

# Councillor Protocol



**CAMPBELLTOWN**

## **PART A Purpose**

1. The Councillor Protocol (Protocol) provides a framework for Councillors when exercising their civic functions by specifically addressing the individual and collective roles and responsibilities of the Mayor, and Councillors and their interaction with the General Manager and staff.
2. The Protocol guides Councillors in the conduct of their role, interaction with each other and covers processes supporting decision-making and city representation roles of Councillors.
3. The aim of the Protocol is to facilitate a positive working relationship between Councillors, as the community's elected representatives, and staff, who are employed to administer the operations of the Council. The Policy provides direction on interactions between Councillors and staff to assist both parties in carrying out their day-to-day duties professionally, ethically and respectfully.
4. The protocol complements and should be read in conjunction with Campbelltown City Council's Code of Conduct (the Code of Conduct), Code of Meeting Practice and incorporates the relevant provisions of the Model Councillor and Staff Interaction policy.

<b>DATA AND DOCUMENT CONTROL – GOVERNANCE USE ONLY</b>		
<b>Directorate:</b> City Governance <b>Section:</b> Governance & Risk <b>Record No:</b> CD0-23/623	<b>Adopted Date:</b> 08/08/2023 <b>Revised Date:</b> 08/0/2023 <b>Minute Number:</b> 190 <b>Review Date:</b> 30/06/2027	<b>Page:</b> 1 of 17

## **PART B Objectives**

5. The objectives of the Protocol are to:
- a. set out the function and conduct expectations of the Mayor and Councillors as described in the *Local Government Act 1993*, Councillor Handbook 2021 and Code of Conduct.
  - b. maintain transparent decision making and good governance arrangements.
  - c. establish positive, effective and professional working relationships between the Mayor, Councillors and staff defined by mutual respect and courtesy.
  - d. enable Councillors and staff to work together appropriately and effectively to support each other in their respective roles and ensure that Councillors receive appropriate support to assist them in the performance of their civic duties.
  - e. provide direction on, and guide Councillor interactions with, staff for both obtaining information and in general situations to ensure Councillors have adequate access to information to exercise their statutory roles.
  - f. ensure the reputation of Council is enhanced by Councillors and staff interacting consistently, professionally and positively in their day-to-day duties.

## **PART C      Scope**

6. This Protocol applies to the Mayor, all Councillors and Campbelltown Council staff.
7. This Protocol applies to all interactions between the Mayor, Councillors and staff, whether face-to-face, online (including social media and virtual meeting platforms), by phone, text message or in writing.
8. This Protocol does not confer any delegated authority upon any person. All delegations to staff are made by the General Manager.
9. The Code of Conduct provides that council officials must not conduct themselves in a manner that is contrary to the Council's policies. A breach of this Protocol will be a breach of the Code of Conduct.

## **PART D Roles and responsibilities**

10. Several factors contribute to a good relationship between the Mayor, Councillors and staff. These include goodwill, understanding of roles, communication, protocols, and a good understanding of legislative requirements.
11. The Council's governing body and its administration (being staff within the organisation) must have a clear and sophisticated understanding of their different roles, and the fact that these operate within a hierarchy. The administration is accountable to the General Manager, who in turn, is accountable to the Council's governing body.
12. The General Manager

The General Manager is responsible for a range of functions including the day to day management of the Council and directing staff.

The General Manager's functions are set out in section 335 as follows:

- 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 under this Chapter 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 this or any other Act.*

13. The Mayor

The statutory provisions set out the role and function of the Mayor, however, as with many other aspects of government, it is tradition, convention and practice that broaden and expand the role of the Mayor. The Mayor's role as chief representative and principal spokesperson is defined in Section 226 of the *Local Government Act 1993* as follows:

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

#### 14. Deputy Mayor

The Council may elect a person from their number to be the Deputy Mayor. The Council may also choose not to elect a Deputy Mayor.

The Deputy Mayor has a representational role to exercise the function of the Mayor if the Mayor is unable to do so due to serious illness or prolonged absence. Due to the large number of Mayoral engagements and commitments, upon request from the Mayor, the Deputy Mayor may assist in representing the Mayor at various functions and meetings.

