




Thinking of becoming a councillor?

30 June 2021

Burwood, Burwood Heights, Craydon, Craydon Park, Enfield, Stratfield





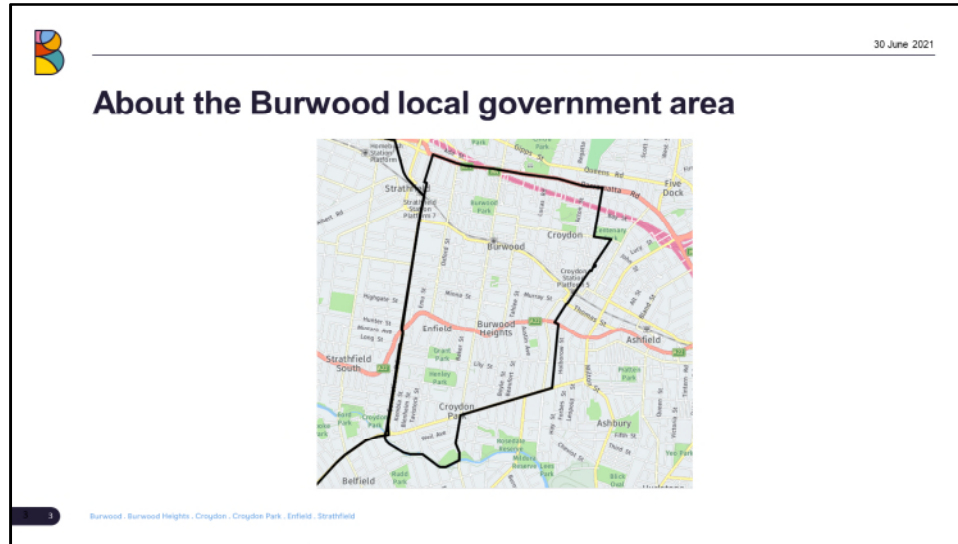
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Overview of the session

- ▶ About the Burwood local government area
- ▶ Overview of the role of local government
- ▶ Roles and responsibilities of elected representatives
- ▶ Role of the General Manager
- ▶ The legislative framework for local government
- ▶ Council decision-making
- ▶ Councillor skills and attributes
- ▶ The challenges and rewards of public office
- ▶ Support for councillors to undertake their roles
- ▶ Wrap up

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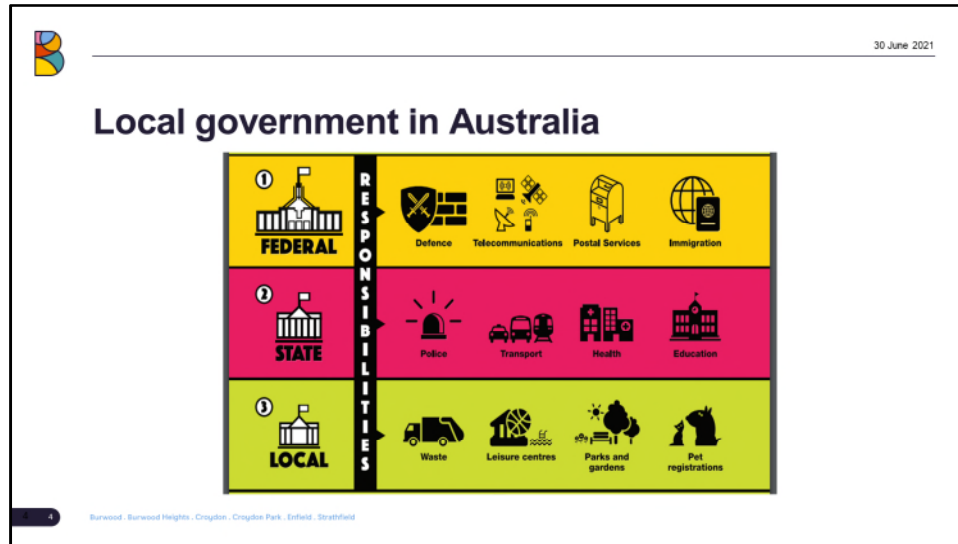
- **Welcome** – welcome to this Candidate Session and thank you for your interest in local government.
- Begin with **Acknowledgement of Country**
- **Introduce presenter**, Karen Legge – local government consultant
- Quick **housekeeping** – this session is being recorded, and will be shared on Council’s website along with the accompanying slides following the session. Please **mute your audio** and **turn off the video** unless you are asking a question at the allotted time. Note that Council meetings are sometimes conducted in this way or (more frequently) as hybrid in person/Zoom meetings (for the time being).
- **Introduce General Manager**, Tommaso Briscese, who will provide a brief introduction to Burwood Council.
- Quick **overview** of what we’ll be covering during the session, including **opportunities for questions**. Use the **chat function** if a question arises during the presentation, and we’ll respond to unanswered questions at the end of the session. If there are questions that require further investigation before answering, responses will be provided to registered attendees following the session.



