

Definitions

Social media: Social media refers to user-generated content that is shared online. Social media is an array of internet-based tools and platforms that act as channels for sharing and communicating information easily and, often, instantaneously among social media users.

Online Communities: The online audience that subscribes and/or contributes to Council's social media accounts.

Official social media use: Any social media activity conducted by an employee on behalf of CCGRC. This activity is not restricted to Council owned-computers/hardware or during an employee's work hours.

Personal social media use: Using social media in a personal capacity without reference to CGRC or identifying as a Council employee.

Owned online platform/website: Council's external website that can be accessed by the public and where public council information is stored and accessed.

Moderator: An authorised staff member, or designated work group, who manages content and information on any of Council's social media accounts. Moderators are responsible for supervising and engaging with comments and messages.

Community Manager: A senior member who has the authority to approve or deny staff from using social media for official use. The manager also authorises the development of new social media accounts and is responsible for online sentiment and upkeep.

Social networks / social platforms: Social networks include a range of communication mechanisms, including but not limited to: Facebook, LinkedIn, Myspace, Google+, Flickr, YouTube, Pinterest, Instagram, Blogspot, Blogger, Wordpress, Tumblr, Twitter, Vine, Snapchat, etc.

Social media moderator: authorised representative from CGRC responsible for posting and responding on behalf of the Council.

Related CGRC Policies

Media Policy

Code of Conduct Policy

Use of Information Technology and Communication Devices Policy

Related CGRC Procedure

The following documents outlines the procedures associated with this policy.

- Digital Media Guidelines
- Style Guide
- Writing Style Guide

Review Period

This document is to be reviewed every twelve (12) months to ensure that it remains relevant and meets legislative requirements.

Policy Statement

Digital communications improve the ability of Council to inform, engage and connect with customers and ratepayers as well as community, business and other stakeholders. These tools are part of everyday life and customers and stakeholders expect to be able to interact with the Council in this way.

Digital communications such as Websites, Facebook, Twitter and Instagram provide valuable channels for Council to engage with the community and to deliver key messages. Digital media also has the flexibility to rapidly respond to or communicate issues that arise in an emergency situation and proactively identifying issues that may be important by monitoring community sentiment.

A functional and interactive website is fundamental and should act as a central hub (and single source of truth) and include up to date information and services for residents, local business, potential investors and visitors to the region. It is important this site is maintained and information (including links) is kept up to date and valid.

It is important that the correct digital channel is used for each message and that Council understands audience needs and designs digital communications with the end user in mind. Some messages may not be suited to social media at all, others may need to be communicated in a number of ways such as face-to-face, letter, print media or email, as well as via the website or Facebook. Digital media should therefore be considered as one very important channel for delivering messages, and monitoring community sentiment.

The instantaneous and widely available nature of social media means that expectations of timeliness of communication via this channel are high. Council needs to balance this expectation with the need to ensure that considered responses are provided and appropriate approval processes are followed.

By its nature, digital media is dynamic so when using this channel, it is important to use a style of writing that is easy to read and succinct and use imagery where appropriate to engage the viewer. All communication from Council should present in a consistent way and be fit for purpose.

Authorisation

Council's Communications officer is responsible for all public social media platforms and online communications on behalf of Council.

Those authorised to represent CGRC on social media are:

- General Manager
- Communications Officer
- Back-up delegates for the Communications Officer
- Delegates for the Visitor Information Centres

Additional pages created for other branches of Council may be granted with approval from the Communications Officer. If approved, the Communications Officer reserves the right to remain an administrator of any pages created to ensure risk management measures to protect Council's reputation are satisfied.

Approved branch pages include:

- Cootamundra Library
- Gundagai Library
- Gundagai Visitors Information Centre
- Gundagai Local
- Cootamundra Local

Principles

The guiding principles for CGRC's digital communication includes:

- The relevant digital communication channel will be identified when considering the message, information and audience to be engaged;
- Content will be accurate, clear, intuitive and accessible so that users understand and can use it successfully, first time and every time;
- Content will be consistent with the writing style guide for CGRC;
- Intellectual property laws and privacy considerations will be upheld at all times;
- Systems will be established to ensure information is kept up-to-date and relevant;
- Appropriate approvals or delegations will be followed before material is published;
- Audience feedback will be monitored and used to improve the performance of digital channels.

Employee and Councillor Use of Social Media

CGRC recognises there is a difference between *speaking on behalf of* and *speaking about*. These guidelines refer to personal or unofficial online activities where you might refer to CGRC.

1. Adhere to Council's Code of Conduct and other applicable policies

Employees and Councillors are subject to CGRC's Code of Conduct and other policies which govern behaviour with respect to communication. These policies are applicable to your personal activities in the public domain, including online.

2. You are responsible for your actions online

It is your responsibility to ensure that any information you post about CGRC and Council services is factually accurate. If you state your personal opinion, state that it is your personal opinion.

3. Be a 'scout' for compliments, criticisms and opportunities

Our employees are one of our most vital assets for monitoring social media. If you come across positive or negative remarks about CGRC, share them with the Communications Officer.

Further, if you identify opportunities for Council to promote or advertise the work or activities of Council, please notify the Communications Officer.

4. Do not respond to negative comments

Council's Communications Officer will respond in relation to negative comments. Do not respond or react yourself unless you are an official representative of Council with responsibility within the relevant area.

5. Be conscious of mixing your personal and business lives

In the online environment, your personal and business personas are likely to intersect. CGRC respects employees' rights, but as colleagues and members of our wider community have access to online content, NEVER disclose confidential or non-public information about CGRC. Taking public positions online that are counter to CGRC's interests may cause conflict.

6. You are personally accountable for the content you post online.

- Any information posted about CGRC and Council services is factually accurate. If you wish to state your opinion, please state that it is your personal opinion.

- If you are offering your personal perspective on a matter related to Council, ensure your commentary and opinion does not cause damage to CGRC.
- When commenting online it is your responsibility to ensure that you reference only publicly available information, such as what is available on www.cgrc.nsw.gov.au

7. Be transparent in your representation

When communicating online you are required to:

- Identify yourself as a CGRC employee if you refer to Council, our people, or services.
- Ensure that you do not imply in any way that you are authorised to speak on CGRC's behalf. If someone requires an authorised comment, please contact the Communications Officer, or designated Manager.

8. Respect the people with whom you communicate.

When communicating online you are required to:

- Be respectful of the individuals and communities with which you interact.
- Be polite and respectful of others' opinions.
- Adhere to a site's specific Terms of Use.

Respect copyright, privacy, financial disclosure and other applicable laws when publishing on social media platforms.

Non-Compliance

Non-compliance with the Digital Media Policy by Council representatives will be managed through the relevant Code of Conduct and disciplinary systems.



Draft Digital Media Guidelines

Please use the Digital Media Policy in conjunction with these guidelines.

Guidelines for authorised online representatives

Those authorised to represent CGRC on social media are:

- General Manager
- Communications Officer
- Back-up delegate for the Communications Officer
- Delegate for the Visitor Information Centres

As an authorised online representative, you are required to:

- Ensure that all content you publish is factually accurate and complies with relevant legislation, including copyright, contempt of court, defamation, discrimination, harassment and other applicable laws.
- Ensure that all content you publish complies with Council policies, including those relating to privacy, harassment, computer usage, disclosure and compliance.
- If you are unsure as to the factual accuracy of your proposed content, or believe that the content poses a legal risk, discuss the content with your Manager and the Communications Officer.
- Disclose only information that is publicly available or which you have written authorisation to disclose.
- Examples of types of confidential information that should not be disclosed include: legal matters, financial information or staff movements. If you are unsure about what CGRC information is in the public domain, you should check the Council website. If in doubt, check with your relevant Manager.
- Only comment on, or discuss, topics that fall within your area of responsibility as the part of CGRC. Where an issue arises that is outside your area of responsibility, escalate the matter to the relevant department and/or manager immediately. If the form of social media being used requires an immediate response to the query, let the person with the query know that the request has reached the relevant team for action.
- Ensure you do not disclose other people's personal information on social media platforms, without the consent of the person whose information is being disclosed. Personal information includes a person's name, picture, email address or phone number.
- Identify yourself as a representative of CGRC. In some circumstances, it may also be necessary for you to identify which business unit you are representing and to identify your role.
- Respect the individuals and online communities in which you interact as well as the forums, platforms or websites on which you interact.
- Be polite and respectful of the opinions of others, even where you disagree with those views.
- Adhere to a platform's Terms of Use.

Enquiries, Complaints and Disclaimers

Social networks provide community members with a direct point of contact to Council. Due to its accessibility, many residents use social media to lodge an enquiry or complaint.

The instantaneous and widely available nature of social media results in a colloquial and informal channel in which users expect an immediate response from Council.

Council is unable to respond to formal complaints and service requests through social platforms, however, comments of this nature should be forwarded to the relevant department and the enquiry or complaint responded to within 24-hours. The social media moderator will ensure the post or comment is forwarded to the appropriate department, and should inform the online user that their concern/feedback has been forwarded to the relevant officer.

If a user continually posts inappropriate comments or Council receives comments from a user who has been classified as unreasonable, Council reserves the right to delete posts or comments / block the user from Council's social media pages – this action is considered a final resort after trying to remedy the user's concerns.

Council will feature the following disclaimer within the profile of official accounts to safeguard against any negative sentiment.

Moderation of posts and comments

CGRC values the opinion of our residents and community members and we actively seek ideas and feedback from the public, encouraging open conversation and debate. However, we expect participants to behave in a respectful manner.

We reserve the right to delete material that is:

- *knowingly false or mischievous;*
- *defamatory, personal or harassing in nature;*
- *misleading, obscene, sexist or racist;*
- *promotional, commercial or spam; or*
- *unlawful or incites others to break the law.*

When deleting a post Council will advise the author directly as to the reason for the removal of the post.

Enquiries

While we try to assist you as best we can, many matters can't be resolved via social media.

You should contact Council through our website, by phone or in writing if you:

- *have an enquiry*
- *need to request a service*
- *would like to give us official feedback*
- *wish to make a complaint*

Website Content

Content Guidelines

While multiple representatives may be producing and publishing content across both social and owned platforms, it is important that these representatives have one voice that embodies and expresses Council's values. To ensure consistency of branding and communication on behalf of CGRC, all content should comply visually with the style guide and all written communication should carry the CGRC's Tone of Voice (TOV).

Identify purpose and audience

Determine the aims of the page before commencing with writing. This is likely to require consultation with managers of the relevant area, whilst also aligning the aims of the page with the direction and intention of the web site.

Aims may include one, or a combination, of the following:

- informing
- raising awareness
- instructing
- promoting
- training
- engaging
- persuading

Identify the intended audience(s) of a web page or section of a website as these may vary depending on the topic. For example, a business audience for information about development applications or a teenage audience for a new youth program. Typical categories include: the public, businesses, citizens, researchers, other governments and tourists.

For each intended audience group, determine any characteristics that might impact on the way in which the text should be written or presented. Characteristics include: age, education, cultural background, location, gender and Web experience.

Consider different users might use the web - people approach websites in many ways and have different expectations about the content. Common themes to Web use include the following:

- Users scan web pages until they see something that meets their needs.
- Many users are impatient and time-poor.
- Users aim to spend as little time on a website as possible.
- Many users do not care why a program or service is offered, they just want to know how to get it, what they need to do or need to know.

Tone of voice

CGRC's TOV for digital media communication should be:

- More qualitative than quantitative
- Inclusive, welcoming, responsive, supportive – the qualities of a friend
- More vibrant than subdued – expressive
- More colourful than neutral
- More extroverted than introverted – outgoing

Style guide

All graphics and materials distributed via social media or uploaded on the CGRC website should comply with the visual identity and all components outlined in the official Council Style Guide.

(See Style Guide)

Language

All content should be consistent with CGRC's language conventions and writing style guide.

(See Writing Style Guide)

When preparing content:

- Use succinct and easy-to-understand headings to help users find information fast;
- Layer information (using tab structure as well as paragraph structure) especially when presenting users with large blocks of text. Allow the reader to judge whether the section of the website they are in is relevant before presenting the entire information;
- Place critical information in plain sight when entering web page;
- Use dot-points and lists where appropriate as they are easier to scan than paragraphs;
- Write succinctly and try to avoid big blocks of unbroken text;
- Use hyperlinking – the referencing to a document, or specific element within that document, that the reader can directly follow. This assists in presenting information in layers. Non-essential information can be referred to and accessed via a hyperlink;
- When writing, always consider any other Web pages and online documents to which you might refer readers;
- The Web is not just for presenting text. Users come to a website with an expectation that they will not only read information but interact with it, see things and follow links to other information;
- Use graphic representation or an image where this can contribute to conveying your message, ensuring that the infographic is well explained and fits with the overall message; and
- Consider how information is laid out and use text boxes, FAQs, infographics, images, step-by-step or diagrams where appropriate.

Example Page Copy: Environment, Health and Safety

Information about our local environment and public safety, including food safety, pests and weeds and pollution monitoring.

- ➔ [Emergencies and Disasters](#)
- ➔ [Food Safety](#)
- ➔ [Pests and Weeds](#)
- ➔ [Pollution Monitoring](#)

Pest and Weeds

Managing pests and weeds on your property and around your home.

- ➔ [Pests](#)
- ➔ [Weeds](#)

Pests

Pests and insects cause economic losses to agricultural production, pose an unacceptable risk of exotic disease, threaten the survival of native species, and cause environmental degradation.

Species currently declared pests in NSW include:

- Wild rabbits;
- Wild dogs;
- Feral pigs;
- European Red Foxes;
- Feral Camels; and
- Locusts (Australian Plague, Spur-Throated and Migratory species).

Under the Local Land Services Act 2013, all land managers in NSW have an obligation to control declared pest species on the land they own, occupy or manage.

For information or assistance in managing pests on your land, visit the [Riverina Local Land Services \(LLS\) website](#) or call the xx LLS Office on (02) xxxx from Monday to Friday during business hours.



Editing

Before publishing make sure that the content is accurate and ready for publication.

- Ensure that content is approved by the relevant manager.
- Ensure that the language conventions outlined in the Writing Style Guide are adhered to in all content.
- Have the contents proof-read before being published.

Website Administration

The CGRC website is managed by the Communications Officer in line with the Digital Media Policy.

Currency of Information

Information that is up to date is essential to the website being perceived to be relevant and useful by the viewer.

Maintain a schedule to ensure website review including:

- Date sensitive information is to be reviewed weekly to ensure that there are no events, requests for feedback or other deadlines being publicised that are out of date. Where possible events should be scheduled with an automatic removal date.
- All website content is to be reviewed by the site administrator and content owner quarterly to ensure that information remains up to date.
- All links to external content and websites are to be reviewed quarterly to ensure that there are no broken links or out of date information.
- Annual review of the site to ensure it remains best practise for local government sites and is compliant with relevant legislation and standards.

Developing New Accounts

Council's General Manager and Communications Officer must authorise the use of online marketing tools such as additional Council websites (or micro-sites) and social media channels that are branded or deemed to be associated with CGRC.



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CORPORATE BRAND AND LOGO GUIDELINES

DECEMBER 2017



Cootamundra-Gundagai Regional Council

The Cootamundra-Gundagai staff and communities highlighted our country living, agricultural landscape and friendly communities as major elements of our thriving rural region.

Whether we are communicating internally and externally, no matter how big or small the application, it is important that our brand identity is consistent across everything we do.

This document provides a set of rules and examples that will help you apply these elements effectively.

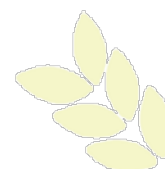
Together we can ensure that the new Cootamundra-Gundagai Regional Council brand is strong, recognisable and unique.

LOGO FILE NAMES AND DIGITAL LOGO FILE DEFINITIONS

The Logo is available in a number of file formats suitable for use by staff, graphic designers, publications, printers and merchandise manufacturers.

The following is a list of file formats available and their preferred uses:

- .ai Adobe Illustrator file for merchandise manufacturers, signage, publications, printers or designers.
- .eps Preferred file format for merchandise manufacturers, signage, publications, printers or designers.
- .jpg Larger or higher resolution version for publication and lower or smaller resolution versions for use in house marketing collateral e.g. newsletters and letterhead (.sm and .lg).
Note: use RGB version for screen or Word program application.
- .png Preferred file format for web or email use - this file is much smaller in size and resolution.
Can be used in Word or other Microsoft programs, as well as web application.



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THE LOGO – KEY ELEMENTS

The new Cootamundra-Gundagai Regional Council brand is a modern, organic representation of the united region.

The logo is pictured here in both stacked and landscape versions.

The stacked version is the preferred configuration of the logo however the landscape version is used for applications where there is limited space and layout restrictions.



Stacked Logo



Horizontal (Landscape) Logo



LOGO VARIATIONS

To ensure the Cootamundra-Gundagai Regional Council logo is displayed accurately and consistently, where possible the logo should be shown in full colour on a white background.

On occasion where the logo must appear on an alternative coloured background or materials variations are available.

Although charcoal is preferred, the logo text in some cases may appear white when placed on a coloured background.

Only in the instance where the logo icon is placed on a dark or similar colour the outer ring colours may be swapped.

The logo is also available as a mono version where only one colour printing is an option.



Full colour logo



Mono Logo



Logo featuring white text



*Icon placed on similar background colour
- outer charcoal and blue ring colours swapped*

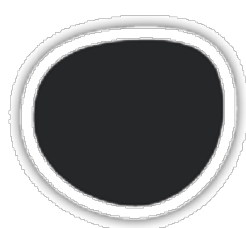


LOGO COLOUR PALETTE

Where possible, the Cootamundra-Gundagai Regional Council logo should be reproduced using the specified Pantone colours.

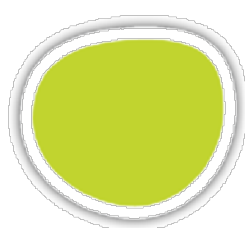
The listed CMYK values listed are for the creation of equivalent colours when reproducing in four colour process printing.

The listed RGB values listed for the equivalent colours when reproducing in a screen based format, or digital printing.



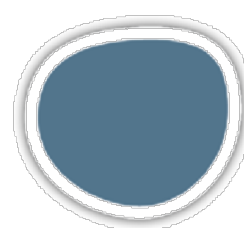
CHARCOAL

Pantone 426C
C73 M66 Y62 K67
R38 G39 B41



GREEN

Pantone 382C
C29 M1 Y100 K0
R193 G213 B47



BLUE

Pantone 5405C
C73 M47 Y33 K7
R81 G116 B139

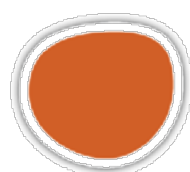


SECONDARY COLOUR PALETTE

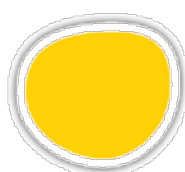
A secondary colour palette has been selected to work alongside branded documents where extra colour applications may be required. These colours have been carefully selected to compliment the core logo colour and mimic some of the colours found in the landscapes and features of the Region.

A "colour theme" created using these colours can be supplied and uploaded within the Microsoft Office suite of programs.

