework and activities, including whether the Goulburn Mulwaree Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.



FINANCIAL MANAGEMENT

Review and advise:

- if the Goulburn Mulwaree Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Goulburn Mulwaree Council's accounting policies and disclosures
- of the implications for the Goulburn Mulwaree Council of the findings of external audits and performance audits and the Goulburn Mulwaree Council's responses and implementation of recommendations
- whether the Goulburn Mulwaree Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Goulburn Mulwaree Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the Goulburn Mulwaree Council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in The Goulburn Mulwaree Council's report is consistent with signed financial statements
- if the Goulburn Mulwaree Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Goulburn Mulwaree Council are adequate
- if the Goulburn Mulwaree Council's grants and tied funding policies and procedures are sound.



GOVERNANCE

Review and advise of the adequacy of the Goulburn Mulwaree Council governance framework, including the Goulburn Mulwaree Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

IMPROVEMENT

STRATEGIC PLANNING

Review and advise:

- of the adequacy and effectiveness of the Goulburn Mulwaree Council's integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the Goulburn Mulwaree Council is successfully implementing and achieving its IP&R objectives and strategies.

SERVICE REVIEWS AND BUSINESS IMPROVEMENT

Review and advise:

- if the Goulburn Mulwaree Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the Goulburn Mulwaree Council can improve its service delivery and the Goulburn Mulwaree Council's performance of its business and functions generally



PERFORMANCE DATA AND MEASUREMENT

Review and advise:

- if the Goulburn Mulwaree Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the Goulburn Mulwaree Council uses are effective, and
- of the adequacy of performance data collection and reporting.

8.8 COUNCIL MEETING DATES

Author: Chief Executive Officer
Authoriser: Aaron Johansson, Chief Executive Officer
Attachments: Nil

Link to Community Strategic Plan:	CL2 Encourage and facilitate open and respectful communication between the community, the private sector, Council, and other government agencies
Cost to Council:	Nil
Use of Reserve Funds:	Nil

RECOMMENDATION

That:

1. The report from the Chief Executive Officer on Council Meeting Dates be received.
2. All Council meetings be held at 2pm in the Council Chambers on the third Tuesdays of each month with the exception of January & November meetings being held on the fourth Tuesday of the month.
3. Council's Model Code of Meeting Practice be updated to include the change in meeting time.

BACKGROUND

At the Ordinary Council Meeting of 6 June 2023, Council resolved to conduct their Council meetings on the third Tuesday of each month with the exception of January.

Under section 365 of the *Local Government Act 1993* (the Act), councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

REPORT

For many years it has been Council's practice to hold its meetings at 6pm. I would like to elaborate why I am recommending a change to the Council Meeting start time from 6pm to 2pm.

As the Chief Executive Officer, I have a responsibility to staff to ensure risk related to the management of workload fatigue is identified, assessed and controlled within the organisation. This includes ensuring that the Local Government Award Right to Disconnect and 10-hour Break provisions have been considered. Holding meetings outside of core business hours adds additional workloads on staff who have already completed a full day's work and then are expected to be back undertaking their role to a high standard the next morning. This has been identified as a Work Place Health & Safety risk and as such I have a responsibility to address staff working conditions.

Many of the report that are placed before Council have Business Managers as authors. Having meetings during core business hours allows for the authors of these reports to be present at meetings and speak on these important and specialised subject matters.

Having the meetings during the day will also eliminate overtime which is a key focus for Council's long term financial sustainability. A 2pm meeting will also alleviate the need for sustenance to be provided thus providing an operational saving in the vicinity of \$10K per annum.

It's important to note that under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A. Goulburn Mulwaree hold one meeting a month on the third Tuesday of the month. The average meeting time is 1hr and 35 minutes.

It is worth noting that of the nine neighbouring Council's in the Canberra Region Joint Organisation who conduct Council Meetings, eight of the nine conduct their meetings during the day to coincide with core business hours. Goulburn Mulwaree Council's previous 6pm start time is an exception not an industry standard.

Council	Frequency	Day & Time
Bega Valley	Meetings are held every four weeks (expect in May and June where there will be two meetings)	Wednesday 2pm
Eurobodalla Shire	1 meeting per month	Third Tuesday 12.30pm
Hilltops	1 meeting per month	Fourth Wednesday 4.30pm
Queanbeyan Palerang (QPRC)	2 meetings per month	Second and Fourth Wednesday 5.30pm
Snowy Monaro Regional	1 meeting per month	Third Thursday 1pm
Upper Lachlan	1 meeting per month	Third Thursday 1.30pm
Snowy Valleys	1 meeting per month	Third Thursday 2pm
Wingecarribee Shire	1 meeting per month	Third Wednesday 3.30pm
Yass Valley	1 meeting per month	Fourth Thursday 4pm

In accordance with Councils Model Code of Meeting Practice, Council shall, by resolution, set the frequency, time, date and place of its ordinary Meetings.