- The Burwood local government area covers **7.26 square kilometres** and currently has an estimated population of almost **41,000 people**, projected to continue to grow, to **around 75,000 over the next 20 years**. This growth is likely to see an increase in single-person households, and the proportion of people aged over 65.
- Burwood, and its neighbour Strathfield, have high linguistic diversity, with **more than 65% of residents speaking a language other than English at home**.
- The State Government, through its **Eastern City District Plan**, has a planned housing precinct to increase housing supply that incorporates Burwood, Strathfield and Homebush. It is proposed that this plan is to be supplemented by a local Housing Strategy prepared by Burwood Council (the Plan can be found at: https://gsc-public-1.s3-ap-southeast-2.amazonaws.com/s3fs-public/eastern-district-plan-0618_0.pdf?iXwAUj0CY046hjpwshX8gOJ9yH16Xc7X)
- Burwood is recognised as having a distinctive **dining and night-time precinct**, and is considered a **strategic centre that will be a focus of State Government public transport investment**.
- The State Government is pushing for the **retention and management of urban services land** to safeguard it from conversion to residential and mixed use zones. This **means increasing density of housing development** to cater for the projected increasing population.
- Burwood is included in the '**Greater Sydney Green Grid**', to create green corridors across the Sydney basin that link rivers and the harbour. (<https://www.greater.sydney/metropolis-of-three-cities/sustainability/city-its-landscape/green-grid-links-parks-open-spaces>) .
- The elected Council is comprised of **seven councillors, including a popularly-elected Mayor**. The Deputy Mayor is

elected by the councillors (usually) for a two-year term.

- Council sponsors or provides representation to a number of **community, technical and industry committees** which councillors are members of and which provide advice to support Council decision-making (see list at <https://www.burwood.nsw.gov.au/Our-Council/Mayor-and-Councillors>)
- The Council organisation is headed up by **General Manager, Mr Tommaso Briscece**, with a structure that includes **five directorates**: Community Life, City Assets, Corporate Services, People & Performance, and City Strategy. (<https://www.burwood.nsw.gov.au/Our-Council/Our-Burwood/Our-Organisation>)
- Council's Mission is to create a quality lifestyle for its citizens by promoting harmony and excellence in the delivery of Council's service.
- The Community Strategic Plan (*Burwood 2030*) includes a community vision for Burwood to be a well-connected, innovative, sustainable and safe community that embraces and celebrates its diversity. *Burwood 2030's* 23 strategic goals are compiled under five themes: Community and lifestyle, Leadership and innovation, Healthy and sustainable environment, Planning and infrastructure, and Vibrant city and villages. These community themes carry through to Council's key planning documents, including its Delivery Program. These key documents are prepared with each incoming Council, and community engagement to inform their development is commencing now.
- Council's **2020-21 budget shows total operating revenue of \$57,049,934** and **total operating expenditure of \$54,291,800**. Its adopted **capital works program for 2020-21 is valued at almost \$16.4 million** (find the Operational Plan and budget at: <https://www.burwood.nsw.gov.au/Our-Council/Our-Burwood/Burwood2030>)
- Burwood Council is a member of **SSROC** which is a regional organisation of councils that considers local issues in the regional context, and advocates as a collective voice in response to those issues. The Regional Organisation of Councils includes eleven councils from across the Southern Sydney region. Burwood Council is an **active** member of SSROC, with the Mayor currently Chair of SSROC. More information can be found at: <https://ssroc.nsw.gov.au/> The ROC takes a regional collaborative approach to addressing community issues such as waste management, street lighting improvements, renewable energy and pest animal management .