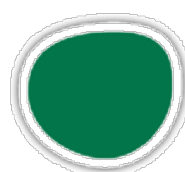
This colour palette can also be applied to approved signage applications, such as towns, ovals and depots (samples below)



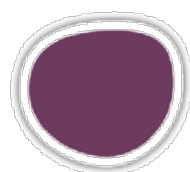
Pantone 159C
C13 M75 Y100 K3
R211 G94 B19



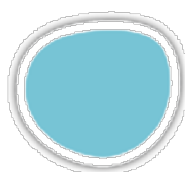
Pantone 109C
C0 M16 Y100 K0
R255 G209 B0



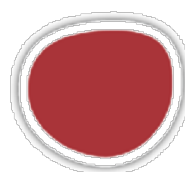
Pantone 3415C
C100 M27 Y89 K16
R0 G117 B73



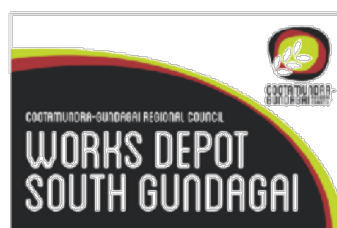
Pantone 5125C
C56 M84 Y39 K23
R109 G58 B93



Pantone 630C
C51 M5 Y14 K0
R118 G196 B213



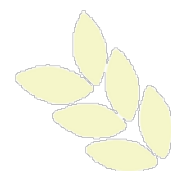
Pantone 1807C
C24 M92 Y78 K15
R169 G52 B57



THE SEEDS

The seeds are an element of the logo design which can be used as a graphic feature where appropriate.

The seeds can be used as a tinted feature on a page or alternatively to frame a series of relevant approved images.



CORPORATE TYPOGRAPHY

The consistent use of the correct typeface is important to the integrity of the Cootamundra-Gundagai Regional Council logo and brand.

The preferred fonts for all collateral for the Cootamundra-Gundagai Regional Council is **Blanch Caps**. This font is to be used only occasionally for by-lines and special headings.

The Sans Plain or **Light** is to be used for body copy.

In the case that these fonts are not available, and for internal staff letters and documents, **Calibri** should be used.

Blanch Caps

ABCDEFGHIJKLMNOPQRSTUVWXYZ

The Sans Bold

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

The Sans Plain

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

The Sans Light

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

Calibri Regular

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz

Calibri Bold - including use in UPPER CASE for HEADINGS

AaBbCcDdEeFfGgHhIiJjKkLlMmNnOoPpQqRrSsTtUuVvWwXxYyZz



LOGO APPLICATION & CO-BRANDING

Minimum Size

The minimum size for reproduction of the Stacked version of the logo is 15mm wide. The minimum size for reproduction of the landscape version of the logo is 30mm wide.

Minimum Clear Field

The proportional relationship between the elements of the Cootamundra-Gundagai Regional Council logo must be maintained and may not be manipulated in any way.

It is important that the logo appears in an uncluttered manner to ensure appropriate visibility and prominence. The 'CG' from the logotype is used as a tool for measuring the minimum clear field around the stacked version of the logo. The 'C' from the logotype is used as a tool for measuring the minimum clear field around the landscape version of the logo.

It is important that graphics are kept free from this minimum clear field.

Co-branding

When the logo needs to sit alongside an additional supporting logo, size, placement and relevance need to be considered.

Illustrated are examples of co-branding to maintain optimum presence of the logo amongst other brands.

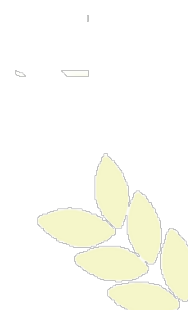


STAFF APPAREL

Ground staff shirts and staff polo shirts use the stacked version of the logo reproduced at 85mm high. The Council anagram where relevant can be used for ground staff identification.

The seeds may appear as a pull-out feature on the staff polo shirts, as illustrated on the right.

Please note when the logo is printed on a navy background and so the charcoal and blue rings are swapped (ref page 6)



CORPORATE PLANS & REPORT TEMPLATES

Portrait and landscape report templates have been supplied in Microsoft Word.

The report covers are designed so that the headings are visible when stacked into vertical brochure holders.

Paragraph styles and footers are supplied in the internal page templates, with page numbers and editable Document Titles.

The following paragraph styles can be found in most Word templates:

Cover Title: Calibri Bold, charcoal - size to adjust to suit the space

Heading 1: Calibri Bold, 28pt, blue. Style name: CGRC Heading 1

Heading 2: Calibri Bold, 18pt, black. Style name: CGRC Heading 2

Heading 3: Calibri Bold, 14pt, black. Style name: CGRC Heading 3

Body copy: Calibri, 11pt. Style name: CGRC Body Copy 11pt

Document template samples



NEWSLETTER

A newsletter mast head and basic grid layout has been established.

New brand elements, fonts and colours have been applied to this layout.

The grid follows a basic 3 column layout and text boxes can also appear as a 2 column and one column application, depending on the content fit.

The current template has been created as an Adobe InDesign document however can be also supplied on request as a Word header and footer. Graphic elements can also be supplied as jpgs or similar relevant file formats on request.

When created in Word, the font Calibri may be used for the main body copy and graphic elements placed at the users' discretion.

(Please refer to font usage on page 8).

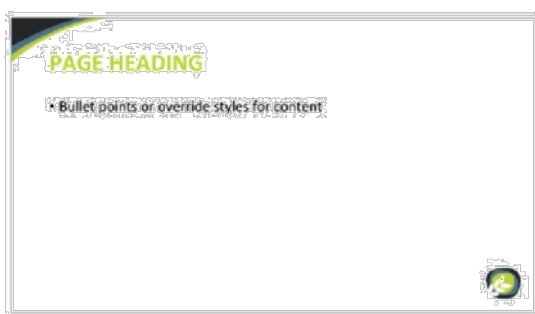


POWERPOINT PRESENTATION

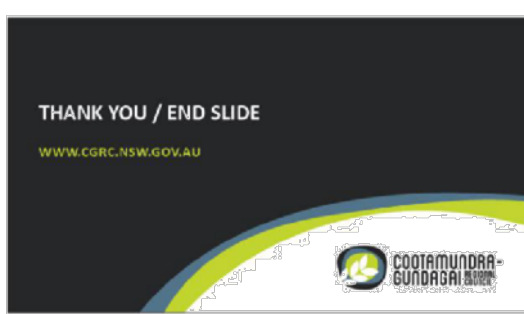
A PowerPoint template has been supplied which includes master pages for the title page, internal pages and end slide.



Title page



Internal page



End page



DOCUMENT TEMPLATES

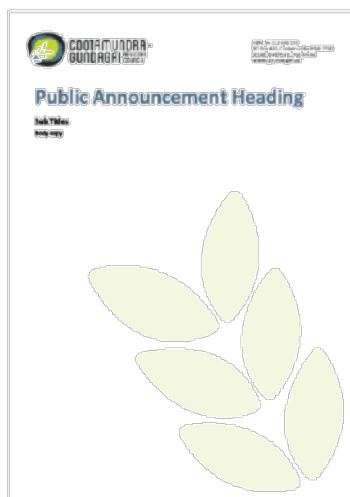
The templates below have been supplied in Microsoft Word.

The following paragraph styles can be found in the Word templates:

Main title: Calibri Bold, 36pt, blue. Style name: CGRC Heading 1

Sub title: Calibri Bold, 14pt, black. Style name: CGRC Heading 2

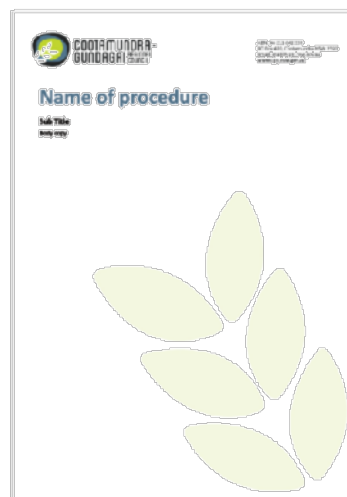
Body copy: Calibri Regular, 11pt. Style name: CGRC Body Copy 11pt



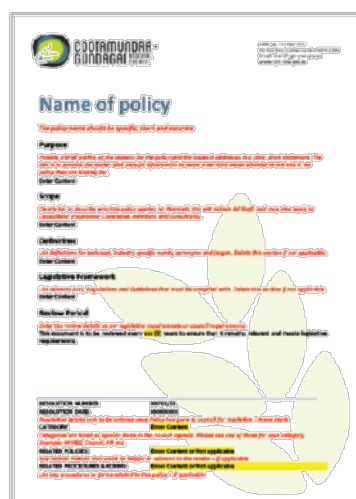
Public announcement template



Media release template



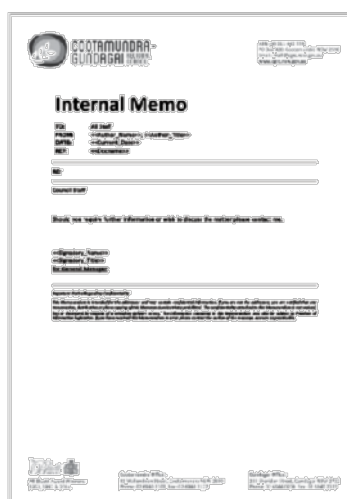
Procedural document template



Policy template



Fax cover sheet



Internal memo



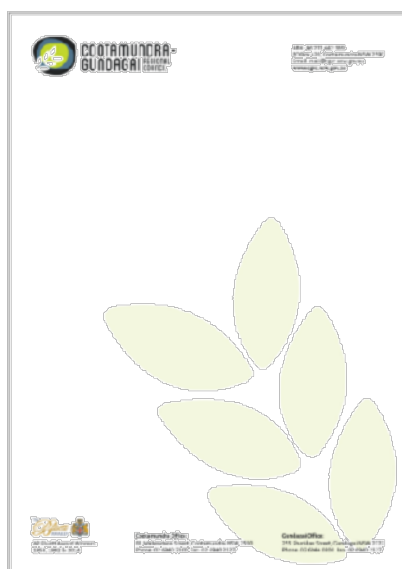
BLANK LETTERHEADS

The templates below have been supplied in Microsoft Word.

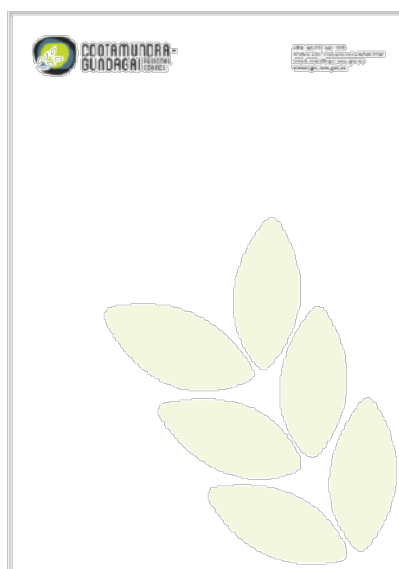
The following paragraph styles can be found in the Word templates:

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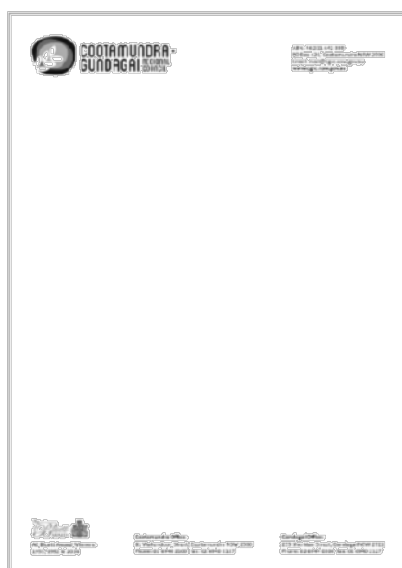
A specially created letterhead for Accounts, with and without Bluett information on the footer is also available.



Colour - with footer



Colour - plain



Mono - with footer



Mono - plain

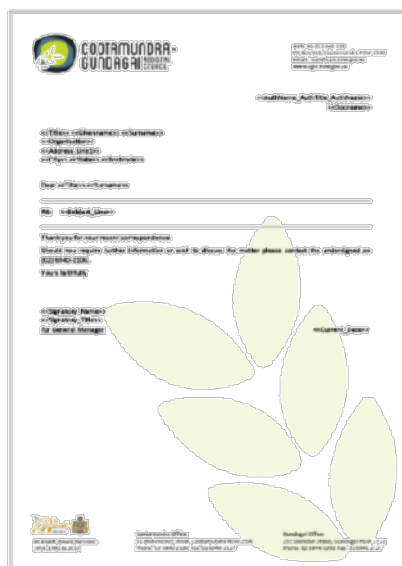


LETTERHEADS WITH LETTER TEMPLATE

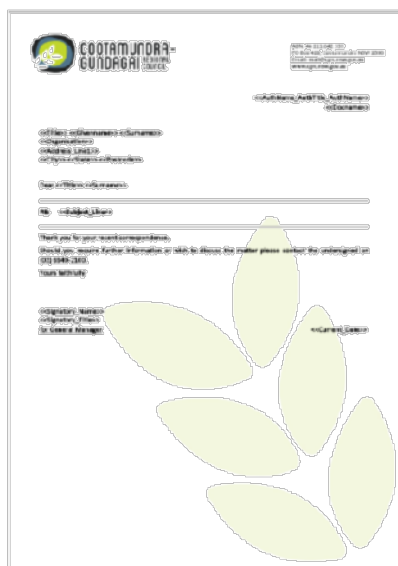
The templates below have been supplied in Microsoft Word.

The following paragraph styles can be found in the Word templates:

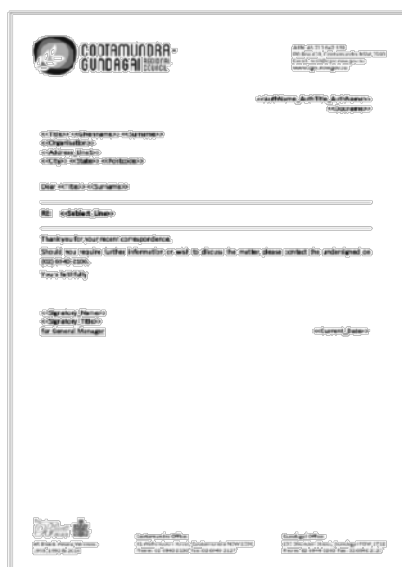
Body copy: Calibri Regular, 11pt. Style name: CGRC Body Copy 11pt



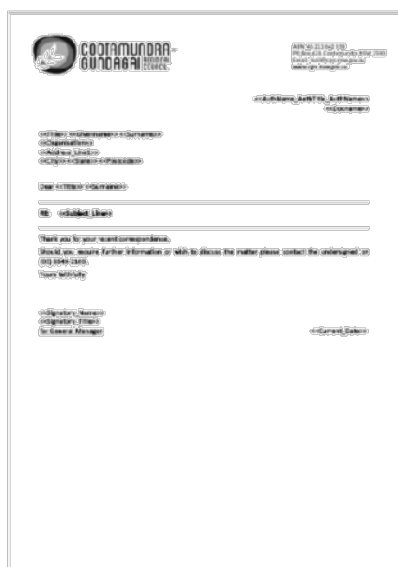
Colour - with footer



Colour - plain



Mono - with footer



Mono - plain



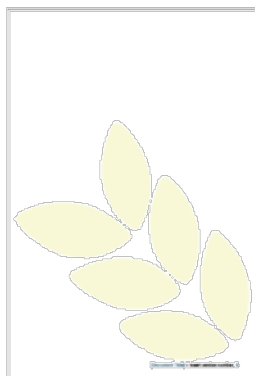
COUNCIL MEETING DOCUMENT TEMPLATES

Templates have been supplied in Microsoft Word for Council Reports, Meeting Agenda documents and Council Meeting Minutes documents, to create consistency and ease of use.

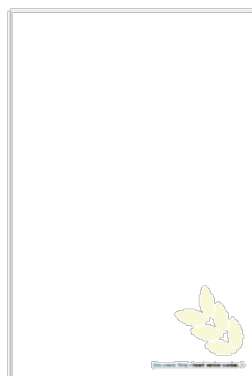
Master file templates of these document contain preferred heading, styles and colour pallets for the documents.



Sample Agenda Cover



Sample internal page -
option large seed footer



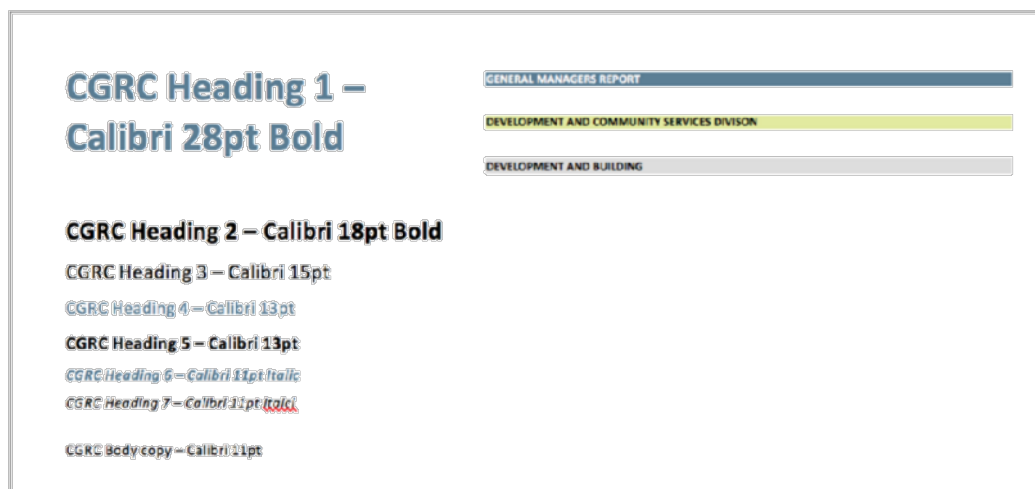
Sample internal page -
option small seed footer



Sample document end page

Set heading styles may be overridden or adjusted depending on the relevance of application and is up to the user's discrepancy to do so.

Additional styles may be created if the document requires. A sample of banded heading styles are illustrated here. Banded heading styles should not to be used for a heading which is more than one line.