The Deputy Mayor has no role if the Mayor is present. The role of Deputy Mayor is assumed only during periods of prolonged absence of the Mayor or at the request of the Mayor.

Section 231 of the Local Government Act defines the role of Deputy Mayor as follows:

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

The Deputy Mayor is also bound by the requirements set out for Councillors below.

#### 15. Councillors

In fulfilling the legislative role of Council, all Councillors shall be guided by the principles in section 232 of the Local Government Act 1993. In carrying out their role, Councillors shall:

- a. be an active and contributing member of the governing body*
- b. make considered and well informed decisions as a member of the governing body*
- c. participate in the development of the integrated planning and reporting framework*
- d. represent the collective interests of residents, ratepayers and the local community*
- e. facilitate communication between the local community and the governing body*
- f. uphold and represent accurately the policies and decisions of the governing body*
- g. make all reasonable effort to acquire and maintain the skills necessary to perform the role of a councillor.*

#### 16. Councillors Representing the Mayor

Upon request from the Mayor, Councillors may represent the Mayor at functions and meetings where the Mayor is unavailable. Allocation of representation roles will be made based on the Mayor's discretion, Councillors' areas of interest and/or availability.

#### 17. Awards

The Mayor may, at their discretion, establish and work with selection panels to improve community award programs, and select recipients such as the Citizen of the Year. The Panel's role includes, but is not limited to, undertaking due diligence, assessing nominations, and making recommendations for the awards.

**PART E Representing Council at Events, Functions and Delegations**

18. Opportunities generated through Council-organised and supported events
  - a. As chief representative and spokesperson for Council, the Mayor is given first opportunity to represent Council at functions and events organised or supported by the Council.
  - b. For functions and events where the Mayor is invited to represent Council, if the Mayor is unavailable, the invitation may be forwarded to the Deputy Mayor or other Councillor(s) at the Mayor's discretion.
  - c. Where a Councillor has played a key role in development of a Council organised or supported event and would like the opportunity to represent the Council or attend the event, the Councillor should make a request to the Mayor's office to be included in the event.
  - d. Opportunities for representation by Councillors, will be communicated through the Mayor's Office and the Corporate Calendar system which provides full details of opportunities and background information to maximize benefits from Council involvement.
  
19. Opportunities received directly by Councillors and the administration from external sources
  - a. As the chief representative of Council, the Mayor will be approached by city stakeholders to participate in events, functions and activities important and relevant to Campbelltown. If the Mayor is unavailable and the opportunity is transferable, the opportunity may be referred to the Deputy Mayor or another Councillor at the discretion of the Mayor. In transferring representation opportunities, the Mayor may take into account relevant areas of expertise, interests and availability of Councillors.
  - b. Where Councillors have been asked to represent the Council directly, they must do so in their role as Councillor and not purport to represent the Mayor unless approval from the Mayor has first been sought.
  - c. Where Council is attending an event where sponsorship is available, the General Manager has discretion to assess the value of sponsorship that may include the provision of a table/tickets to achieve best value for money or exposure for Council through participation in the event as a sponsor.
  
20. Invitation and ticket costs - Councillor Expenses and Facilities policy provisions
  - a. Council will pay the entry fee/ticket cost associated with the attendance of a Councillor at a dinner, non-Council functions, community and corporate or industry events relevant to Council's interest with prior approval by the General Manager.
  - b. Prior approval of the General Manager is required when seeking for Council to pay for attendance at dinners, non-Council functions and community events, where there is an associated cost, with a written request required where the cost exceeds \$250.

- c. The annual limit for attending dinners, non-Council functions, community, charitable and corporate or industry events where Councillor representation would be appropriate, such as award nights which are relevant to Council's interests, is \$1,000 for each Councillor.
- d. Once the ticket has been purchased the value of the ticket will be deducted from the Councillors annual \$1000 limit, whether or not the Councillor attends the event.
- e. In the event a Councillor exceeds the annual \$1000 limit, the cost of additional ticket purchases will be deducted from the relevant Councillor's monthly fee.
- f. The value of a ticket purchased for a Councillor representing the Mayor will not be deducted from the Councillor's annual \$1000 limit.
- g. Council will not pay for or reimburse to a Councillor costs associated with attendance at any political fundraising event, any donation to a political party or candidate's electoral fund or for some other private benefit.
- h. Likewise, no payment shall be made or reimbursed by Council for any component of a ticket that is additional to the service cost, such as a donation to a political party or candidate's electoral fund or any other private benefit.