- There are **three spheres** of government in Australia, and while many of their functions and responsibilities are clearly demarcated, there is some blurring.
- Sometimes one level of government imposes responsibilities on another level of government without or inadequately compensating it for the costs incurred. This is referred to as 'cost shifting'.
- Local government often has an **advocacy role** to other levels of government.
- There are **constraints** about what Council can be involved in – ensure that the platform you are standing on actually relates to local government!


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Overview of the role of local government

Children and families	Health and wellbeing	Your home	Sport and leisure	Roads and safety	Community
Childcare	Disability services	Planning permits	Sportsgrounds	Roads and footpaths	Libraries
Kindergartens	Home maintenance	Building permits	Swimming pools	Car parks	Volunteering
Maternal and child health	Home and community care	Pet registrations	Leisure centres	Street lighting	Theatre and the arts
Playgroups	Meals on wheels	Rubbish and recycling	Parks and gardens	School crossing supervision	Grants
Immunisation	Food safety	Graffiti removal	Festivals and events	Emergency management	Community centres

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- This diagram is intended as a **guide** only, as not every local council will undertake all of the functions described here.
- Often in more rural and remote communities, councils take on a breadth of functions because there are no other service providers in that community. In better-resourced communities, those functions may be taken up by other community service providers.
- To find out more about the **services Burwood Council delivers**, read the current **Delivery Program** and **Operational Plan**, available at: <https://www.burwood.nsw.gov.au/Our-Council/Policies-Plans-and-Reports/Plans>



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Roles and responsibilities of governing body (1)

- ▶ Act in accordance with legislation
- ▶ Provide civic leadership
- ▶ Ensure financial sustainability of Council
- ▶ Ensure Council acts in accordance with its plans, programs, strategies and policies
- ▶ Determine a rating and revenue policy for optimal allocation of resources

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- The role of the governing body (elected council) is described in the NSW Local Government Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.223>
- The **collective responsibility** sits beside the **individual responsibility** of each councillor (discussed later).
- Many of the responsibilities of the governing body are related to the development, implementation, monitoring and review of the suite of documents that comprise the **Integrated Planning and Reporting framework** of the Act, as these lay the foundations for the way that Council conducts its business within the resources that are available to it.
- After establishing the strategic direction for the Council for its term in office, and confirming the principal activities that will be delivered to ensure community objectives are met, the primary function of the governing body is to consider reports of the staff to **inform their decisions** in line with that agreed direction. Through their **monitoring and review role**, the councillors ensure that the activities undertaken are being effective in meeting the objectives, and are being delivered as far as possible on time and to budget.
- It is **NOT the governing body's responsibility to get involved with the day-to-day activities** of the organisation.



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Roles and responsibilities of governing body (2)

- ▶ Review Council's performance
- ▶ Make decisions
- ▶ Appoint GM and determine org structure's senior staff roles
- ▶ Consult with the community and key stakeholders
- ▶ Act honestly, efficiently and appropriately
- ▶ Consult with GM in directing and controlling Council's affairs

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Continued...

- For more information about the roles and responsibilities of councillors, see the Local Government Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030>.
See particularly: section 223 (*Role of the governing body*), section 226 (*Role of the mayor*), and section 232 (*Role of a councillor*)
- Also good to read Chapter 3 of the Act, which describes the **guiding principles** that councils must work to: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#ch.3>
- Another useful resource has been prepared by Burwood Council that provides an overview of **the current Council team**, as well as information about the **Committees and other bodies** that councillors participate on in their role: <https://www.burwood.nsw.gov.au/Our-Council/Mayor-and-Councillors>
- The General Manager is the **only staff appointment** made by the governing body. However, in consultation with the GM, the governing body will determine the **organisational structure's senior staff roles**.
- The Act describes a clear distinction between councillors' **strategic oversight role** (like that of a Board of Directors) and the operational, day-to-day functions of the General Manager (described later).




