4 August 2014

Dear Committee Member

Report: Framework for Council and Committee Meetings

Council has been looking at ways it can revitalise its community engagement processes and how the existing committee structure supports effective governance. This process has involved the Australian Centre of Excellence in Local Government (ACELG) who reviewed the existing Council and committee meetings structure.

At the July Ordinary Meeting Council considered a report on this issue and resolved as follows:

1. In order to formally review its current Council and Committee meeting structures commences consultation with existing committee members, including the Precincts, in line with the recommended changes in section 4 (commencing on page 350 and ending on page 353 of the agenda) of this report.

2. Review the existing level of available resources to ensure effective and sustainable community engagement.

3. Report back to Council in September 2014 on both issues, including further advice about what is considered good practice community engagement in other councils.

4. Provide business papers to members of all committees prior to each meeting.

Council staff have developed a ‘Draft Framework for Council and Committee Meetings and Community Engagement’ and would now like to seek your feedback on the measures proposed to address the issues and risks identified by Council’s own analysis and ACELG review and benchmarking.

The next steps in this process are as follows:

- Published report issued to existing Committee members and Precincts in print form and electronically; the paper will be published in all Agendas;

- Council senior staff will be discussing the Draft Framework at Council Committee meetings;

- Submissions accepted online from 6 August to 3 September through link Council homepage;

- Report to the Ordinary Council Meeting on 23 September 2014.

Please find attached a Supplementary Report being sent to existing members of Council Committees and Precincts for consultation and I look forward to your participation in this process.

Yours faithfully

Peter Gainsford
Acting General Manager
SUMMARY AND ORGANISATIONAL IMPLICATIONS

Purpose of Report
To consult with Committees in order to report back to Council in September 2014 on options to improve the existing Council and Committee meetings structure and operations, and resources required to support effective community engagement.

Background
Council at its July Ordinary Meeting considered a report proposing a number of measures to improve the effectiveness of the Council and committee meeting framework, within the context of living within our means. The measures involve introducing a Policy Meeting of Council; formalising a two tier structure for Committees, comprising Tier 2 Standing Committees and Task Forces, and Tier 1 Partnership and Coordination and Community Facility Groups.

Current Status
Consultation on proposed framework, details of impacts on existing committees.

Relationship to existing policy
Aligns with Code of Meeting Practice; Operating Guidelines for Committees; Code of Conduct; Community Engagement Framework.

Financial and Resources Implications
To be confirmed following consultation

Recommendation
Refer page 2 of Report

Notifications
LGBTQI Action Group 5/8
Environment & Recreation 6/8
Traffic Committee 7/8
Community Services Committee 7/8
Access Policy Committee 13/8
<table>
<thead>
<tr>
<th>Committee</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bicycle Advisory Committee</td>
<td>13/8</td>
</tr>
<tr>
<td>Planning Committee</td>
<td>14/8</td>
</tr>
<tr>
<td>Heritage Advisory Committee</td>
<td>16/8</td>
</tr>
<tr>
<td>Youth Council</td>
<td>18/8</td>
</tr>
<tr>
<td>Housing Advisory Committee</td>
<td>19/8</td>
</tr>
<tr>
<td>Aboriginal &amp; Torres Strait Islander</td>
<td>20/8</td>
</tr>
<tr>
<td>Leichhardt Senior Committee</td>
<td>27/8</td>
</tr>
<tr>
<td>Leichhardt Park Aquatic Centre</td>
<td>28/8</td>
</tr>
<tr>
<td>Climate Change Task Force</td>
<td>3/9</td>
</tr>
<tr>
<td>Joint meeting</td>
<td>tbc</td>
</tr>
<tr>
<td>Annandale Neighbourhood Centre, Balmain Town Hall, Clontarf Cottage</td>
<td></td>
</tr>
</tbody>
</table>

Reports sent to members of Audit and Risk Committee, Flood Plan Management Committee Playing Pitch Partnership Committee Precincts with invitation to provide feedback by 3/9.

### Attachments

- Attachment 1. Community Engagement Framework
- Attachment 2. Guiding Principles, Draft Terms of Reference
- Attachment 3. Summary of proposed changes on existing Committees
- Attachment 4. Operation Guidelines
- Attachment 5. Meeting Calendar
Purpose of Report

To consult with Committees in order to report back to Council in September 2014 on options to improve the existing Council and Committee meetings structure and operations, and resources required to support effective community engagement.

Recommendations

1. That Council note the process of consulting with existing committee members of Council committees and Precincts on the Draft Framework for Council and Committee Meetings and Community Engagement has involved
   1.1. Mailing the Draft Framework to all members of existing committees, including Precincts, from Monday 4 August 2014
   1.2. Issuing the Draft Framework with all Committee Agendas distributed from Monday 4 August 2014
   1.3. Council Officers presenting on the Draft Framework, and discussion with attendees at each Committee Meeting between 4 August and 3 September 2014
   1.4. Council Officers seeking feedback from committee members unable to attend meetings by accepting written submissions and web-based submissions until 3 September 2014
   1.5. Reporting feedback to Council

2. That Council endorse Policy Council Meeting as an additional meeting of full Council from February 2015

3. That Council endorse a Two Tier structure for Committees comprising
   3.1. Tier 2 Standing Committees and Task Forces requiring Councillor participation as nominated by Council, and with specific Terms of Reference, and Minutes referred to Ordinary Council Meeting or Policy Council Meeting for adoption
   3.2. Tier 1: Partnership and Co-ordination Groups and Facility Groups requiring no Councillor attendance, and with specific Terms of Reference, and Minutes considered within Group, and priority issues escalated as required to Tier 2 Committees or Policy Council

4. That Council endorse
   4.1. The continued operation of the following as Tier 2 Standing Committees reporting to Ordinary Council
       • Audit and Risk Committee
       • Floodplain Management
       • Traffic
   4.2. The operation of the following as Tier 2 Specialist Advisory Standing Committees reporting to Policy Council and the development of specific Terms of Reference
       • Access Committee
       • Community, Culture and Recreation Committee
       • Environment Committee
       • Housing Committee
• Planning, Heritage, Urban Design Committee

4.3 The operation of Task Forces as required.

4.4 The decommissioning of the following Committees and Task Forces

• Climate Change Task Force, to be incorporated in Environment Committee

• Budget and Parking Management Task Force Meeting, to be replaced by Community Engagement strategy across all platforms

• Strategy and Policy Committee

• Community to Community Committee, to be referred to Council’s Grants programs

• Heritage Advisory Committee, to be incorporated into Planning, Heritage and Urban Design Committee.

