

AGENDA



INNER WEST COUNCIL

COUNCIL MEETING

TUESDAY 12 JUNE 2018

6.30pm

Live Streaming of Council Meeting

In the spirit of open, accessible and transparent government, this meeting of the Inner West Council is being streamed live on Council's website. By speaking at a Council meeting, members of the public agree to being recorded and must ensure their speech to the Council is respectful and use appropriate language. A person who uses defamatory, discriminatory or offensive language may be exposed to liability for which Council takes no responsibility. Any part of this meeting that is held in closed session will not be recorded

Pre-Registration to Speak at Council Meetings

Members of the public must register by 2pm of the day of the Meeting to speak at Council Meetings. If you wish to register to speak please fill in a [Register to Speak Form](#), available from the Inner West Council website, including:

- your name;
- contact details;
- item on the Agenda you wish to speak to; and
- whether you are for or against the recommendation in the agenda.

Are there any rules for speaking at a Council Meeting?

The following rules apply when addressing a Council meeting:

- keep your address to the point, the time allowed for each speaker is limited to three minutes. This time limit applies, no matter how many items are addressed by the speaker;
- when addressing the Meeting you must speak to the Chairperson;
- the Chairperson may curtail public participation where the information being presented is considered repetitive or irrelevant; and
- only 3 speakers for and against an Agenda Item are allowed.

What happens after I submit the form?

Your request will then be added to a list that is shown to the Chairperson on the night of the meeting.

Where Items are deferred, Council reserves the right to defer speakers until that Item is heard on the next occasion.

Accessibility

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Persons in the public gallery are advised that under the Local Government Act 1993, a person may NOT tape record a Council meeting without the permission of Council.

Any persons found recording without authority will be expelled from the meeting.

"Record" includes the use of any form of audio, video and still camera equipment or mobile phone capable of recording speech.

An audio recording of this meeting will be taken for the purpose of verifying the accuracy of the minutes.

PRECIS

- 1 Acknowledgement of Country**
- 2 Apologies**
- 3 Notice of Webcasting**
- 4 Disclosures of Interest (Section 451 of the Local Government Act and Council's Code of Conduct)**
- 5 Moment of Quiet Contemplation**
- 6 Mayoral Minutes**

Nil at the time of printing.

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Item No: C0618 Item 1

Subject: CALLAN PARK REGIONAL SKATE PARK PROJECT

Prepared By: Aaron Callaghan - Parks Planning and Engagement Manager

Authorised By: Cathy Edwards-Davis - Group Manager Trees, Parks and Sports Fields

SUMMARY

This report highlights recent verbal advice received from the Office of Environment and Heritage (OEH) on the proposed regional skate park at Callan Park. OEH have recently advised that the skate park proposal will not be supported by OEH in the revised location which Council has suggested.

OEH is currently developing a Landscape Structure Plan for Callan Park and has advised that specialist landscape architectural advice will be recommending that the skate park be located behind the Waterfront sporting ground. This site has poor visual surveillance and as such Council officers do not support this concept. The site being recommended by OEH's principal architects appears to negate any prospect of a youth facility of this nature being developed in Callan park into the future.

The report also provides Council with a summary of other sites in the northern section of the LGA which have been assessed by Council officers as alternative locations for a skate park facility and the significant issues associated with any future planning and community engagements on these sites.

RECOMMENDATION

THAT Council:

1. **Seek an urgent meeting with the NSW Minister for the Environment to advocate for support from the State Government for the development of a Regional skate park in Callan Park, adjacent to the NSW Ambulance Centre; and**
2. **Note the significant planning issues associated with developing a skate park at alternative park locations.**

BACKGROUND

On 19 July 2011, after 18 months of community consultation, the former Leichhardt Council adopted the draft Callan Park Master Plan, along with the Conservation Management Plan and Plan of Management for Callan Park.

Callan Park is owned by NSW Health and is under the stewardship of the Office of Environment and Heritage.

One of the key community projects in the draft Callan Park Master Plan is the development of a regional skate park. During the master planning work statistical community support for a skate park within Callan Park was well received, with 70% online responses in favor of such a development.