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Roles and responsibilities of a councillor

- ▶ Be active and contribute
- ▶ Make considered and well informed decisions
- ▶ Participate in IP&R development
- ▶ Represent collective interests of community
- ▶ Facilitate communication with community
- ▶ Acquire and maintain necessary skills
- ▶ Be accountable to community for Council's performance

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The role of a councillor (as an **individual** as compared to their role as a member of the governing body) is also described in the NSW Local Government Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#sec.232>



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Role of the General Manager


- ▶ Conduct the day-to-day management of the council
- ▶ Implement lawful decisions of the council,
- ▶ Prepare, in consultation with the elected council, the community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- ▶ Advise the elected council about the development and implementation of the strategic plans, programs, strategies and policies of the council, and the appropriate form of community engagement for these
- ▶ Ensure that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- ▶ Exercise any delegated functions of the council
- ▶ Appoint staff in accordance with the organisation structure determined by the council and the resources approved by the council,
- ▶ Direct and dismiss staff,
- ▶ Implement the council's workforce management strategy,
- ▶ Any other functions that are conferred or imposed on the general manager by legislation.

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The Local Government Act also describes the roles and functions of the General Manager and senior staff of the council:
<https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#ch.11-pt.2>

The general manager of a council has the following functions—

- (a) to conduct the **day-to-day management of the council** in accordance with the strategic plans, programs, strategies and policies of the council,
- (b) to **implement**, without undue delay, **lawful decisions** of the council,
- (c) to **advise** the mayor and the governing body on the **development and implementation of the strategic plans, programs, strategies and policies** of the council,
- (d) to advise the mayor and the governing body on the appropriate form of **community consultation** on the strategic plans, programs, strategies and policies of the council and other matters related to the council,
- (e) to **prepare**, in consultation with the mayor and the governing body, the council's **community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report**,
- (f) to ensure that the mayor and other councillors are **given timely information** and advice and the **administrative and professional support** necessary to effectively discharge their functions,
- (g) to exercise any of the functions of the council that are **delegated by the council** to the general manager,
- (h) to **appoint staff** in accordance with the organisation structure determined by the council and the resources approved by the council,
- (i) to **direct and dismiss staff**,
- (j) to implement the council's **workforce management strategy**,
- (k) any **other functions** that are conferred or imposed on the general manager by or under the Local Government Act or any other Act.



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The legislative framework for local government

The primary legislative instruments are:
the *NSW Local Government Act 1993* and the Local Government (General) Regulation 2005

Other key local government legislation includes:

- *Environmental Planning & Assessment Act 1979*
- *Companion Animals Act 1998*
- *Swimming Pools Act 1992*

Other legislation applied to local government includes:

- *Government Information (Public Access) Act 2009*
- *Work Health & Safety Act 2011*
- *Disability Inclusion Act 2014*
- *Crown Land Management Act 2016*
- *Roads Act 1993*

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- The NSW legislative framework provides the **foundation and context** for local government to function within.
- The State legislation is complemented by Commonwealth legislation, eg in relation to the provision of children’s services.
- There are over 100 statutes that Council must comply with. Some of these are discussed here.

While the Local Government Act and accompanying Regulation are the primary legislative instruments that apply to councils, many other Acts contribute to the policy environment of councils and support them in the exercise of their functions, for example:

- Environmental Planning & Assessment Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1979-203>
- Companion Animals Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1998-087>
- Swimming Pools Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1992-049>
- Government Information (Public Access) Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-2009-052>
- Work Health & Safety Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-2011-010>
- Disability Inclusion Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-2014-041>
- Crown Lands Management Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-2016-058>
- Roads Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-033>
- Privacy and Personal Information Protection Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1998-133>
- Protection of the Environment Operations Act: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1997-156>



The Burwood Council policy framework

Councils adopt a suite of policies that provide a consistent approach and clear expectations for councillors and staff.

Key Council policies include:

- *Code of Conduct*
- *Code of Meeting Practice*
- *Councillor Expenses and Facilities Policy*
- *Interaction between Council officials Policy*
- *Media and Social Media Policies*
- *Conflicts of Interest Policy*
- *Fraud and Corruption Prevention Policy*
- *Gifts and Benefits Policy*

- The policies adopted by Council **complement the legislative framework**, and specify what is required in the Burwood Council context.
- **Sanctions** and other consequences exist within the Local Government Act to address behaviour that fails to meet the expectations of Council policies and the legislation.
- Councillors should understand that undertaking a civic leadership role such as this means that there may be much more **public scrutiny** of your actions than when you are simply a private citizen. Councillors have a responsibility not just to comply with these legislative and policy requirements, but to behave in a manner that will **not bring Council into disrepute** (both within the Chamber and out in the community).




