

Candidate Information Session

12 June 2024



TODAY'S SESSION

- Welcome and Introduction – John Rayner PSM
- What have we done and what's next? (including Land Use Planning) – Viv May PSM
- The role of Councillors – Brett Whitworth OLG
- Council Finances – My Independent View – John Rayner
- Separation of Powers, Meetings, Work Environment and Conduct – John Rayner
- Councillor Induction – Lisa Miscamble, General Manager

What Have We Done and What's Next? Including Strategic Land-Use Planning

Presenter: Viv May

TIMELINE

12 MARCH 2021

Interim Administrator, Mr Viv May PSM, appointed by Minister for Local Government, the Hon Shelley Hancock MP.

1 SEPTEMBER 2021

Minister announces a Public Inquiry into Wingecarribee Shire Council.

13 JULY 2022

Inquiry Report tabled in NSW Parliament. NSW Governor issues a Proclamation that all civic offices in relation to the Wingecarribee Shire Council be vacated. Mr Viv May PSM appointed as Administrator until the next Local Government Elections.

14 SEPTEMBER 2024

NSW Local Government Elections

Governance – transparency and decision making



Creation of a Professional Conduct Coordinator role to ensure probity, accountability and ethical conduct



Establishment of the Audit Risk and Improvement Committee and Independent Planning Panel



Adopting a new Customer Experience and Standards Charter to set clear expectations for service delivery and support a culture of excellence in customer service



Upgrading the COUNCIL online engagement platform to create a more visual and user-friendly experience that includes information about consultations in train and decision-making timeframes



Introduced Development Assessment e-Tracker as a single source of truth for the status of Development Applications (DAs)

Community – restoring faith in Council

- Revised of the community strategic plan to address new and emerging issues
- Introduced Village Visits and new Community Engagement Survey
- Established Community Reference Panels
- Created a new Place Liaison role to act as a conduit between local community groups and Council
- Revamped the online community engagement platform In keeping with the new Community Engagement Strategy, transitioning the former 'Your Say Wingecarribee' pages to a new improved platform called 'Participate Wingecarribee.'
- Adopted and refreshed over 50 Policies - (some not reviewed for over 20 years!)

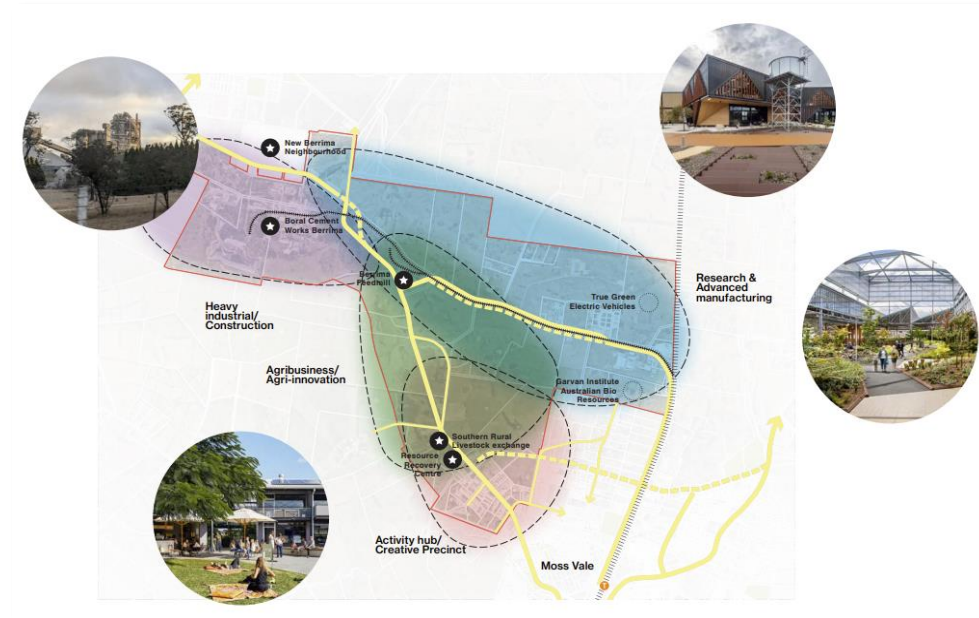


Infrastructure

- Developed an interactive project page on the Council's website to provide the community with immediate information about infrastructure projects; their location, description, status and overall progress.
- Completed and/ or progressed major projects:
 - Old South Road
 - Bowral Memorial Hall
 - Station St Bowral
 - Mittagong Creek Bridge
 - New Animal Shelter and SES Emergency
 - Bowral and Moss Vale Sewerage Treatment Plants
 - Retford Farm Detention Basin
 - Opening of the Emergency Operations Centre
 - Bong Bong Common
 - Back Office Refurbishment \$4M
 - Mittagong Playhouse – although we did not get grant funds Council maintains \$4M in budget



Strategic Land Use Planning



What's in Progress

Wingecarribee Integrated Transport Strategy - Currently on public exhibition to mid-June. Then peer reviewed before reporting back to Council for adoption.

Draft Medium Density Study - Reported to Local Planning Panel in May 2024 and scheduled to be presented to Council June 2024 to seek adoption.

Draft Low Density Development Control Plan - Preparing post-exhibition report and will be reported back to Council in July 2024.

Draft Bowral Town Centre Master Plan - Scheduled to be reported to the June Local Planning Panel to seek advice for adoption.

Bowral South New Living Area – The emerging Draft Master Plan and Servicing Strategy is expected to be reported to Council in July 2024 to seek endorsement to proceed to public exhibition.

Southern Highlands Innovation Park – The Draft SHIP Master Plan and Governance Strategy is expected to be reported to Council in July 2024 to seek endorsement to proceed to public exhibition.

Community Heritage Study - The Independent Peer Review of the Draft Community Heritage Study is on public exhibition until 30 June 2024 on Council's community engagement platform, *Participate Wingecarribee*, and submissions are invited during the public exhibition period.

What is Planned?

Bundanoon Place Plan - Commencing July 2024.

Economic Development Integrated Action Plan - Drafting Commenced

Comprehensive Development Control Plan - Funding application submitted to Housing Support Program Stream 1. If funding is successful, anticipate commencement late 2024 for completion May 2025.

Development Contributions Review - Will be delivered by Contributions Planner commencing end June 2024. Anticipated completion of project is end of 2026.

Mittagong Town Centre Master Plan - Subject to Funding

Moss Vale Town Centre Master Plan - Subject to Funding

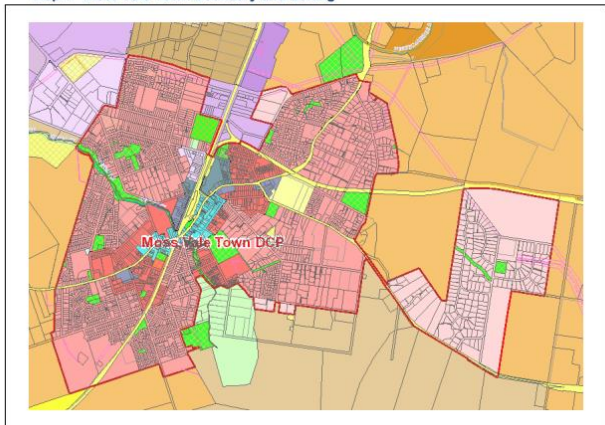
Colo Vale Place Plan – commencing 2025

LEP Review – commencing 2025

DCP Review – combining 18 into 1 – over 3500 pages

Moss Vale Township Precinct Plan

Map 1 – Moss Vale Town Boundary and Zoning



LOCAL HOUSING STRATEGY

Provides a **long-term** planning framework to guide **how and where growth will occur** in the Shire.