5. That Council endorse

5.1 The operation of the following Tier 1 Partnership and Co-ordination Groups and the development of specific Terms of Reference

• Bicycle Consultative Group

• Aboriginal Consultative Group

• Lesbian, Gay, Bisexual, Transgender, Queer, Intersex Consultative Group

• Playing Pitch Partnership

• Seniors Consultative Group

• Youth Consultative Group

5.2 The operation of the following Tier 1 Facility Groups and the development of specific Terms of Reference

• Annandale Neighbourhood Centre

• Balmain Town Hall

• Clontarf Cottage

• Jimmy Little Community Centre

• Hannaford Centre

• Leichhardt Park Aquatic Centre

6. That Council implement these Recommendations for commencement in January 2014, and require Council Officers to bring a report to the October Ordinary Meeting containing

1. Specific Terms of Reference for each Standing Committee and nominated Task Force

2. Specific Terms of Reference for each Partnership, Coordination Group and Facility Group

7 Council note a Report on the Review of Facility Operations to the October Ordinary Meeting will present the consultation with existing S.355 Committee members and itemise the change management for existing s.355 Committees to align with regulatory requirements and Council’s strategic direction.
1. Background – case for change

The Leichhardt community is highly participatory and highly skilled. 41% of community members are involved in Interest and Action Groups compared to 19% in NSW and Australia. (Community Wellbeing Survey 2010. www.lmc.nsw.gov.au. S 3.1). 41% of residents have an ordinary degree or higher degree compared to 24% in Greater Sydney region. 84% of households access the internet at home, compared to 76% in Greater Sydney. (www.lmc.gov.au Community Profile).

Council’s Community Engagement Framework (Attachment 1) outlines Council’s commitment to how it engages with the community on the range of issues. A variety of media and processes are utilised to provide information to people, seek information form people, and involve people. Ways of involving people include community committees, public meetings, and community development processes.

Reports to December 2013 Ordinary Meeting and July 2014 Ordinary Meeting have presented an analysis of Council and committee meetings from the past seven years that indicates

- an increase in number of committees
- a decrease in the number of people attending some of the committees
- an increase in staff administration required to support committees
- increase in number of items and length of time required by Council to dealt with council business.

Since 2013

- Average length of Ordinary Meeting =5 hours and 10 minutes
- Average attendance over the last 2 years at the Community Services, Planning, Environment and Recreation Committees was 2 Councillors, 2 to 3 community members and 3 to 5 staff.
- Additional to these meetings are the various site specific public meetings such as planning exhibitions, major issues, parks plans and the like
- The task of administering, facilitating, reporting and following up actions form these meetings falls on relatively few individuals

Over the past 2 years the combined number of meetings which required councillor and staff attendance totalled 221, an average of 2 to 3 meetings every week over a 100 week period.

In 2013 Council Staff consulted with members of the Community Services Committee and Planning Committees on Council’s resolution C593/12

That Council investigate convening a panel of local architects, professionals in the field of planning, design, sustainability, community development and other relevant fields to assist with facilitation of public consultations including public meetings, small group discussion and community outreach. That a report on this matter be brought back to the Community Services Committee and also to the Planning Committee.

Feedback for the committee members included
• Need for skills of existing committee members to recognised and acknowledged
• Effective governance mechanisms required to ensure transparent and accountable community engagement
• Benefits to Leichhardt Council of accessing highly skilled community
• Caution lest individuals act outside a facilitation role and seek to influence decision-making through self-interest.

Alternative, diverse means of seeking information, communicating to people, and involving people in Council public processes are multiplying.

Council is seeking the most effective ways to engage our community, operate within an accountable, transparent, evidence-based framework, and optimise resources to live within our means.

Within this context, Council engaged with the Australian Centre of Excellence in Local Government (ACELG) for assistance in reviewing Council’s Meeting and Committee structure and operations. ACELG workshopped principles of good governance and community engagement with Councillors and staff, and how our existing committees measure up with best practice. ACELG reported to Council through the July 2014 Ordinary meeting:

**General findings regarding the existing committee structure at Leichhardt**

The existing committee structure is somewhat unwieldy and may leave Council open to risks and inefficiencies in decision making including the following:

- There are too many committees, with weak terms of reference and lack of clarity with respect to capacity to influence or understanding of their appropriate advisory role with respect to Council decision making.
- Agendas can become too narrow in their focus and/or detached from the priorities set by the Community Strategic Plan (CSP), Leichhardt 2025+. Effectively this can result in a disproportionate focus on items that are central to single interest groups at the expense of projects which may have greater strategic effectiveness for the community as a whole.
- The committees do not provide the community with an efficient way of engaging with the Council in a valid representational system. They are less reliable as a means of sound participative democracy. If relied on as the means of engagement with the community they leave the Council with unreliable and partisan information about community views strongly coloured by sectional interests, which in turn cast doubt on the quality of governance and community leadership.
- Staff can end up spending more time running committees than actually delivering the community’s desired outcomes under the CSP.
- Administration of committees appears substantially under-resourced at Leichhardt compared to many other councils, which presents a significant risk in terms of probity and good governance.
Council is involving existing members of its Committees to seek feedback on the measures proposed in the Draft Framework to address the issues and risks identified by Council’s own analysis and ACELG review and benchmarking.

Council resolved (C233/14) That Council:

1. In order to formally review its current Council and Committee meeting structures commences consultation with existing committee members, including the Precincts, in line with the recommended changes in section 4 (commencing on page 350 and ending on page 353 of the agenda) of this report.

2. Review the existing level of available resources to ensure effective and sustainable community engagement.

3. Report back to Council in September 2014 on both issues, including further advice about what is considered good practice community engagement in other councils.

4. Provide business papers to members of all committees prior to each meeting.

2. Where we want to be in 2015 and beyond

ACELG proposed a number of measures to improve the effectiveness of the Council and committee meeting framework, within the context of living within our means. Their findings were reported to Council in July 2014, and incorporated in a proposed framework for Council and Committee meetings.

Council staff are consulting with all existing members of Council Committees to address the matters presented in Attachments 1 to 5 to this Report. Key questions include

- How do we deliver Open Council in 2014?
- What are the most effective ways of encouraging community participation and at the same time living within our means?
- And how do we improve Open Council in the context of multi-layered community engagement tools?

2.1 Community vision

The vision for Leichhardt 20205+ is

for Council and Community to work together to promote and develop Leichhardt as a sustainable, liveable and connected community.

A core value underpinning this vision is

Democratic Responsible Government – open, participative and proactive Council leading the community. This defines how Councillors and staff work with the community to achieve the vision.
The vision will be delivered in part through the commitment to Accountable civic leadership that delivers services and assets to support the community now and in the future.

ACELG in reviewing and benchmarking Leichhardt activities proposed objectives and a way forward.

2.2 Better practice frameworks for Council and Committee meeting practice

The ideal objective of Council and Committee structures and practice should be:

- To ensure that Council has access to broad based and well informed community opinion and can understand both sectional interests and the broader interest.
- To ensure that councillors are able to take decisions which, on balance will advance the general interests of the community while accounting for legitimate minority interests.
- To provide an efficient mechanism for decision making within the framework of priorities provided by the adopted Community Strategic Plan (assuming the Community Strategic Plan has itself been generated as the product of best practice community engagement).
- To minimise the risk of illegal, biased, unfair or ineffective governance and community leadership.

Across an array of councils there are several examples of Council and Committee structures which have the capacity to meet these objectives. Generally they involve a two-tiered system of meetings for council decision making and engagement. The top tier focuses on decision making after due consultation has been completed in other (non-Committee) environments. The second tier can, if desired, provide opportunities for community engagement to complement any other community engagement forums operated by the council. If well run, this may increase the quality of advice from second tier committees, help maintain desired relationships with the community on policy and strategic matters, but still leave councillors free at the final decision point to take all reports information and views into account in a balanced decision making framework and environment.