Preferred heading and copy styles



FINANCIAL SPREADSHEETS

A Financial Spreadsheet in Excel should utilise the following styles:

1. Spreadsheet header: Calibri Bold 11pt, blue (C:72 M:41 Y:23 K:8)
2. Division headers: Calibri Bold 15pt, blue (C:72 M:41 Y:23 K:8)
3. Column headers and sub-headings: Calibri Bold 10pt, black
4. Body copy/figures: Calibri Regular 10pt, black
5. Highlighted column: Shaded light green (C:14 M:0 Y:5 K:0)

<div>  <div> Quarterly Budget Review Statement For the quarter ended 30 December 2018 </div> </div>									
Income & Expenses Budget Review									
	Original Budget	Approved changes		Revised Budget	Resource savings for Council		Projected Budget	Actual YTD	
	2017 \$'000	2017 \$'000	Sept 2018 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000
Income from continuing operations	12,369	=	=	12,369	=		12,369	11,817	
Agencies and grants income	5,372	111	(55)	5,477	=		5,472	2,265	
Interest and dividend income	710	0	=	710	(3)		706	419	
Other income	145	12	=	157	=		157	226	
Grants and contributions provided for operating purposes	13,315	78	0	13,443	=		13,412	8,265	
Grants and contributions provided for capital purposes	11,547	=	500	12,047	=		12,043	11,241	
Net gain from the disposal of assets	80	=	=	80	=		80	0	
Total Income	41,122	111	95	41,315	(3)		41,312	20,228	
Expenses from continuing operations									
Employee benefits and on costs	9,426	125	=	9,551	=		9,550	5,318	
Interest costs	188	=	=	188	=		188	11	
Materials and contracts	8,357	614	6	9,077	=		9,070	8,290	
Depreciation and amortisation	9,250	840	12,280	22,370	=		22,370	8,219	
Other expenses	2,306	102	=	2,408	=		2,400	2,279	
Net loss from the disposal of assets	0	=	=	0	=		0	0	
Total Expenses	30,127	1,667	12,286	43,715	=		43,715	33,817	
Net Operating Result	10,995	(1,556)	(12,191)	(2,400)	(3)		(2,403)	(13,589)	
Net accounting result before grants and contributions provided for capital purposes	1,407	(1,245)	(1,342)	(1,179)	(5)		(1,215)	6,116	
<div> Quarterly Budget Review Statement For the quarter ended 30 December 2018 </div>									
Development and Community Services									
	Original Budget	Approved changes		Revised Budget	Resource savings for Council		Projected Budget	Actual YTD	
	2017 \$'000	2017 \$'000	Sept 2018 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000	2017 \$'000
Income from continuing operations									
Development and building	170	13	=	183	=		183	216	
Regulatory Services	290	43	=	333	=		333	290	
Economic Development	0	=	=	0	=		0	0	

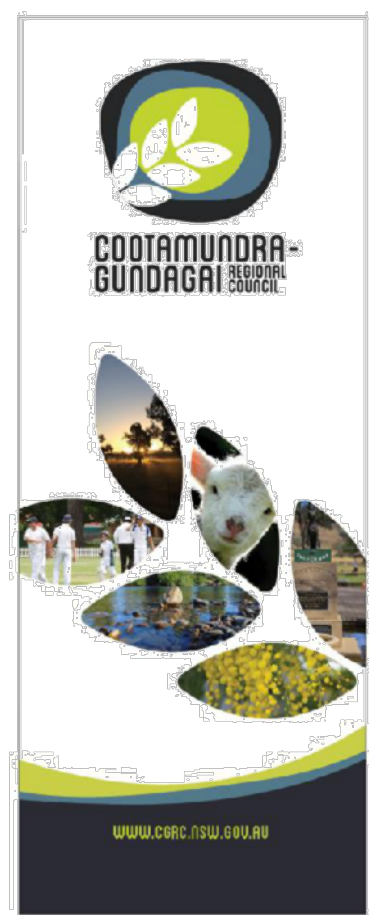


ORGANISATIONAL STRUCTURE

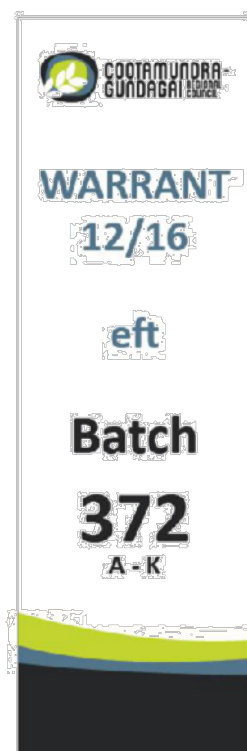
A Microsoft Word template is supplied for the Organisation Structure.
A blank document is also available.



BRANDED COLLATERAL EXAMPLES



Pull-up banner



Folder spine template

A Microsoft Word template has been provided with four spines on an A4 page.



Employee/visitor sign in register

Regards,

Susan Pardy
Manager Governance and Business Systems
Cootamundra-Gundagai Regional Council



P (02) 6940 2100
E susan.pardy@cgrc.nsw.gov.au
W www.cgrc.nsw.gov.au

Email signature

[illegible][illegible]





Writing Style Guide for CGRC

Language Conventions

Specific conventions or grammatical rules to be used in all Council communications:

- The full Council title is 'Cootamundra-Gundagai Regional Council' - ensure that Cootamundra-Gundagai is always written with no space on either side of the hyphen.
- When referring to the areas of Cootamundra and Gundagai use the term "Cootamundra-Gundagai Regional Council - Gundagai Administration Office" or "CGRC - Gundagai Administration Office" NOT Cootamundra Area or Gundagai Area.
- Language such as 'us' and 'them' in reference to the former Councils' or former Cootamundra or Gundagai Council staff should not be used.
- The Council should be referred to as 'Cootamundra-Gundagai Regional Council' initially and then as 'CGRC' or 'Council' depending on context. For instance, the correct use would be "*Council writes to inform you...*" NOT "*The Council writes to inform you...*"
- If the CGRC acronym is to be used, write the name of the organisation in full the first time it is referenced, followed by the abbreviation in brackets. e.g. 'Cootamundra-Gundagai Regional Council (CGRC)'.
- Use any other abbreviations sparingly and write the name of the organisation or the word in full the first time it is referenced, followed by the abbreviation in brackets.
- In outgoing letters/correspondence, never refer to Council in the first person (it is not "I" or "We").
- In the middle of a regular sentence only proper nouns should have the first letter capitalised. A proper noun is a name; the name of a person, place, official name of a person of office (e.g. Managing Director, MD) or position of state or government, the title of a creative or non-fiction work, etc.
- Avoid contractions of dates: use 7 June 1995 instead of 7th June 1995 or 7/6/95 (except in tables or illustrations where space is limited).
- Use 'Australian English' not 'American English'.
- Use fonts, logos and colour palette as per Council's Style Guide.
- If using bullet points, use a black bullet point as per this document. If a number list is to be used, use as below:
 1. Test

If a multi-level list is to be used use as below:

 1. Test
 - a. Test two

Writing Style

CGRC's Tone of Voice (TOV) should be:

- More qualitative than quantitative
- Inclusive, welcoming, responsive, supportive – the qualities of a friend
- More vibrant than subdued – be expressive
- More colourful than neutral
- More extroverted than introverted – be outgoing

Points to be considered when thinking about the way in which information is to be written including the tone of voice and style:

- Express information in plain English without the use of unnecessary words or information.
- Use a style that is appropriate to the communication. For instance, a social media post promoting an event might be informal and provide basic information whereas a letter to rate payers about planning regulation should be formal and contain detailed information.
- The tone of the writing should be warm, respectful and friendly, albeit formal if required.
- Minimise the use of technical terminology and when it is used explain in terms that a lay person could be reasonably expected to understand. Avoid 'Council speak' by stepping back and reading the information as if you were a lay person with little knowledge of the topic.
- When complex information is being communicated simplify it as much as possible without diminishing the meaning.
- Where there is a legal requirement to provide information in a certain way, including using complex language or terminology, explain and acknowledge the reason for the complexity as much as possible.
- When referring to legislation, use the full title of the act initially and then refer its abbreviation. For example, "*The Cootamundra-Gundagai Regional Council privacy practices are regulated by the New South Wales Privacy and Personal Information Protection Act 1998 ('PPIP Act')*".
- Use graphic representation or an image where this can contribute to conveying your message, ensuring that the infographic is well explained and fits with the overall message.
- Always ensure images or graphics that they are clear (i.e. no slightly fuzzy photographs) and that labels and legends of graphs or infographics are legible and referenced in the text so the reader understands how they fit the message.
- Be sure that you address all copyright issues when using images. You are only able to use images that Council has the right to use (for instance because Council owns or has purchased the image, or they are free of copyright). Ensure that appropriate permissions have been obtained when using photographs where people are identifiable.



DRAFT Use of Information Technology and Communication Devices Policy

Policy Approval and Distribution

Approved by	Council Resolution
Responsible Officer	IT Officer, Peter McCallum
Council Service Unit	Information Technology
Next Review Date	01 June 2022

Version Control

Ref	Date	Description	Council Resolution
0.1	26-06-2018	Presented to Council for adoption	TBA

Purpose

The objective of this policy is to provide clear guidelines for staff and Councillors in their use of computers, internet, email, telephone and other electronic media and devices in the conduct of Council-related activities.

This policy seeks to:

- Preserve the integrity and efficiency of information technology and communication equipment by providing guidelines to clarify what constitutes appropriate conduct and use of the equipment;
- Ensure the use of information technology and communication equipment complies with the organisation's obligations to maintain a workplace that is efficient, harmonious and without risk of discrimination or harassment resulting from improper use; and
- Outline the ramifications of failing to abide by the guidelines contained in this policy.

Scope

This policy applies to:

- All Council staff, including employees, casuals, consultants and contractors
- Councillors

Compliance with this policy is a condition of each staff member's employment with Council. A breach of any part of this policy may, depending on the circumstances, be regarded as a serious breach of the staff member's employment contract with Council.

A failure to comply with this policy and any relevant directions given by management may result in the following action being taken against a staff member or Councillor:

- Counselling (including intensive training on this policy and the appropriate use of facilities)
- Disciplinary action regarding "inappropriate use" of the facilities, including cancellation of access to any or all of the facilities
- Dismissal of staff where access and/or the distribution of material outlined in this policy are unacceptable.

Definitions

Information technology and communication equipment means and includes any electronic equipment or computer software provided to Councillors or staff for use in the performance of their duties, either in general or specific terms including, but not limited to: computers, including desktop computers, laptops/notebooks, tablets and handheld devices; printers; scanners; digital cameras or any other digital imaging equipment; all software and programs provided to facilitate work needs; network operating systems (eg Windows); all network infrastructure including data cabling and transmission equipment; all forms of email; internet access; and mobile phones which may or may not be connected to the internet and/or email.

Legislative Framework

The guidelines in this policy are based upon the requirements of legislation and other related policies, so as to protect Council, staff and Councillors from legal action.

Relevant legislation is as follows:

- NSW Anti-Discrimination Act 1977
- NSW Privacy and Personal Information Protection Act 1998
- NSW State Records Act 1998
- Evidence Act 1995
- Federal Sex Discrimination Act 1984
- Federal Racial Discrimination Act 1975
- Federal Crimes Act 1900
- Federal Copyright Act 1968
- Federal Defamation Act 1974
- Defamation Act 2005 (NSW)
- Employees Liability Act 1991 (NSW)
- Crimes Act 1914 (Commonwealth)
- Federal Disability Discrimination Act 1992
- Telecommunications Act 1997

Related CGRC Policies

Relevant CGRC policies are as follows:

- Code of Conduct
- Payment of Expenses and Provision of Facilities for Mayor and Councillors
- Records Management Policy
- WH&S Policy
- Staff Training Policy – under development
- Social Media Policy – under development

Review Period

This document is to be reviewed every two (2) years to ensure that it remains relevant and meets legislative requirements.

Policy Statement

Council recognises that access to information technology and communication devices is required as a convenient and effective means of communication, both internally between staff and departments, and externally with other councils, groups or individuals.

Council's position is that information technology and communication devices are necessary to conduct business activities, however recognises the need to comply with the organisation's obligations in maintaining a workplace that is efficient, harmonious and without risk of discrimination or harassment resulting from improper use of the information technology and communication equipment supplied.

Policy Provisions

1. System Security

It is the responsibility of the Information Technology service unit to provide, maintain and monitor the necessary hardware and software to minimise security risks posed to internal information technology and communication networks. Virus protection is based at the server level and filters all threats at this layer in the network.

It is the responsibility of each staff member and Councillor to maintain the confidentiality and security of their own password. Councillors and staff should ensure that they:

- Log off the network or password lock their workstation whenever leaving it unattended for long periods of time, including attending meetings and lunch breaks.
- Do not attempt to gain access to another staff member's or Councillor's log-in ID or password.
- Do not disclose passwords to any persons other than those within the Information Technology service unit for system-related requirements.
- Create complex and unique passwords. It is recommended that passwords are a minimum of 8 characters incorporating upper and lower case letters, special characters and at least one number.

2. Network access

The IT Officer must be informed when a new employee or Councillor require access to Council's network. The IT Officer will consult with the new employee's supervisor to determine appropriate levels of system access and security privileges. The IT Officer is responsible for the procurement of any new information technology or communication equipment required.

Councillors and staff must not grant access to Council's network to persons outside of the organisation unless approval is obtained from the General Manager. This includes work experience students, volunteers, external contractors, etc. Where approval is conditionally given, such persons are not permitted to use an existing user's log-in ID or password. In such circumstances, the IT Officer will arrange a temporary account with the appropriate levels of system access and security privileges.

To help avoid the spread of viruses, Councillors and staff must not bypass Council's network security by accessing the internet directly by personal modems, personal access points, switches or routers or other unauthorised means, unless permission has been granted by the IT Officer.

Councillors and staff must not attempt to access, copy, damage, delete, insert or alter any information held on Council's computer equipment or network beyond the privileges granted by the IT Officer for the performance of their normal work duties.

Councillors and staff must remain cautious when accessing any file or data from an external source. If Councillors or staff suspect a file or data from an external source may pose a risk to Council's network, the file or data must be brought to the IT Officer's attention who will scan the file and determine its risk to the Council network. If any staff or Councillor suspects that a virus has been introduced into Council they must notify the IT Officer immediately.

Councillors and staff must not attempt to install or remove software or hardware into Council's network without prior approval and direction from the IT Officer.

On termination of employment or otherwise at the request of the General Manager, the IT Officer will ensure access to Council's network is deactivated. The IT Officer will ensure all information technology and communication equipment issued has been returned, unless alternate arrangements have been agreed to by the General Manager.

3. Handling and usage of equipment issued

Staff must use and care for the information technology and communication equipment in their possession in a responsible manner. Breakages, damage or loss of equipment must be reported by staff to their immediate supervisor and/or the IT Officer. Information technology and communication devices are not to be left in vehicles while unattended. Information technology and communication equipment is issued for work purposes, not for 'family' use, and are therefore not to be used by children for games or other applications under any circumstances.

In instances of misuse or neglect, breakages, damage or loss of equipment may lead to the need for reimbursement to the Council of any associated costs incurred by Council in relation to the repair or replacement of the affected equipment.

Staff are required to keep information technology and communication equipment clean, and in serviceable condition to the best of their ability.

4. Usage provisions

Council accepts that its information technology and communication equipment may on occasion be used for personal reasons. Acceptable personal use includes access during lunch breaks or outside normal work hours and consistent with all other sections of this policy. However, Councillors and staff must remember that the primary purpose of Council's information technology and communication equipment are tools for conducting business and to enhance the overall effectiveness of the organisation. The provision and maintenance of computer equipment and consumables is a cost to Council's business activities and therefore excessive personal use of these facilities can undermine the effectiveness of the organisation. Excessive personal use may lead to disciplinary action and/or privileges removed.

Council will monitor network access logs and internet and telephone (including mobile phone) usage patterns and investigate any significant variances. Charges incurred by Council for excessive calls, data and/or internet use may need to be reimbursed to Council by the user. Should a staff member either exceed their prepaid allocation or receive a monthly statement that is 'out of the ordinary', the staff member may be required to justify the increase in use to their supervisor. In the event that the misuse of network access, telephone or internet connections are found, the staff member will be responsible for the payment of the charges deemed excess by the relevant supervisor and may face disciplinary action and/or privileges removed.

Use of Council's computer equipment, email and internet may be granted to an individual Councillor or staff for work-related study purposes by agreement with their supervisor.

Councillors and staff must not use Council's computer equipment to maintain or support a personal business activity under any circumstances.

Staff must avoid any action or situation that could create the appearance that Council property is being improperly used for a staff member's benefit or the benefit of any other person or third party.

5. Copyright

All Councillors and staff must respect the copyright and any other intellectual property rights of third parties. Copyright protects the exclusive right of the copyright holder to copy, publish, perform, broadcast and sell copyrighted material. Councillors and staff must not download material from the internet or otherwise receive and use information that is owned by a third party unless they have the written permission of that party. Examples of possible breaches of copyright can include forwarding emails or copying or downloading copyright material (including computer programs, screensavers, sounds and images) that have copyright protection.

As a general rule, under copyright law downloading from the internet for personal research is allowed. However, downloading material for distribution to others or for business purposes will require the permission of the third-party owner.

6. Storage of Data

All Council data will be permanently stored on Council's servers for backup and security purposes. Disk space on individual Council desktop computers, tablets or laptops should only be used as temporary storage, or for transitional purposes only.

Staff are responsible for ensuring business communications are registered in Council's document management system. Refer to Council's Records Management Policy for further guidance on the requirements of record keeping.

7. Email usage

Council accepts that email may on occasion be used for personal use reasons. Acceptable personal use includes sending short personal emails during lunch breaks or outside normal work hours. However, Councillors and staff must remember that the primary purpose of email is to enhance business activities and the overall effectiveness of the organisation.

Councillors and staff must not use email (including personal email) to:

- Conduct illegal activities
- Send email messages that in any way could, or would be likely to, bring Council's name into disrepute
- Send email messages (with or without attachments) which contain inappropriate or offensive material of a sexual, racial, defamatory, abusive, obscene or discriminatory nature
- Distribute "junk mail" or electronic chain letters including emails seeking donations and those providing pyramid selling schemes or advertising
- Send unauthorised emails from another person's email address or impersonating another person
- Send emails which are likely to be perceived as harassment, intimidation or an unwanted invasion of privacy
- Send non-urgent emails (e.g. jokes) to large numbers of people (whether within Council or not)
- Send personal email to any person who does not wish to receive it. If a recipient asks a user to stop sending him or her email, their request must be observed.

All emails sent or received from Council's system remain the property of Council. For legal purposes, emails are a formal document and have the same standing in court as paper documents.

Councillors and staff should not expect that email is confidential or private. Therefore, when sending confidential information (for example business information, client details, pricing, or any personal or private information about individuals), careful consideration should be given as to whether alternative means of communication are preferable.

Council has implemented a maximum size for allowable email messages and also restricts email messages that contain certain attachments or content which have been known to contain viruses from either entering or leaving Council. The IT Officer should be contacted on a case by case basis if these limitations are found to be too restrictive. Staff should note that council has these limitations in place to protect our network and infrastructure. The IT Officer will regularly review the logs of blocked or quarantined emails and will release those that do not pose a risk to Council's network and which appear to be business related. If staff are aware of a missed or undelivered email the IT Officer should be notified. The email scanner and email software will be accessed to investigate any emails and causes for undeliverable emails.

Whilst Council does not wish to become a censor, to ensure that the guidelines contained in this policy are followed, Council retains the right to access or view users' email sent via the corporate network. Council will only access information created or stored on Council's email system under the direction of the General Manager for disciplinary procedures or where there is a valid business requirement. Justification for access must be provided, logged and recorded to provide evidence of the decision made to access a staff member's email account. Councillors and staff must not access, or attempt to access, another staff members' or Councillor's email account.

If a staff member or Councillor receives offensive email from outside Council, they should immediately delete it. In the event that further material is received, the staff member should advise their supervisor. A Councillor should advise the General Manager.