Specific recommendations to facilitate a skate park included:

- Removal of intrusive buildings to create the skate park site
- Regional skate park with minimal structure to be constructed above the existing ground

level to reduce visual impact.

Regional Skate Park Planning Timeline

November 2011: Council submits draft Callan Park Master Plan, including a provision for a skate park, to the State Government.

December 2011-2018: The State Government has provided no formal response to the draft Callan Park Master Plan.

December 2014: Council completes design plans for Callan Park skate park (first location).

December 2015: Council given land owner's consent from the State Government to lodge Development Application for the skate park (first location).

March 2016: Heritage Council refuses to support the Development Application for the skate park (first location). Development Application is withdrawn by Council.

January 2017: New site for the skate park (second location) identified in Callan Park, near Balmain Road, adjacent to the NSW Ambulance car park. Concept plans revised to fit new location. Informal in principal support from OEH staff and the NSW Heritage Council.

December 2017: Council receives confirmation that OEH will not support the new site for the skate park.

February 2018: OEH informs Council it will not support a skate park on the revised Balmain Road site and that a location for this type of facility may be considered as part of the Landscape Structure Planning programme of works.

Revised Site Location Proposed Regional skate park Facility Callan Park

The revised location which OEH is considering as part of its Landscape Structure Plan is the demolition of B496 Foundation House (into the future) and the possible location of a skate park in this area. This site has poor visual surveillance, which may allow anti-social behaviour to occur and as such Council officers do not support this concept. In addition any such development could be many years away.



Review of Other Potential Sites

As part of a desktop review Council officers have reviewed a number of park areas in the north of the local government area which could potentially support a regional skate park. Table 1.0 below highlights these sites and outlines planning issues which Council would need to resolve should it wish to pursue an alternative site to Callan Park. Photos of each of the sites listed as part of the desktop review can be viewed in **Attachment 1**.

Table 1.0 Alternative Park Sites.

Park	Area Reference	Existing POM	Positive Attributes	Areas for Concern	Recommended for Further Review
Shields Playground Darley Road	Large Area of Passive Open Space adjacent to Darley Road light rail station	No	Located adjacent to the Hawthorne light rail station.	Likely to be community opposition - as was the case when the netball courts were proposed at this site.	No
King George Park	High ground in the northern section of the park (<i>adjacent to Victoria Road</i>)	No	Located adjacent to Victoria Road bus services. Good passive surveillance.	Site is very close to residential properties and there is likely to be community concerns associated with noise.	No
Hawthorne Canal Reserve	Southern section of the park which is a dedicated dog on-leash area.	No (Being considered as part of the Greenway Master Plan)	Located adjacent to the Hawthorne light rail station.	One tree would need to be removed. The majority of the facility would need to be above ground due to the low water table in this area. Likely to be opposition from dog walkers.	No
Bridgewater Park	Large area of flat open space currently used for passive recreation and a dog off-leash park	Yes	Located adjacent to Victoria Road bus services. Good passive surveillance. Large area of flat open space	Site is very close to residential properties and there is likely to be community concerns associated with noise and perceived loss of greenspace. The park is currently zoned off-leash.	No
Peace Grove (Leichhardt Park)	Linear section of passive open space adjacent to Le Montage in Leichhardt Park.	Yes	Good passive surveillance.	Site is very close to residential properties and there is likely to be community concerns associated with noise.	No
Leichhardt Park	Area between LPAC and Leichhardt Oval #2	Yes	Good passive surveillance. No residents are immediately adjacent.	The space available is too constrained for a skate park.	No

While it may be possible for Council to construct the regional skate park at the sites listed in Table 1.0, each location presents areas of concern. From previous experience, opposition has often stemmed from perceived changes in use and a lack of acknowledgement of the wider community benefits that such facilities support.

Council has received representations from a resident suggesting the construction of micro skate parks in the Inner West. Similarly, to larger facilities, it is anticipated that smaller skate parks would receive considerable community concerns primarily associated with noise.