21. Requests for Council support or funding for events

Councillors approached for Council support or funding for events and activities must refer applicants to the relevant application under the Grants, Sponsorship and Donations for consideration by Management in accordance with Council policy and guidelines under specific programs and projects. The guidelines ensure that assessment processes are fair, transparent and accountable.

## **PART F Media**

22. The Mayor and Councillors play an important role in representing the organisation and the community. The Mayor is the principal spokesperson for the Council in accordance with Section 226 of the *Local Government Act 1993*.
23. The General Manager
- a. The General Manager is the official spokesperson for the Council on operational and administrative matters.
  - b. The General Manager may delegate to other council staff to speak on their behalf where appropriate, (for example, where the delegated staff member has professional expertise regarding the subject matter, or the general manager is unavailable).
24. The Mayor
- a. The Mayor is the principal member and spokesperson of the governing body of the Council, including representing the views of the Council as to its local priorities (section 226(c) of the *Local Government Act 1993*).
  - b. The Mayor may delegate their role as spokesperson to the Deputy Mayor or other Councillor where appropriate, (for example, where another Councillor is best placed to comment, because the issue is of particular interest to them, or it is within their particular area of expertise).
25. Councillors
- a. A Councillor acting as an authorised spokesperson in line with the following protocol has a responsibility to represent the Council position in relation to a matter. If that Councillor wishes to express a personal view which differs from an adopted position, the Councillor is obliged to identify that the opinion or view is their own.
  - b. As a member of the governing body and as a representative of the community, Councillors may express their personal views to the media.
  - c. Councillors must comply with the Council's Code of Conduct and Council's Media Policy when engaging with the media in an official capacity or in connection with their role as a Councillor.
  - d. When engaging with the media, Councillors:
    - must not purport to speak for the Council unless authorised to do so
    - must clarify when speaking to the media that they are expressing their personal views as an individual councillor and that they are not speaking for the Council (unless authorised to do so)
    - must uphold and accurately represent the policies and decisions of the Council

- must not disclose council information unless authorised to do so, and
  - must seek information and guidance from the General Manager where appropriate before providing comment to the media to ensure they have the most up-to-date and relevant information and have considered reputational or other risks.
- e. Where Councillors (including the Mayor) become aware of potential issues that could result in media interest, they should provide this information to the General Manager.

26. Social media

- a. With the exception of official Campbelltown City Council social media accounts and the Mayor of Campbelltown City Council, Councillors social media accounts are not official Council social media accounts.
- b. Councillors are responsible for the administration and moderation of their own social media accounts and ensure they comply with the Code of Conduct and the record keeping obligations under the *State Records Act 1998* and council's records management policy in relation to social media.

27. External publications

Opportunities to contribute to publications produced by external sources, relating to Council business, shall be referred to the Mayor as principal spokesperson of the Council. If approached directly to contribute to external publications, the request should be referred to the Mayor who may, at their discretion delegate to another Councillor. Appropriate support will be provided where the subject matter has a strong alignment with Council goals, policies and objectives.

28. Communications Team support

This protocol acknowledges that the resources of the Communications Team will be made available to assist the Mayor (or delegate) and General Manager (or delegate) to communicate with media outlets on matters of Council policy.