This report is recommending having one Council meeting per month on the third Tuesday at 2pm in the Council Chambers except for January & November meetings which will be held on the fourth Tuesday of the month at 2pm. The January meeting change is to allow time for reports to be prepared after the holiday period and November meeting change is to allow for Councillors to attend the LGNSW Annual Conference which is usually held in the third week in November each year.

It is also recommended that Council's Model Code of Meeting Practice be updated to include the change in meeting start time from 6pm to 2pm.

If an additional Council Meeting was required there is provision to hold an Extraordinary Meeting. In accordance with Clause 3.3 Section 366 of the Act, if the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

The community's attendance at Council Meetings will continue to be encouraged and Council Meetings will remain live streamed on Council's website as per the Act.

Recordings of the meetings are also available on Council's website.

8.9 LOCAL GOVERNMENT NSW (LGNSW) 2024 ANNUAL CONFERENCE**Author:** Chief Executive Officer**Authoriser:** Aaron Johansson, Chief Executive Officer

Attachments:

1. **2024 Annual Local Government NSW Conference Program** [↓](#) 
2. **Members' voting entitlement at the 2024 Local Government NSW Annual Conference** [↓](#) 

Link to Community Strategic Plan:	25. Our Civic Leadership CL1 Effect resourceful and respectful leadership and attentive representation of the community.
Cost to Council:	An allocation for Councillors to attend training/conferences has been included in the 2024/25 budget
Use of Reserve Funds:	Not Applicable

RECOMMENDATION

That

1. The report of the Chief Executive Officer on the Local Government NSW (LGNSW) 2024 Annual Conference be received.
2. The Council nominates the following two voting delegates, in addition to the Mayor, to attend the 2024 Annual Conference of LGNSW at the Tamworth Regional Entertainment and Conference Centre:
 - Xx
 - Xx
3. Council nominates the following non-voting delegates to attend the 2024 Annual Conference of LGNSW at the Tamworth Regional Entertainment and Conference Centre:
 - Xxx
 - xxx

BACKGROUND

Local Government NSW (LGNSW) conduct an annual conference with this year conference to be hosted by the Tamworth Regional Council at the Tamworth Regional Entertainment and Conference Centre from Sunday 17 to Tuesday 19 November 2024.

REPORT

The 2024 Local Government NSW (LGNSW) will be held Sunday 17 to Tuesday 19 November 2024 at the Tamworth Regional Entertainment and Conference Centre. A draft program for the conference is attached to this report for information.

The Annual Conference is the main policy-making body of Local Government NSW and an opportunity for councillors to come together to share ideas and debate issues that shape the way Local Government NSW is governed and advocates on behalf of the local government sector.

Local Government NSW members may put forward motions for consideration at the Annual Conference. Where a majority of voting delegates at the Conference vote in support of the motion, it is adopted as a resolution of Local Government NSW. Local Government NSW updates its policy platform annually to reflect these resolutions, and they also form part of their advocacy priorities. Under the LGNSW Rules, the latest date motions can be accepted for inclusion in the business

paper is Sunday 20 October 2024. Goulburn Mulwaree Council has not submitted any motions for this conference.

The conference is an opportunity for mayors and councillors from right across NSW to learn from and support each other, and consider new ways to deliver for the communities they represent.

Council must advise Local Government NSW of the names of their nominated voting delegates for voting on motions by Wednesday 6 November 2024. Goulburn Mulwaree Council have three voting entitlements for the conference. Under the Local Government NSW rules the Mayor is required to be one of the voting members. The members voting entitlement list is attached to this report for information.

Council has secured four early bird registration rates for the voting delegates and the Chief Executive Officer at a rate of \$1,115.00 (incl GST) per person. Standard registrations close on the 23 October 2024 with the rate being \$1,485.00 (incl GST) per person. The Conference dinner is an additional \$230.00 (incl GST) per person. Delegate registration fees include online business papers, the President's Welcome Reception, two-day business sessions including morning and afternoon tea, lunch, and name badge.