50/50 Split

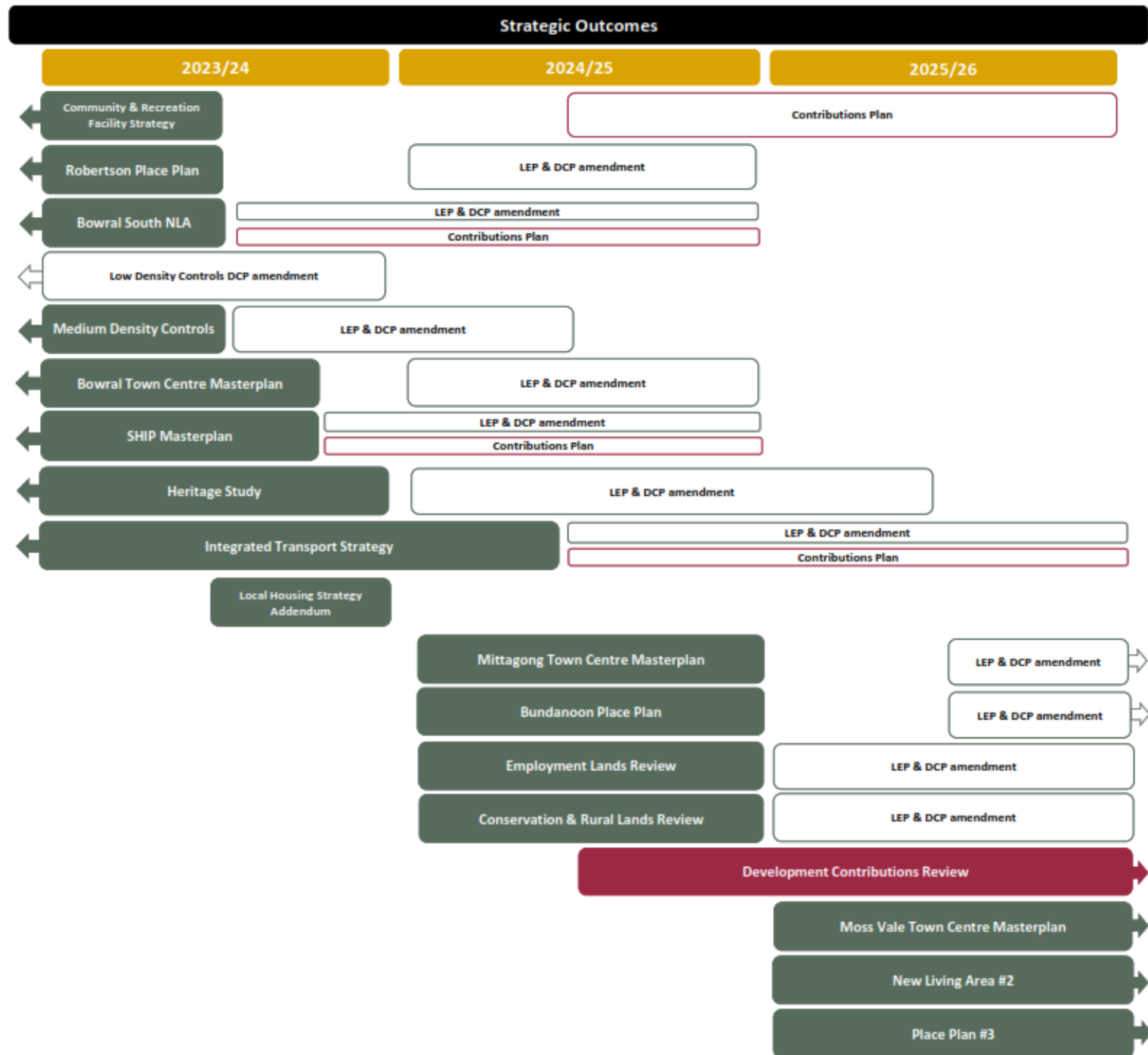


- Six New Living Areas
- Infill Residential

Aims to ensure that our housing stock meets the needs of the community, both now and into the future.



STRATEGIC OUTCOMES WORKS PROGRAM



- Heritage Study
- Waste Contract
- Bong Bong Common
- Capital Works Program - \$643M



The Role of Councillors

Brett Whitworth

Deputy Secretary

Office of Local Government

12 June 2024



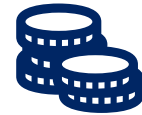
The role of the governing body of a council



Direct and control council affairs in consultation with GM



Provide effective civic leadership



Ensure financial sustainability of the council



Ensure compliance with statutory principles



Develop and endorse Integrated Planning and Reporting (IP&R)