Council Officers are consulting with existing Committee members on a Draft Framework for Council and Committee meetings that enables Council to meet its commitment to

- Democratic Responsible Government – open, participative and proactive Council leading the community. This defines how Councillors and staff work with the community to achieve the vision.
- Living within our means
The Draft Framework Refines material presented to the July Ordinary meeting, Agenda Item 3.7, and proposes the following for consultation with existing Committee members.

**Policy Council Meeting** as an additional meeting of full Council from February 2015

**Two Tier** structure for Committees comprising

**Tier 2 Standing Committees** and **Task Forces** requiring Councillor participation as nominated by Council, and with specific Terms of Reference, and Minutes referred to Ordinary Council Meeting or Policy Council Meeting for adoption

**Tier 1: Partnership and Co-ordination Groups** and **Facility Groups**

requiring no Councillor attendance, and with specific Terms of Reference, and Minutes considered within Group, and priority issues escalated as required to Tier 2 Committees or Policy Council

Guiding principles for how Policy Council, and a Two Tier structure for Committee Meetings operate are documented in **Attachment 2**.

A summary of the impact on existing committees of these changes in presented in **Attachment 3**.

Draft Operation Guidelines for each tier of Council and Committee are presented in **Attachment 4**.

The Annual Meeting Calendar under these proposed arrangement is presented in **Attachment 5**.

**The Draft Framework for consultation**

Attachment 1. Community Engagement Framework
Attachment 2. Guiding Principles, Draft Terms of Reference
Attachment 3. Summary of proposed changes on existing Committees
Attachment 4. Operation Guidelines
Attachment 5. Meeting Calendar

Next steps:
A presentation at each of the Committees will invite discussion and response on the framework
Feedback incorporated into a Report presented for adoption at the September Ordinary Meeting.
The Report to September will give direction on:
- Resources required to support effective Community Engagement to achieve *Democratic Responsible Government* – open, participative and proactive Council leading the community.
- Model Terms of Reference for Specialist Advisory Committees
Attachments

Attachment 1. Community Engagement Framework
Attachment 2. Guiding Principles, Draft Terms of Reference
Attachment 3. Summary of proposed changes on existing Committees
Attachment 4. Operation Guidelines
Attachment 5. Meeting Calendar

<<Insert Link Here >>
COMMUNITY ENGAGEMENT FRAMEWORK

OBJECTIVES
To implement a framework for engaging with the community that:
- Forms part of Council’s core planning cycles
- Ensures a uniform approach to engaging the community through informing, seeking information from and involving community members
- Develops Council’s skills and capacity to undertake effective community engagement
- Coordinates community engagement processes across Council to avoid duplication
- Ensures maximum benefit to the whole organisation and community through sharing of information.

WHY ENGAGE THE COMMUNITY?
The Leichhardt community has expressed a strong desire to be informed of, to provide information for, and be involved in Council’s planning and decision-making processes. The community’s vision in Leichhardt 2025+ is that Community and Council will work together to promote Leichhardt as a sustainable, liveable and connected community. The Community Engagement Framework expresses Council’s commitment to open, participatory and transparent governance that forms the foundation of democratic, responsible government.

Whilst Council is committed to engaging the community in order to make decisions that best meet community needs and expectations, a central premise of Council’s Community Engagement Framework is that the responsibility for decision-making rests with the elected body of Council. This message will be clearly communicated at all times when engaging with the community.

WHAT IS OUR COMMITMENT TO CONSULTATION AND ENGAGEMENT?
In order to engage the community most effectively and fairly, Council commits to the following principles:
- Accurate, accessible and timely information will be provided as the basis for effective consultation
- Participation will be encouraged by all who live, work, study and play in Leichhardt; individuals, groups and organisations
- Barriers to participation will be identified and minimised, and practices to promote participation optimised
- The purpose of each consultation will be clearly stated
- Feedback about the outcomes of consultation will be provided to participants, as well as communicated to the general community.

HOW IS COMMUNITY ENGAGEMENT DEFINED?
‘Community engagement’ is defined as those structures and processes through which Council...
Communicates information\textsuperscript{2}.
Seeks information and/or involvement from the community with the objective of informing Council's decision-making.

These structures and processes are presented in the Engagement Matrix, which outlines

- Methods of engagement
- What processes will be used
- What types of issues/outcomes will be addressed.

The Engagement Matrix complements Councils Development Control Plan 2013: Notifications which specifies processes to be utilised in regard to development applications. The Engagement Matrix is supported by
- The Communications Toolkit, which advises staff on how to go about communicating information
- The Annual Calendar of Events, which advises Council and the community on scheduled events and programs involving community members.

**METHODS OF ENGAGEMENT**

**Information providing**

*Letter/email/sms:* This is a written communication addressed to affected parties. It outlines the issue and invites comment. It always indicates where the comment should be directed within Council.

*Letterbox drop:* This is a non-addressed flyer that summarises the issues, invites feedback to Council and indicates how that feedback can be given.

*Council Newsletter/eNews:* This is the regular publication of Council and is distributed electronically (weekly) and in print (every two months). It can carry articles about a policy or issue. If it is used for consultation, then the article must inform and encourage feedback. The newsletter is an important vehicle to report on the results of other consultations.

*Mayoral column/Newspaper advertisement/Notice/Media release/Press release?:* The Mayoral column, advertisements and notices in the news section of the local papers (except for statutory requirements) are an important means of advising the community about the matter under consultation and how they might have their say. When issuing media releases and conducting interviews with local journalists, the Council spokesperson should always indicate to the media representative that feedback from the community is valued, if it forms part of the consultation process.

*Brochures/flyers/community noticeboards/banners:* This is non-addressed information on specific events, programs and processes which contains Council’s logo.

*Report:* This can range from a special news-sheet to a draft printed policy. This is designed to inform the consultation process.

---

\textsuperscript{2} Council’s Annual Communications Strategy outlines planned corporate communications
**Website information:** This is information available on the Council website that may complement other forms of distribution, or contain the information available to download, in the form of notices and reports.

**Information seeking**

**Drop-in session:** This is when Council Officers are present at a nominated venue, for a specified period, enabling community members to drop-in and discuss particular items.

**Fairs & events:** This is when Council Officers identify a central event with activities where they can connect with stakeholders and gather information, provide information, and/or raise awareness.

**Public exhibition & submissions:** This is a process mandated for specific types of issues. It involves making the material available for public comment and specifying how respondents can direct their comments to Council.

**Public meeting:** This may be held at a community venue, at the site of the matter under consultation, or at the Council offices, on nominated topics. Invitations will be sent by one or more of the following methods:
- Ad in the local papers
- Letterbox drop
- Media release or telephone contact with community leaders
- Notice on website.

**Website interaction:** This is when Council Officers create and moderate an online forum.

**Survey:** This is a statistically valid survey of particular attitudes, attributes, or information. It is sometimes conducted by independent survey specialists and may be done by phone, web-based surveys or written survey collected by doorknock of individual households.

**Involving**

**Community Cultural Development Techniques:** Examples of these techniques include street theatre, play back theatre and visual arts. They are useful for visioning exercises and the generation of innovative and constructive thinking, as participants engage in the creative process and respond with ideas.

**Focus Groups/Workshops:** These are usually led by a trained facilitator. Participants are invited because they are residents or because they have a particular involvement or stake in the subject being discussed. The purpose is to find out the range of opinions that exist on a particular topic. Focus groups cannot measure how widely those various opinions are held in the community.