FINANCIAL IMPLICATIONS

Council has allocated a budget of \$1,275,000 for the regional skate park facility in Callan Park.

OTHER STAFF COMMENTS

Nil

PUBLIC CONSULTATION

No consultation has been carried out on the alternative site being considered by OEH, to date. Should Council consider any of the alternative sites viable then there would need to be detailed and robust community engagement undertaken to assess community support for an alternative location.

CONCLUSION

This report highlights recent verbal advice received from the Office of Environment and Heritage (OEH) on the proposed regional skate park at Callan Park. OEH have recently advised that the skate park proposal will not be supported by OEH in the revised location which Council has suggested.

OEH is currently developing a Landscape Structure Plan for Callan Park and has advised that specialist landscape architectural advice will be recommending that the skate park be located behind the Waterfront sporting ground. This site has poor visual surveillance and as such Council officers do not support this concept. The site being recommended by OEH's principal architects appears to negate any prospect of a youth facility of this nature being developed in Callan park into the future.

The report also provides Council with a summary of other sites in the northern section of the LGA which have been assessed by Council officers as alternative locations for a skate park facility and the significant issues associated with any future planning and community engagements on these sites.

ATTACHMENTS

1. [Download](#) Attachment 1 -Alternative Site Locations

Attachment 1 –Photos of Possible Alternative Sites in the North of the LGA.

Shields Playground Darley Road



King George Park



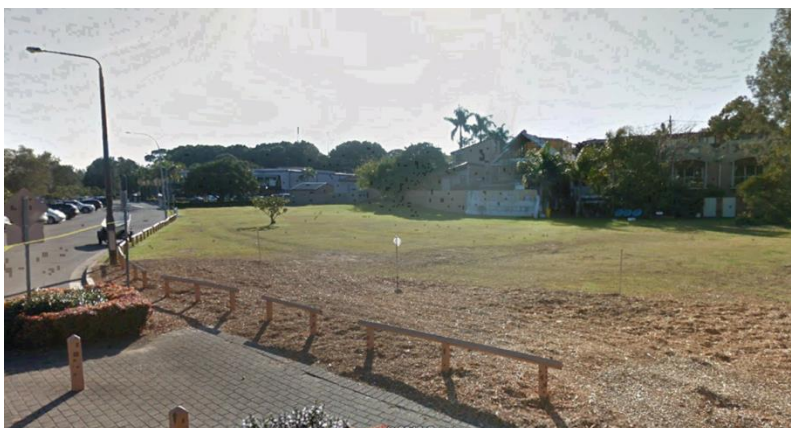
Hawthorne Canal Reserve (Leichhardt)



Bridgewater Park (Rozelle)



Peace Grove (Leichhardt Park)



Item No: C0618 Item 2

Subject: SYDENHAM GREEN LANDSCAPE INTERPRETATION

Prepared By: Morna Scott - Coordinator Landscape Design & Project Management

Authorised By: Cathy Edwards-Davis - Group Manager Trees, Parks and Sports Fields

SUMMARY

This report outlines the community engagement and designs for a landscape interpretation for the former Coptic Church site at Sydenham Green. Council completed demolition of the building in 2017 following lengthy consideration of expressions of interest to retain the building. Engagement for the interpretative memorial was undertaken with the community in 2015 and designs prepared. Since the demolition of the building, the Coptic Diocese have been further engaged on the design and a revised design has been prepared for Council's endorsement for tender and construction.

RECOMMENDATION

THAT Council:

- 1. Endorse the revised Sydenham Green Landscape Interpretation design for tender and construction of Stage 1 works; and**
 - 2. Consider funding of Stage 2 works in future capital works programs.**
-

BACKGROUND

On 14 March 2017 the Inner West Council Local Representative Advisory Committee (LRAC) considered a fifth expression of interest for reuse of the former church located at Sydenham Green by the Australian Coptic Heritage Community Service. It also considered community engagement and designs for a landscape interpretation of the social history of the site. The LRAC resolved as follows:

THAT LRAC:

- 1. Receive and note the report; and*
- 2. Endorses the Coptic Church demolition, landscaping and memorial project to continue as resolved by the former Marrickville Council in August 2015.*

The report to the LRAC is included as **Attachment 1** . The report details the history of expressions of interest considered for the church.