Ensure optimal allocation of council's resources



Monitor service delivery and performance of the council



Support regulatory functions

The role of the governing body of a council ...continued



Appoint GM and
monitor performance



Determine senior staff
positions in
organisation structure

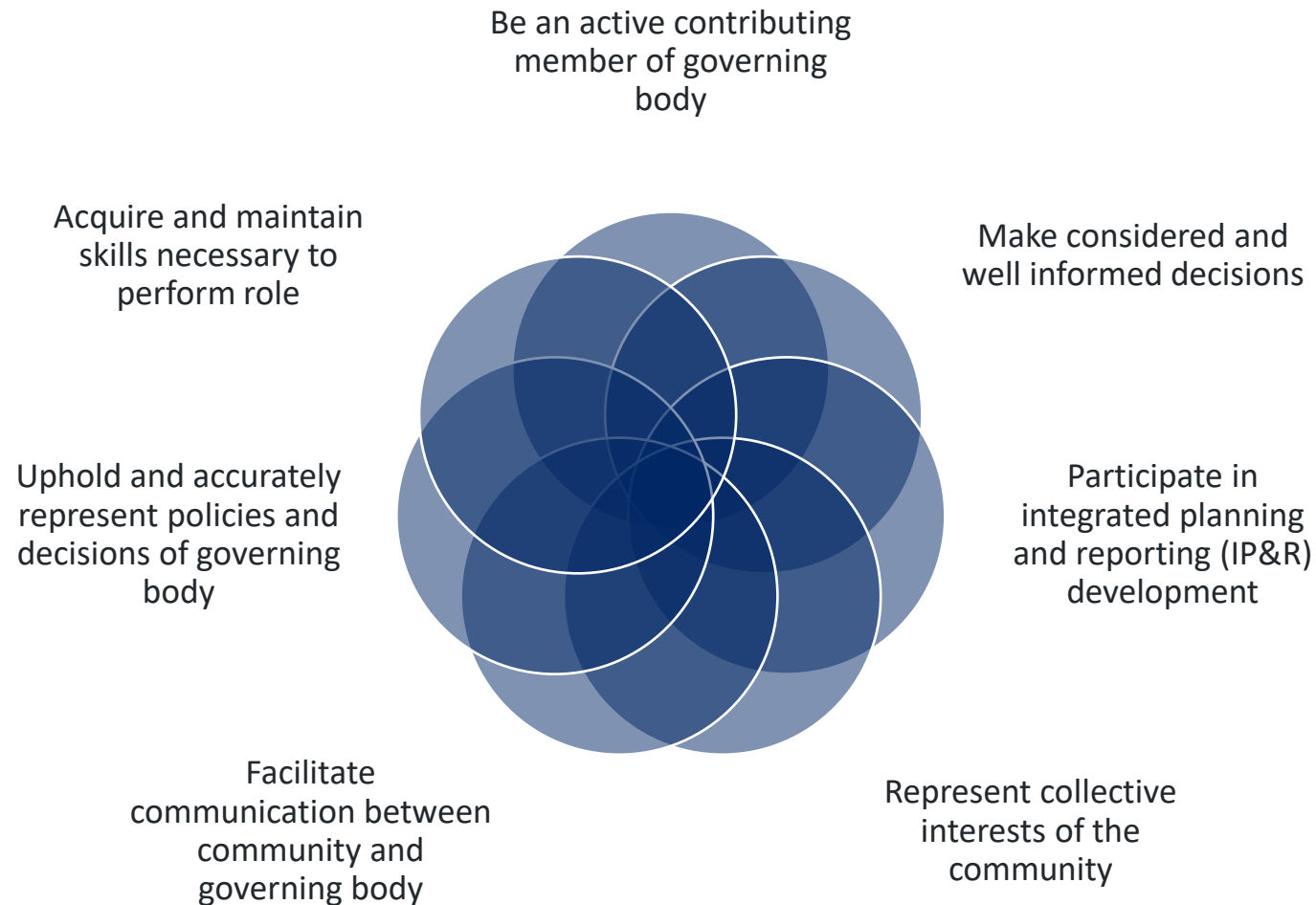


Consult community
stakeholders and keep
them informed



Ensure the council acts
honestly, efficiently
and appropriately

The role of individual councillors as members of the governing



The real challenge as a councillor is to try to stay just at the right height in your helicopter – high enough to look at the big picture and not be bogged down in the details but low enough so that you don't lose touch with what people need.

Mathew Dickerson

Mayor of Dubbo City Council

Why do people want to become councillors?

Research shows that people become councillors because they have strong networks and connections to their community and want to make a difference:

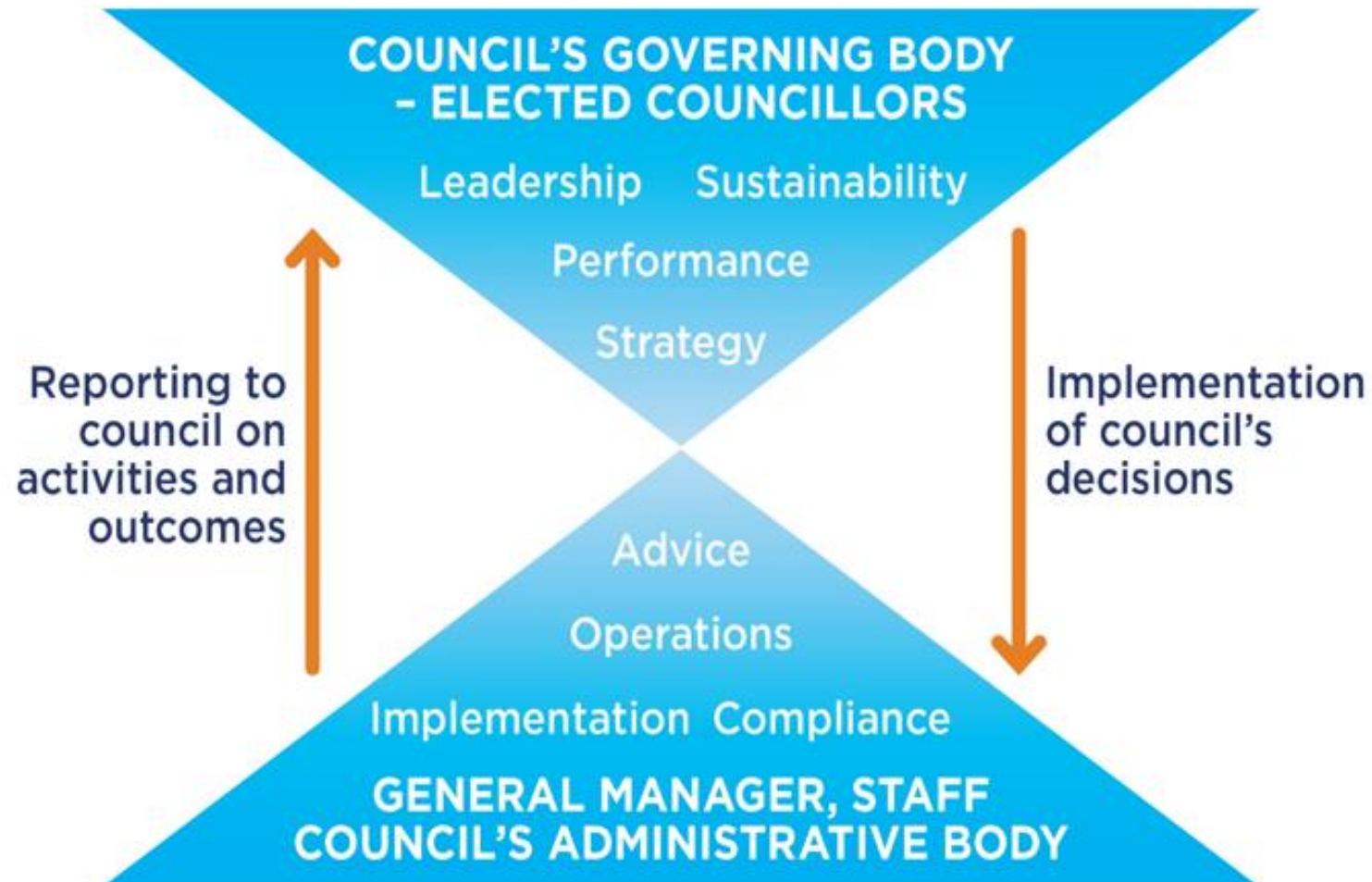
...at the end of my term, my objective would be, to be able to say that people from [my town] are happy to skite about the fact that they come from here.

I thought I would get involved in local politics because it has the opportunity to make immediate change at the local level.

We need to understand how our community is changing... We have to represent, we have to mirror our community.