**Large group collaboration – eg Enquiry by design/Charettes:** These are intensive processes undertaken over several days of canvassing a strategic issue or plan and formulating a response which encapsulates the combined talent and wisdom of the group.
**Meeting by invitation:** Community leaders, key stakeholders or representatives are invited to participate, in order to involve them in discussion, debate and the exchange of views, eg Aboriginal Elders, Seniors’ Council members.

**Meetings with council committees/precincts/advisory groups:** This is a formal consultation process governed by the Terms of Reference of the Committee and documented with minutes.

**Personal briefing/s:** These are held at the request of a member or members of the local community to discuss a particular issue with a responsible officer. They may include a Councillor.

**Seminars and Conferences:** These have a structured agenda addressing topics of interest to Council; educating, informing and involving people in substantial matters.

**Site meeting/tour:** These are location-specific interactions, usually facilitated by Council.

**Website interaction:** This is when Council Officers create and moderate an online discussion forum.

**TYPES OF ISSUE**

Consultation methods will vary according to the type of issue. Leichhardt Council identifies six issue types that will require different methods of consultation:

**Site specific matters and events:** Issues about a particular site, such as a change in use, eg Development Application.

**Locality improvement:** Issues that affect people in a neighbourhood, suburb or strip shopping centre, eg traffic management.

**Service and program planning and evaluation:** Issues regarding developing or improving a service. The service could have an impact on the whole municipality eg childcare, youth services.

**Policy development:** Issues regarding developing or improving policies for Council’s position on particular matters. Policies may affect the whole municipality, eg graffiti management, water savings action plan.

**Major projects/Strategic issues/Resource plans:** Issues regarding projects of such size that they impact on the finances or future of the whole municipality; eg Victoria Road upgrade, Callan Park, Management Plans.

**Strategic plans:** Issues of long term planning, eg Leichhardt 2025+; Community and Cultural Plan; Local Environment Plan.
<table>
<thead>
<tr>
<th>What to do</th>
<th>When you are dealing with…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Site specific Matters and Events&lt;br&gt;Eg: Development applications; Change of Use; Annual festival&lt;br&gt;Locality improvement&lt;br&gt;Eg: traffic management; main street upgrade; Parks Plans of Management&lt;br&gt;Service &amp; program Planning&lt;br&gt;Eg: Youth services; Neighborhood Centres; Programs; Children’s services; Waste Services&lt;br&gt;Policy development&lt;br&gt;Eg: Graffiti policy, Community Engagement Framework&lt;br&gt;Major projects &amp; Strategic issues/ resource plans&lt;br&gt;Eg: Callan Park M4 extension; Sustainability strategy; Land-use rezoning; Management Plan&lt;br&gt;Strategic Plans&lt;br&gt;Eg: Leichhardt 2020+, Local Environment Plan; Community Cultural Plan</td>
</tr>
<tr>
<td>Informing people</td>
<td>Write a letter, email, sms to specific parties&lt;br&gt;3 = Every time&lt;br&gt;2 = In most circumstances&lt;br&gt;1 = On specific occasions&lt;br&gt;4 = On rarest occasions&lt;br&gt;Letterbox drop&lt;br&gt;3 = Every time&lt;br&gt;2 = In most circumstances&lt;br&gt;1 = On specific occasions&lt;br&gt;4 = On rarest occasions&lt;br&gt;Council newsletter, e-news&lt;br&gt;3 = Every time&lt;br&gt;2 = In most circumstances&lt;br&gt;1 = On specific occasions&lt;br&gt;4 = On rarest occasions&lt;br&gt;Mayoral Column, Media release, Newspaper advertisement, notice&lt;br&gt;3 = Every time&lt;br&gt;2 = In most circumstances&lt;br&gt;1 = On specific occasions&lt;br&gt;4 = On rarest occasions&lt;br&gt;Brochures, flyers, community noticeboards, banners&lt;br&gt;3 = Every time&lt;br&gt;2 = In most circumstances&lt;br&gt;1 = On specific occasions&lt;br&gt;4 = On rarest occasions&lt;br&gt;Report&lt;br&gt;3 = Every time&lt;br&gt;2 = In most circumstances&lt;br&gt;1 = On specific occasions&lt;br&gt;4 = On rarest occasions&lt;br&gt;Website notice, web page, social media&lt;br&gt;2 = In most circumstances&lt;br&gt;3 = On specific occasions&lt;br&gt;1 = On rarest occasions</td>
</tr>
</tbody>
</table>
| Seeking information                                                    | Drop-in Session<br>3 = Every time<br>2 = In most circumstances<br>1 = On specific occasions<br>4 = On rarest occasions<br>Fairs & Events<br>4 = On rarest occasions<br>3 = On specific occasions<br>2 = In most circumstances<br>1 = Every time<br>Public exhibition & submissions<br>1 = On specific occasions<br>2 = In most circumstances<br>3 = On rarest occasions<br>1 = On rarest occasions
## Community Engagement Framework

### Public meeting

<table>
<thead>
<tr>
<th>Seeking information</th>
<th>Public meeting</th>
<th>Website interaction eg online forum</th>
<th>Survey (written/telephon e/web/sms) Eg Annual Perceptions Survey</th>
<th>Community Cultural Development Techniques, street theatre, visual arts</th>
<th>Focus groups, Workshop</th>
<th>Large group collaboration eg Enquiry by design, charettes,</th>
<th>Meeting by invitation</th>
<th>Meeting with council committees, precincts, advisory groups user groups</th>
<th>Personal briefings</th>
<th>Seminars and Conferences</th>
<th>Site meeting, tour</th>
<th>Website interaction eg online forum</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Community Engagement Framework  06/11/2013
THE IMPORTANCE OF EVALUATION

Evaluation is important in the community engagement process as it allows for the identification of new information and potential changes to the initial program design. Lessons can be learnt and new ways of approaching community engagement can be incorporated into Council’s overall plan.
Attachment 2. Framework for Council & Committee Meetings and Guiding Principles that will inform the Draft Terms of Reference following consultation with Committees

- Vision 2025+ - confirms community priorities based on extensive community consultation
  - Council and Community working together
- Open Council – in a contemporary setting – emergence of social media
- Building Community Capacity – the most capable communities and the most adaptive to change
- Governance – the transparency, consistency and quality – evidence based, of decisions
- Living within our means – optimising value for money, avoiding duplication
- Applying Community Engagement Framework, when dealing with
  - Strategic Plans, Strategic issues, Policy Development
  - Service & program planning, Locality Improvements, Site specific matters & events

<table>
<thead>
<tr>
<th>Ordinary Council Meeting</th>
<th>Policy Council Meeting</th>
</tr>
</thead>
</table>

**Civic Leadership Committees**
- Audit and Risk
- Floodplain Management
- Traffic

**Specialist Advisory Committees**
- Access Committee
- Community, Culture, Recreation
- Environment
- Housing
- Planning, Heritage, Urban Design

**Task Force**
Convene as required for example
- Development of strategic Service Plan
- Review of strategic Service Plan
- Review of Bicycle action Plan

**Tier 2 Standing Committees:**
*Civic Leadership Committees, Specialist Advisory Committees, Task Forces.*
Minutes submitted to Ordinary Council or Policy Council for adoption