Burwood Council policy making

Council has a role in making public policies that support the achievement of the community's strategic objectives. These policies address issues such as:

- Parking
- Building and development
- Setting rates, fees and charges
- Busking
- Alcohol-free zones
- Community engagement
- Complaints handling
- Grants
- Footpath activation
- Graffiti
- Community facilities
- Hoarding
- Waste management
- Public art
- Shopfront improvements
- Land use planning
- Rubbish skips
- Sister city arrangements
- Road closures
- Street parties

- The elected Council has an important role in **adopting a policy framework** which **enables the achievement of the community's strategic objectives**.
- This includes the social and community policies, environmental and land-use policies, and economic development policies.
- The policies adopted by Council can be found at: <https://www.burwood.nsw.gov.au/Our-Council/Policies-Plans-and-Reports/Policies> and at <https://www.burwood.nsw.gov.au/Planning-Building/Development-Codes-and-Policies>



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Council decision-making

- ▶ Primary function of the elected body
- ▶ Code of Meeting Practice and Code of Conduct support a sound decision-making environment
- ▶ Integrated Planning & Reporting (IP&R) framework sets the decision-making context for the council's term in office
- ▶ Key IP&R documents for councillors' reference are the Delivery Program and Resourcing Strategy.

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Council decision-making occurs at the Council meetings. Council meetings are supported by an **agenda and business papers**, and **minutes** of meeting form the historical record of all decisions made. There is now a requirement for **audio recordings** of Council meetings to be made, and all of these are available on Council's website:

<https://www.burwood.nsw.gov.au/Our-Council/Council-and-Committee-Meetings/Minutes-and-Agendas>

The primary purpose of the governing body is to **work collectively to make decisions** that contribute to the **achievement of community objectives within available resources**:

- What services will we provide?
- What activities, projects, programs and actions will we undertake?
- What capital works and other investments will we make?
- How will we prioritise the available resources?

Key policy documents which support council decision-making are:

- the **Code of Meeting Practice** and **the Code of Conduct** – that set expectations about how councillors will conduct themselves within Council meetings and more generally
- The suite of IP&R documents, and particularly the **Delivery Program** and **Resourcing Strategy**.

The Delivery Program is the incoming council's commitment to the community about what it will deliver during its term in office in order to progress community objectives (as described in the Community Strategic Plan)

The Resourcing Strategy provides the framework for prioritising, sourcing and allocating resources to support the achievement of the Delivery Program: finances, assets and workforce.

The regular **reports** provided under the IP&R framework (including the QBRS and Delivery Program progress reports) provide the mechanism for the elected council to monitor the implementation and effectiveness of the annual Operational Plan and Deliver Program in achieving their objectives, on time and to budget. Recent reports of Burwood Council can be found at:

<https://www.burwood.nsw.gov.au/Our-Council/Policies-Plans-and-Reports/Reports>



Councillor skills and attributes

- ✓ Communication and listening
- ✓ Negotiation
- ✓ Patience
- ✓ Integrity
- ✓ Problem-solving
- ✓ Willing to work as part of a team
- ✓ Being organised
- ✓ Time management
- ✓ Empathy and advocacy skills
- ✓ Willingness to engage the community
- ✓ Commitment to social justice principles
- ✓ Energy and motivation
- ✓ Resilience, 'broad shoulders'
- ✓ Confidence and assertiveness
- ✓ Strategic thinking
- ✓ Creative thinking

- This list of **skills and attributes** have been collated from people who have served as councillors in the past.
- If there are skills that require further development, these should be identified as part of each councillor's **learning and development program** to support them in their role.
- It is important to remember that in local government there is **no opposition... the Council is the government**, and therefore it is necessary for the individual councillors to come together as a **team**, to listen to one another with **respect**, and to **work together to achieve agreed outcomes in the most effective, sustainable and responsible way**.