The Chief Executive Officer will be in attendance with the Mayor and Councillor delegates. Travel to the conference will be via car.

The conference fee does not include accommodation. Accommodation has been reserved for four attendees.

This report recommends that Council approve two voting Councillor delegates, in addition to the Mayor, to attend the Local Government NSW annual conference.

The report also allows for other Councillors to attend as non-voting members.

As per the Councillor Expenses and Facilities Policy any Councillors attendance at this conference would be funded using the Conferences and Seminars annual allowance which is \$3,000 per year excluding GST.

Monday, 18 November 2024

Time TBC Bus transfers from selected hotels to TRECC

REGISTRATION

7.30am Registration operational - TRECC foyer
Light refreshments
Location: Trade Exhibition

BREAKFAST

7.30am-8.45am ALGWA NSW Breakfast partnered by Maddocks
Location: TRECC

Time TBC Bus transfers from selected hotels to TRECC

CONFERENCE

9.00am Conference introduction, Conference Welcome | Opening address

- Opening of the Federal & State Conferences adoption of standing orders, business sessions and consideration of motions and conference business.
- LGNSW Treasurer presentation of financial reports
- Commencement of consideration of motions and conference business

Morning refreshments
Location: Trade Exhibition, by Distinguished partner, Active Super

9.25am-5.00pm

- Elite Partner Address - Statewide Mutual
- Consideration of Conference Business continued
- Delegate lunch in Exhibition area
- General Managers' Lunch partners with StateCover
- Consideration of Conference Business continued

Afternoon refreshments
Location: Trade Exhibition

Consideration of Conference Business continued

Networking with refreshments
Location: Trade Exhibition

5.00pm - Time TBC Bus transfers to selected hotels and return to TRECC

CONFERENCE DINNER

6.30pm-10.30pm LGNSW Conference Dinner, elite partner Statewide Mutual.
Presentation LG Service Awards.
Location: TRECC

Times TBC Bus transfers to selected hotels

Tuesday, 19 November 2024

Time TBC Bus transfers from selected hotels to TRECC

INFORMATION DESK and REGISTRATION

7.30am LGNSW Information Desk and Exhibition
Light refreshments in exhibition area available

PLENARY SESSIONS

9.00am-9.05am Introduction, housekeeping – Peter Evans MC

9.05am-9.50am Keynote Address followed by Q&A
SESSION TITLE: Local government finance: challenges and opportunities
SESSION SPEAKER: Andy Johnston - LGUI

9.50am-10.35am Keynote Address followed by Q&A
SESSION TITLE: Countering cyber threats - Protecting Your Council and Community
SESSION SPEAKERS: Arjun Ramacandran and Jonathan Topham - elevenM

10.35am-11.05am Refreshment Break
Location: Trade Exhibition

11.05am-11.50am Keynote Address followed by Q&A
SESSION TITLE: TBC
SESSION SPEAKER: Infrastructure Australia

11.50am-12.50pm CLOSING KEYNOTE ADDRESS

12.50pm-1.00pm Final remarks & announcement of location for Annual Conference 2025

1.00pm-1.45pm Lunch
Location: Trade Exhibition

2.00pm Conference concludes

2.00pm Bus transfers to selected hotels



Annexure A

Members' voting entitlement at the 2024 Local Government NSW Annual Conference

Member	Number of voters for voting on motions
Albury (R/R)	4
Armidale Regional (R/R)	3
Ballina (R/R)	3
Balranald (R/R)*	1
Bathurst Regional (R/R)	3
Bayside (M/U)	9
Bega Valley (R/R)	3
Bellingen (R/R)	2
Berrigan (R/R)	1
Blacktown (M/U)	12
Bland (R/R)	1
Blayney (R/R)	1
Blue Mountains (R/R)	4
Bogan (R/R)	1
Bourke (R/R)	1
Brewarrina (R/R)	1
Broken Hill (R/R)	2
Burwood (M/U)	4
Byron (R/R)	3
Cabonne (R/R)	2
Camden (M/U)	7
Campbelltown (M/U)	9
Canada Bay (M/U)	5
Canterbury-Bankstown (M/U)	12
Carrathool (R/R)	1
Castlereagh-Macquarie County Council (R/R)	1
Central Coast (R/R)*	7
Central Darling (R/R)*	1
Central Tablelands Water County Council (R/R)	1
Cessnock (R/R)	4
Clarence Valley (R/R)	4
Cobar (R/R)	1
Coffs Harbour (R/R)	4
Coolamon (R/R)	1
Coonamble (R/R)	1
Cootamundra-Gundagai Regional (R/R)	2