**Partnership & Co-ordination Groups**
- Bicycle Action
- LATSICC
- GLBTQI
- Playing Pitch Partnership
- Seniors
- Youth

**Facility Groups**
- Annandale
- Balmain Town Hall
- Clontarf Cottage
- Jimmy Little Community
- Hannaford
- LPAC

**Tier 1 Foundation Groups**
*Stakeholder representation, Community Development, Capacity Building.*
Minutes adopted by Group. Priority resource or policy escalate to 2nd Tier or Council through Précis of Issue Report
This page is formatted as a blank page.
**Ordinary Council**

**Monthly Meeting, 4th Week**
**Comprising All Councillors**

Meeting Procedure unchanged eg
- Acknowledgement of Country
- Apologies
- Pecuniary Interest

Business conducted
- Mayoral Minutes
- Precis of Correspondence
- Minute Reports from Civic Leadership Committees – Audit, Traffic, Floodplain

- Staff Reports
  - Integrated Planning and Reporting – Finance, Asset, Management, Workforce, Community Strategic Plan
  - Quarterly Reports
  - Performance Reports

- Notice of Motions
- Committee of the Whole

**Policy Council**

**Monthly Meeting, week tbc**
**Comprising All Councillors**

Meeting Procedure as per Ordinary
- Acknowledgement of Country
- Apologies
- Pecuniary Interest

Business conducted
- Minute Reports from Specialist Advisory Committees – Access; Community, Culture and Recreation; Environment Committee; Planning, Heritage and Urban Design.

- Staff Reports
  - on Emerging strategy, policy and or planning matters
  - Exhibition of Policy, Plans, Strategic Project documents eg
    - LEP/DCP
    - Parks Plans of Management
    - Childcare Policy
    - Volunteer Policy

- including **Précis of Issue Reports** referred from Partnership and Co-ordination Groups, Facility Groups

**Précis of Issue report,** similar to Précis of Correspondence presenting issue and Group’s resolution, Officer Comment and Recommendation
Tier 2: Civic Leadership Committees  
Leichhardt 2025+ Key Service Area: Sustainable services and assets.  
Community Engagement Framework: Council INVOLVING experts in Policy Development, Major Projects and Strategic Issues, Strategic Plans  

Terms of Reference  
Terms of Reference - Scope/Purpose – linked to relevant legislative framework.  
Established to provide specialist advice and assistance to Council in relation to governance and local government statutory matters.

Code of Conduct applies to members.

Time of meeting  
Meeting Frequency: between monthly and six-monthly.  
Can either meet:  
During the day or any other time that suits membership  
OR  
In Camera from 4.00 till 6.00  
Followed by  
Community Forum from 6.00pm till 7.00pm

Membership and Chair  
Councillor Attendance to be determined by Council  
Members with expertise in an area relevant to the Terms of Reference  
Selection process and duration determined by lead agency / or Council  
Chairperson elected annually by Council/lead agency  
Community participation by invitation only

Quorum  
50% members = 1

Decision made by Committee  
Decisions are made by majority vote of members  
Where a vote is tied, Chair has casting vote  
Committee meeting minutes, including all decisions, shall be referred to Ordinary Meeting of Council to be endorsed.  
Staff track and report action against resolutions

Agenda and report availability  
Circulated to committee members in week prior, and available to the public 7 days prior meeting.

Examples of Civic Leadership Committees  
Audit and Risk Committee  
Floodplain Management Committee  
Traffic Committee
Tier 2: Specialist Advisory Committees
Leichhardt 2025+ Key Service Areas: Community Wellbeing, Accessibility, Place where we live and work, Sustainable environment. Sustainable services and assets.

Community Engagement Framework: Council INVOLVING experts in Policy Development, Major Projects and Strategic Issues, Strategic Plans

Terms of Reference
Terms of Reference - Scope/Purpose – linked to Community Strategic Plan Leichhardt 2025+
Established to provide specialist advice and assistance to Council in relation to specific area

Code of Conduct applies to members.

Time of meeting
Frequency: between bi-monthly and quarterly
Can either meet: During the day or any other time that suits membership
OR
In Camera from 4.00 till 6.00 Followed by Community Forum from 6.00pm till 7.00pm

Membership and Chair
Councilor Attendance to be determined by Council
Members with expertise and/or lived experience in an area relevant to the Terms of Reference
Selection process and duration determined by lead agency / or Council
Chairperson elected annually by Council
Community participation encouraged

Quorum
50% members + 1

Decision made by Committee
Decisions are made by majority vote of members
Where a vote is tied, Chair has casting vote
Committee meeting minutes, including all decisions, shall be referred to Policy Meeting of Council to be endorsed.
Staff track and report action against resolutions

Agenda and report availability
Circulated to committee members in week prior, and available to the public 7 days prior meeting.

Examples of Specialist Advisory Committees
Access Committee
Community, Culture and Recreation
Environment – Water, Air, Soil, Biodiversity and Climate Change
Housing Committee
Planning Heritage and Urban Design
Tier 2: Task Force
Leichhardt 2025+ Key Service Areas: Community Wellbeing, Accessibility, Place where we live and work, Sustainable environment, Business in the community, Sustainable services and assets.

Terms of Reference
Terms of Reference - Scope/Purpose – linked to Community Strategic Plan Leichhardt 2025+
Specific purpose group comprising Councillors, Staff and Community Representatives
Established to assist Council in developing a position on a certain matter/issue
Established with resources to support the activities of the Taskforce.

Code of Conduct applies to members.

Time of meeting
Established for a limited life up to a maximum of twelve months, Meetings as determined by Council.

Membership and Chair
Councillor Attendance required and to be determined by Council.
Members with expertise and/or lived experience in an area relevant to the Terms of Reference
Members appointed by Council, could be by eoi.
Chairperson appointed by Council for duration,
Community participation by invitation

Quorum
50% members + 1

Decision made by Task Force
Decisions are made by majority vote of members
Where a vote is tied, Chair has casting vote
Committee meeting minutes, including all decisions, shall be referred to Policy Meeting of Council to be endorsed. Staff track and report action against resolutions

Agenda and report availability
Circulated to committee members in week prior,

Examples of Task Force
Development of New Strategic Service Plan
Review of Existing Strategic Service Plan eg Community and Cultural Plan, Environmental Sustainability Plan; Appointment of International Women’s Day Honour Roll etc
Tier 1: Partnership and Co-ordination Groups

Leichhardt 2025+ Key Service Areas: Community Wellbeing, Accessibility, Place where we live and work, Sustainable environment, Business in the Community, Sustainable services and assets.

Community Engagement Framework: Council INVOLVING community members in

Site specific matters and events: eg change of use; Locality matters eg Main street upgrade; Service and Program Planning eg: Reconciliation Action Plan delivery; Youth services;

Terms of Reference

Terms of Reference - Scope/Purpose – linked to Community Strategic Plan Leichhardt 2025+
Established to assist Council in developing:
• a deeper understanding of a particular matter
• community capacity in relation to a specific issues/matter
• relevant partnerships with key groups within the community

Code of Conduct applies to members.

Time of meeting
Frequency – Between Monthly & six monthly
Can meet at time that suits membership

Membership and Chair
No Councillor Attendance required
Members with expertise and/or lived experience in an area relevant to the Terms of Reference
Members appointed by Council, could be by eoi.
Chairperson appointed by Group, Community participation encouraged.