I'm not really an 'anything'... There are a lot of normal people out there that just get out and do their day-to-day activities. I think I connected really well with my community, for exactly that reason. I'm just a normal person.

Council structure and key relationships



The role of the General Manager

Manages day-to-day operations

Implements council's decisions

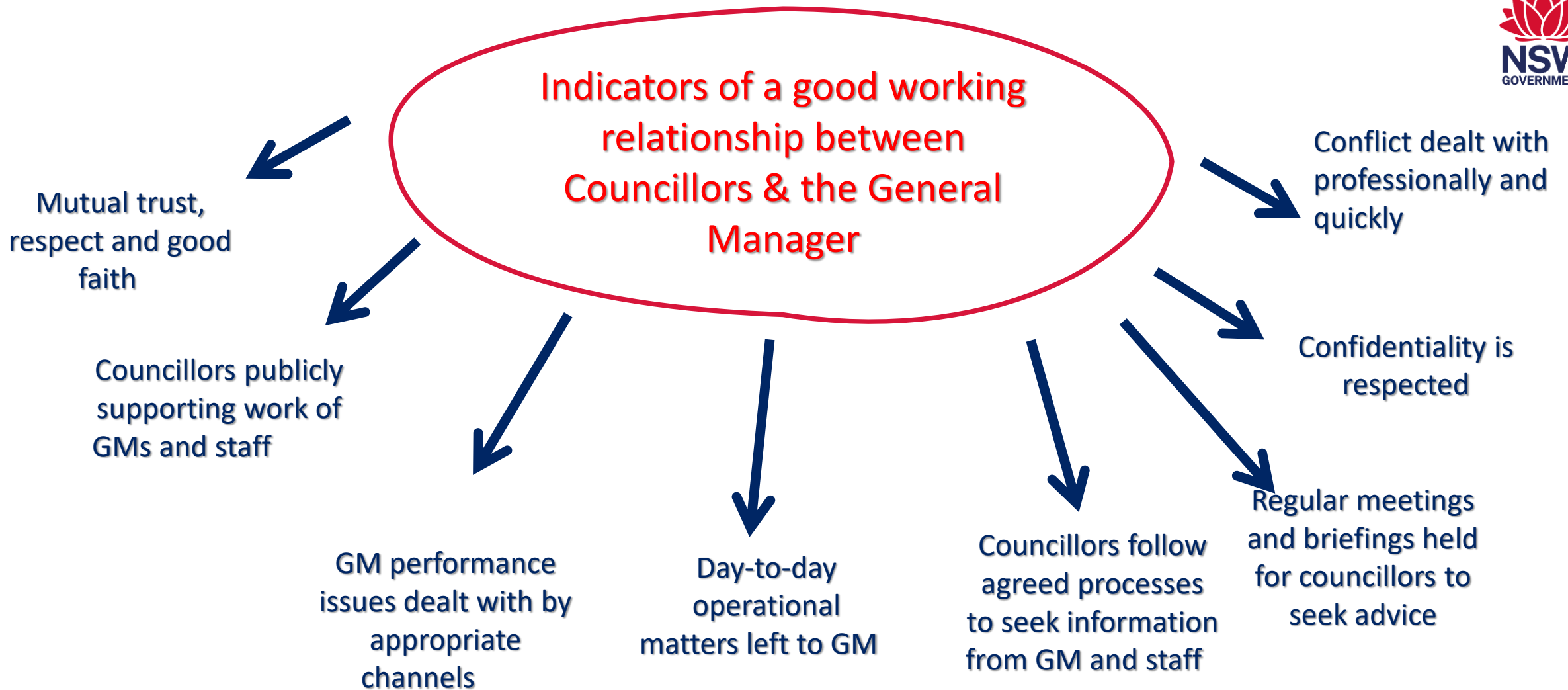
Advises and supports IP&R development, delivery and community consultation

Provides councillors with adequate information and support

Appoints, directs and dismisses staff

Implements workforce strategy

Performs any other functions delegated by governing body



Council Finances – My Independent View

Presenter: John Rayner



Challenges and Complexities

- Wide range of services and facilities
- Cannot meet all demands - have to make choices
- Sound Strategic planning
- Cost shifting by State and Federal governments \$1.36bn
- Limited opportunities to find new revenue sources
- Reviews into service levels and delivery methods
- A number of Councils across the state in serious financial difficulties
- Cost of living

Robert Finch Review – FY 2016 to FY 2000

- Consolidated Operating Surpluses were achieved.
- Water and Sewer funds recorded surpluses; the General Fund recorded Operating Deficits
- Past operating results restricted Council's capacity to fully fund asset replacement and renewal
- The condition of key infrastructure assets declined.
- Delays in delivery of programs contributed to Council not fully achieving goals of Resourcing Strategy.
- Council's June 2020 financial position is sound.
- Financial performance indicators generally close to or better than benchmark.
- Borrowings for General Fund was relatively low, the Sewer Fund has manageable debt levels.
- Cash and Investment balances before funding reserves are relatively positive.
- Councils' investment portfolio achieving minimal returns.

Robert Finch Review Recommendations

- Ensure financial sustainability for Water and Sewerage Funds
- Adopt a Reserves policy that ensures a minimum of \$5m is available as unrestricted cash
- Ensure that the establishment and funding of Internal Restrictions is supported by Council resolutions.
- Modify the budget reporting framework to report disclosure of operating results by fund.
- Ensure appropriate governance oversight and risk monitoring of major projects.
- Review and update the existing Investment Policy.
- Regularly review and update the Resourcing Strategy
- Review the process and scale of revotes
- Review the allocation of projects to be funded from the SRV

Financial Performance FY 20/21 to FY 22/23

Consolidated Surpluses

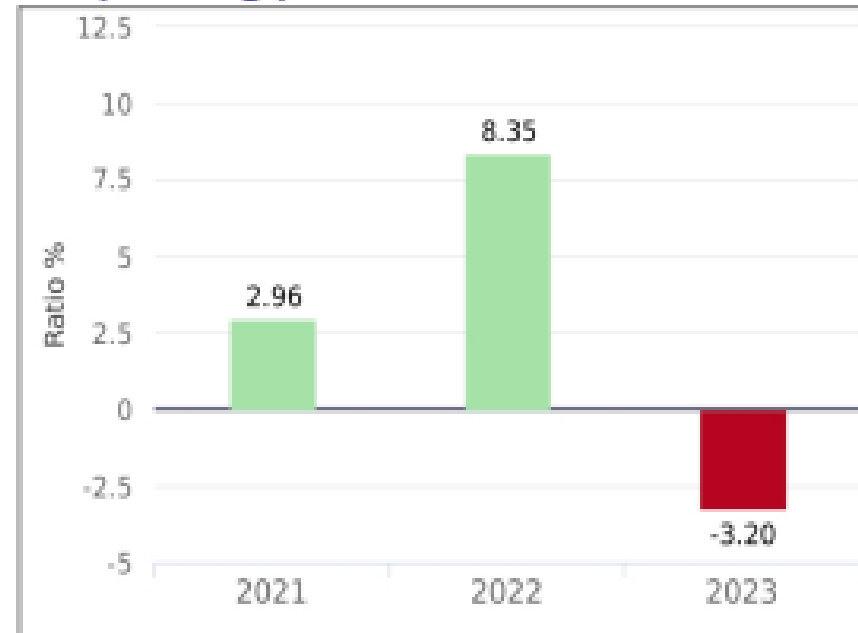
- 20/21 \$33.64m
- 21/22 \$29.4m
- 22/23 \$10.8m