Member	Number of voters for voting on motions
Cowra (R/R)	2
Cumberland (M/U)	10
Dubbo Regional (R/R)	4
Dungog (R/R)	1
Edward River (R/R)	1
Eurobodalla (R/R)	3
Fairfield (M/U)	10
Far West Joint Organisation (R/R)	1
Federation (R/R)	2
Forbes (R/R)	1
Georges River (M/U)	9
Gilgandra (R/R)	1
Glen Innes Severn (R/R)	1
Goldenfields Water County Council (R/R)	1
Goulburn Mulwaree (R/R)	3
Greater Hume (R/R)	2
Griffith (R/R)	3
Gunnedah (R/R)	2
Gwydir (R/R)	1
Hawkesbury City (M/U)	5
Hawkesbury River County Council (M/U)	2
Hay (R/R)	1
Hilltops (R/R)	2
Hornsby (M/U)	9
Hunters Hill (M/U)	2
Inner West (M/U)	9
Inverell (R/R)	2
Junee (R/R)	1
Kempsey (R/R)	3
Kiama (R/R)	3
Kimbriki Environmental Enterprises P/L (M/U)	1
Ku-ring-gai (M/U)	7
Kyogle (R/R)	1
Lachlan (R/R)	1
Lake Macquarie (R/R)	7
Lane Cove (M/U)	4
Leeton (R/R)	2
Lismore (R/R)	3
Lithgow (R/R)	3

Member	Number of voters for voting on motions
Liverpool (M/U)	10
Liverpool Plains (R/R)	1
Lockhart (R/R)	1
Maitland (R/R)	4
Mid-Coast (R/R)	4
Mid-Western Regional (R/R)	3
Moree Plains (R/R)	2
Mosman (M/U)	3
Murray River (R/R)	2
Murrumbidgee (R/R)	1
Muswellbrook (R/R)	2
Nambucca (R/R)	3
Narrabri (R/R)	2
Narrandera (R/R)	1
Narromine (R/R)	1
New England County Council (R/R)	1
Newcastle (R/R)	7
North Sydney (M/U)	5
Northern Beaches (M/U)	11
Northern Sydney Regional Organisation of Councils (M/U)	1
Oberon (R/R)	1
Orange (R/R)	3
Parkes (R/R)	2
Parramatta (M/U)	10
Penrith (M/U)	10
Port Macquarie-Hastings (R/R)	4
Port Stephens (R/R)	4
Queanbeyan-Palerang Regional (R/R)	4
Randwick (M/U)	7
Richmond Valley (R/R)	3
Riverina Water County Council (R/R)	1
Rous County Council (R/R)	1
Ryde (M/U)	7
Shellharbour (R/R)	4
Shoalhaven (R/R)	5
Singleton (R/R)	3
Snowy Monaro Regional (R/R)	3
Snowy Valleys (R/R)	2

Member	Number of voters for voting on motions
Southern Sydney Regional Organisation of Councils (M/U)	1
Strathfield (M/U)	4
Sutherland Shire (M/U)	10
Sydney, City of (M/U)	10
Tamworth Regional (R/R)	4
Temora (R/R)	1
Tenterfield (R/R)	1
The Hills Shire (M/U)	10
Tweed (R/R)	4
Upper Hunter (R/R)	2
Upper Lachlan (R/R)	1
Upper Macquarie County Council (R/R)	1
Uralla (R/R)	1
Wagga Wagga (R/R)	4
Walcha (R/R)	1
Walgett (R/R)	1
Warren (R/R)	1
Warrumbungle (R/R)	1
Waverley (M/U)	5
Weddin (R/R)	1
Wentworth (R/R)	1
Western Sydney Regional Organisation of Councils (M/U)	1
Willoughby (M/U)	5
Wingecarribee (R/R)*	4
Wollondilly (R/R)	4
Wollongong (R/R)	7
Woollahra (M/U)	5
Yass Valley (R/R)	2
Board (M/U)	8
Board (R/R)	10
TOTAL:	498

* Note: Members in Administration get one (1) vote on motions

9 CLOSED SESSION

Council must resolve to move into Closed Session to deal with any items under s10 *Local Government Act 1993*.

There were no closed session reports for determination.

10 CONCLUSION OF THE MEETING

The Mayor will close the meeting.