7.1 Management of Email Messages

Email is a valid form of communication within Council. Councillors and staff must manage their email mailbox personally by ensuring that emails received are actioned within acceptable times, unwanted emails are cleared, and business communications are registered in Council's document management system. Refer to Council's Records Management Policy for further guidance on the requirements of record keeping.

7.2 Out of Office Notifications

Staff are responsible for setting up an Out of Office notification to notify senders of periods of absence. Out of Office replies should include duration of absence and an alternate staff member who may be contacted for business purposes in your absence.

7.3 Standards for Outbound Email

The IT Officer is responsible for the creation and maintenance of all email signatures. Staff must not edit their own email signatures. The format of email signatures is as follows:

Joe Bloggs

Important Officer

Cootamundra-Gundagai Regional Council



P: 1300 459 689

M:

E: joe.bloggs@cgrc.nsw.gov.au

W: www.cgrc.nsw.gov.au

8. Internet Usage

The policy provisions regarding internet usage apply to any device which may access online sites or services, including desktop computers, laptops, tablets and mobile phones.

Council accepts that internet facilities may on occasion be used for personal use reasons. Acceptable personal use includes browsing the internet during lunch breaks or outside normal work hours. However, Councillors and staff must remember that the primary purpose of the internet facilities is to enhance business activities and the overall effectiveness of the organisation.

Councillors and staff must not use the internet facilities to:

- Intentionally access sites which contain pornography, or inappropriate or offensive material of a sexual, racial or discriminatory nature
- Solicit, download, store, or distribute pornography, inappropriate or offensive material of sexual, racial or discriminatory nature
- Access internet chat clients or internet relay chat networks
- Conduct gambling or gaming activities
- Conduct private transactions of a personal gain/profit nature, either directly or indirectly
- Stream music or programs.

Councillors and staff should be aware that internet sites accessed by them can record Council's name, IP address and passwords. Council can monitor sites that Councillors and staff are accessing and Council reserves the right to do so to ensure that the guidelines contained in this policy are followed. Council reserves the right to block access to sites which it deems to be inappropriate.

The internet is not a secure method of sending information. Therefore, when sending confidential information (for example business information, client details, pricing, or any personal or private information about individuals), careful consideration should be given as to whether alternative means of communication are preferable.

Council recognises that social media provides new opportunities for dynamic and interactive two-way communication which can complement existing communication and further improve information, access and delivery of key services. Refer to Council's Social Media policy for further guidance on the acceptable business and personal use of social media.

9. Telephone Usage

The policy provisions regarding telephone usage apply to any telephony device, including mobile phones and desk handsets. The use of mobile phones or desk handsets by Council staff is permitted and encouraged where such use is suitable for business purposes and supports the goals and objectives of Council. Mobile phones may be issued to staff to assist in the conduct of their normal work duties with Council. Mobile phones often have internet and email capabilities and the rules associated with email and internet use also applies to mobile phones.

The use of mobile phones whilst driving is forbidden unless the hands free function is activated. It is an offence to use mobile phones whilst operating a motor vehicle and the incursion of expiations and fines will be solely at the staff or Councillor's cost. Any vehicle damage incurred as a result of this practice which is not recoverable through insurance, may be recovered from the staff member.

9.1 Installation of Applications

It is possible to install Applications (or “Apps”) on a work mobile phone. Staff are reminded that it is a work mobile phone and applications should be work-related. Staff must seek approval for the installation of applications where the application is not free. The IT Officer must be notified and approve the installation of any application to ensure there is no conflict or network breach.

The installation and purchase of applications for personal use must be kept to a minimum. Any costs incurred by Council for downloading, accessing or using the application (including data charges) may be recoverable by Council from the end user.

9.2 Message bank

Message bank is installed on all mobile phones within our network and is to be used and accessed. It is a requirement for all staff who have been issued a Council mobile phone to record a voice message for the purposes of the message bank. This voice message is to include a welcome greeting, and the name and/or role of the staff member.

10. Work Health and Safety

It is the responsibility of Council to ensure Councillors and staff are aware of any relevant issues pertaining to the correct handling and usage of information technology and communication hardware and software.

It is the responsibility of the IT Officer that all equipment meets the current Australian safety standards. All equipment (including mobile phones, desk handsets, cables, computers, printers, tablets and other related electronic equipment) must not be purchased without the authorisation of the IT Officer to ensure compliance with work health and safety, our network specifications and requirements. The IT Officer is responsible for the demonstration of the correct usage and handling of information technology and communication equipment.

Refer to Council’s WH&S Policy for further guidance on the requirements of work-related health and safety practices.

11. Education and Training

The IT Officer is responsible for ensuring all system users are made aware of this policy. New employees will be given a copy of this policy as part of induction processes.

The Information Technology service unit is responsible for ensuring all staff and Councillors have access to training materials to assist in the provisions of this policy.

8.2.2 FEES FOR MAYOR AND COUNCILLORS

DOCUMENT NUMBER	282160
REPORTING OFFICER	Teresa Breslin, Governance Officer
AUTHORISING OFFICER	Allen Dwyer, General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	To be included from July, 2018 following adoption of new CSP
FINANCIAL IMPLICATIONS	The maximum Mayoral and Councillor fees have been allowed for in the Operational Plan.
LEGISLATIVE IMPLICATIONS	The statutory provisions contained in Division 5 of the Local Government Act, 1993 require the Council to fix the annual fee for the Councillors and for the Mayor in accordance with the determination of the Remuneration Tribunal.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Local Government Remuneration Tribunal 2018 Determination Report

RECOMMENDATION

Submitted for consideration.

Introduction

At its Extraordinary meeting on 21st September, 2017 Council considered the 2017 determination of the Local Government Remuneration Tribunal and resolved as follows:

Council adopt the Councillor annual fee of \$11,570; and the Mayoral (additional) annual fee of \$25,250.

Pursuant to section 241 of the Local Government Act 1993, the Local Government Remuneration Tribunal has reviewed Councillor and Mayoral fees effective from 1 July 2018 and determined an annual fee increase of 2.5%. A copy of the 2018 Determination Report is attached.

Discussion

The following table details the maximum and minimum amount of fees to be paid to mayors and councillors for the period 1 July 2018 to 30 June 2019, reflecting the determination of the Local Government Remuneration Tribunal for a 2.5% increase. It is highlighted that Cootamundra-Gundagai Regional Council is classified in the 'Rural' category.

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
		Minimum	Maximum	Minimum	Maximum
General Purpose – Councils Metropolitan	Principal CBD	26,970	39,540	164,980	217,080
	Major CBD	17,980	33,310	38,200	107,620
	Metropolitan Large	17,980	29,670	38,200	86,440
	Metropolitan Medium	13,480	25,160	28,640	66,860
	Metropolitan Small	8,970	19,790	19,100	43,150
General Purpose – Councils Non-metropolitan	Regional City	17,980	31,260	38,200	97,370
	Regional Strategic Area	17,980	29,670	38,200	86,440
	Regional Rural	8,970	19,790	19,100	43,170
	Rural	8,970	11,860	9,540	25,880
County Councils	Water	1,780	9,890	3,820	16,250
	Other	1,780	5,910	3,820	10,790

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2))

The Statutory Provisions contained in Division 5 of the Local Government Act 1993 require the Council to fix the annual fee for the Mayor and Councillors in accordance with the determination of the Remuneration Tribunal. In addition, the Council may resolve a fee for the Deputy Mayor for such time as they act in the office of the mayor. The amount of the fee so paid must be deducted from the mayor's annual fee. The maximum Mayoral and Councillor fees have been allowed for in the Draft Operational Plan for the 2018-2019 financial year.

Adoption of the 2018 fees on the same basis as in 2017 will result in an annual increase of \$630 for the Mayor and \$290 for Councillors.

Local Government Remuneration Tribunal

Annual Report and Determination

*Annual report and determination under sections 239
and 241 of the Local Government Act 1993*

**17 April
2018**

[NSW Remuneration Tribunals website](#)

Local Government Remuneration Tribunal

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Local Government Remuneration Tribunal

Executive Summary

The Local Government Remuneration Tribunal (the Tribunal) is required to report to the Minister for Local Government by 1 May each year as to its determination of categories of councils and the maximum and minimum amounts of fees to be paid to mayors, councillors, and chairpersons and members of county councils.

Categories

The Tribunal has reviewed the criteria that apply to the categories of councils and the allocation of councils into those categories. The Tribunal found that there was no strong case to change the criteria or the allocation of councils into categories at this time. The criteria applicable to each of the categories are published in Appendix 1 of the determination and are unchanged from 2017.

Fees

The Tribunal has determined that the minimum and maximum fees applicable to each category will be increased by 2.5 per cent which is consistent with the government's policy on wages.

Local Government Remuneration Tribunal

Section 1 Introduction

1. Section 239 of the *Local Government Act 1994* (the LG Act) provides for the Tribunal to determine the categories of councils and mayoral offices and to place each council and mayoral office into one of those categories. The categories are to be determined at least once every 3 years.
2. Section 241 of the LG Act provides for the Tribunal to determine, not later than 1 May in each year, for each of the categories determined under section 239, the maximum and minimum amount of fees to be paid to mayors and councillors of councils, as well as chairpersons and members of county councils.
3. In determining the maximum and minimum fees payable in each of the categories, the Tribunal is required, pursuant to section 242A (1) of the LG Act, to give effect to the same policies on increases in remuneration as those of the Industrial Relations Commission. The current policy on wages is that public sector wages cannot increase by more than 2.5 per cent, and this includes the maximum and minimum fees payable to councillors and mayors and chairpersons and members of county councils.
4. The Tribunal is however able to determine that a council can be placed in another existing or a new category with a higher range of fees without breaching the government's wage policy pursuant to section 242A (3) of the LG Act.
5. The Tribunal's determinations take effect from 1 July in each year.

Local Government Remuneration Tribunal**Section 2 2017 Determination**

6. The Tribunal undertook a significant review of the categories and the allocation of councils into each of those categories. The review was prompted by the amalgamation of councils resulting in the creation of 20 new councils and an overall reduction in the number of councils in NSW from 152 to 128.
7. In reviewing the categories the Tribunal examined a range of statistical and demographic data and considered the views of councils and Local Government NSW (the LGNSW). Having regard to that information, the Tribunal determined a categorisation model which differentiates councils primarily on the basis of their geographic location. Other factors which differentiate councils for the purpose of categorisation include population, the sphere of the council's economic influence and the degree of regional servicing.
8. The Tribunal's 2017 Determination was made on 12 April 2017 and determined the categories of general purpose councils as follows:

Metropolitan

- Principal CBD
- Major CBD
- Metropolitan Large
- Metropolitan Medium
- Metropolitan Small

Non-metropolitan

- Regional City
- Regional Strategic Area
- Regional Rural
- Rural

9. The criteria for the categories were also determined and are now contained in Appendix 1. The Tribunal's determination also provided for each of the 128 Councils to be allocated into one of the above categories.
10. The 2017 Determination provided a general increase of 2.5 per cent which was consistent with the Government's policy on wages.

Local Government Remuneration Tribunal**Section 3 2018 Review**

11. The Tribunal wrote to all mayors in November 2017 advising of the commencement of the 2018 Annual Review. In doing so the Tribunal noted that at the time of making the 2017 determination a number of further merger proposals were on hold as a consequence of legal action taken by councils covered by these proposals. On 27 July 2017 the Premier, the Hon Gladys Berejiklian MP, issued a media release which advised that due to the protracted nature of those legal challenges and the impact on ratepayers, that the following mergers would not proceed:

- Burwood, City of Canada Bay and Strathfield Municipal councils
- Hornsby Shire and Ku-ring-gai councils
- Hunter's Hill, Lane Cove and City of Ryde councils
- Mosman Municipal , North Sydney and Willoughby councils
- Randwick City, Waverley and Woollahra Municipal councils.

12. While the Tribunal is only required to review the categorisation every three years, given the changed circumstances, if requested, the Tribunal stated it would review the allocation of the above metropolitan councils into the existing categories.

13. In this respect, any requests for a review would need to be supported by evidence which would indicate that the council is more appropriately allocated into another category based on the criteria.

14. The Tribunal also stated that it does not intend to alter the groups or the criteria which apply unless there is a very strong case to do so.

15. The Tribunal also wrote to the President of LGNSW in similar terms, and subsequently met with the Chief Executive of LGNSW. The Tribunal wishes to place on record its appreciation to the Chief Executive for meeting with the Tribunal.

16. In response to this review the Tribunal received 13 submissions from individual councils and a submission from LGNSW. Those submissions addressed the categorisation model and criteria, the allocation of councils into those categories, and/or the fees. A summary of the matters raised and the Tribunal's consideration of those matters is outlined below.

Local Government Remuneration Tribunal

Categorisation

Categorisation model

17. The majority of submissions supported the categorisation model, suggested additional categories or made no comment. Concerns were largely based on the criteria and in particular the emphasis on population to determine appropriate categorisation.
18. One submission also requested that consideration be given to making the criteria for Principal CBD and Major CBD more general in nature.
19. Apart from requests for new categories, no case has been put to the Tribunal to adjust or change the categorisation model. The Tribunal is required to review the categories every three years. As the current model was introduced in 2017 the Tribunal will next consider the model and the allocation of councils into that model in 2020.
20. The Tribunal has reviewed the criteria which apply to the categories of Principal CBD and Major CBD. The criteria for Principal CBD and Major CBD are specific to the characteristics of councils within those categories. This is different to the other categories which have indicative population thresholds and general criteria which describe common features of councils in these groups.

Allocation of councils into categories

21. The criteria applicable to the categories are outlined in Appendix 1. The categories differentiate councils on the basis of their geographic location with councils grouped as either metropolitan or non-metropolitan. With the exception of Principal CBD and Major CBD, population is the predominant criterion to determine categorisation. Other common features of councils within those categories are also broadly described. These criteria have relevance when population alone does not adequately reflect the status of one council compared to others with similar characteristics. In some instances the additional criteria will be sufficient enough to warrant the categorisation of a council into a group with a higher indicative population range.
22. In respect of the request to reconsider the criteria for Principal CBD and Major CBD, the Tribunal notes that the current criteria are specific to the councils of Sydney City and Parramatta City respectively. Prior to the making of the 2017 determination Sydney City Council was a standalone category. Parramatta City Council was grouped with Newcastle

Local Government Remuneration Tribunal

City Council and Wollongong City Council. The Tribunal's 2017 review determined that Parramatta City Council would also be a standalone category within the group of metropolitan councils. Newcastle and Wollongong were placed in a separate category, Regional City.

23. The allocation of Sydney City Council and Parramatta City Council into unique categories reflects their status within the metropolitan area. These precincts have been identified by the NSW Government in its metropolitan planning policies¹ as "Metropolitan City Centres" and are the only local government precincts to be given this status. The Tribunal considers that Parramatta City Council is the only council which currently meets the criteria of Major CBD.
24. The Tribunal received ten requests for re-categorisation. Each of those requests was considered having regard to the case put forward and the criteria for each category. A multi variable approach was adopted in assessing each council against all the criteria (not only population) for the requested category and also the relativities within the categories. At the time of making the determination the Tribunal only had available to it population data as of 2016. The Australian Bureau of Statistics (ABS) has advised that more up to date population data will not be published until 24 April 2018 which is too late for consideration as part of this review. The Tribunal found that the current categorisation was appropriate, but noted that some of those councils seeking to be moved are likely to meet the criteria for re-categorisation in future determinations in the medium term. A summary of the Tribunal's findings for each of the applications is outlined in the following paragraphs.

Penrith

25. Penrith sought to be re-categorised to a new category (possibly Metropolitan Large – Growth Centre) to reflect expected population growth and development. The council submitted that the new category could have fees equivalent to Regional City. The submission also drew the Tribunal's attention to the regional servicing role of Penrith to Greater Western Sydney, the Blue Mountains and the Central West of NSW.

¹ Greater Sydney Commission's (GSC) Greater Sydney Regional Plan – *A metropolis of three cities – connecting people* – March 2018 (GSR Plan); Transport for NSW's *Future Transport Strategy 2056*, March 2018; NSW Government's *The NSW State Infrastructure Strategy 2018-2038*, 18 March 2018.

Local Government Remuneration Tribunal

26. The Tribunal examined Penrith's submission in the context of other councils in the Metropolitan Large category. Penrith currently has the smallest population in this group of councils and the degree of population growth is comparable to other fringe metropolitan councils. While the council area is host to a range of regional facilities these are similar to those available in other council areas within this group. On the basis of the information available the Tribunal does not find there is a case to create a new category to accommodate Penrith.

Inner West

27. Inner West has sought to be re-categorised from Metropolitan Medium to Metropolitan Large. The council has a population of 190,500 (2016) which is substantially below the population of other Metropolitan Large councils. In considering this request the Tribunal has reviewed the additional factors which guide categorisation to both Metropolitan Large and Metropolitan Medium, as outlined in Appendix 1 of this determination. The Tribunal notes that while significant residential development is proposed for this council that development is influenced by a number of urban renewal and infrastructure projects which have either not commenced or are in their early stages. The Tribunal finds the council does not demonstrate a sufficient number of additional criteria to warrant re-categorisation as Metropolitan Large at this time. However, with expected population growth it is likely the council may be more comparable with other Metropolitan Large councils in the short to medium term.

Randwick

28. Randwick has sought to be re-categorised from Metropolitan Medium to Metropolitan Large principally on the basis of its regional servicing and facilities. The Tribunal notes that the council's population of 146,250 (2016) is squarely within the indicative range for this category of (100,000 to 200,000). In reviewing this request the Tribunal has also considered the degree of regional servicing and sphere of economic influence. Having regard to those factors the Tribunal does not find that the council can display additional criteria to a degree comparable to other councils in Metropolitan Large or that re-categorisation into this group is appropriate.

Canada Bay

Local Government Remuneration Tribunal

29. Canada Bay has sought to be re-categorised from Metropolitan Small to Metropolitan Medium. Canada Bay has a population 90,850 (2016) which is the largest of the councils in Metropolitan Small but still well below the indicative range of Metropolitan Medium councils. The council has put a case forward based on its growing regional influence with a large influx of workers, shoppers and visitors each day.
30. The Tribunal has compared the profile of Canada Bay to other councils in Metropolitan Medium and finds that the scale of its operations and degree of regional servicing are not sufficient to warrant re-categorisation. The Tribunal notes however, that similar to Inner West, expected population growth it is likely to make the council more comparable to those in Metropolitan Medium in the medium term.

Willoughby and North Sydney

31. Both Willoughby and North Sydney have sought to be re-categorised from Metropolitan Small to Metropolitan Medium. Under the new categorisation model these councils were allocated into a category with lower fees than those previously available under the former categorisation. The Tribunal finds that while some existing councillors may be receiving lower fees as a result of the revised categorisation, this is not a factor in the categorisation of councils into categories.
32. The categories have been developed to group councils with as many like characteristics as possible. The Tribunal has considered the characteristics of Willoughby and North Sydney in the context of those that apply to both Metropolitan Small and Metropolitan Medium.
33. Willoughby has a population of 77,950 (2016) and North Sydney 72,150 (2016).
Willoughby has sought to be re-categorised having regard to additional criteria including its scale of operations and businesses and the regional significance of its centres. North Sydney has sought consideration of its regional services and facilities and high percentage of non-resident visitors and workers.
34. Both councils have sought recognition of the significant number and percentage of non-resident workers, however the available data from the ABS would suggest that many other metropolitan councils across all categories host a significant number of non-resident workers.
35. The Tribunal notes that the current population of both councils is within the indicative population range for Metropolitan Small councils and well below that of Metropolitan Medium. Having regard to the addition criteria that apply to Metropolitan Small and

Local Government Remuneration Tribunal

Metropolitan Medium, the Tribunal finds that the characteristics of Willoughby and North Sydney are more appropriately aligned with those of other Metropolitan Small councils and finds no case for them to be re-categorised at this time.