## **PART G. Councillor's Access to Information**

29. Information is made available the representation and decision-making roles of Councillors.
30. To obtain information that is up-to-date and offered in the right context, liaison should occur with an Authorised Officer under the Councillor protocol. Speaking directly to Council staff who are not Authorised Officers without the authorisation of the General Manager or appropriate Director is not permitted and may result in Councillors receiving advice that has not been formally endorsed by the Executive.
31. The provision of information and advice to Councillors operates on the principle that information provided to one Councillor should generally be made available to all Councillors.
32. As referred to in the Councillor Code of Conduct, the *Local Government Act 1993* provides that individual Councillors cannot direct or attempt to influence Council officers in the performance of their duties. Councillors as a group make decisions and this is done through a resolution adopted at a Council meeting.
33. Information is provided to Councillors in a number of ways, including, but not limited to:
34. Councillor Briefings
  - a. Councillor briefings are conducted to fully inform Councillors of matters of significance or complexity that are to be the subject of a staff report at a future meeting of Council, update the progress of significant Council projects, strategies or plans or are of particular current interest to the Council.
  - b. The General Manager sets the agenda for Councillor briefings but will consider suggestions from the Mayor and Councillors.
  - c. Councillors will endeavour to attend all Councillor Briefings unless there is a reasonable reason why they cannot do so, noting however that attendance is not a statutory requirement as Councillor briefings are not subject to specific provisions of the Act, the Regulation or Council's Code of Meeting Practice.
  - d. Council may hold briefings under their general powers and such sessions are to be informal and to provide useful background information to Councillors.
  - e. Councillor briefings are not to be used for detailed discussions where a de-facto decision is made and such discussions, exchanges of views and decisions are to be left to the open forum of a council meeting.
  - f. Councillor briefing sessions are a means to enable Councillors to bring an informed mind to the appropriate decision-making forum.
  - g. On occasion, confidential matters will be presented at Councillor Briefings and this will be noted in the presentation and accompanying documentation. Councillors and staff must

maintain the integrity and security of confidential documents or information distributed or discussed at Councillor Briefings, in accordance with the Code of Conduct, Code of Meeting Practice and supporting policies.

35. Councillor Weekly Bulletin

The Councillor Weekly Bulletin is an internal communication tool for staff to communicate matters of general interest to Councillors. If a Weekly Bulletin item is marked confidential, Councillors and staff must maintain the integrity and security of confidential information in accordance with the Code of Conduct and supporting policies.

36. Confidential information

- a. In the course of conducting Council business, information of a confidential nature may be brought to the attention of Councillors.
- b. Councillors must maintain the integrity and security of confidential documents or information. In addition to statutory provisions regarding confidential information, Councillors must not release to an external person or organisation any documents or information that has been marked confidential or advised is confidential information.
- c. Councillors will not publish or share any correspondence uploaded to the Councillor Hub if it has been classified as confidential, or without the express permission of the General Manager. When in doubt, the General Manager will advise and determine the status of the information in question.

37. Councillor requests for report preparation

A Councillor requesting the preparation of a report to Council should seek a resolution of the Council by submitting a Notice of Motion. The General Manager will assess the Notice of Motion and if fulfilling such a request requires use of significant resources, proposes substantial unplanned work or has a budget impact, comments shall be prepared for consideration by Councillors with the Notice of Motion in accordance with the Code of Meeting Practice.

## **PART H. Councillor and Staff Interaction**

38. All interactions between Councillors and Staff must be conducted in accordance with the Code of Conduct.
39. Councillors may directly contact members of Authorised Staff that are listed in Schedule 1 of this Policy. The General Manager may amend this list at any time and will advise Councillors promptly of any changes.
40. Councillors can contact Authorised Staff listed in Schedule 1 about matters that relate to the staff member's area of responsibility.
41. Councillors should as far as practicable, only contact staff during normal business hours.
42. If Councillors would like to contact a member of staff not listed in Schedule 1, they must receive permission from the General Manager or relevant Director.
43. If a Councillor is unsure which authorised staff member can help with their enquiry, they can contact the Office of the General Manager who will provide advice about which authorised staff member to contact.
44. The General Manager or a member of the Council's executive leadership team may direct any staff member to contact Councillors to provide specific information or clarification relating to a specific matter.
43. A Councillor or member of staff must not take advantage of their official position to improperly influence other Councillors or members of staff in the performance of their civic or professional duties for the purposes of securing a private benefit for themselves or for another person. Such conduct should be immediately reported to the General Manager or Mayor in the first instance, or alternatively to the Office of Local Government, NSW Ombudsman, or the NSW Independent Commission Against Corruption.
44. The Office of the General Manager will appoint a dedicated officer who is responsible for assisting Councillors to access information to enable them to make informed decisions and to exercise the functions of civic office.
45. Procedure for Councillors to access Council information
  - a. All requests for information should be referred to the dedicated officer who will ensure an appropriate response to a Councillor's request.
  - b. Councillor Requests should be drafted carefully and should precisely detail the information being sought. It is expected that Councillors will act reasonably in making requests.
  - c. Councillor Requests relating to the exercise of a Councillor's functions of civic office will be processed as soon as possible and a response (or an interim response in the case of a complex Request) will be provided in accordance with the following guidelines:

- i. same day response – information is easily accessible and no reference/investigation is required. Examples are:
  - copy of a Council document eg Development Consent
  - request for basic information relating to an Agenda Item on the day of a Council meeting.
- ii. one (1) to five (5) working day response – information is on hand but needs to be processed for release. Examples are:
  - copy of submissions to an exhibited Development Application – documents are electronic and extra time required to extract and redact information where appropriate,
  - request containing a number of questions which may relate to more than one Division and where responses need to be collated into a single reply.
- iii. within 10 working days – investigation and research is required in order to provide the requested information. Examples are:
  - a comprehensive summary including Court Consent Orders for Planning appeals,
  - copies of numerous documents where the files are stored offsite.
- d. Where this investigation and research is extensive and/or complex and the 10 working day timeframe cannot be met, the Councillor lodging the request will be notified within five (5) working days and provided with an indication of when the information may be forthcoming.
- e. Councillors are entitled access to all Council files, records or other documents where that document is identified in Schedule 1 of the *Government Information (Public Access) Regulation 2009* or relating to a matter currently before the Council.
- f. Where it is believed that significant resources will be required to respond to a Councillor Request, or the number of Requests being submitted by a Councillor, the responsible officer will consider the time and/or costs that are likely to be incurred in providing the requested information and make a determination on granting access.
- g. The General Manager shall not unreasonably decide that a document is not relevant to the performance of the Councillors’ civic duty and deny access to a Council document. If access to documents is refused the General Manager must state the reason for the refusal.
- h. The dedicated officer will maintain a Register of Councillor Requests.
- i. If the Request relates to a Councillor’s personal interest, other than civic, the Request must be made pursuant to the *Government Information Public Access Act 2009*, the form for which is available on Council’s website and will be processed in accordance with the timeframes set out in the Public Access to Council Documents and Information Policy.

46. Appropriate and inappropriate interactions

Examples of appropriate interactions between Councillors and staff include, but are not limited to, the following:

- a. Councillors and council staff are courteous and display a positive and professional attitude towards one another
- b. council staff ensure that information necessary for Councillors to exercise their civic functions is made equally available to all Councillors, in accordance with this Policy and any other relevant Council policies
- c. council staff record the advice they give to Councillors in the same way they would if it was provided to members of the public
- d. council staff, including Council's executive team members, document Councillor requests via the Councillor requests system
- e. council meetings and Councillor briefings are used to establish positive working relationships and help Councillors to gain an understanding of the complex issues related to their civic duties
- f. Councillors and council staff feel supported when seeking and providing clarification about council related business
- g. Councillors forward requests through the Councillor requests system and staff respond in accordance with the timeframes stipulated in this Policy

47. Examples of inappropriate interactions between Councillors and staff include, but are not limited to, the following:

- a. Councillors and council staff conducting themselves in a manner which:
  - i. is contrary to their duties under the *Work Health and Safety Act 2011* and their responsibilities under any policies or procedures adopted by the Council to ensure workplace health and safety
  - ii. constitutes harassment and/or bullying within the meaning of the Code of Conduct, or is unlawfully discriminatory
- b. Councillors approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters
- c. staff approaching Councillors to discuss individual or operational staff matters (other than matters relating to broader workforce policy such as, but not limited to, organisational restructures or outsourcing decisions), grievances, workplace investigations and disciplinary matters