The challenges of being a councillor

- ▶ Time (reading, preparation, meetings, events)
- ▶ Finding a Council/Life balance
- ▶ Making unpopular, difficult decisions
- ▶ Receiving negative feedback (eg in the media)
- ▶ It's not all about the thing/s that interest you
- ▶ People want you to fix everything (is it even a LG responsibility?)
- ▶ Balancing individual and community needs
- ▶ Working with others who have very different world views
- ▶ Need to adapt and change
- ▶ Initially, a steep learning curve

- This list, too, has been collated from the experience of people who have served as a councillor in the past.
- It is important that you **make an informed decision** to stand for election, having thought through **how to manage these challenges** before you take on the role.
- Support from family and friends may be very important to your success – **discuss** with them your decision to stand for election, and the type of support you might need from them in order to take on this new responsibility.
- You are making a **three-year** (usually four-year) **commitment** to public office.



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The rewards of being a councillor

- ▶ Give something back to your community
- ▶ Help to shape your local community's future through influencing the long-term vision and direction for your community
- ▶ Find new ways of utilising your skills and expertise for the benefit of others
- ▶ Bring unique perspectives to collaborative decision-making
- ▶ Learn new skills, such as leadership, public speaking and advocacy
- ▶ Make decisions that help people in your local community
- ▶ Work with diverse and passionate people on a range of issues
- ▶ Show leadership and make the best decisions for your community by balancing the needs and priorities of your community

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- This list, too, has been collated from the shared experiences of people who have been councillors in the past.
- It is important to **weigh up** the challenges of being in an elected role with these rewards and make an informed decision about how the scales will balance for you.



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Support for councillors to undertake their roles


- ▶ Induction and ongoing learning & development
- ▶ Remuneration
- ▶ Expenses and facilities
- ▶ Council's policies and Codes
- ▶ Council's strategies and plans
- ▶ Industry peak body: Local Government NSW

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- Once the new Council has been confirmed by the NSW Electoral Commission, an **extensive induction program** will be held for the new (and returning) councillors. There will be an early element of that to enable them to conduct their first extraordinary meeting (for **taking the Oath and commence duties**) and then additional induction content prior to the first ordinary meeting at end of September. Additional induction sessions will be held in the weeks/months following the election to ensure councillors are well equipped to undertake the role. The next slide provides key dates.
- Early in the new Council's term, each councillor will develop a **learning and development plan** to connect them with skills development, peer networks, industry conferences and so on that will provide support tailored to the individual councillor. The amount available to invest in each councillor's learning and development is articulated in the Expenses & Facilities Policy.
- Councillor (and Mayoral) **remuneration** is determined by the Local Government Remuneration Tribunal. Burwood Council is classified as a "Metropolitan Small" council. The Tribunal has set remuneration from 1 July 2021 to be:
Councillors: minimum \$9,370 to maximum \$20,690; **Mayor** (additional): minimum \$19,970 to maximum \$45,110. Council will decide remuneration within those limits.

- Council has, and will review and adopt for the incoming Council, an **Expenses & Facilities Policy** which outlines the support (and limits of that support) provided to councillors to assist them in their roles. The current Policy can be found at: <https://www.burwood.nsw.gov.au/Our-Council/Policies-Plans-and-Reports/Policies>
- Council's suite of **Codes and policies provides guidance** about expectation and a framework for decision-making. Key policies will be reviewed with Council.
The Code of Meeting Practice is being revised and is expected to be an early policy for the new Council's adoption.
- Council's suite of adopted **strategies and plans**, including the IP&R documents that will be prepared and adopted by the end of the financial year, will provide a framework against which all decisions of the Council should be considered. Current strategies and plans can be found at: <https://www.burwood.nsw.gov.au/Our-Council/Policies-Plans-and-Reports/Plans>
- The local government industry peak body for elected councillors is **Local Government NSW**. They have an advocacy role to other levels of government on behalf of NSW local councils, as well as providing conferences, training, mentoring and other support to councillors. Their website is: <https://www.lgnsw.org.au/>