Depreciation

- 20/21 \$31m
- 21/22 \$33m
- 22/23 \$38m

Operating Performance Ratio

1. Operating performance ratio



Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of operating performance ratio

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2022/23 result

2022/23 ratio (3.20)%

The operating performance ratio is below the benchmark by 3.20%, which is predominately attributable to:

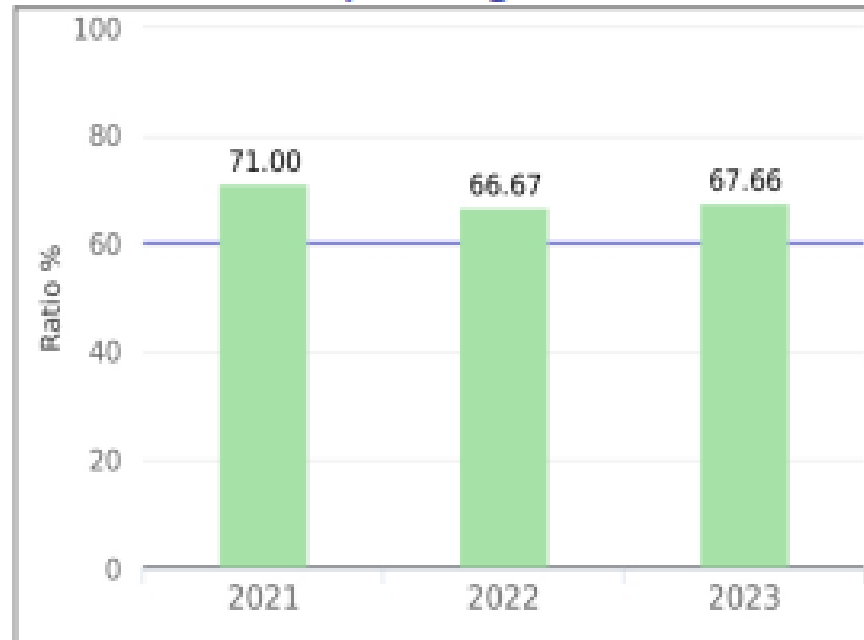
- increased depreciation expense resulting from high asset values
- additional resources to reduce the backlog of development applications

Ratio achieves benchmark

Ratio is outside benchmark

Own Source Operating Ratio

2. Own source operating revenue ratio



Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2022/23 result

2022/23 ratio 67.66%

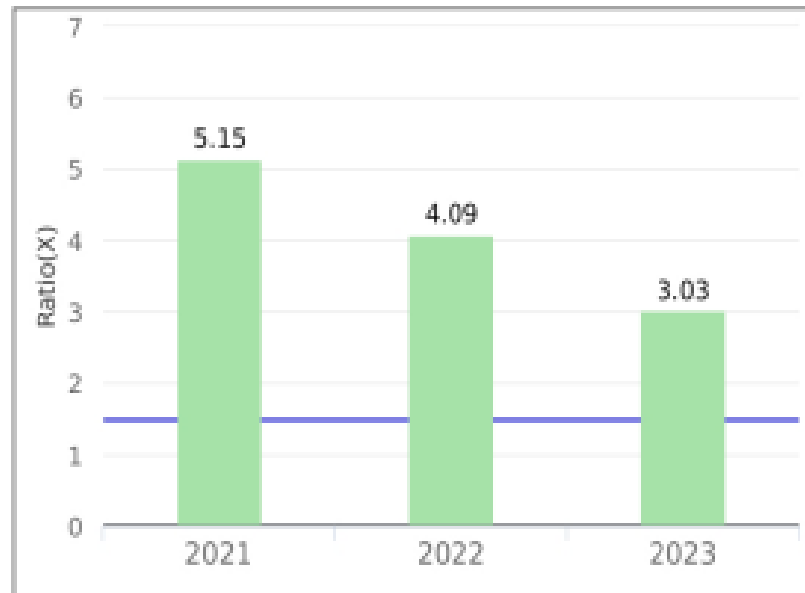
Council continues to exceed this industry benchmark with 67.66% of revenue generated through rates, charges and user fees.

■ Ratio achieves benchmark

■ Ratio is outside benchmark

Unrestricted Current Ratio

3. Unrestricted current ratio



Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2022/23 result

2022/23 ratio 3.03x

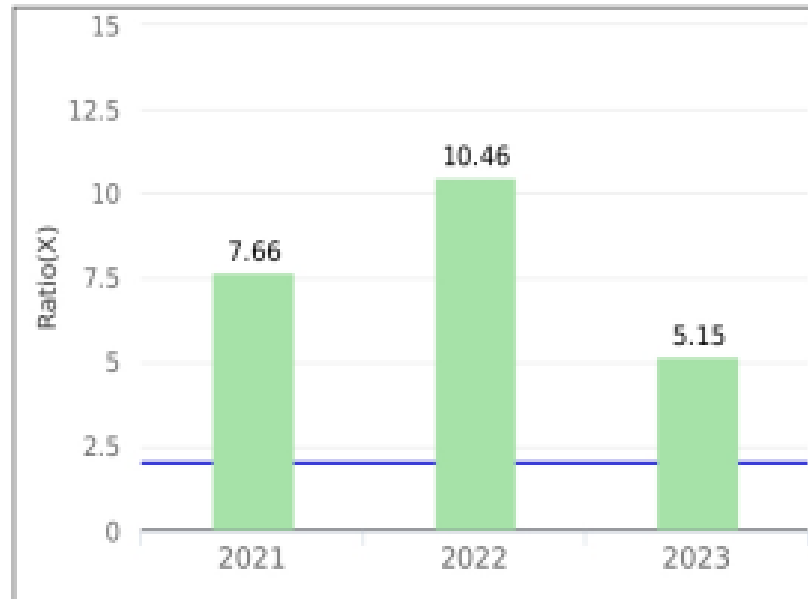
Council continues to maintain a strong liquidity position with a healthy unrestricted current ratio. This means that Council can easily pay its financial obligations as they fall due.

■ Ratio achieves benchmark

■ Ratio is outside benchmark

Debt Service ratio

4. Debt service cover ratio



Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2022/23 result

2022/23 ratio 5.15x

Council continues to exceed this benchmark which is a result of adequate operating revenues to cover its loan repayments.

The reason for the lower ratio is because Council repaid the outstanding balance of \$2.7M on the Robertson Sewerage Scheme loan 10 years before loan maturity.