- d. subject to clause staff refusing to give information that is available to other Councillors to a particular Councillor
  - e. Councillors who have lodged an application with the council, discussing the matter with staff in staff-only areas of the council
  - f. Councillors being overbearing or threatening to staff
  - g. staff being overbearing or threatening to Councillors
  - h. Councillors making personal attacks on staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of the Code of Conduct in public forums including social media
  - i. Councillors directing or pressuring staff in the performance of their work, or recommendations they should make staff providing ad hoc advice to Councillors without recording or documenting the interaction as they would if the advice was provided to a member of the community
48. Where a Councillor engages in conduct that, in the opinion of the General Manager, puts the health, safety or welfare of staff at risk, the General Manager may restrict the Councillor's access to staff. Any concerns relating to the conduct of staff under this Policy should be raised with the General Manager.
49. Councillor access to council buildings
- a. Councillors are entitled to have access to the Councillors' work room, Councillors Lounge and public areas of Council's buildings during normal business hours for meetings. Councillors needing access to these facilities at other times must obtain approval from the General Manager.
  - b. Councillors may request access to public meeting rooms at the Civic Centre to meet with constituents.
  - c. Councillors must not enter staff-only areas of Council buildings without the approval of the General Manager.

**SCHEDULE 1 - AUTHORISED STAFF LIST**

<b>Division</b>	<b>General Manager</b> <i>Leadership, Mayoral and Councillor support</i>	<b>City Services</b> <i>Infrastructure delivery and maintenance</i>	<b>City Planning and Environment</b> <i>Land use planning, compliance and waste</i>	<b>City Governance</b> <i>Corporate support to the organisation</i>	<b>City Futures</b> <i>Strategy and forward planning for the City &amp; organisation</i>	<b>City Lifestyles</b> <i>Planning and providing for people</i>
<b>Authorised Positions and staff</b>	<b>General Manager</b> Lindy Deitz <b>Personal Assistant</b> <b>Dedicated Councillor support Officer</b>	<b>Director City Delivery</b> Ben Hoyle <b>Personal Assistant</b>	<b>Director City Development</b> Jim Baldwin <b>Personal Assistant</b>	<b>Director City Governance</b> Corinne Mears (Acting) <b>Personal Assistant</b> <b>Manager Governance &amp; Risk</b>	<b>Director, City Growth</b> Rebecca Grasso <b>Personal Assistant</b>	<b>Director City Lifestyles</b> Scott Grant <b>Personal Assistant</b>
Areas of responsibility	<b>Media &amp; Communications</b> <ul style="list-style-type: none"> <li>• Civic events</li> <li>• Citizenship</li> <li>• Media management</li> <li>• Digital content</li> <li>• Design &amp; publications</li> <li>• Sister City relationships</li> </ul> <b>Internal Audit</b> <ul style="list-style-type: none"> <li>• Audit, Risk, Improvement Committee</li> </ul> <b>Strategic Partnerships</b> <ul style="list-style-type: none"> <li>• State &amp; Federal Government relations</li> </ul> <b>Executive and Councillor Support</b>	<b>Operations</b> <ul style="list-style-type: none"> <li>• Civil Works - Maintenance works to footpaths, roads</li> <li>• Open space &amp; Horticulture - Parks &amp; Gardens; Public trees</li> <li>• Sports field maintenance</li> <li>• City Cleansing</li> <li>• Depot Workshop</li> </ul> <b>Infrastructure</b> <ul style="list-style-type: none"> <li>• Infrastructure design &amp; delivery</li> <li>• Capital works delivery</li> <li>• Asset management, maintenance, renewal</li> <li>• Security &amp; facility services</li> <li>• Project Management</li> </ul> <b>Open Space</b> <ul style="list-style-type: none"> <li>• Open Space Planning for Recreation &amp; Natural Areas</li> <li>• Plans of Management</li> <li>• Environmental programs &amp; initiatives</li> <li>• Sustainable outcomes for open space</li> <li>• Dog