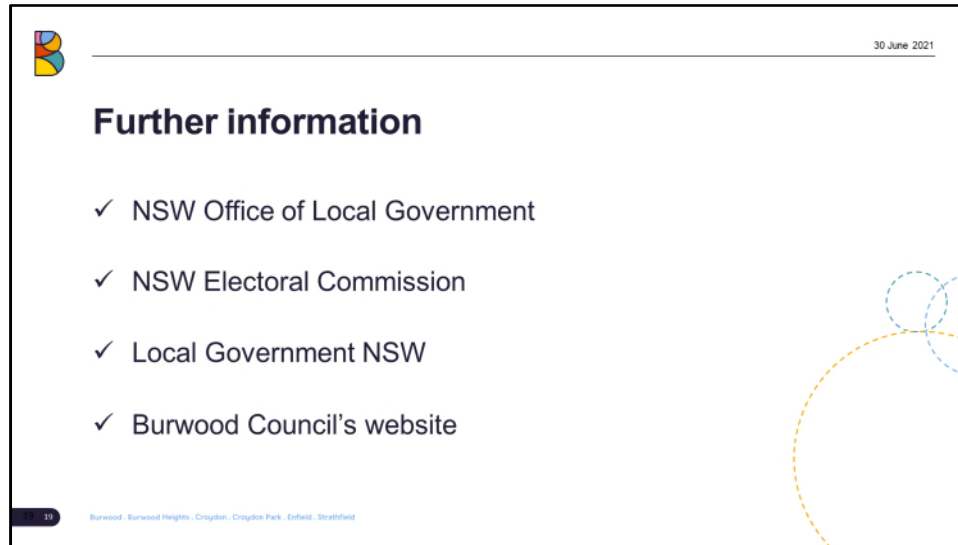
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Key dates for new Council

Activity	Date and time
<p>Induction Workshop – Day 1 Covering fundamental role and responsibilities, the legal and policy framework for local government, and the transition they are about to make to the role of councillor.</p>	<p>Monday, 13 September 2021 Full day workshop</p>
<p>Extraordinary meeting of Council Will include taking the oath or affirmation, electing the Deputy Mayor, determining representation on Committees, and deciding on the countback for casual vacancies.</p>	<p>Wednesday, 15 September 2021 6pm</p>
<p>Induction Workshop – Day 2 Covering the Code of Conduct, managing conflicts of interest, Code of Meeting Practice, and the Integrated Planning & Reporting Framework (IP&R).</p>	<p>TBC early in week of 20 September 2021 Full day workshop</p>
<p>Ordinary Council meeting To address the usual substantive business of Council.</p>	<p>Tuesday, 28 September 2021 6pm</p>

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- It will be important for candidates to pencil these **dates into diaries now**, and make tentative arrangements with employers, for childcare etc in anticipation of attendance.
- It is expected that all councillors will attend the Induction program.
- It is a legal requirement to take the oath or affirmation at the initial extraordinary meeting of Council.
- These activities will prepare all councillors to undertake the first ordinary Council meeting on Tuesday, 28 September 2021.



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Further information

- ✓ NSW Office of Local Government
- ✓ NSW Electoral Commission
- ✓ Local Government NSW
- ✓ Burwood Council's website

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Decorative graphic: A stylized 'B' logo in the top left, and a graphic of overlapping dashed circles in blue and orange on the right side.

There is much information available to support interested community members to make their decision to run as a candidate for local government election.

The following list of organisations and their websites will provide almost everything you need to know.

It may also be a good idea to **speak to someone who has been a councillor** to hear their insights about the role.

- NSW Office of Local Government: <https://www.olg.nsw.gov.au/public/about-councils/become-a-councillor/>
- NSW Electoral Commission: <https://www.elections.nsw.gov.au/Political-participants/Candidates-and-groups/Candidate-nominations-for-local-elections/Six-steps-to-being-a-candidate>
- Local Government NSW (peak body): <https://www.lgnsw.org.au/Public/NSW-Councils/NSW-Councils/Become-a-Councillor>
- Burwood Council: <https://www.burwood.nsw.gov.au/Our-Council/Council-Elections-2021>

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Wrap up

- ▶ Questions?
- ▶ Make an informed decision
- ▶ Evaluation and mail-out

We wish you well!

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- Please complete the short feedback **survey** (link sent to you via email)
- The **slides and notes** that formed the basis of today's presentation will be emailed to you after the session, and will also be uploaded to Council's website. They contain a range of hyperlinks to key websites where you can go for **further information**.
- We wish you all the very best in your candidacy, and **thank you** again for your interest in standing for local government.



Thank you.

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