Quorum
50% members + 1

Decision made by Task Force
Decisions are made by majority vote of members
Where a vote is tied, Chair has casting vote
Committee meeting minutes, shall be referred to the next meeting of the Group to be accepted.
Can refer specific matters to Policy Council or Tier 2 Committee accompanied by Précis of Issue Report**
** Précis of Issue report, similar to Précis of Correspondence presenting Detail of issue; Group Recommendation, Council Officer Comment and Recommendation

Agenda and report availability
Agenda set by staff with committee input. Available on the day. Reports prepared as required, actions tracked

Examples of Partnership and Co-Ordination Groups
LATSIC; LBTQI Action Group;
Playing Pitch Partnership;
Youth; Seniors
Tier 1: Facility Groups
Leichhardt 2025+ Key Service Areas: Community Wellbeing, Accessibility, Place where we live and work, Sustainable environment, Business in the Community, Sustainable services and assets.

Community Engagement Framework: Council INVOLVING community members in Site specific matters and events: eg change of use; Locality matters eg Main street upgrade; Service and Program Planning eg: Reconciliation Action Plan delivery; Youth services;

Terms of Reference
Terms of Reference - Scope/Purpose – linked to Community Strategic Plan Leichhardt 2025+ and Review of Community Facilities Established to guide the operation and management of specific Council facilities and the services they provide and provide advice and feedback to Council in relation to specific aspects of the operation and management of those facilities and their services. Determine expenditure of any allocated budget. Provide feedback on any matters referred to it by staff/Council. Actively participate in the annual capital works program, fees and charges, service delivery program and annual report

Code of Conduct applies to members.

Time of meeting
Frequency – Bi Monthly for non-staffed facilities
3 times yearly for staffed facilities.
Can meet at time that suits membership

Membership and Chair
No Councillor Attendance required
Members with expertise and/or lived experience in relation to a specific facility or service it provides
Members appointed by Council, could be by eoi.
Chairperson appointed by Group, Community participation encouraged.

Quorum
50% members + 1

Decision made by Task Force
Decisions are made by majority vote of members
Where a vote is tied, Chair has casting vote
Committee meeting minutes, shall be referred to the next meeting of the Group to be accepted.
Can refer specific matters to Policy Council or Tier 2 Committee accompanied by Precis of Issue Report**
** Précis of Issue report, similar to Précis of Correspondence presenting Detail of issue; Group Recommendation, Council Officer Comment and Recommendation
**Agenda and report availability**

Agenda set by staff with committee input. Available on the day. Reports prepared as required, actions tracked.

**Examples of Partnership and Co-Ordination Groups**

- Annandale Neighbourhood Centre
- Balmain Town Hall
- Clontarf Cottage
- Hannaford (new)
- Jimmy Little Community Centre (new)
- Leichhardt Park Aquatic Centre
## Attachment 3. Impact of proposed changes on Council and Committee Meetings

<table>
<thead>
<tr>
<th>EXISTING COUNCIL MEETINGS</th>
<th>IMPACT OF CHANGE</th>
<th>PROPOSED COUNCIL MEETINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TYPE OF MEETING</strong></td>
<td><strong>DELEGATED AUTHORITY</strong></td>
<td><strong>FREQUENCY</strong></td>
</tr>
<tr>
<td>Ordinary Meeting of Council</td>
<td>Yes</td>
<td>1 per month</td>
</tr>
<tr>
<td>Building &amp; Development Council Meeting</td>
<td>Yes</td>
<td>1 per month</td>
</tr>
<tr>
<td>Works Inspections</td>
<td>No, Recommendations submitted to B &amp; D Council for adoption</td>
<td>1 per month</td>
</tr>
<tr>
<td>Councillor workshops</td>
<td>No</td>
<td>Average 1 to 2 per month</td>
</tr>
<tr>
<td>TYPE OF MEETING</td>
<td>DELEGATED AUTHORITY</td>
<td>FREQUENCY</td>
</tr>
<tr>
<td>----------------------</td>
<td>------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Audit &amp; Risk Committee</td>
<td>No. Minutes and recommendations submitted to Council for adoption.</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Flood Plain Management</td>
<td>No. Minutes and recommendations submitted to Council for adoption</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Traffic Committee</td>
<td>No. Minutes and recommendations submitted to Council for adoption.</td>
<td>Monthly</td>
</tr>
<tr>
<td>TYPE OF MEETING</td>
<td>DELEGATED AUTHORITY</td>
<td>FREQUENCY</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Access Committee</td>
<td>No. Minutes and recommendations submitted to Community Services Committee</td>
<td>Bi monthly</td>
</tr>
<tr>
<td>Community Services Committee</td>
<td>No. Recommendations submitted to Council for adoption.</td>
<td>Bi monthly from August 2013 Over the past 2 years met 16 times, 5 of these without a quorum</td>
</tr>
<tr>
<td>Environment &amp; Recreation Committee</td>
<td>No. Recommendations submitted to Council for adoption.</td>
<td>Bi monthly Over the past 2 years met 9 times, 1 of these without a quorum</td>
</tr>
<tr>
<td>Housing Advisory Committee</td>
<td>No. Minutes and recommendations submitted to Council</td>
<td>Bi monthly</td>
</tr>
<tr>
<td>Planning Committee</td>
<td>No. Recommendations submitted to Council for adoption.</td>
<td>Bi monthly Over the past 2 years met 8 times, 1 of these without a quorum</td>
</tr>
<tr>
<td>EXISTING INTERNAL COMMITTEE MEETINGS</td>
<td>IMPACT OF CHANGE</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td>TYPE OF MEETING</td>
<td>DELEGATED AUTHORITY</td>
<td>FREQUENCY</td>
</tr>
<tr>
<td>Climate Change Taskforce</td>
<td>No. Recommendations submitted to Environment &amp; Rec Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>Strategy and Policy Committee</td>
<td>No. Recommendations submitted to Council for adoption (between July 2008 when it commenced &amp; Nov 2008, it comprised all councillors with full delegation).</td>
<td>Hasn’t met since March 2009</td>
</tr>
<tr>
<td>Community to Community Committee</td>
<td>No. Minutes to Community Services Committee</td>
<td>TBA</td>
</tr>
<tr>
<td>Heritage Advisory Committee</td>
<td>No. Minutes and recommendations submitted to Planning Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td>TYPE OF MEETING</td>
<td>DELEGATED AUTHORITY</td>
<td>FREQUENCY</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Aboriginal and Torres Strait Islander Consultative Committee</td>
<td>No. Minutes and recommendations submitted to Community Services Committee</td>
<td>Bi monthly</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bicycle Advisory Committee</td>
<td>No. Minutes and recommendations submitted to Planning Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LGBTQI Committee</td>
<td>No. Minutes and recommendations submitted to Community Services Committee</td>
<td>Quarterly</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leichhardt Seniors Council</td>
<td>No. Minutes and recommendations submitted to Community Services Committee</td>
<td>Monthly</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## EXISTING INTERNAL COMMITTEE MEETINGS