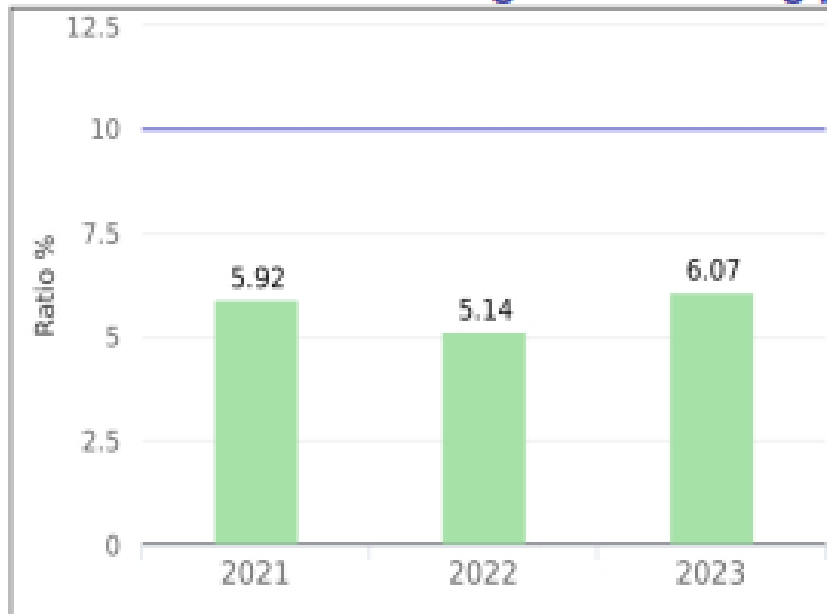
Council did not take out any new borrowings during the year.

■ Ratio achieves benchmark

■ Ratio is outside benchmark

Rates and Annual Charges Outstanding Percentage

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2022/23 result

2022/23 ratio 6.07%

This ratio has remained relatively high due to Council not actively pursuing debt recovery under its COVID-19 relief package for community and business. Residents and businesses of the Wingecarribee Shire impacted by COVID-19 were able to defer rates payments during the pandemic.

Council has commenced debt recovery procedures and this ratio is expected to reduce in the next reporting period.

Benchmark: — < 10.00%

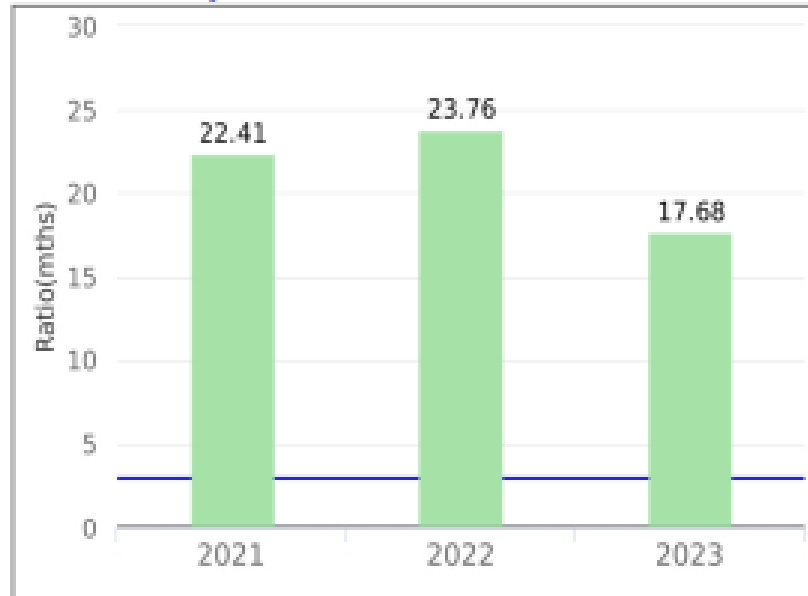
Source of benchmark: Code of Accounting Practice and Financial Reporting

■ Ratio achieves benchmark

■ Ratio is outside benchmark

Cash Expense Cover Ratio

6. Cash expense cover ratio



Benchmark: — > 3.00months

Source of benchmark: Code of Accounting Practice and Financial Reporting

Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2022/23 result

2022/23 ratio 17.68 months

This ratio is significantly higher than benchmark which reflects Council's strong liquidity position.

■ Ratio achieves benchmark

■ Ratio is outside benchmark

Buildings and Infrastructure Renewals Ratio

Benchmark >100%

- FY 20/21 111.2%
- FY 21/22 140.7%
- FY 22/23 131.7%

Infrastructure Backlog Ratio

Benchmark <2.00%

- FY 20/21 1.68%
- FY 21/22 1.72%
- FY 22/23 1.68%

Asset Maintenance Ratio

Benchmark >100%

- FY 20/21 119.44%
- FY 21/22 116.03%
- FY 22/23 104.43%

Projected Net Operating Results 30th June 2024

- General Fund \$14.886m
- Water Fund (\$1.1m)
- Sewer Fund \$7.457m
- Consolidated \$21.24m
- The Council's unrestricted working capital for FY 24/25 is projected to be \$54k.

Separation of Powers, Meetings, Work Environment and Conduct

Presenter: John Rayner



Wingecarribee Candidates Session

The Messages

Registration and nomination

- Being REGISTERED means the candidate or group can lawfully accept political donations, fundraise and pay for campaign expenses.
- Being NOMINATED means the candidate or group will be on the ballot paper.
- Requests to form a group (and have a group voting square) on the ballot paper is made separately as part of the nomination paper

Candidate information webinar

- **Tue, 21 May, 11:00 am AEST**
- Nominations webinar
- **Thu, 27 June, 11:00 am AEST**
- Election operations webinar
- **Thu, 25 July, 11:00 am AEST**

Election Key Dates

- You can go to the website and look under “[What are the key 2024 dates?](#)”
- 5th August – Lodgement of nominations commence ; start of regulated period for electoral material.
- 14th August – 12noon Close of nominations and close of registration for candidates and groups. Registration of electoral material commences.
- 15th August – 2pm Ballot paper draws will commence.

Election Key Dates Continued

- 7th September – Pre-poll voting commences.
- 6th September – 5pm Registration of electoral material closes.
- 13th September – Pre-poll voting closes.
- 14th September – Election day.
- 1-3 October – Progressive declaration of results.

- Lord Mayor Gordon Bradbery made the points
- Councillors form a Board of Directors not a Board of Management.
- Board chooses the General Manager and oversees the direction of Council
- Staff make decisions and deliver based on the direction set by Council.

SafeWork NSW

Parramatta

- Council meet quarterly with SafeWork NSW
- Record briefings/workshops
- Minimum 2 staff members present for meetings with Councillors (below Level2)
- CEO/delegate independent chair for workshops/briefings
- Set up anonymous 'Respect' Hotline
- Post Meeting/workshop evaluation
- Opt in welfare checks
- Training Councillors and Staff WHW obligations and Bullying and at Induction
- Bystander and intervention training
- 'Leading with Respect' workshop for Councillors
- 'Working with Respect' workshop for staff.