Port Macquarie

36. Port Macquarie has sought to be re-categorised from Regional Rural to Regional Strategic Area. Alternatively, it is requested that consideration be given to the creation of a new category for similar councils in the Regional Rural group.
37. Port Macquarie has a population of 79,650 (2016) which is significantly below the indicative population range of Regional Strategic Area councils. The Tribunal finds that Port Macquarie has not demonstrated the additional criteria to warrant inclusion into this group.
38. The Tribunal notes that there is a large population range of those councils included in the Regional Rural category. These councils are grouped together to reflect their like features such as having a major township which provides regional servicing to smaller rural communities and rural councils. The Tribunal does not propose to further differentiate this group at this time.

Maitland

39. Maitland has sought to be re-categorised from Regional Rural to Regional Strategic Area or that a new category be created between Regional Rural and Regional Strategic Area.
40. Maitland has a population of 78,200 (2016) which is significantly below the indicative population range of Regional Strategic Area councils. The Tribunal finds that Maitland has not demonstrated the additional criteria to warrant inclusion into this group. As outlined above the Tribunal does not propose to further differentiate this group at this time.

Hilltops

41. Hilltops Council has sought to be re-categorised from Rural to Regional Rural. The new Hilltops Council is an amalgamation of three former councils in the Rural category (Young, Boorowa and Harden). The submission states that the new council has increased complexity of business and should be recognised as Regional Rural.
42. The Tribunal notes that Hilltops has a population of 19,150 (2016) which is just below the indicative population range of Regional Rural councils. The category of Regional Rural currently includes one council – Broken Hill – which has a population similar to that of Hilltops. Broken Hill warrants categorisation as Regional Rural in recognition of the degree

Local Government Remuneration Tribunal

of regional servicing it provides to far western NSW. It is not considered that Hilltops provides the same degree of regional services and on that basis re-categorisation is not warranted at this time.

Leeton

43. Leeton has sought reconsideration of the criteria for eligibility to the categorisation of Regional Rural to take into account councils with populations of less than 20,000. Leeton has a population of 11,750 (2016).
44. Leeton has not sufficiently demonstrated that it meets the additional criteria for re-categorisation to Regional Rural level. The Tribunal does not propose to further differentiate this group at this time.

Fees

45. The LGNSW submission requested that the Tribunal increase fees by the allowable maximum of 2.5 per cent. The submission also reiterated its view that the current arrangement for setting fees is inappropriate and does not provide proper compensation for the significant workload and the range of responsibilities of mayors and councillors. Comparative information was presented in respect to board fees, fees paid to mayors and councillors of councils in Queensland and salaries for Members of Parliament. It was also suggested that when determining fees the Tribunal consider other matters, including the new induction and other professional development training requirements and the implementation of the NSW Local Government Capability Framework. The LGNSW submission also sought consideration of the non-payment of superannuation.
46. A number of submissions also sought an increase to the allowable maximum of 2.5 per cent and raised similar issues to LGNSW in respect to the current fees not being adequate compensation for the heavy or “full-time” workload and time commitment required to carry out mayoral and councillor duties.
47. One submission also raised the matter of fees for deputy mayors, submitting that an additional fee of \$200.00 per month be payable when the role of deputy mayor exists in a council.

Local Government Remuneration Tribunal

Findings

Quantum of Fees

48. The Tribunal has considered the submissions received and notes the comparisons drawn between the fees paid to councillors and mayors in NSW with those in other states, members of Parliament in NSW, and members of boards and committees. The Tribunal is mindful that the roles and responsibilities of councillors and mayors in NSW are outlined in the LG Act and notes that they are not necessarily comparable to the roles and responsibilities of councillors and mayors in other states, members of Parliament or members of boards and committees.
49. The Tribunal also notes that some of the other matters raised by submissions are more appropriately dealt with in the context of the current Local Government reform agenda and are outside the Tribunal's powers.
50. The Tribunal is required to have regard to the Government's wages policy when determining the increase to apply to the maximum and minimum fees that apply to councillors and mayors. The public sector wages policy currently provides for a cap on increases of 2.5 per cent.
51. The Tribunal has reviewed the key economic indicators, including the Consumer Price Index and Wage Price Index, and had regard to budgetary limitations imposed by the Government's policy of rate pegging, and finds that the full increase of 2.5 per cent is warranted. The 2.5 per cent increase will apply to the minimum and the maximum of the ranges for all existing categories.

Other matters

52. The Tribunal notes that the NSW Independent Local Government Review Panel made a number of recommendations in 2013 which addressed the role and remuneration of mayors and deputy mayors. The Tribunal understands that those recommendations have not yet been implemented or were supported by the Government in part only.
53. Should the Government's policies change with respect to remuneration the Tribunal would be willing to participate in any further review or consideration of this matter.
54. The matter of the non-payment of superannuation has been previously raised in submissions to the Tribunal and is not a matter for the Tribunal to determine. Section

Local Government Remuneration Tribunal

251 of the LG Act confirms that councillors are not employees of the council and the fee paid does not constitute a salary under the Act. The Tribunal notes that the Australian Tax Office has made a definitive ruling (ATO ID 2007/205) that allows councillors to redirect their annual fees into superannuation on a pre-tax basis and is a matter for councils (*Ref: Councillor Handbook, Oct 2017, Office of Local Government p.69*).

55. Councils have raised the matter of separate fees for deputy mayors on previous occasions and the Tribunal notes that it has previously determined that there is no provision in the LG Act to empower the Tribunal to determine a separate fee or fee increase for deputy mayors. The method for determining separate fees, if any, for a deputy mayor is provided in section 249 of the LG Act as follows:

249 Fixing and payment of annual fees for the mayor

- (1) A council must pay the mayor an annual fee.*
- (2) The annual fee must be paid in addition to the fee paid to the mayor as a councillor.*
- (3) A council may fix the annual fee and, if it does so, it must fix the annual fee in accordance with the appropriate determination of the Remuneration Tribunal.*
- (4) A council that does not fix the annual fee must pay the appropriate minimum fee determined by the Remuneration Tribunal.*
- (5) 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."*

Conclusion

56. The Tribunal's determinations have been made with the assistance of the two Assessors - Mr Ian Reynolds and Mr Tim Hurst. The allocation of councils into each of the categories, pursuant to section 239 of the LG Act, is outlined in Determination No. 1. The maximum and minimum fees paid to councillors and mayors and members and chairpersons of county councils, pursuant to section 241 of the LG Act, are outlined in Determination No. 2.

Local Government Remuneration Tribunal

The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 17 April 2018

Local Government Remuneration Tribunal

Section 4 Determinations

Determination No. 1- Determination Pursuant to Section 239 of Categories of Councils and County Councils Effective From 1 July 2018

Table 1: General Purpose Councils - Metropolitan

Principal CBD (1)	Major CBD (1)
Sydney	Parramatta
Metropolitan Large (8)	Metropolitan Medium (9)
Blacktown	Bayside
Canterbury-Bankstown	Campbelltown
Cumberland	Georges River
Fairfield	Hornsby
Liverpool	Ku-ring-gai
Northern Beaches	Inner West
Penrith	Randwick
Sutherland	Ryde
	The Hills
Metropolitan Small (11)	
Burwood	
Camden	
Canada Bay	
Hunters Hill	
Lane Cove	
Mosman	
North Sydney	
Strathfield	
Waverley	
Willoughby	
Woollahra	

Local Government Remuneration Tribunal

Table 2: General Purpose Councils – Non-Metropolitan

Regional City (2)		Regional Strategic Area (2)	
Newcastle		Central Coast	
Wollongong		Lake Macquarie	

Regional Rural (37)		Rural (57)	
Albury		Balranald	Kyogle
Armidale		Bellingen	Lachlan
Ballina		Berrigan	Leeton
Bathurst		Bland	Liverpool Plains
Bega		Blayney	Lockhart
Blue Mountains		Bogan	Moree Plains
Broken Hill		Bourke	Murray River
Byron		Brewarrina	Murrumbidgee
Cessnock		Cabonne	Muswellbrook
Clarence Valley		Carrathool	Nambucca
Coffs Harbour		Central Darling	Narrabri
Dubbo		Cobar	Narrandera
Eurobodalla		Coolamon	Narromine
Goulburn Mulwaree		Coonamble	Oberon
Griffith		Cootamundra-Gundagai	Parkes
Hawkesbury		Cowra	Snowy Valleys
Kempsey		Dungog	Temora
Kiama		Edward River	Tenterfield
Lismore		Federation	Upper Hunter
Lithgow		Forbes	Upper Lachlan
Maitland		Gilgandra	Uralla
Mid-Coast		Glen Innes Severn	Walcha
Mid-Western		Greater Hume	Walgett
Orange		Gunnedah	Warren
Port Macquarie-Hastings		Gwydir	Warrumbungle
Port Stephens		Hay	Weddin
Queanbeyan-Palerang		Hilltops	Wentworth
Richmond Valley		Inverell	Yass
Shellharbour		June	
Shoalhaven			
Singleton			
Snowy Monaro			
Tamworth			
Tweed			
Wagga Wagga			
Wingecarribee			
Wollondilly			

Local Government Remuneration Tribunal**Table 3: County Councils**

Water (4)
Central Tablelands
Goldenfields Water
Riverina Water
Rous

Other (6)
Castlereagh-Macquarie
Central Murray
Hawkesbury River
New England Tablelands
Upper Hunter
Upper Macquarie

Local Government Remuneration Tribunal

Determination No. 2- Determination Pursuant to Section 241 of Fees for Councillors and Mayors

Pursuant to s.241 of the *Local Government Act 1993*, the annual fees to be paid in each of the categories to Councillors, Mayors, Members and Chairpersons of County Councils effective on and from 1 July 2018 are determined as follows:

Table 4: Fees for General Purpose and County Councils

Category		Councillor/Member Annual Fee		Mayor/Chairperson Additional Fee*	
		Minimum	Maximum	Minimum	Maximum
General Purpose Councils – Metropolitan	Principal CBD	26,970	39,540	164,980	217,080
	Major CBD	17,980	33,310	38,200	107,620
	Metropolitan Large	17,980	29,670	38,200	86,440
	Metropolitan Medium	13,480	25,160	28,640	66,860
	Metropolitan Small	8,970	19,790	19,100	43,150
General Purpose Councils – Non-metropolitan	Regional City	17,980	31,260	38,200	97,370
	Regional Strategic Area	17,980	29,670	38,200	86,440
	Regional Rural	8,970	19,790	19,100	43,170
	Rural	8,970	11,860	9,540	25,880
County Councils	Water	1,780	9,890	3,820	16,250
	Other	1,780	5,910	3,820	10,790

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

The Local Government Remuneration Tribunal

Signed

Dr Robert Lang

Dated: 17 April 2018

Local Government Remuneration Tribunal

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety has been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Local Government Remuneration Tribunal

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum population of 200,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum population of 100,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a population less than 100,000.

Other features which distinguish them from other metropolitan councils include:

- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

Local Government Remuneration Tribunal

Regional City

Councils categorised as Regional City will typically have a population above 150,000. These councils are metropolitan in nature with major residential, commercial and industrial areas. These Councils typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development.

These councils provide a full range of higher order services and activities along with arts, culture, recreation and entertainment facilities to service the wider community and broader region. These councils typically also contain ventures which have a broader State and national focus which impact upon the operations of the council.

Newcastle City Council and Wollongong City Councils are categorised as Regional City.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Rural category on the basis of their significant population. Councils categorised as Regional Strategic Area will typically have a population above 200,000. These councils contain a mix of urban and rural settlements. They provide a range of services and activities including business, office and retail uses, along with arts, culture, recreation and entertainment facilities to service the wider community. These councils host tertiary education campuses and health facilities.

While councils categorised as Regional Strategic Area may have populations which exceed those of Regional City, they would not typically provide the same range of regional services or have an equivalent sphere of economic influence.

Central Coast Council and Lake Macquarie Council are categorised as Regional Strategic Area.

Regional Rural

Councils categorised as Regional Rural will typically have a minimum population of 20,000.

Other features which distinguish them from other non-metropolitan councils include:

- a major town or towns with the largest commercial component of any location in the surrounding area
- a significant urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages or may be located on or close to the coast with high levels of population and tourist facilities
- provide a full range of higher-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- regional services to the wider community through principal referral hospitals, tertiary education services and major regional airports
- these councils may also attract large visitor numbers to established tourism ventures.

Local Government Remuneration Tribunal**Rural**

Councils categorised as Rural will typically have a population below 20,000.

Other features which distinguish them from other non-metropolitan councils include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.

County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Noxious Weeds Act 1993*.

8.2.3 DRAFT USE OF INFORMATION TECHNOLOGY AND COMMUNICATION DEVICES

DOCUMENT NUMBER	282164
REPORTING OFFICER	Teresa Breslin, Governance Officer
AUTHORISING OFFICER	Allen Dwyer, General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	To be included from July, 2018, following adoption of the new CSP.
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	In accordance with the Local Government Act, 1993.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	1. Draft Use of Information Technology and Communication Devices Policy

RECOMMENDATION

The Draft Use of Information Technology and Communication Devices Policy attached to the report be adopted.

Introduction

Council is currently reviewing its policy register to ensure statutory compliance is achieved and to demonstrate good governance practices.

Discussion

The objective of the Draft Use of Information Technology and Communications Devices policy (draft policy attached) is to provide clear guidelines for staff and Councillors in their use of computers, internet, email, telephone and other electronic media and devices in the conduct of Council-related activities.



DRAFT Use of Information Technology and Communication Devices Policy

Policy Approval and Distribution

Approved by	Council Resolution
Responsible Officer	IT Officer, Peter McCallum
Council Service Unit	Information Technology
Next Review Date	01 June 2022

Version Control

Ref	Date	Description	Council Resolution
0.1	26-06-2018	Presented to Council for adoption	TBA

Purpose

The objective of this policy is to provide clear guidelines for staff and Councillors in their use of computers, internet, email, telephone and other electronic media and devices in the conduct of Council-related activities.

This policy seeks to:

- Preserve the integrity and efficiency of information technology and communication equipment by providing guidelines to clarify what constitutes appropriate conduct and use of the equipment;
- Ensure the use of information technology and communication equipment complies with the organisation's obligations to maintain a workplace that is efficient, harmonious and without risk of discrimination or harassment resulting from improper use; and
- Outline the ramifications of failing to abide by the guidelines contained in this policy.

Scope

This policy applies to:

- All Council staff, including employees, casuals, consultants and contractors
- Councillors

Compliance with this policy is a condition of each staff member's employment with Council. A breach of any part of this policy may, depending on the circumstances, be regarded as a serious breach of the staff member's employment contract with Council.

A failure to comply with this policy and any relevant directions given by management may result in the following action being taken against a staff member or Councillor:

- Counselling (including intensive training on this policy and the appropriate use of facilities)
- Disciplinary action regarding "inappropriate use" of the facilities, including cancellation of access to any or all of the facilities
- Dismissal of staff where access and/or the distribution of material outlined in this policy are unacceptable.

Definitions

Information technology and communication equipment means and includes any electronic equipment or computer software provided to Councillors or staff for use in the performance of their duties, either in general or specific terms including, but not limited to: computers, including desktop computers, laptops/notebooks, tablets and handheld devices; printers; scanners; digital cameras or any other digital imaging equipment; all software and programs provided to facilitate work needs; network operating systems (eg Windows); all network infrastructure including data cabling and transmission equipment; all forms of email; internet access; and mobile phones which may or may not be connected to the internet and/or email.

Legislative Framework

The guidelines in this policy are based upon the requirements of legislation and other related policies, so as to protect Council, staff and Councillors from legal action.

Relevant legislation is as follows:

- NSW Anti-Discrimination Act 1977
- NSW Privacy and Personal Information Protection Act 1998
- NSW State Records Act 1998
- Evidence Act 1995
- Federal Sex Discrimination Act 1984
- Federal Racial Discrimination Act 1975
- Federal Crimes Act 1900
- Federal Copyright Act 1968
- Federal Defamation Act 1974
- Defamation Act 2005 (NSW)
- Employees Liability Act 1991 (NSW)
- Crimes Act 1914 (Commonwealth)
- Federal Disability Discrimination Act 1992
- Telecommunications Act 1997

Related CGRC Policies

Relevant CGRC policies are as follows:

- Code of Conduct
- Payment of Expenses and Provision of Facilities for Mayor and Councillors
- Records Management Policy
- WH&S Policy
- Staff Training Policy – under development
- Social Media Policy – under development

Review Period

This document is to be reviewed every two (2) years to ensure that it remains relevant and meets legislative requirements.

Policy Statement

Council recognises that access to information technology and communication devices is required as a convenient and effective means of communication, both internally between staff and departments, and externally with other councils, groups or individuals.

Council's position is that information technology and communication devices are necessary to conduct business activities, however recognises the need to comply with the organisation's obligations in maintaining a workplace that is efficient, harmonious and without risk of discrimination or harassment resulting from improper use of the information technology and communication equipment supplied.

Policy Provisions

1. System Security

It is the responsibility of the Information Technology service unit to provide, maintain and monitor the necessary hardware and software to minimise security risks posed to internal information technology and communication networks. Virus protection is based at the server level and filters all threats at this layer in the network.

It is the responsibility of each staff member and Councillor to maintain the confidentiality and security of their own password. Councillors and staff should ensure that they:

- Log off the network or password lock their workstation whenever leaving it unattended for long periods of time, including attending meetings and lunch breaks.
- Do not attempt to gain access to another staff member's or Councillor's log-in ID or password.
- Do not disclose passwords to any persons other than those within the Information Technology service unit for system-related requirements.
- Create complex and unique passwords. It is recommended that passwords are a minimum of 8 characters incorporating upper and lower case letters, special characters and at least one number.

2. Network access

The IT Officer must be informed when a new employee or Councillor require access to Council's network. The IT Officer will consult with the new employee's supervisor to determine appropriate levels of system access and security privileges. The IT Officer is responsible for the procurement of any new information technology or communication equipment required.

Councillors and staff must not grant access to Council's network to persons outside of the organisation unless approval is obtained from the General Manager. This includes work experience students, volunteers, external contractors, etc. Where approval is conditionally given, such persons are not permitted to use an existing user's log-in ID or password. In such circumstances, the IT Officer will arrange a temporary account with the appropriate levels of system access and security privileges.

To help avoid the spread of viruses, Councillors and staff must not bypass Council's network security by accessing the internet directly by personal modems, personal access points, switches or routers or other unauthorised means, unless permission has been granted by the IT Officer.

Councillors and staff must not attempt to access, copy, damage, delete, insert or alter any information held on Council's computer equipment or network beyond the privileges granted by the IT Officer for the performance of their normal work duties.