<table>
<thead>
<tr>
<th>TYPE OF MEETING</th>
<th>DELEGATED AUTHORITY</th>
<th>FREQUENCY</th>
<th>Scope</th>
<th>TYPE OF MEETING</th>
<th>DELEGATED AUTHORITY</th>
<th>FREQUENCY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annandale Neighbourhood Centre Management Committee</td>
<td>Yes. Minutes submitted to Community Services Committee. Delegations under review</td>
<td>Quarterly</td>
<td>Change of Scope</td>
<td>Tier 1 Group Staffed Facility meets 3 times per year</td>
<td>ANC Consultative Group</td>
<td>As needed</td>
</tr>
<tr>
<td>Balmain Town Hall Management Committee</td>
<td>Yes. Minutes submitted to Community Services Committee. Delegations under review</td>
<td>Monthly</td>
<td>Tier 1 Group Unstaffed Community Facility meet bi-monthly</td>
<td>No</td>
<td>No</td>
<td>Bi Monthly</td>
</tr>
<tr>
<td>Clontarf Management Committee</td>
<td>Yes. Minutes submitted to Community Services Committee. Delegations under review</td>
<td>Monthly</td>
<td>Tier 1 Group Unstaffed Community Facility meet bi-monthly</td>
<td>No</td>
<td>Bi Monthly</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>New Tier 1 Group Staffed Facility meets 3 times per year</td>
<td>Jimmy Little Centre Consultative Group</td>
<td>No</td>
<td>As needed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>New Tier 1 Group Staffed Facility meets 3 times per year</td>
<td>Hannaford Centre Consultative Group</td>
<td>No</td>
<td>As needed</td>
</tr>
<tr>
<td>LPAC Consultative Committee</td>
<td>No. Minutes and recommendations submitted to Community Services Committee</td>
<td>Quarterly</td>
<td>Tier 1 Group Staffed Facility meets 3 times per year</td>
<td>LPAC Consultative Group</td>
<td>No</td>
<td>As needed</td>
</tr>
</tbody>
</table>

- Average length of Ordinary Meetings in 2013 = almost 5 hours
- Average attendance over the last 2 years at the Community Services, Planning and Environment & Recreation Committee was 2 Councillors, 3 to 5 community members and 3 to 5 staff
## Attachment 4 Operation Guidelines
### Council, Tier 2 Committees, Tier 1 Groups

<table>
<thead>
<tr>
<th>COUNCIL</th>
<th>Councillors as members</th>
<th>Community Membership</th>
<th>Code of Conduct Applies</th>
<th>Quorum and Voting</th>
<th>Comm unity Attend</th>
<th>Administration</th>
<th>Frequency</th>
<th>Community Engagement Framework</th>
<th>Working /Project funds</th>
<th>Program implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>Ordinary Council</td>
<td>All Councillors</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>50% of members plus 1. Voting by majority</td>
<td>Agendas published week in advance, Resolutions on screen, Minutes adopted next Meeting, Resolution Action Tracked</td>
<td>Monthly February to December</td>
<td>Decision-making</td>
<td>No</td>
</tr>
<tr>
<td>Policy Council</td>
<td>All Councillors</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>50% of members plus 1. Voting by majority</td>
<td>Agendas published week in advance, Resolutions on screen, Minutes adopted next Meeting, Resolution Action Tracked</td>
<td>Monthly February to November</td>
<td>Decision-making</td>
<td>No</td>
</tr>
<tr>
<td>Councillor Briefings: Statutory, Operational Regulatory, Policy</td>
<td>Optional</td>
<td>No</td>
<td>Yes</td>
<td>Not applicable</td>
<td>No</td>
<td>Presentations and briefing materials at meeting.</td>
<td>As required, February to November</td>
<td>Seeking information</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Tier 2</td>
<td>Example</td>
<td>Councillors as members</td>
<td>Community Membership / lead agency</td>
<td>Code of Conduct Applies</td>
<td>Quorum and Voting</td>
<td>Community Attend</td>
<td>Administration</td>
<td>Frequency</td>
<td>Community Engagement Framework</td>
<td>Workin g /Project funds</td>
</tr>
<tr>
<td>--------</td>
<td>---------</td>
<td>------------------------</td>
<td>----------------------------------</td>
<td>------------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>----------------</td>
<td>----------</td>
<td>---------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Civic Leadership Committees</td>
<td>Statutory Committees reporting to Ordinary Council</td>
<td>Councillor attendance determined by Council</td>
<td>Yes, numbers, Selection process, duration determined by Council</td>
<td>Yes to all members</td>
<td>Quorum 50% of members plus 1. Voting by majority</td>
<td>No</td>
<td>Agendas published week in advance, Resolutions on screen, Minutes Adopted by Council, Resolution Action Tracked</td>
<td>Quarterly</td>
<td>Involving people • Strategic plans • Management Plans • Strategic resourcing • Strategic issues</td>
<td>No</td>
</tr>
<tr>
<td>Audit and Risk</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarterly</td>
<td>Involving people</td>
<td>No</td>
</tr>
<tr>
<td>Flood Plain Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarterly</td>
<td>Involving people</td>
<td>No</td>
</tr>
<tr>
<td>Traffic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Monthly February to November</td>
<td>Involving people</td>
<td>No</td>
</tr>
<tr>
<td>Tier 2</td>
<td>Example</td>
<td>Councillor s as members</td>
<td>Community membership</td>
<td>Code of Conduct Applies</td>
<td>Quorum and Voting</td>
<td>Community Attended</td>
<td>Administration</td>
<td>Frequency</td>
<td>Community Engagement Framework</td>
<td>Working / Project funds</td>
</tr>
<tr>
<td>--------</td>
<td>---------</td>
<td>-------------------------</td>
<td>----------------------</td>
<td>------------------------</td>
<td>------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>-----------</td>
<td>-------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Specialist Advisory Committees</td>
<td>Established to provide specialist assistance to Council in relation to a specific issue advice and</td>
<td>Councillor attendances determined by Council</td>
<td>Yes, numbers, Selection process, duration determined by Council</td>
<td>Yes, to all members</td>
<td>Quorum 50% of members plus 1. Voting by majority</td>
<td>Yes</td>
<td>Agendas published week in advance, Resolutions on screen, Minutes adopted by Council, Resolution Action Tracked</td>
<td>Monthly February to November</td>
<td>10 Meetings</td>
<td>Involving people in Policy development, major projects, strategic issues, strategic plans</td>
</tr>
<tr>
<td>Access Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Bi-Monthly February to December 6 Meetings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community, Culture, &amp; Recreation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarterly 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environment Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarterly 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarterly 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning Heritage and Urban Design</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Quarterly 4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tier 2</td>
<td>Examples</td>
<td>Councillors as members</td>
<td>Community Membership</td>
<td>Code of Conduct Applies</td>
<td>Quorum and Voting</td>
<td>Community Attend</td>
<td>Administration Frequency</td>
<td>Community Engagement Framework</td>
<td>Working/Project funds</td>
<td>Program implementation</td>
</tr>
<tr>
<td>--------</td>
<td>----------</td>
<td>------------------------</td>
<td>----------------------</td>
<td>------------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>--------------------------</td>
<td>-----------------------------</td>
<td>----------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Task Force</td>
<td>A specific purpose group comprising Councillors, Staff and Community Representatives</td>
<td>Interested Councillors</td>
<td>Selection process, defined durations</td>
<td>Yes</td>
<td>Yes</td>
<td>Defined</td>
<td>Reports prepared as required, actions recorded and tracked, minutes submitted to Council as required</td>
<td>As determined</td>
<td>Involving people • Site Specific • Locality Specific • Service Planning</td>
<td>No</td>
</tr>
<tr>
<td>Task Force</td>
<td>Development of Strategic Service Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Force</td>
<td>Review of Strategic Service Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Force</td>
<td>Review of Bicycle Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Force</td>
<td>Developing Policy on Child Care</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Force</td>
<td>Appointment of International Women’s Day Honour Roll</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tier 1</td>
<td>Councillor as members</td>
<td>Community Membership</td>
<td>Code of Conduct Applies</td>
<td>Quorum and Voting</td>
<td>Comm unity Attend</td>
<td>Administration</td>
<td>Frequency</td>
<td>Community Engagement Framework</td>
<td>Working /Project Funds</td>
<td>Program Implementation</td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------------</td>
<td>----------------------</td>
<td>-------------------------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>----------------</td>
<td>----------</td>
<td>--------------------------------</td>
<td>-----------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Partnership and Co-ordination Groups:</td>
<td>Assist Council to develop a deeper understanding of issue, community capacity, partnership</td>
<td>No Councillor attendance required</td>
<td>Yes, numbers, Select process, duration determined by Council</td>
<td>Yes, all member s</td>
<td>Yes, Quorum of 50% of members plus 1. Voting by majority</td>
<td>Agenda set by staff, committee, reports prepared as needed, actions tracked, minutes approved next meeting of group. Précis of Issue report to Council when prioritised.</td>
<td>Monthly to six-monthly</td>
<td>Involving people - Site Specific - Locality Specific - Service Planning</td>
<td></td>
<td>Yes</td>
</tr>
<tr>
<td>Bicycle Action Group</td>
<td>No Councillor attendance required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Six monthly</td>
<td>Involving people - Site Specific - Locality Specific</td>
<td>No</td>
<td>Bicycle action Plan</td>
</tr>
<tr>
<td>LATSICC</td>
<td>No Councillor attendance required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Monthly 9 meetings</td>
<td>Involving people - Site Specific - Service Planning</td>
<td>$7,000</td>
<td>RAP</td>
</tr>
<tr>
<td>LGBTQI</td>
<td>No Councillor attendance required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>AS determined, 6 meetings</td>
<td>Involving people - Service Planning</td>
<td>$5,000</td>
<td>LGBTQI Action Plan</td>
</tr>
<tr>
<td>Playing Pitch Partnership</td>
<td>No Councillor attendance required</td>
<td>Open to clubs hiring sporting grounds</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td>2 per year</td>
<td>Involving people - Site Specific - Locality Specific - Service Planning</td>
<td>No</td>
<td>Ground Allocations</td>
</tr>
<tr>
<td>Seniors</td>
<td>No Councillor attendance required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Monthly 9 meetings</td>
<td>Involving people Service Planning</td>
<td>$10,000</td>
<td>Healthy Ageing Plan</td>
</tr>
<tr>
<td>Youth</td>
<td>No Councillor attendance required</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Twice monthly 10 months</td>
<td>Involving people Service Planning</td>
<td>$10,000</td>
<td>Community and Cultural Plan</td>
</tr>
</tbody>
</table>
## Tier 1