parks</li> <li>• Walk/cycle ways</li> <li>• Bush care</li> <li>• Flood plain management</li> <li>• Playground planning</li> </ul>	<b>Planning and Development</b> <ul style="list-style-type: none"> <li>• New release areas</li> <li>• Major urban renewal</li> <li>- Strategic Land use planning</li> <li>- Planning proposals</li> <li>- Development Contributions</li> <li>- Development assessment</li> <li>- Building construction assessment &amp; inspections</li> <li>- Subdivision certificates on all new release areas</li> </ul> <ul style="list-style-type: none"> <li>• CBD</li> <li>• Urban Development</li> <li>- Strategic Land use planning</li> <li>- Planning proposals</li> <li>- Development Contributions</li> <li>- Development assessment</li> <li>- Building construction assessment &amp; inspections</li> <li>- Subdivision certificates on all new release areas</li> </ul> <b>City Standards &amp; Compliance</b> <ul style="list-style-type: none"> <li>• Rangers</li> <li>• Parking officers</li> <li>• Animal care facility</li> <li>• Food inspections</li> <li>• On street dining</li> <li>• Illegal works</li> <li>• Fire inspections</li> <li>• Swimming pool inspections</li> <li>• Domestic waste service</li> </ul>	<b>Corporate Services &amp; Governance</b> <ul style="list-style-type: none"> <li>• Financial functions</li> <li>• Business papers</li> <li>• Governance</li> <li>• Access to Information and Privacy</li> <li>• Code of conduct</li> <li>• Councillor support</li> <li>• Risk Management &amp; WHS</li> <li>• Procurement &amp; contracts</li> </ul> <b>People and Performance</b> <ul style="list-style-type: none"> <li>• Human resource functions</li> </ul> <b>Corporate Support Systems</b> <ul style="list-style-type: none"> <li>• Information technology</li> <li>• Customer services</li> <li>• After hours number</li> <li>• Records &amp; Information Management</li> </ul> <b>Strategic Property</b> <ul style="list-style-type: none"> <li>• Property strategy</li> <li>• Property portfolio</li> <li>• Property development and portfolio income generation</li> <li>• Acquisition &amp; disposal of properties</li> <li>• Leases and licences</li> <li>• Road/walkway closures</li> <li>• Approvals for public access onto Council land</li> </ul>	<b>City Growth &amp; Strategy</b> <ul style="list-style-type: none"> <li>• High level strategic &amp; organisational planning</li> <li>• Policy and strategy development</li> <li>• Strategy alignment</li> <li>• Key relationship management &amp; Advocacy including Greater Sydney Commission liaison / contact point</li> <li>• Corporate Planning &amp; strategy</li> <li>• Integrated Planning &amp; Reporting (including Community Strategic Plan)</li> <li>• City Analytics</li> </ul> <b>City Marketing &amp; Economy</b> <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Chamber liaison</li> <li>• Jobs growth</li> <li>• Marketing the City for investment &amp; visitation</li> </ul> <b>Creative Life</b> <ul style="list-style-type: none"> <li>• Campbelltown Arts Centre</li> </ul> <b>Sustainability &amp; Resilience</b> <ul style="list-style-type: none"> <li>• Sustainability policies &amp; strategies</li> <li>• Resilient Sydney Strategy</li> <li>• Sustainability &amp; resilience education</li> <li>• Energy efficiency improvements</li> </ul>	<b>Community Businesses</b> <ul style="list-style-type: none"> <li>• Child care centres</li> <li>• Mobile book &amp; toy library</li> <li>• Outside school hours care</li> <li>• Family day care</li> <li>• Stadia</li> <li>• Leisure centres &amp; pools</li> </ul> <b>Community Learning and Library Services</b> <ul style="list-style-type: none"> <li>• Bicycle Education Centre</li> <li>• Community learning</li> <li>• Library Services</li> <li>• Visitor Information Centre</li> </ul> <b>Community Life</b> <ul style="list-style-type: none"> <li>• Social Policy &amp; planning</li> <li>• Community grants</li> <li>• Place programs</li> <li>• Public art</li> <li>• Community safety</li> <li>• Community events &amp; activations</li> </ul>

**DATA AND DOCUMENT CONTROL - GOVERNANCE USE ONLY**



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