Priorities for Councillors

- Understand and perform your role
- Choose the Mayor wisely
- Take up the training opportunities available
- Become financially literate
- Set goals and aspirations that meet the needs of the community

Continued..

- Engage with the community and explain why Council cannot meet all demands or fix everything
- Ask questions/get the information you need
- Don't take a position on an issue until you have all the information

Continued..

- Remember you represent the whole Council area not just your locality
- Your early days will set the tone
- Don't promise a facility or service unless you know you can fund it.

Priorities for Councillors

- Set the direction for the council/community through the Community Strategic Plan
- Ensure the Council is financially sustainable
- When considering the Draft Budget make sure you are advised of the capital and other projects, services and activities proposed.
- If you are concerned about an operational matter, take it up with the Mayor or General Manager

Priorities of Councillors

- Determine the matters you want reported to the Council
- Adopt a Committee structure which will assist Council making informed decisions.
- Utilise the expertise in the community.
- To improve transparency open briefings to the public (other than what is confidential under the Act).
- Meet needs of the community in terms of levels of services and facilities.
- Setting the performance levels, you expect to be met.

Council Meetings

- Ensure you receive succinct reports from Staff
- In consultation with the General Manager set the parameters for Council reports
- Take in all sides of the issue before you take a position
- Seek further information if you need it
- Respect
- Know the Code of Meeting Practice and the Code of Conduct

Continued..

- Call out bad behaviour
- You can have rigorous debate but respect other points of view
- Ensure transparency; limit reports in confidential session
- Properly declare interests
- Stick to the issue; don't attack the person
- Choose the Mayor wisely

Mayor

- Be fair to all councillors
- Seek out a mentor
- Address poor behaviour
- Be across the Code of Meeting Practice early in the term
- Be a strong advocate for the community
- Recognise you are the important link between Council and the General Manager

Separation of Powers

- David Parish
- *“it is clear that there is a clear distinction between “direct and control” which is for the governing body and “implement and manage” which is for the General Manager and staff.*
- *The roles don’t interact or overlap. There is a clear bright line between those activities”*

General Manager

- Responsible for the efficient and effective operation of the council's organisation and for ensuring the implementation, without undue delay, of decisions of the council.
- day-to-day management of the council
- appoints staff
- directs and can dismiss staff
- The Council determines the strategies and policies and the General Manager and staff implement and deliver.
- Will provide professional advice.

Social Media

- you will be regarded as a publisher and will not be protected if you defame someone
- don't respond to every comment
- wait before responding
- stick to the facts and be honest
- don't argue on line
- for your own well-being block people who
- don't make offensive or inappropriate comments
- be respectful and polite

Conduct

Areas of vulnerability for Councillors and Staff

- Conflicts of interest
- Lobbying (especially planning matters)
- Misuse of public office and resources
- Confidential information
- Tendering and dealing with current contractors
- Relationships with staff
- Gifts, benefits and hospitality



Transition from Candidate to Councillor

General Manager
12 June 2024



What to expect:

1. Week 1: Post Declaration
2. The first 6 months
3. Key dates
4. Support available

14 September



1- 3 October

End of the
Administration Chapter
Beginning of
working with an elected
Council Chapter

Onboarding Program Outcome:

A **cohesive elected Council** that understand their role as **civic leaders focussed on strategy and policy**, with the community now and community of the future at the centre of all we do.

A Council that **respects the Management Team and staff**, understand and value what we do to support Councillors in their role to deliver on the CSP outcomes.

A **collaborative model based on respect and understanding of our unique roles** – that recognises that **we are the arm to deliver outcomes you seek for the community**.

Formula for a successful council

Mayor & Councillors



Community

(ratepayers, property owners, gov and non-gov agencies, business)



GM & Management Team



A successful Council
delivering for its
community

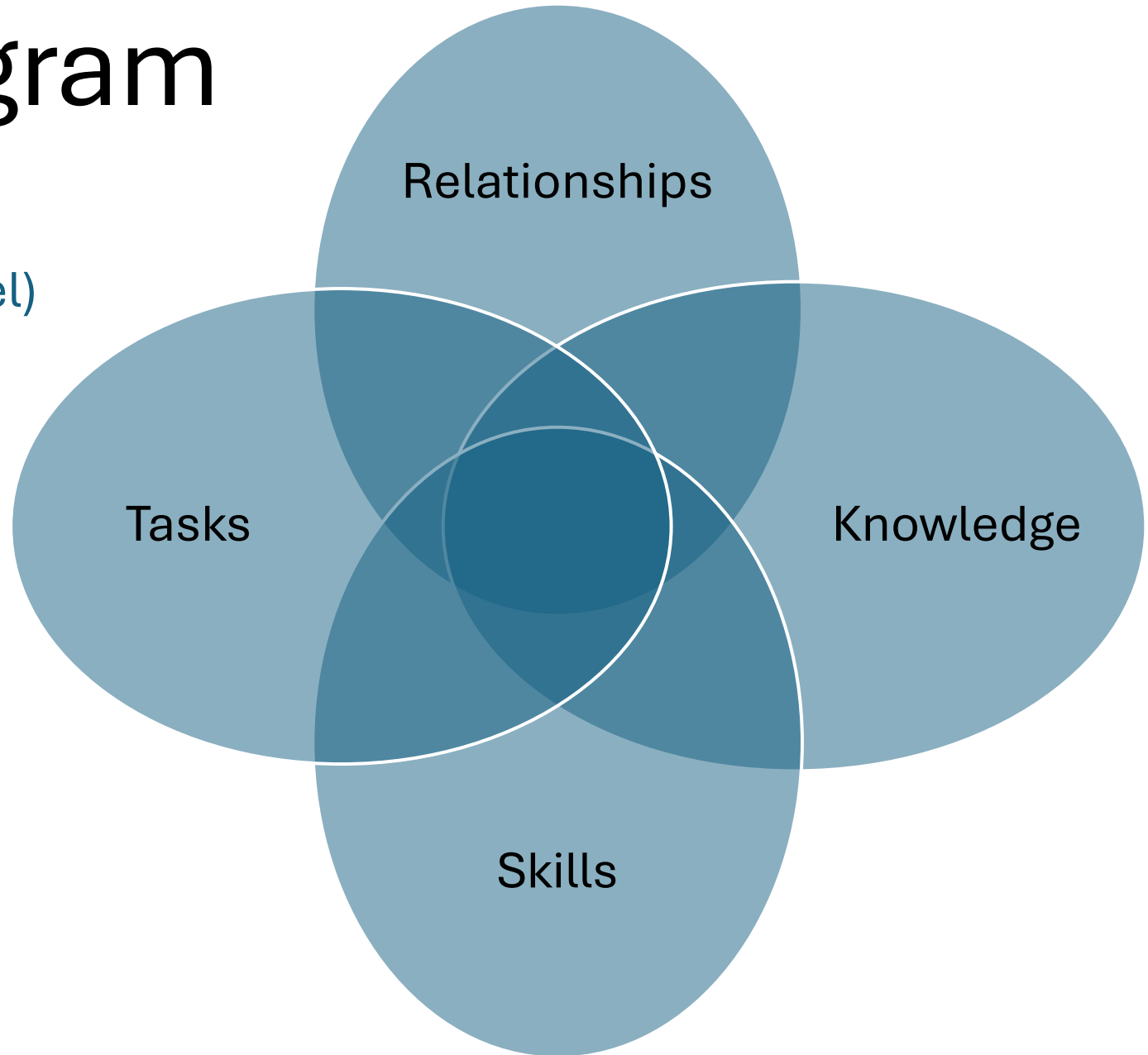
Onboarding Program

Setting you up for success as:

- Civic Leaders (at an individual level)
- A Council to represent our Shire

The Induction program provides a range of topics:

- Governance framework
- Roles and responsibility
- Legislative framework
- Strategic planning and policies
- Relationship building – both between the elected Council / Councillors and the elected Council and Administration.