As outlined in the report to the LRAC, a landscape interpretation design was prepared by Plummer and Smith Landscape Architects in 2016. The design featured a brick paved 'tapestry' circle of bricks salvaged from the building, tree planting, foundation stones and seating walls to represent social gathering, friendship, inclusion and connection. The landscape interpretation design was presented to the Coptic Diocese and community representatives for comment in 2016. No comments were received from the Diocese at that time.

Demolition of the building was completed in June 2017. Extent Heritage completed an archival photographic record of the former church on behalf of Council prior to demolition. The building foundation stones, and a substantial quantity of bricks were salvaged and stored for reuse in the interpretive works. The front fence, gates and plaque were retained on site.

In July 2017, after demolition of the building, Council provided a further presentation of the design to Coptic Diocese representatives and invited feedback. The church advised they had formed a committee to assist Council with the project and on 31 August 2017 church representatives presented a preferred approach for the interpretation to include a dome structure which is of particular significance to the Coptic community and was part of the internal structure of the church.

Discussion

Objectives developed for the interpretation project are to:

- provide an inclusive community place that celebrates the site's history, significance and all past uses
- integrate the former building site into the Sydenham Green parkland
- minimise additional maintenance costs
- meet development consent conditions for demolition of the building dated 11 November 2015 that:
 - o *The memorial plaque and front fence and the 2 foundation stones in the east elevation of the church be retained and incorporated in an interpretation strategy and landscape plan for the former Church, in accordance with the Sydenham Green Plan of Management;*
 - o *Prior to demolition of any buildings or structures on the site, an Archival Photographic Recording shall be undertaken*
- meet the requirements of the Sydenham Green Plan of Management 2013 that:
 - o *following the demolition of the former Coptic Church, interpretation of the former use of the site as a church be provided. The interpretation shall be discussed with and agreed upon by Council's Heritage and Urban Design Advisor;*
 - o *the memorial plaque in the front fence and the two foundation stones in the east elevation of the church being salvaged and used in the interpretation.*

A number of heritage reports have been prepared detailing the history and significance of the building. In June 2016 a Heritage Assessment report was commissioned by the Office of Environment and summarises the significance of the building as follows:

"The former St Mary and St Mina Coptic Orthodox church in Sydenham is a place of immense social significance for the Egyptian Coptic community. Although occupied by the Copts for only some 30 years the church was established in 1970 to service the increasing number of Copts leaving Egypt due to religious discrimination. As such it was their first church building in Australia and is thus possibly unique, as the founding building of most other faiths have not survived. The long absence of the Methodist congregation has eroded the Methodist connection to the site, nevertheless, the church has very strong associations with the establishment of the suburb of Sydenham as created by the 1881 subdivision. Construction of the church as part of the suburban development of the area occurred at a time when Sydney was largely Protestant or Catholic and every suburb had churches reflecting that situation. The church, as a relic, is a rare survivor of the early suburban development of Sydenham."

Following the feedback from the Coptic diocese, a revised concept design was prepared by heritage landscape architects Phillips Marler. This involved further detailed engagement with the church community at their current church at Bexley along with consideration of the project objectives and long term use of the park by the general community.

The revised concept design is included as **Attachment 2**. The design includes a contemporary interpretation of the dome feature made of robust materials and a landscape seating area based on the former footprint of the church building and using the salvaged bricks. The design incorporates the building foundation stones and interpretive panels outlining both the Coptic, Methodist and social history of the site. A plaque to World War II veterans is also to be

retained along with the original Church fencing on Railway Road on which it is mounted. Tree planting will include species of cultural significance along with Australian native species.

The Coptic Diocese has fully endorsed the revised concept design. The church has requested that grape vine and star motifs be considered in the detailed design of the feature to further reflect Coptic culture.