Councillors and staff must remain cautious when accessing any file or data from an external source. If Councillors or staff suspect a file or data from an external source may pose a risk to Council's network, the file or data must be brought to the IT Officer's attention who will scan the file and determine its risk to the Council network. If any staff or Councillor suspects that a virus has been introduced into Council they must notify the IT Officer immediately.

Councillors and staff must not attempt to install or remove software or hardware into Council's network without prior approval and direction from the IT Officer.

On termination of employment or otherwise at the request of the General Manager, the IT Officer will ensure access to Council's network is deactivated. The IT Officer will ensure all information technology and communication equipment issued has been returned, unless alternate arrangements have been agreed to by the General Manager.

3. Handling and usage of equipment issued

Staff must use and care for the information technology and communication equipment in their possession in a responsible manner. Breakages, damage or loss of equipment must be reported by staff to their immediate supervisor and/or the IT Officer. Information technology and communication devices are not to be left in vehicles while unattended. Information technology and communication equipment is issued for work purposes, not for 'family' use, and are therefore not to be used by children for games or other applications under any circumstances.

In instances of misuse or neglect, breakages, damage or loss of equipment may lead to the need for reimbursement to the Council of any associated costs incurred by Council in relation to the repair or replacement of the affected equipment.

Staff are required to keep information technology and communication equipment clean, and in serviceable condition to the best of their ability.

4. Usage provisions

Council accepts that its information technology and communication equipment may on occasion be used for personal reasons. Acceptable personal use includes access during lunch breaks or outside normal work hours and consistent with all other sections of this policy. However, Councillors and staff must remember that the primary purpose of Council's information technology and communication equipment are tools for conducting business and to enhance the overall effectiveness of the organisation. The provision and maintenance of computer equipment and consumables is a cost to Council's business activities and therefore excessive personal use of these facilities can undermine the effectiveness of the organisation. Excessive personal use may lead to disciplinary action and/or privileges removed.

Council will monitor network access logs and internet and telephone (including mobile phone) usage patterns and investigate any significant variances. Charges incurred by Council for excessive calls, data and/or internet use may need to be reimbursed to Council by the user. Should a staff member either exceed their prepaid allocation or receive a monthly statement that is 'out of the ordinary', the staff member may be required to justify the increase in use to their supervisor. In the event that the misuse of network access, telephone or internet connections are found, the staff member will be responsible for the payment of the charges deemed excess by the relevant supervisor and may face disciplinary action and/or privileges removed.

Use of Council's computer equipment, email and internet may be granted to an individual Councillor or staff for work-related study purposes by agreement with their supervisor.

Councillors and staff must not use Council's computer equipment to maintain or support a personal business activity under any circumstances.

Staff must avoid any action or situation that could create the appearance that Council property is being improperly used for a staff member's benefit or the benefit of any other person or third party.

5. Copyright

All Councillors and staff must respect the copyright and any other intellectual property rights of third parties. Copyright protects the exclusive right of the copyright holder to copy, publish, perform, broadcast and sell copyrighted material. Councillors and staff must not download material from the internet or otherwise receive and use information that is owned by a third party unless they have the written permission of that party. Examples of possible breaches of copyright can include forwarding emails or copying or downloading copyright material (including computer programs, screensavers, sounds and images) that have copyright protection.

As a general rule, under copyright law downloading from the internet for personal research is allowed. However, downloading material for distribution to others or for business purposes will require the permission of the third-party owner.

6. Storage of Data

All Council data will be permanently stored on Council's servers for backup and security purposes. Disk space on individual Council desktop computers, tablets or laptops should only be used as temporary storage, or for transitional purposes only.

Staff are responsible for ensuring business communications are registered in Council's document management system. Refer to Council's Records Management Policy for further guidance on the requirements of record keeping.

7. Email usage

Council accepts that email may on occasion be used for personal use reasons. Acceptable personal use includes sending short personal emails during lunch breaks or outside normal work hours. However, Councillors and staff must remember that the primary purpose of email is to enhance business activities and the overall effectiveness of the organisation.

Councillors and staff must not use email (including personal email) to:

- Conduct illegal activities
- Send email messages that in any way could, or would be likely to, bring Council's name into disrepute
- Send email messages (with or without attachments) which contain inappropriate or offensive material of a sexual, racial, defamatory, abusive, obscene or discriminatory nature
- Distribute "junk mail" or electronic chain letters including emails seeking donations and those providing pyramid selling schemes or advertising
- Send unauthorised emails from another person's email address or impersonating another person
- Send emails which are likely to be perceived as harassment, intimidation or an unwanted invasion of privacy
- Send non-urgent emails (e.g. jokes) to large numbers of people (whether within Council or not)
- Send personal email to any person who does not wish to receive it. If a recipient asks a user to stop sending him or her email, their request must be observed.

All emails sent or received from Council's system remain the property of Council. For legal purposes, emails are a formal document and have the same standing in court as paper documents.

Councillors and staff should not expect that email is confidential or private. Therefore, when sending confidential information (for example business information, client details, pricing, or any personal or private information about individuals), careful consideration should be given as to whether alternative means of communication are preferable.

Council has implemented a maximum size for allowable email messages and also restricts email messages that contain certain attachments or content which have been known to contain viruses from either entering or leaving Council. The IT Officer should be contacted on a case by case basis if these limitations are found to be too restrictive. Staff should note that council has these limitations in place to protect our network and infrastructure. The IT Officer will regularly review the logs of blocked or quarantined emails and will release those that do not pose a risk to Council's network and which appear to be business related. If staff are aware of a missed or undelivered email the IT Officer should be notified. The email scanner and email software will be accessed to investigate any emails and causes for undeliverable emails.

Whilst Council does not wish to become a censor, to ensure that the guidelines contained in this policy are followed, Council retains the right to access or view users' email sent via the corporate network. Council will only access information created or stored on Council's email system under the direction of the General Manager for disciplinary procedures or where there is a valid business requirement. Justification for access must be provided, logged and recorded to provide evidence of the decision made to access a staff member's email account. Councillors and staff must not access, or attempt to access, another staff members' or Councillor's email account.

If a staff member or Councillor receives offensive email from outside Council, they should immediately delete it. In the event that further material is received, the staff member should advise their supervisor. A Councillor should advise the General Manager.

7.1 Management of Email Messages

Email is a valid form of communication within Council. Councillors and staff must manage their email mailbox personally by ensuring that emails received are actioned within acceptable times, unwanted emails are cleared, and business communications are registered in Council's document management system. Refer to Council's Records Management Policy for further guidance on the requirements of record keeping.

7.2 Out of Office Notifications

Staff are responsible for setting up an Out of Office notification to notify senders of periods of absence. Out of Office replies should include duration of absence and an alternate staff member who may be contacted for business purposes in your absence.

7.3 Standards for Outbound Email

The IT Officer is responsible for the creation and maintenance of all email signatures. Staff must not edit their own email signatures. The format of email signatures is as follows:

Joe Bloggs

Important Officer

Cootamundra-Gundagai Regional Council



P: 1300 459 689

M:

E: joe.bloggs@cgrc.nsw.gov.au

W: www.cgrc.nsw.gov.au

8. Internet Usage

The policy provisions regarding internet usage apply to any device which may access online sites or services, including desktop computers, laptops, tablets and mobile phones.

Council accepts that internet facilities may on occasion be used for personal use reasons. Acceptable personal use includes browsing the internet during lunch breaks or outside normal work hours. However, Councillors and staff must remember that the primary purpose of the internet facilities is to enhance business activities and the overall effectiveness of the organisation.

Councillors and staff must not use the internet facilities to:

- Intentionally access sites which contain pornography, or inappropriate or offensive material of a sexual, racial or discriminatory nature
- Solicit, download, store, or distribute pornography, inappropriate or offensive material of sexual, racial or discriminatory nature
- Access internet chat clients or internet relay chat networks
- Conduct gambling or gaming activities
- Conduct private transactions of a personal gain/profit nature, either directly or indirectly
- Stream music or programs.

Councillors and staff should be aware that internet sites accessed by them can record Council's name, IP address and passwords. Council can monitor sites that Councillors and staff are accessing and Council reserves the right to do so to ensure that the guidelines contained in this policy are followed. Council reserves the right to block access to sites which it deems to be inappropriate.

The internet is not a secure method of sending information. Therefore, when sending confidential information (for example business information, client details, pricing, or any personal or private information about individuals), careful consideration should be given as to whether alternative means of communication are preferable.

Council recognises that social media provides new opportunities for dynamic and interactive two-way communication which can complement existing communication and further improve information, access and delivery of key services. Refer to Council's Social Media policy for further guidance on the acceptable business and personal use of social media.

9. Telephone Usage

The policy provisions regarding telephone usage apply to any telephony device, including mobile phones and desk handsets. The use of mobile phones or desk handsets by Council staff is permitted and encouraged where such use is suitable for business purposes and supports the goals and objectives of Council. Mobile phones may be issued to staff to assist in the conduct of their normal work duties with Council. Mobile phones often have internet and email capabilities and the rules associated with email and internet use also applies to mobile phones.

The use of mobile phones whilst driving is forbidden unless the hands free function is activated. It is an offence to use mobile phones whilst operating a motor vehicle and the incursion of expiations and fines will be solely at the staff or Councillor's cost. Any vehicle damage incurred as a result of this practice which is not recoverable through insurance, may be recovered from the staff member.

9.1 Installation of Applications

It is possible to install Applications (or “Apps”) on a work mobile phone. Staff are reminded that it is a work mobile phone and applications should be work-related. Staff must seek approval for the installation of applications where the application is not free. The IT Officer must be notified and approve the installation of any application to ensure there is no conflict or network breach.

The installation and purchase of applications for personal use must be kept to a minimum. Any costs incurred by Council for downloading, accessing or using the application (including data charges) may be recoverable by Council from the end user.

9.2 Message bank

Message bank is installed on all mobile phones within our network and is to be used and accessed. It is a requirement for all staff who have been issued a Council mobile phone to record a voice message for the purposes of the message bank. This voice message is to include a welcome greeting, and the name and/or role of the staff member.

10. Work Health and Safety

It is the responsibility of Council to ensure Councillors and staff are aware of any relevant issues pertaining to the correct handling and usage of information technology and communication hardware and software.

It is the responsibility of the IT Officer that all equipment meets the current Australian safety standards. All equipment (including mobile phones, desk handsets, cables, computers, printers, tablets and other related electronic equipment) must not be purchased without the authorisation of the IT Officer to ensure compliance with work health and safety, our network specifications and requirements. The IT Officer is responsible for the demonstration of the correct usage and handling of information technology and communication equipment.

Refer to Council’s WH&S Policy for further guidance on the requirements of work-related health and safety practices.

11. Education and Training

The IT Officer is responsible for ensuring all system users are made aware of this policy. New employees will be given a copy of this policy as part of induction processes.

The Information Technology service unit is responsible for ensuring all staff and Councillors have access to training materials to assist in the provisions of this policy.

8.2.4 DRAFT 2018/19 OPERATIONAL PLAN AND 2018/19 - 2020/21 DELIVERY PROGRAM

DOCUMENT NUMBER	282199
REPORTING OFFICER	Teresa Breslin, Governance Officer
AUTHORISING OFFICER	Allen Dwyer, General Manager
RELEVANCE TO COMMUNITY STRATEGIC PLAN	To be included from July, 2018, following adoption of the new CSP.
FINANCIAL IMPLICATIONS	There are no Financial implications associated with this report.
LEGISLATIVE IMPLICATIONS	Section 404 and 405 Local Government Act, 1993. Local Government (Council Amalgamations) Proclamation 2016.
POLICY IMPLICATIONS	There are no Policy implications associated with this report.
ATTACHMENTS	<ol style="list-style-type: none"> 1. Submission 1 2. Submission 2 3. Submission 3 4. Submission 4 5. Submission 5 6. Submission 6 7. Submission 7 8. Submission 8 9. Submission 9 10. Submission 10 11. Submission 11 12. Submission 12

RECOMMENDATION

- 1. The submissions in response to the public exhibition of the draft 2018/19 Operational Plan (incorporating Revenue Policy, Fees & Charges and budget) and draft 2018/19-2020/21 Delivery Program and Long Term Financial Plan be considered.**
- 2. The draft 2018/19 Operational Plan (incorporating Revenue Policy, Fees & Charges and budget) and draft 2018/19-2020/21 Delivery Program and Long Term Financial Plan be adopted.**

Introduction

At the Ordinary Meeting on 22 May 2018 Council resolved that the Draft 2018/19 Operational Plan (incorporating Revenue Policy, Fees & Charges and budget) and draft 2018/19-2020/21 Delivery Program and Long Term Financial Plan, be placed on public exhibition in accordance with the Community Engagement Strategy for not less than 28 days, from 23 May 2018 to 19 June 2018 inviting submissions from the public.

Discussion

The notice of public exhibition and invitation for submissions was duly advertised as follows:

- The Cootamundra Herald Snippets on 25 May and 6 June 2018
- Fortnightly newsletter week commencing 25 May and 8 June 2018
- Council's Website and Facebook pages
- Copies made available at the Council Administration Centres and Libraries including advice that all submissions must be lodged by 5pm 19 June 2018.

In response to the public exhibition process, 13 submissions were received at the time this report was created and are attached. The submissions were acknowledged and reviewed. The key points raised in the submissions are documented below with respective comments provided in response.

SUBMISSIONS**1. From Julie Cowell, Office Coordinator, The Arts Centre Cootamundra (TACC) dated 29 May 2018:**

Comment: Where other properties have been mentioned (libraries and Gundagai visitor centre repeatedly) TACC is conspicuously absent in parts 1.1b (1&2) of the Delivery Program.

Response: Libraries and Visitor Information Centres are not specifically referred to in the subject sections but do appear as appropriate throughout the document. Part 1.1b refers to art and cultural bodies of which TACC is a key organisation.

Comment: 1.1c (1) of the Delivery Program - How is the best interests of volunteers to be managed? TACC volunteers have never been acknowledged by Council at any volunteers days.

Response: This is not considered to be a specific Deliver Program issue but, notwithstanding, the vital importance of volunteers and the valuable contribution they make to the wellbeing of the community is recognised and acknowledged.

Comment: 1.1d (2) of the Delivery Program - TACC infrastructure should be included here? Yes?

Response: As a Council owned local historical building, although not individually listed along with other such buildings, the TACC Building is covered by this item.

Comment: 1.1e of the Deliver Program - inclusive practise which TACC is pushing through the partnership with Murmuration and professional development programs. The centre desperately needs a ramp emergency exit from the theatre area.

Response: The ramp emergency exit is include for funding through the draft 2018/19 Operational Plan. Council has assisted TACC with various funding applications and once funding approval is granted for this project it can be included on an appropriate works program.

Comment: 2.1a (1) of the Deliver Program - Interesting concept to now try to integrate the Gundagai Coota region when there are two different tourism economic development officers, one of whom

has NO interest in the Cootamundra area. Would have thought that the first step to this would be to have a single tourism economic development officer who could bring the two together.

Response: Following the forthcoming consideration of Council's structure, the structure of Council's Economic Development Section will also be reviewed.

Comment: 2.1f (2) of the Delivery Program - Developing collaborative events which was an area that could have been covered by the Cootamundra Development corporation, but does not happen. All this regions events and assets need to be managed collaboratively to value add for visitors and to reduce work load on volunteers if events are centrally managed to best market and bring people to the area.

Response: A number of initiatives are being planned including the development of a tourism website and social media channels to provide coverage of the entire Local Government Area. These initiatives are outlined in the service unit plan.

Comment: 2.3 a & b of the Delivery Program - TACC again not mentioned.

Response: No specific organisation or service delivery outlet is provided in this section. However it is acknowledged that it is intended that TACC is, and continues to be considered a key component of this strategy.

Comment: 2.3c (1) - upkeep visitor centres - Cootamundra barely has one (and no offense to the historical society and heritage centre who work their butts off to keep the place open), there is no update of brochures, there is little knowledge of local sights and no training in tourism. Unbelievable that Gundagai has a scheduled upgrade for the well-resourced and paid staff, and Coota misses out again.

Response: A proposed infrastructure upgrade to modernise and meet disability access requirements was developed in 2014 and is included in committed funds in the Merger Implementation funding. It is intended that a Tourism and Economic Development Strategy be completed in 2018/19 which is to include a needs analysis of the upgrading of other visitor services infrastructure.

Comment: 3.1d - would like to see an increase in recycling capabilities and push for residents to do it - food waste, soft plastics and especially glass.

Kurrajong recyclers in Wagga recycle glass that cannot be re-melted, into builders aggregate and sand for all sorts of purposes (including horse working areas) - this is a great way to stop taking sand out of our river banks and use glass that would otherwise end up in landfill.

Response: Council's ideal is for increased recycling across all varieties of waste. Unfortunately materials recovered from recycling processes are commodities that rely on market prices to be viable. Under the current arrangements all recycled materials recovered at the Cootamundra MRF are the property of Elouera and they determine what is recyclable locally, and how the materials are handled and traded.

In regards to food waste, Council will be incorporating food waste collection into the current garden organic collection in the Cootamundra area in spring this year. Gundagai already has a food and organics collection. This will result in a reduction in the amount of food waste in the current red bin kerbside collection in Cootamundra, Stockinbingal and Wallendbeen.

Glass recycling is also determined by market fluctuations and while Kurrajong does recycle glass into a high grade product, it finds it hard to resell the glass product produced. In fact, as with many of the glass recyclers in NSW, Kurrajong currently has a large stockpile of the material that it finds hard to move. In Council's case, it is the cost of transportation that is the limiting factor in purchasing and using more of the recycled glass product.

It is planned that Council will increase its waste education and advertising across all areas of waste from July this year in preparation for, and in conjunction with, the introduction of the new food and organics service.

Comment: Pages 13-19 of the Operational Plan - no mention of any ongoing support for TACC by way of infrastructure maintenance or operational funding.

Response: The sections referred to include Capital Projects and the funding of Major Projects and it is confirmed that TACC is not included in these section for 2018/19.

Comment: The volunteers who built TACC always planned for the building to house events and gatherings that would increase tourism and have an impact on Economic development of the area, but there is no mention of TACC being a part of that in the region (page 33 of the plan).

Response: The subject page includes projects that Council staff will be undertaking during the term of the Operational Plan. Some of these projects are likely to involve TACC. TACC has not traditionally sought Council approval for its various activities proposed for the forthcoming year. However, as a Section 355 Committee, inclusion of its projects in the Operational Plan could be considered as an option for the future.

2. From David Sharp, Director – Advisory & Consulting, Generate Pty Ltd dated 1 June 2018:

Comment: In support of The Arts Centre Cootamundra's application for an increased financial contribution from Council.

Response: Noted.

3. Submission Three dated 5 June 2018:

Comment: My concern is a seemingly imbalance of available funding between the two areas of the Council Region with Gundagai area patching up works that were clearly not done under its old Shire Council and receiving funding for projects where multinational or organized community groups could source grant funding for community enterprise.

Response: The Delivery Program and Operational Plan is based on the outcomes of consultation that informed Council's Community Strategic Plan, with expenditure proposed in the Operational Plan prioritised in consideration of available resources and competing demands.