The first 6 months will be critical

A focus on forming effective working relationships



Forming, Storming, Norming, Performing and Adjourning ...

Oct

Nov

Dec/Jan Feb

Mar

Apr May Jun

The Essentials: October to March:

- Getting to know each other: trust, respect & effective working relationships
- The essentials 101”
- Setting the Agenda: Defining your priorities as a Council for your Term – what will be your legacy?

Ongoing program: April 2025 forward

- In depth sessions
- Refreshers
- Individual learning & development

- Ongoing Learning and Development
- Annual Strategy Session to assess progress & ensure we stay on track

October 1 – 3: Council Declared

1. Confirm contact details
2. Provide details for the 8 & 9 October
3. Provide details for the Mayor and Deputy Mayor election with an explanatory sheet about the role and known commitments for the Mayor for the coming 12 months
4. Assist with any specific questions you have

1. Post declaration – Week 1

Tuesday 8 October

3 – 6pm

- Meet & Greet
- Issuing of facilities
- Tour & Orientation
- Overview of Councillor Portal & *Docs on Tap*
- First meeting: practice & run through

Wednesday 9 October:

First Council meeting 3 – 6pm

- Affirmation or Oath
- Elect Mayor
- Elect Deputy Mayor
- Resolve count back method
- Take group and individual photos
- Light supper in Atrium
- Celebrate your Election & new Term

October

Wed 16 Oct 3.00pm - 6.00pm	The Essentials: Your First Few Months <ul style="list-style-type: none"> • Learning about each other • Governance 101 • Finance 101 • Media & Communications 101
Tue 22 Oct 4.00pm – 6.00pm	Training: for Mayor and Deputy Mayor re key functions including: <ul style="list-style-type: none"> • Chairing Council meetings • Conducting Citizenship Ceremonies
Wed 23 Oct 3.00pm - 6.00pm	The Essentials: Introduction to IP&R <ul style="list-style-type: none"> • Introduction to IP&R statutory requirements • Local Government Finances – Part 2

Thu 24 PM & Fri 25 Oct (all day)	CRJO Board Meeting: <ul style="list-style-type: none"> • Induction Mayor & Deputy Mayor • Election of CRJO Board Chair
Fri 25 Oct 3.30 -5.30	Rotary District Conference Civic Function
Mon 28 Oct 9am – 4pm Tue 29 Oct 9am - 4pm	Professional Development: Strategic Public Leadership: taking a Strategic view; effective decision-making, strategy, staying out of the weeds.
Wed 30 Oct 3.00pm – 6.30pm	Extraordinary Council Meeting: <ul style="list-style-type: none"> • Adopt end of September Quarter Review • Confirm attendance at the LGNSW Conference 4 voting delegates • Endorse State of the Shire report

November

Wed 6 Nov 4.45pm	Citizenship Ceremony
Wed 13 Nov 3.00 – 6.00pm	The Essentials: <ul style="list-style-type: none"> • Fostering a safe workplace & Councillor responsibilities • Audit, risk and improvement • Risk Appetite
Fri 15 Nov All day	Country Mayors Meeting

Sun 17 - Tue 19 Nov	LGNSW State Conference Mayor + 3 Councillors as voting delegates General Manager
Wed 20 Nov	Council: <ul style="list-style-type: none"> • NSW Audit Office: Audit report & Conduct of Audit • Adopt Financial statements 2023 - 2024 • Endorse Annual Report 2023 – 2024
Fri 22 Nov 9am – 4pm	Onboarding: <ul style="list-style-type: none"> • Legislative frameworks • Our community & Our place • Council key functions & operations • Site visits • IP&R
Sat 23 Nov 9am – 4pm	
Wed 27 Nov 4pm – 5.00pm	Illawarra Academy of Sport <i>Optional attendance</i>
Wed 27 Nov 6 – 9pm	Illawarra Academy of Sport Board Meeting & Dinner Mayor or delegate
Wed 11 Dec 3 – 6.30pm	Council Meeting

Support Available to Councillors

1. Remuneration
2. Provisions under the Expenses & Facilities Policy
3. Professional Development & Support

Support available: Remuneration

- Remuneration Tribunal set a range each year
- Council resolved at May 2024 meeting to apply maximum
- **Councillor Fees: \$27,050**
- **Mayoral Fee: \$93,850** ($\$66,800 + \$27,050$)
- Council resolves annually rate following publication of determination (usually May)
- **Super** will also apply from Oct 2024 at **11.5%** on fees payable

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee (\$) effective 1 July 2024

Category	Minimum	Maximum
Major Regional City	20,500	35,620
Major Strategic Area	20,500	35,620
Regional Strategic Area	20,500	33,810
Regional Centre	15,370	27,050
Regional Rural	10,220	22,540
Rural Large	10,220	18,340
Rural	10,220	13,520

Mayor/Chairperson Additional Fee* (\$) effective 1 July 2024

Category	Minimum	Maximum
Major Regional City	43,530	110,970
Major Strategic Area	43,530	110,970
Regional Strategic Area	43,530	98,510
Regional Centre	31,980	66,800
Regional Rural	21,770	49,200
Rural Large	16,330	39,350
Rural	10,880	29,500

Support available: Expenses & Facilities Policy

All Councillors

- Travel expenses
- Accommodation and meals
- Professional development
- Conference and seminars
- Community Meetings
- ICT expenses
- Carer expenses
- Home office expenses

Mayoral (additional)

- Office
- Vehicle and fuel card for Mayoral duties
- Administrative support

(shared EA with GM)

Support available: Professional Advice & Support

- Onboarding and ongoing development as required under LG Act
- General Manager:
 - provide frank and fearless advice - *what you need to know and hear not always what you want to hear*
 - offer solutions / options work those through with you
 - what I share with one - I share with all – the portal will be key
 - an effective GM understands the politics but does not get involved
 - access, through GM, to Directors and Managers in line with the *Councillor and Staff Interactions Policy*

Together we (*Council, Organisation, Community*)
have the ability to deliver great outcomes
for our Shire and broader region
when we work together
with
mutual trust and respect

Lifting each other for our Shire to be the best it can be