The Church advised that a significant event is being planned around 24th January 2019 to mark the 50th anniversary of the Church's establishment in Australia. International visitors and Church dignitaries will attend. The Sydenham Green interpretative site would be included in the event proceedings. It is intended that construction of the feature be completed by December 2018 prior to the event.

The complete revised concept design for the project exceeds the project budget. Stage one works have been identified to provide the main interpretive feature elements and an accessible path from Park Lane. Stage two works would provide stepped terraced entry based on the lower church building footprint and an additional connection to Park Lane. A further connection to the corner of Railway Road and Henry Street corner could also be provided in the future to access adjoining recreation areas of Sydenham Green and public toilets.

The site is heavily affected by traffic and aircraft noise, being located on Railway Road, a four lane regional road and under the flight path of landing aircraft. While the park is valued by local residents and the former church congregation, this potentially limits the use of the site.

Maintenance of the feature would involve routine park, landscape, pavement and graffiti maintenance as well as tree management. The dome feature is proposed to be constructed of durable precast concrete and enamelled steel which is considered relatively low maintenance.

FINANCIAL IMPLICATIONS

The available funding for construction of the interpretation project is \$166,873. Stage one of the interpretation design has been identified to be completed within the available funding. Completion of stage two will be considered in future capital budget planning.

The new work will result in additional maintenance and renewal costs. The design aims to limit maintenance requirements while providing good quality design.

OTHER STAFF COMMENTS

Council's former Heritage and Urban Design Advisor commented in late 2017 that the prime consideration for the interpretation project is the acknowledgement of the history and social significance of the site and former church. Reference to significance statements and background information in the 2016 Heritage Assessment report was recommended (see above).

The Team Leader Heritage and Urban Design has commented that the proposed landscaping concept design provides an opportunity to interpret the significance of the former Coptic Church through the use of signage describing its history and social significance, and through landscape elements which delineate the form and location of the former building. The scheme is supported in heritage terms.

PUBLIC CONSULTATION

Public consultation for the project is outlined in Background above and has involved:

- Community engagement for the landscape interpretation design in 2015 and 2016; and
- Engagement with Coptic Diocese representatives in 2017 including endorsement of the revised concept design in April 2018.

It is intended that the interpretation design be notified on Council's Your Say page for the project along with information on the construction time frame. Surrounding residents and park users will also be informed of the works prior to construction.

It is expected that a formal dedication event be held on completion of the interpretive memorial prior to or in coordination with the Church's 50th year celebrations in January 2019.

CONCLUSION

A contemporary interpretative memorial has been designed to acknowledge the significance of the site as the first Coptic Church outside Egypt and previously as a Methodist Church established during the early development of the Sydenham suburb. The feature has been designed with community input and has been endorsed by the Coptic Diocese.

Stage one of the interpretation design is planned to be completed late 2018 within existing funding. On Council's endorsement detailed designs and tender documents will be prepared for construction.

ATTACHMENTS

1. [!\[\]\(2a133ebb0337313d16cc068f19494aa2_img.jpg\)](#) Previous LRAC Report 14 March 2017
2. [!\[\]\(e5831951c2bb646a242d812c288ddabc_img.jpg\)](#) Sydenham Green Landscape Interpretation Concept Design

Item No: L0317 Item 6
Subject: SYDENHAM GREEN, FORMER CHURCH – HERITAGE CONSIDERATIONS
File Ref: 17/6032/22169.17
Prepared By: Brooke Martin - Group Manager Properties, Major Building Projects and Facilities
Authorised By: Peter Gainsford - Deputy General Manager Assets and Environment

SUMMARY

The Australian Coptic Heritage & Community Services (ACHCS) has approached Council on the possibility of commencing a 5th expression of interest (EOI) for the reuse of the building. The building is identified as having a high risk of potential injury to the public and Council does not have the funding to make safe and restore the building. Considerable effort and money has been expended over the past 16 years to find alternative uses for the building. The former Marrickville Council resolved to demolish, landscape and create a memorial at its August 2015 Committee meeting. A heritage review was undertaken as part of the 2015 development consent and the DA was approved in November 2015. A demolition contract was signed in December 2015 and the site was established for demolition. An Interim Heritage Order was placed on the site from the Minister of Heritage on 24th December 2015. The Interim Heritage Order has now lapsed and the Heritage Committee determined not to list the building on the State Heritage List. This report seeks your feedback on Council continuing with the planned project based on the former Marrickville Council 2015 recommendation to demolish, landscape and create a memorial or to enter into a 5th EOI process.