Comment: Why spend money on upgrading an existing VIC in Gundagai when Coota does not even have one that is supported by professional staff or really active?

Response: A proposed infrastructure upgrade to modernise and meet disability access requirements was developed in 2014 and is included in committed funds in the Merger Implementation funding. It is intended that a Tourism and Economic Development Strategy be completed in 2018/19 which is to include a needs analysis of the upgrading of other visitor services infrastructure.

Comment: Why are we spending so much on "Library" Services as economic development strategies when these are a Council service not economic growth generators.

Response: The Delivery Program and Operational Plan is based on the outcomes of consultation that informed Council's Community Strategic Plan, with expenditure proposed in the Operational Plan prioritised in consideration of available resources and competing demands.

Comment: What is it that is enduring the world over? What is it that makes a place unique and sets it apart the world over? It is its unique landforms and its ARTS & CULTURE. It seems CGRC planning does not recognize the importance of either agricultural enterprise or the The Arts Centre in ability to generate economic growth and spread health and welfare benefits for all demographics within our Council Region.

Response: Council fully recognises and acknowledges the vital importance of agricultural enterprise and the Arts, in addition to the plethora of activities, organisations, and economic and cultural drivers that make the Cootamundra-Gundagai area a liveable and desirable location to reside.

4. Submission Four dated 5 June 2018:

Comment: Tourism: Cootamundra needs a designated VIC with professional staff to do the work of seeking enterprise and developing programs. Spending valuable funds on Gundagai upgrade creates more of an uneven playing field between the two areas of the Council region. The Visitors are different, want different info and travel different routes requiring different info and support. Allocate funds to balance this inequity and increase tourist activity throughout the region. BULID A VIC IN COOTA BEFORE UPGRADING GUNDAGAI or do both if funding allows.

Response: A proposed infrastructure upgrade to modernise and meet disability access requirements was developed in 2014 and is included in committed funds in the Merger Implementation funding. It is intended that a Tourism and Economic Development Strategy be completed in 2018/19 which is to include a needs analysis of the upgrading of other visitor services infrastructure.

Comment: After giving 16 years of my life to building an Arts Facility that is unique and sets our town or region aside I am extremely disappointed CGRC do not value the massive hours community volunteers put in to facilitate this initiative for the Shire. As a business man I find it difficult to understand the lack of financial understanding about what is economic development.

Response: Council fully understands and sincerely appreciates the enormous contribution in time, skills, knowledge and commitment that TACC volunteers, and all volunteers in the region, make to

the social fabric of our communities. However, in terms of financial contributions to individual organisations, The Delivery Program and Operational Plan is based on the outcomes of consultation that informed Council's Community Strategic Plan, with expenditure proposed in the Operational Plan prioritised in consideration of available resources and competing demands.

5. From Louise Herron, CEO Sydney Opera House dated 6 June 2018:

Comment: In support of the Arts Centre Cootamundra to secure an ongoing operational funding contribution from Council.

Response: Noted.

6. From Lindsey and Andrew Baber dated 12 June 2018:

Comment: Expressing concern regarding inadequate funding being allocated to TACC.

Response: Noted.

7. CEO of Regional Arts NSW Elizabeth Rogers dated 8 June 2018:

Comment: In support of The Arts Centre Cootamundra's (TACC) for request for financial support from Council.

Response: Noted.

8. Submission Eight dated 14 June 2018:

Comment: Expressing concern that the current Draft Operational Plan makes no mention of the ongoing needs of The Arts Centre Cootamundra and requests that Council review their Draft Plan with a view to incorporating the future needs of the Arts Centre, Cootamundra.

Response: Noted.

9. From Anne Steinke dated 18 June 2018:

Comment: Expressing concern that the DP and OP does not appear to be considering how the council will offer support to The Art Centre Cootamundra into the future.

Response: Noted.

10. From Brian Halstead, President, Save Our Councils Coalition (SOCC) dated 18 June 2018:

Comment: Request for Council to detail the amalgamation cost and savings over the period from amalgamation to 2021/22 compared to the proposal and include the full cost of IT changes and services and wages equalisation costs. An initial review shows a deficit of \$1.9 million in the 18/19 year compared with the smaller deficit of \$1.2million for the two councils in the 14/15 year prior to amalgamation, Council should inform the community in this plan the reasons why the amalgamated council is apparently doing financially less well than the two separate councils and what can be done to address the situation.

Response: The reporting standards required of Council can, on occasions, produce 'headline' results that benefit from explanation of how they are derived. The budgeted operating deficit of approximately \$1.9m includes \$8m in depreciation, while excluding income from capital grants of nearly \$14m. Aside from the obligation to present this figure on that basis, councils typically present the budgeted operating result excluding depreciation as it is a non-cash expense, which leaves a budgeted surplus of approximately \$6.1m.

11. From Sarah Last, Wired Lab dated 19 June 2018:

Comment: Letter of support towards the CGRC revising its Draft Operational Plan to include a financial contribution to the operation of the Arts Centre Cootamundra (TACC).

Response: Noted.

12. From Elise Magrath, Cultural Development Office, The Arts Centre Cootamundra (TACC) dated 19 June 2018:

Comment: Letter requesting that CGRC review its Draft Operational Plan currently on display to include a financial contribution to The Arts Centre Cootamundra (TACC) in an amount of \$50 000 in the 2018 - 2019 financial year.

Response: Noted.

13. From Laurence Byron dated 19 June 2018:

Comment: The main focus of this submission is that Gundagai has a Dysfunctional Stormwater System and that this creates a significant infrastructure backlog that is not identified in the Operational or Delivery Plan.

Response: In view of the volume of the submission and the numerous issues raised a detailed response is unable to be prepared prior to publication of the business paper and commencement of the Council meeting. The full submission has been circulated to Councillors separately.

End of submissions.

It should be noted that the Asset Management Plan and Workforce Management Plan are also components of the Delivery Program and draft versions of these Plans are nearing completion. It is intended that the draft Asset Management Plan be the subject of a Councillor Workshop in July, following which the draft Plans will be submitted to Council for endorsement for Public Exhibition. Following public exhibition the Plans will then be considered by Council, in conjunction with any submissions, for adoption.

From: Julie Cowell <info@theartscentrecootamundra.org.au>
Sent: Tuesday, 29 May 2018 11:22 AM
To: Mail
Cc: Elise Magrath
Subject: Draft Operational and Delivery Program for CGRC
Categories: Orange Category

To whom it may concern

Having had a serious read through both the Operational and Delivery Program drafts, there are a number of issues, most of which from my perspective, involve a lack of support for The Arts Centre Cootamundra (TACC) -purely from the lack of any mention at all.

Delivery program:

Where other properties have been mentioned (libraries and Gundagai visitor centre repeatedly) TACC is conspicuously absent in parts 1.1b (1&2)

1.1c(1) - how is the best interests of volunteers to be managed? TACC volunteers have never been acknowledged by council at any volunteers days.

1.1d(2) - TACC infrastructure should be included here? Yes?

1.1e - inclusive practise which TACC is pushing through the partnership with Murmuration and professional development programs. The centre desperately needs a ramp emergency exit from the theatre area.

2.1a (1) - Interesting concept to now try to integrate the Gundagai Coota region when there are two different tourism economic development officers, one of whom has NO interest in the Cootamundra area. Would have thought that the first step to this would be to have a single tourism economic development officer who could bring the two together.

2.1f(2) - Developing collaborative events which was an area that could have been covered by the Cootamundra Development corporation, but does not happen. All this regions events and assets need to be managed collaboratively to value add for visitors and to reduce work load on volunteers if events are centrally managed to best market and bring people to the area.

2.3 a & b - TACC again not mentioned

2.3c (1) - upkeep visitor centres - Cootamundra barely has one (and no offense to the historical society and heritage centre who work their butts off to keep the place open), there is no update of brochures, there is little knowledge of local sights and no training in tourism. Unbelievable that Gundagai has a scheduled upgrade for the well resourced and paid staff, and Coota misses out again.

3.1d - would like to see an increase in recycling capabilities and push for residents to do it - food waste, soft plastics and especially glass.

Kurrajong recyclers in Wagga recycle glass that cannot be re-melted, into builders aggregate and sand for all sorts of purposes (including horse working areas) - this is a great way to stop taking sand out of our river banks and use glass that would otherwise end up in landfill.

Operational Plan

pages 13-19 - no mention of any ongoing support for TACC by way of infrastructure maintenance or operational funding.

The volunteers who built TACC always planned for the building to house events and gatherings that would increase tourism and have an impact on Economic development of the area, but there is no mention of TACC being a part of that in the region (page 33 of the plan)

Finally, the plan probably cannot cover the glaringly obvious problem which is that there are still agitators for a de-merger. Until that is put to rest, or a de-merger happens, work will be stymied and cost more than necessary. Nobody wants to spend more money on this issue and most of Coota just want to get on with making a great region to visit and to live in.

Yours sincerely

Julie Cowell
Office Coordinator



Open Tuesday - Friday 9:30am - 1:30pm

18-20 Wallendoon St Cootamundra

02 6942 4773

info@theartscentrecootamundra.org.au

www.theartscentrecootamundra.org.au



1 June 2018

Private & Confidential

To whom it may concern,

I'm pleased to write in support of The Arts Centre Cootamundra's application for an increased financial contribution from Cootamundra Gundagai Regional Council.

I am a business consultant specialising in working with arts and creative industries companies. I have over a decade's experience in working with both for-profit companies and not-for-profit organisations in the arts. I have become aware of The Arts Centre Cootamundra through ongoing conversations with Elise McGrath and I am looking forward to working with her and the TACC management committee closely later this year to produce a comprehensive strategic plan for the organisation.

The role of local government in funding arts and cultural infrastructure is well established in NSW. It's common for local government organisations to be the primary funder of performing arts centres, galleries and museums within their communities. This is often in recognition of the benefits of maintaining this infrastructure for the community, for economic development and for tourism.

Local councils such as Wagga Wagga, Greater Hume, Hilltops and Goulburn Mulwaree all provide financial support to local cultural institutions, often in the form of substantial, recurrent funding. The importance of maintaining and growing these institutions in regional areas has been recognised by the NSW Government, which has recently earmarked \$100m for support for cultural infrastructure.

The Arts Centre Cootamundra is a fantastic resource for the local creative community but it requires ongoing support and engagement from its stakeholders. Foremost among those stakeholders is Cootamundra Gundagai Regional Council, and a financial contribution from council which is commensurate with the range of benefits the centre provides to its community would not only be welcome, but could prove to be a financial asset which the Arts Centre could leverage into further support from other levels of government, sponsors, donors and so on.

In supporting this application, Cootamundra Gundagai Regional Council would be sending a strong signal that it seeks to encourage the cultural life of the local area and to provide an opportunity for members of the community to fully engage in the arts. I commend the application to you and am happy to provide further information if required.

Yours faithfully,

David Sharpe
Director – Advisory & Consulting

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NSW 1555

Building 19 Fox Studios
38 Oliver Avenue
Marrickville
NSW 2040



From:
Sent: Tuesday, 5 June 2018 4:04 PM
To: Mail
Subject: Cootamundra Gundagai Regional Council "2018/19 Operational Plan and 2018/19 – 2020/21 Delivery Program on Public Exhibition"

Categories: Orange Category

Subject: Feedback on operational plan and delivery of that plan.

Message Body:

My concern is a seemingly imbalance of available funding between the two areas of the Council Region with Gundagai area patching up works that were clearly not done under its old Shire Council and receiving funding for projects where multinational or organized community groups could source grant funding for community enterprise.. Why spend money on upgrading an existing VIC in Gundagai when Coota does not even have one that is supported by professional staff or really active?

Why are we spending so much on "Library" Services as economic economic development strategies when these are a Council service not economic growth generators.

Finally - What is it that is enduring the world over? What is it that makes a place unique and sets it apart the world over? It is its unique landforms and its ARTS & CULTURE. It seems CGRC planning does not recognize the importance of either agricultural enterprise or the The Arts Centre in ability to generate economic growth and spread health and welfare benefits for all demographics within our Council Region.

PLEASE RECTIFY these glaring omission.

If you feed your "growers" well they will return your investment over and over again.

--

This email was sent from a contact form on Cootamundra Gundagai Regional Council (<http://www.cgrc.nsw.gov.au>)

From:
Sent: Tuesday, 5 June 2018 4:21 PM
To: Mail
Subject: Cootamundra Gundagai Regional Council "2018/19 Operational Plan and 2018/19 – 2020/21 Delivery Program on Public Exhibition"

Subject: FEEDBACK OPERATIONAL PLAN

Message Body:

Tourism: Cootamundra needs a designated VIC with professional staff to do the work of seeking enterprise and developing programs. Spending valuable funds on Gundagai upgrade creates more of an uneven playing field between the two areas of the Council region. The Visitors are different, want different info and travel different routes requiring different info and support.

Allocate funds to balance this inequity and increase tourist activity throughout the region. BUILD A VIC IN COOTA BEFORE UPGRADING GUNDAGAI or do both if funding allows.

After giving 16 years of my life to building an Arts FACILITY that is unique and sets our town or region aside I am extremely disappointed CGRC do not value the massive hours community volunteers put in to facilitate this initiative for the Shire. As a business man I find it difficult to understand the lack of financial understanding about what is economic development.

--

This email was sent from a contact form on Cootamundra Gundagai Regional Council (<http://www.cgrc.nsw.gov.au>)



6 June 2018

Allen Dwyer
General Manager
Cootamundra-Gundagai Regional Council (CGRC)

RE: Operational Funding for The Arts Centre Cootamundra (TACC): CGRC Draft Operational Plan

Dear Allen & the Cootamundra-Gundagai Regional Council,

I am writing in support of The Arts Centre Cootamundra (TACC) bid to secure an ongoing operational funding contribution from CGRC which will support the growth and sustainability of this important Regional Arts asset.

In May 2017 I had the great pleasure of being invited to be Guest Speaker at The Arts Centre Cootamundra (TACC) for their inaugural annual fundraising evening. The centre was buzzing with diverse activities: calligraphy, film, music, drama, visual arts, ceramics. I was impressed by the vibrancy of the centre and how this country community had provided the energy and human resources to drive the renovation of this amazing community resource, from derelict building in 2004 to active cultural centre and community hub. TACC were on the cusp - ready to embrace a new future in activating their programming. From a town population of 5500 and a Shire of 11500 the community raised \$9200 from the event not just contributing financial investment but demonstrating their emotional investment as well.

I heard stories of residents who had moved to Cootamundra because of TACC and their excitement at being able to access such a terrific creative community hub. The staff and volunteers outlined the emerging partnerships they were building: bringing real cultural development to the area – youth and educator skills development and training, films, creative workshops, theatre development and performance and a welcoming gathering place for all. In 2017 TACC hosted its first Inclusive Arts Partnership, first Relaxed Theatre performance, first Artistic Residency. I understand that this single month long residency with Murmuration had a documented \$90,000 flow on effect to the local economy. This creative programming is innovative and entrepreneurial and should be supported.

During my time spent with the TACC volunteers and staff I encouraged them to look to their own fundraising before asking for further funding. The community have demonstrated their commitment to TACC through fundraising and an ongoing contribution from CGRC would enable the centre to continue to deliver quality community outcomes at a fraction of the full cost that council would bear if it undertook this programming itself.

CGRC has a critical role in encouraging TACC to reach its full potential. If this is achieved TACC will in turn be able to provide increased outcomes relating to community wellbeing, amenity, skill development, economic and tourism development and a flourishing cultural life that binds the community together. I strongly urge council to invest in its this amazing cultural asset.

Yours sincerely

Louise Herron AM
Chief Executive Officer

Sydney Opera House
Bennelong Point
GPO Box 4274
Sydney NSW 2001

T +61 2 9250 7111
F +61 2 9250 7666
ABN 69 712 101 035
sydneyoperahouse.com

Principal Partner

SAMSUNG

From:
Sent: Tuesday, 12 June 2018 2:35 PM
To: Mail
Cc: Julie Cowell
Subject: CGRC 2018/19 Operational Plan and 2020/21 Delivery Program,
Categories: Orange Category

To Whom It May Concern

My husband & I are volunteers at The Arts Centre Cootamundra and have been since it's inception in 2003.

I am writing this letter after pondering over the very comprehensive CGRC 2018/19 Operational Plan and 2020/21 Delivery Program, and must admit that we are not sure how it all works.

After reading through it, we were left with a feeling of great disappointment and dismay that the Arts Centre Cootamundra does not seem to be regarded as having any importance in the structure of Cootamundra, not to mention the obvious advantage to Tourism and Economic Development which it supplies.

I quote: from Introduction paragraph....

2nd paragraph: "In Local Government we have a long history of serving the community and we are a vital and integral part of the community we serve. Our role is to provide community services *that meet or exceed community expectations*"

Whilst browsing, we were also interested to note the following:

"Expenditure for Sportsgrounds Parks & Gardens : \$3,746,920.00
Cootamundra Swimming Pool : \$400,000.00"

May we add >>> The Arts Centre : 2002 cost \$140,000.00 plus \$60,000.00 allowed for clean-up.

2018 valued @ around \$3,000,000.00

The Arts Centre is *owned* by council, the 355 committee are responsible for the running and maintenance, and for payment of \$200.00 per month *to* the council.

I acknowledge some contributions which have been made by council. However, this is well short of the amount required to run a facility of this size and quality.

Last year Andy and I created MADD - Music Arts Drama Dance, a crowd funding group to support events to be held at TACC ie. so that The Arts Centre could cover **its** costs, plus have some money to pay the artists their fees and accommodation. It took a lot of time & networking.

Eighty four local people joined in order to have access to events at TACC and to see more travelling artists, knowing, that some of their membership would be going toward administration and maintenance of TACC.

This month we have received some renewals even though they are not due till end June.

This is a further proof of the value which the community already places on this amenity that is the arts centre.

In it's fifteenth year, The Arts Centre is still run by volunteers, with 3 part-time , paid employees who are paid for 30hrs/week and work probably 60 !

Food for Thought. At some point, not too long away, we 70 yr olds, who know The Arts Centre inside out, will not be around.....then what will the CGRC do with this multi million dollar project.....with no succession plan ??????

Yours sincerely,

Lindsey Baber

Andrew Baber



8 June, 2018

The General Manager
Cootamundra – Gundagai Regional Council
PO Box 420
Cootamundra NSW 2590



Reference: **The Arts Centre Cootamundra**

Dear Sir,

I'm writing in support of The Arts Centre Cootamundra's (TACC) request for financial support from Council.

TACC is extremely important to the social and cultural framework of the region. Over the past dozen years this extraordinary band of local volunteers has strategically transformed a derelict building into a thriving multi-genre arts centre that provides a valuable facility for the community to participate in and to attend performances, exhibitions and workshops.

The clever way in which they developed TACC in stages with volunteer labour, recycled materials and government grants is a model for other small towns. The end result has revitalised that end of the town centre encouraging small businesses including a café and designer shop to open in spaces that were previously empty.

Their programming brings audiences and participants from across the region providing an economic benefit to tourism providers and local retail businesses. Their activities have put Cootamundra on the map as a centre for innovation and creativity such as the recent co-production of the *Ripple Effect* by internationally renowned integrated performance company, Murmuration. Cootamundra was the only regional centre in NSW to host this professional development day which attracted participants from as far away as Sydney.