<table>
<thead>
<tr>
<th>Facility Groups</th>
<th>Councillors as members</th>
<th>Community Membership</th>
<th>Code of Conduct Applies</th>
<th>Quorum and Voting</th>
<th>Comm unit y Atten d</th>
<th>Administration</th>
<th>Frequency</th>
<th>Community Engagement Framework</th>
<th>Working /Project funds</th>
<th>Program implement</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Established to guide operation and management of specific Council facilities</strong></td>
<td>No Councillor attendance required</td>
<td>Selectation process, defined duration</td>
<td>Yes to all members</td>
<td>50% of members plus 1. Voting by majority</td>
<td>Yes, Agenda set by committee chair with committee and staff input, reports prepared as required, actions recorded and tracked, minutes approved next meeting of group. Précis of Issue report to Council when prioritised.</td>
<td></td>
<td></td>
<td>Involving people • Site Specific • Service Planning</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Annandale Neighbourhood Centre</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>3 per year for staffed facilities</td>
<td>Yes, tbc</td>
<td>Yes, tbc</td>
<td></td>
</tr>
<tr>
<td>Balmain Town Hall</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Bi- Monthly for non-staffed facilities</td>
<td>Yes, tbc</td>
<td>Yes, tbc</td>
<td></td>
</tr>
<tr>
<td>Clontarf Cottage</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>Bi- Monthly for non-staffed facilities</td>
<td>Yes, tbc</td>
<td>Yes, tbc</td>
<td></td>
</tr>
<tr>
<td>Jimmy Little Community Centre (new)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>3 per year for staffed facilities</td>
<td>Yes, tbc</td>
<td>Yes, tbc</td>
<td></td>
</tr>
<tr>
<td>Hannaford Centre (new)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>3 per year for staffed facilities</td>
<td>Yes, tbc</td>
<td>Yes, tbc</td>
<td></td>
</tr>
<tr>
<td>LPAC Advisory</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>3 per year for staffed facilities</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

---

**Attachment 4 Operation Guidelines**
## Attachment 5 Calendar of Council and Committee meetings

### Council

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Policy Council

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Councillor Briefing

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
<td>Councillor Briefing</td>
</tr>
</tbody>
</table>

### Tier 2 Standing Committees

#### Civic Leadership

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
<td>Audit and Risk</td>
</tr>
</tbody>
</table>

#### Traffic

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Tier 2 Standing Committees

#### Specialist Advisory Committees

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

#### Environment Committee

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
<td>Community, Culture, Recreation</td>
</tr>
</tbody>
</table>

#### Planning Urban Design

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Housing

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
<td>Housing</td>
</tr>
</tbody>
</table>

### Tier 1 Task Forces

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
<td>As Required</td>
</tr>
</tbody>
</table>

### Tier 1 Partnership & Co-ordination Groups

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### LGBTIQ Consultative Group

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Task Forces

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Advisory Groups

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
</table>

### Youth Consultative Group

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>September</th>
<th>October</th>
<th>November</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
<td>Youth Consultative Group x 2</td>
</tr>
<tr>
<td>Tier 1 Facilities</td>
<td>Balmain Town Hall</td>
<td>Annandale</td>
<td>Balmain Town Hall</td>
<td>Annandale</td>
<td>Balmain Town Hall</td>
<td>Annandale</td>
<td>Balmain Town Hall</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------</td>
<td>-----------</td>
<td>------------------</td>
<td>-----------</td>
<td>------------------</td>
<td>-----------</td>
<td>------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clontarf Cottage</td>
<td>Hannaford</td>
<td>Clontarf Cottage</td>
<td>Clontarf Cottage</td>
<td>Hannaford</td>
<td>Clontarf Cottage</td>
<td>Hannaford</td>
<td>Clontarf Cottage</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jimmy Little</td>
<td></td>
<td></td>
<td>Jimmy Little</td>
<td></td>
<td>Jimmy Little</td>
<td></td>
<td>Jimmy Little</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPAC</td>
<td></td>
<td></td>
<td>LPAC</td>
<td></td>
<td>LPAC</td>
<td></td>
<td>LPAC</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>