However, to program and manage the Centre and its growing reputation requires support from the Cootamundra-Gundagai Regional Council. Grants are available for programming, but TACC desperately needs a small amount of ongoing support from Council for its day to day operations. This investment will keep TACC viable, maintaining the reputation of the town as a centre of creativity, contributing to the vitality and well-being of the community and the cultural tourism economy.

The arts play a vital role in regional NSW. Towns that have an active arts community and facilities have a vibrancy that is missing from other places. These are the towns that are attracting new populations, as more people choose to relocate in regional NSW.

I fully support the request to Council for ongoing support for TACC to ensure its ongoing sustainability.

Yours faithfully,

Elizabeth Rogers
Chief Executive Officer

AEN 64401 982 690 - AEN 001362 690
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Regional Arts NSW Ltd
Level 1, The Arts Exchange
10 Hickson Road
The Rocks NSW 2000
Tel 02 9270 2500 - Fax 02 9270 2552
Email admin@regionalartsnsw.com.au
Web www.regionalartsnsw.com.au

From:
To: [Mail](#)
Subject: Cootamundra Gundagai Regional Council "2018/19 Operational Plan and 2018/19 – 2020/21 Delivery Program on Public Exhibition"
Date: Thursday, 14 June 2018 1:21:11 PM

From:
Subject: Council Draft Operational Plan and Delivery Program

Message Body:

Dear Council Members,

I am concerned that the current Draft Operational Plan makes no mention of the on-going needs of The Arts Centre Cootamundra.

The Arts Centre plays a vital role in the fostering and development of cultural and social activities in the District. With Council support, the committee, members and community in general have worked extremely hard over an extended period to upgrade facilities and develop viable and popular art and craft workshops, theatre productions, gala performances, and a host of other programs and events that benefit the entire community. On-going council support will be essential to ensure the continuing viability of these Art Centre activities. I therefore respectfully request that Council review their Draft Plan with a view to incorporating the future needs of the Arts Centre, Cootamundra.

Yours sincerely,

--

This email was sent from a contact form on Cootamundra Gundagai Regional Council
(<http://www.cgrc.nsw.gov.au>)

From:
To: [Mail](#)
Subject: Cootamundra Gundagai Regional Council "2018/19 Operational Plan and 2018/19 – 2020/21 Delivery Program on Public Exhibition"
Date: Monday, 18 June 2018 10:48:23 AM

From:
Subject: Why the Art Centre is not part of the Draft Operational Plan

Message Body:

I am bewildered and saddened to hear that the DOP does not appear to be considering how the council will offer support to The Art Centre Cootamundra into the future. With the support of previous councils TACC was founded and is still considerably run by Volunteers. As you are aware, Cootamundra is a very strong and generous volunteering town.

So when a centre like TACC which has developed into a multi-million dollar facility, drawing theater companies from Sydney and holding events like local unlimited, supporting and advancing our local farming industry is predominately run by volunteers. It is clear that TACC has a vested interest in making our region a strong and prosperous one. Volunteers can only do the dedicated and generous work they do when they know the community is supporting them.

It would be a shame to have built up a centre that is with the community in creating a sustainable future for the town, and which is endeavouring to bring new money and promoting existing businesses, but without assistance we find the volunteers can no longer carry on. I hope you will consider what TACC uniquely offers to our community of Cootamundra and our wider region and consider developing some strategies to allow TACC to carry on helping to support the prosperous future of Cootamundra.

Regards
Anne Steinke

This email was sent from a contact form on Cootamundra Gundagai Regional Council
(<http://www.cgrc.nsw.gov.au>)

Submission on the Operational Plan 2018/2019**Comparison with Cootamundra Gundagai Regional Council Amalgamation Proposal**

Given there is little or no comparative data of previous actual expenditure pre amalgamation it is critical that the community know how the plans are tracking compared to the amalgamation proposal and previous councils.

The Council should detail in the plan the amalgamation savings and the amalgamation costs over the period from amalgamation to 2021/22 compared to the proposal and include the full cost of IT changes and service and wage equalisation costs.

An initial review shows a deficit of \$1.9 million in the 18/19 year compared with the smaller deficit of \$1.2million for the two councils in the 14/15 year prior to amalgamation. The Council must inform the community in this plan the reasons why the amalgamated council is apparently doing financially less well than the two separate councils and what can be done to address the situation.

Brian Halstead
President
Save Our Councils Coalition (SOCC)
bhalsteadsocc@ozemail.com.au
0414281604

From: spaceembassy@gmail.com on behalf of sarah last wired lab <sarah@wiredlab.org>
Sent: Tuesday, 19 June 2018 3:03 PM
To: Mail
Subject: ATT: Allen Dwyer RE: Draft Operational Plan
Attachments: RAA—Thats-a-fact1.pdf; CGRC TACC Ops ltr 2018.pdf; Good Weekend.jpg; The Edge 4pp A4 Brochure_PROOF FRIDAY.PDF; Feedback from The Edge participants.pdf
Categories: Orange Category

Dear Mr Dwyer

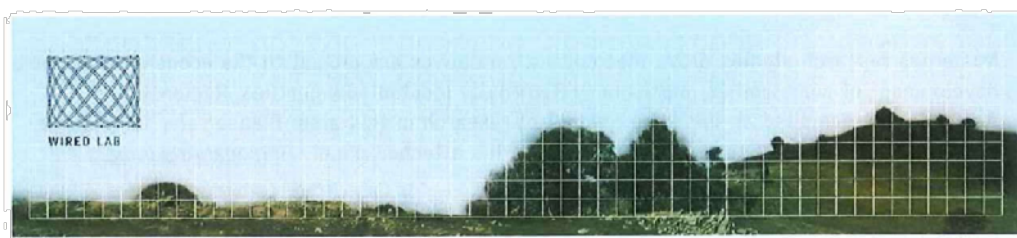
Please find attached our letter of support towards the CGRC revising its draft operational plan to include a financial contribution to the operation of THE ARTS CENTRE COOTAMUNDRA (TACC). Also attached are four supporting documents.

We look forward to CGRC's revision of the draft operational plan where it will include cultural services and facilities such as TACC.
Best regards
Sarah

Sarah Last
Artistic Director & CEO
for The WIRED Lab Ltd
e: sarah@wiredlab.org
p: 0414 22 66 23
a: PO box 311, Coolamundra, NSW, 2500
w: <http://www.wiredlab.org/>
f: <https://www.facebook.com/thewiredlab/>
i: <https://www.instagram.com/thewiredlab/>
t: <https://twitter.com/thewiredlab>

The Wired Lab was established in 2009 as a not for profit company. For tax deductible donations we have established 'The Wired Lab Culture Trust' (ABN 43 238 218 453) which has DGR (Donations Gift Recipient) status recognised by the Australian Taxation Office.

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19 June 2018

Allen Dwyer

General Manager

Cootamundra-Gundagai Regional Council

PO BOX 420 Cootamundra 2590

mail@cgrc.nsw.gov.au

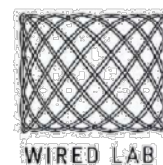
RE: DRAFT OPERATIONAL PLAN

**- INCLUSION OF CULTURAL SERVICES & ONGOING FINANCIAL SUPPORT OF THE ARTS CENTRE
COOTAMUNDRA (TACC)**

We encourage Cootamundra-Gundagai Regional Council to invest in our community via the provision of ongoing financial support to TACC.

TACC is emerging as an important community hub that facilitates creative participation, education and engagement for all ages in the community. The Wired Lab is a contemporary arts organisation based in Muttama. This year we celebrate 10 years of operation, which includes servicing a large footprint of the Eastern Riverina and South West Slopes, while enjoying a national and international profile. Our organization incorporates a range of programs spanning workshops, multidisciplinary work and community cultural development initiatives, often in collaboration with significant international artists. Our organization is based on a rural property and over the years we have worked closely with The Arts Centre as they provide an important community venue to facilitate elements of our programs.

Our recent collaboration TACC included "The Edge" a project with Tamara Dean, one of Australia's most highly regarded contemporary photographers. Over two years this initiative worked with a group of local teenagers to develop their photographic skills. These works opened in an exhibition at Wagga Wagga Art Gallery on 1 June 2018 to wide acclaim, see attached exhibition brochure. We have heard first hand from the young participants how this experience has transformed their lives, with many now considering pursuing further education in this area. Initiatives such as this ensure that young people are exposed to the unique opportunities presented by regional living, and that they have the capacity to grow and create their own opportunities.



info@wiredlab.org

a: PO box 331, Cootamundra, NSW, 2590 w: www.wiredlab.org/

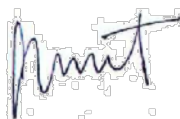
Numerous research studies prove that cultural initiatives are crucial to the economic and social development of communities, particularly Regionally located communities. Regional Arts Australia has compiled an immense amount of research in this area. Please refer to this link <https://regionalarts.com.au/resources-page> and the attached paper '[Regional Arts Impact Australia. That's a Fact](#)' (PDF).

Cootamundra-Gundagai Regional Council is in the enviable position in that it already has a purpose-built facility within its locality. Very few regional Shires can boast of such a facility. The use of the TACC by various community groups, many who do not identify as a 'cultural group', over recent years is proof that TACC is a much-needed fixture in our town.

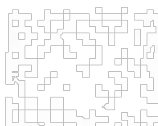
Cootamundra-Gundagai Regional Council's provision of operational support demonstrates leadership and vision within the regional LGA sector. It will be a prudent and immensely cost-effective investment in our community.

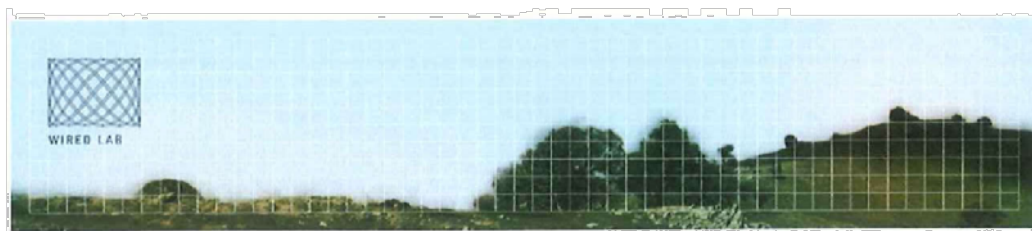
TACC is a vital part of the regional arts network that adds critical value to the lives of people living in the Cootamundra-Gundagai LGA. We urge the Cootamundra-Gundagai Regional Council to allocate an ongoing financial contribution to investing in the future of our town through the work of TACC.

Best regards



Sarah Last, Artistic Director and CEO
for The Wired Lab





'The Edge' participant feedback – Cootamundra & Tumut

The Edge workshops were an incredible opportunity to learn valuable photography skills and insight into contemporary fine art photography. The highlight for me was being able to observe and participate in a shoot with Tamara Dean which I found fantastic as a way to learn more about a fine art photographer's practice. It was brilliant to be able not only to observe and participate in the shoot but also to be given the opportunity to take our own photos on the second evening in part two of the project. Using the lighting and techniques that Tamara used and seeing the results that it created was so rewarding and inspiring. I also found it interesting to learn about Tamara's journey into the art world and her thought processes around how she approaches a shoot and composes her works. The workshops have had a significant impact on my photography skills which is proving invaluable for my own documentation of life through photography and art making, especially as I am working towards my HSC major work over the next year. I can't express how much I loved the experience of learning from Tamara and working with the other girls who participated in the workshops with me, and I am extremely grateful for all the hard work that went into making this possible.

Brittany Hefren, Cootamundra, age 17

Participating in The Edge project was a fantastic opportunity that country kids don't often get. I met new people, learned how to manipulate a camera, saw unusual parts of town and had so much fun! Tamara was awesome to work with. She taught us many skills and introduced me to the quite intriguing and therapeutic world of photography. The workshop was a great success, not only for Tamara and the Wired Lab, but also for Cootamundra. It brought kids together and gave us an opportunity to experiment and explore under the guidance of a professional. We continue to share photos through social media with each other, and I am very grateful for Tamara's willingness to share her expertise. Thank you again for an unforgettable experience, and I'm excited for future projects!


Kate Alderman, Cootamundra, age 16

I grew up in a small town. I felt I never had much of a connection with. Despite having a wide group of friends, and my interest in music. Once I started my degree in photography at university I once again felt disconnected. I had found people with whom I had a lot more in common with, but I was behind in my skill and the opportunities I had missed on coming from a country town. Projects like 'The Edge' prove that young people do not have to miss out on opportunities or travel to do so. Not only were we able to learn new techniques, technical skill and alternate ways to work with photography, we were able to show off the beauty of our town. To some, this may be appreciating our area with new eyes, and for me it's an elevated sense of pride in where I'm from. The Edge is a project I would have dreamed about growing up, and although I may not have taken up opportunities offered to me ten years ago, but I can't begin to explain my appreciation of organisations like The Wired Lab and Tamara Dean who are able to provide these services to rural communities.

Kater May, Tumut, age 21


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EXPOSURE




Captured by Tamara Dean on her medium-format Hasselblad at 3pm on April 18, this picture shows a small group of teenage girls running through a smoking landscape during an annual wheat stubble burn near Coolamundra, in the South West Slopes region of NSW. Says Dean of the frolicking trio, "I was struck by their fearless, playful, adventurous spirit and their strong sense of freedom, which is indicative of their having grown up on the land." Dean, who is based in Shoalhaven, NSW, is a finalist in the 2017 Ravenswood Women's Art Prize. *Sharon Bradley*


YOUR GOOD WEEKEND STARTS HERE...




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BY TIM ELLIOTT
As unrest in Venezuela intensifies, one of its sons bears witness to the nation's descent into chaos and explains the painful decision to flee his homeland. **p12**



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Misty Copeland has been blazing a trail through the ballet world for almost two decades, and in November will be a guest dancer with the Australian Ballet. **p16**



Drive, Baby, Drive
BY HILARY ROSE
When Manal al-Sharif got behind the wheel in Saudi Arabia – a taboo act for a woman – authorities were far from impressed, and she paid a big price for her defiance. **p20**



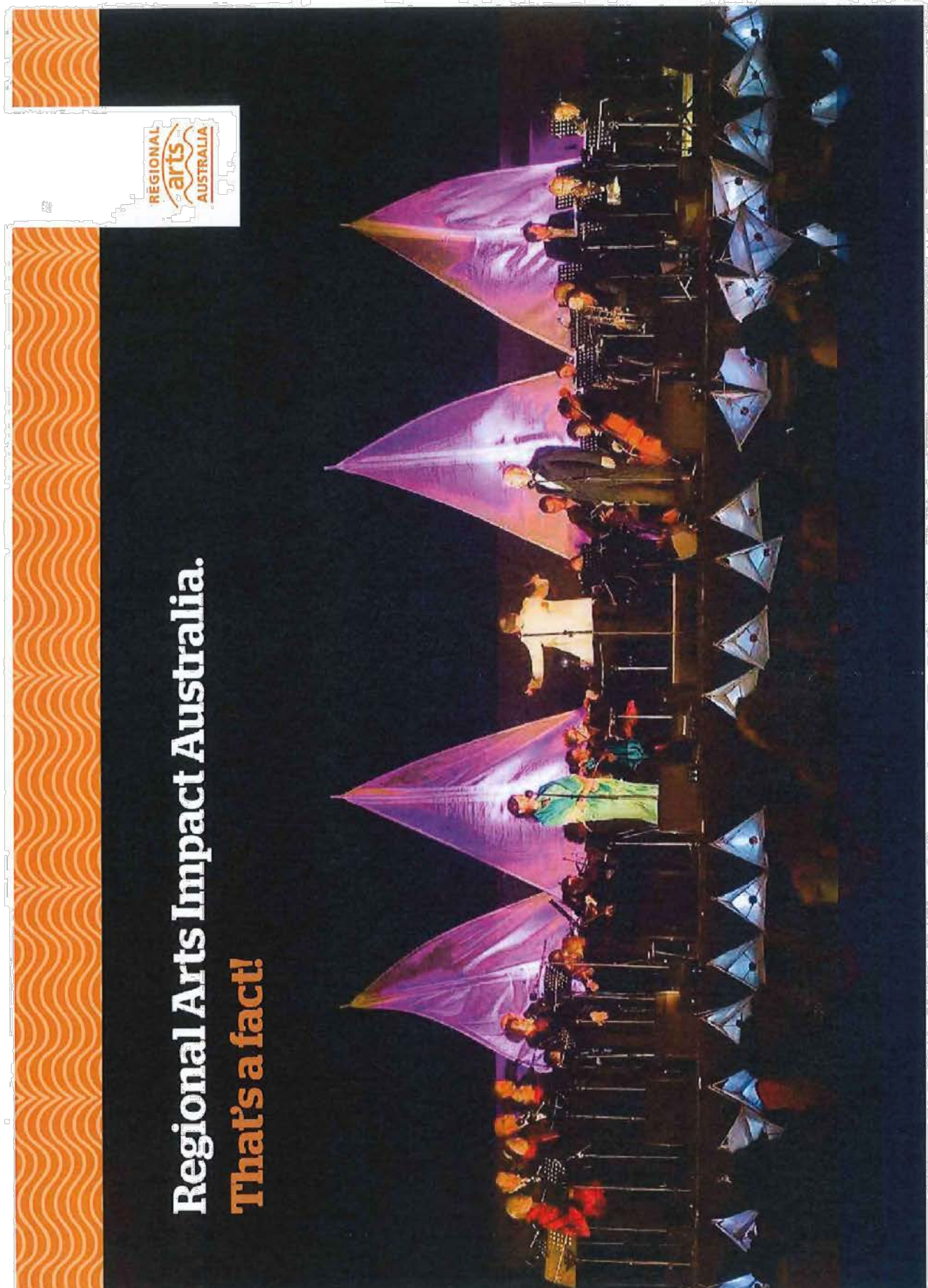
Foreign Correspondence
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GoodWeekend



**Regional Arts Impact Australia.
That's a fact!**

From Albert Namatjira to Djuki Mala, Joy Hester to Gwynn Hanssen Pigott, Australian artists at the cutting edge have always sought out the regional and remote places, not because they are in the middle of nowhere, but because they are places where people feel at the centre of everything – that's a fact!

Artists and arts workers in regional and remote places use art and culture to build strong communities, generate jobs, reimagine places and build innovative infrastructure.

One in three people in Australia live in regional and remote places¹ and their arts and cultural contributions have a national impact. Culture comes from place; it is an important part of creating communities. Regional arts link people to broader community life through economic opportunities, improved quality of life and social connection.

**1 in 3
Australians live in
regional or remote places**

1. Australian Bureau of Statistics 2011 Australian Social Trends, June 2011, cat. No. 4102.0.

Community

Artists in regional and remote places don't have access to services in the same way as metropolitan Australians.

This is a challenge, not a disadvantage.

Regional people work more closely together, rely on each other: you have to nurture relationships when there is only one framer in town, you need to plan ahead when the barge only deliver goods once a week.

Regional arts bring people together.

300
ancestries call regional and remote Australia home.

SOURCE: Australian Bureau of Statistics, Australian Social Trends, 2008.