RECOMMENDATION

THAT LRAC

1. **Receive and note the report.**
2. **Endorses the Coptic Church demolition, landscaping and memorial project to continue as resolved by the former Marrickville Council in August 2015;**

BACKGROUND

The former Marrickville Council considered the Integration of the Sydenham Green and memorial interpretation project at its 4th August 2015 meeting and resolved as below.

THAT Council:

1. *endorses the Coptic Church demolition, landscaping and memorial project; and*
2. *considers a budget adjustment at the next financial review to make available \$300,000 in funds from reserves to progress the work.*

The project was placed on hold by an Interim Heritage Order from the Minister of Heritage on 24th December 2015. A comprehensive investigation was undertaken by the Heritage Council over an 8 month period including an independent report by a Heritage consultant. In August 2016 the Heritage Council decided not to list the building on the State Heritage List with the following recommendation.

2016-37. The Heritage Council State Heritage Register Committee:

1. acknowledges the social significance of the site for the Coptic community but advises the Heritage Division that the former Coptic Church, Sydenham, is not likely to be of state heritage significance;
2. advises not to progress the nomination of the former Coptic Church in the light of the above considerations and the Committee's priorities for listings in 2016/17; and
3. requests the OEH Heritage Division to write to the Coptic Community (ACHCS) to:
 - a. acknowledge the definite local social significance of the site but also noting the poor condition of the property and its adverse environment creates difficulties with the long term conservation of the current building;
 - b. encourage their active participation in the interpretation proposed in the landscape solution for the site by the Inner West Council and in ongoing celebration and commemoration of the history of the former church; and
4. requests the OEH Heritage Division to write to the Inner West Council to:
 - a. encourage an active engagement with the Coptic community (ACHCS) in developing the interpretation for the former Coptic church site within the Sydenham Green landscaping.]

Considerations for reuse and restoration

Council has undertaken four EOI periods over 15 years in an effort to work with the community to find a use for the building, three of which were with the Coptic Orthodox Community. This includes 7 years of negotiations ending in the Coptic Orthodox Church final withdrawal of interest in 2015. All of the EOI periods were advertised publicly in accordance with the legislative requirements for community land.

In 2001 the Commonwealth Government purchased the site from the Coptic Orthodox Church as the building was deemed uninhabitable due to the aircraft noise. The building and the land were transferred to Marrickville Council as community land similar to the other Community Land that now forms Sydenham Green open space. The Coptic Community were relocated with a new facility in Bexley and they removed all the elements from the building that were deemed valuable to the Coptic community. Since 2001 the building has been vacant and not utilised.

Given the status of the land as "*community land*" under the *Local Government Act 1993*, Council can only negotiate a maximum 30 year lease. Council cannot enter into discussions around selling the land or any other form of tenure without changing the classification of the land. The scope of an agreement would essentially permit the tenant to revitalise the building at their cost in exchange for a long term tenure.

The first EOI and discussions with the Coptic Church occurred in 2001 and in 2004 the church declined to proceed.

Council commissioned a condition report and costings for refurbishment of the building. In 2007 this was estimated at \$2.3 million (equates approximately to \$5 million in 2017) and Council did not have the funds to carry out the necessary works. In 2008 an Interim Heritage Order was placed on the building. The order was then lifted as the building was deemed not to have state significance.

In 2008 a second EOI process was undertaken with no interest.

In 2009 Council carried out amendments to the Local Environmental Plan to permit broader options for community use of the building.

A third EOI process was advertised in 2010 and negotiations with the Coptic Church commenced. The Coptic Church then withdrew from the proposal due to lack of financial capacity.

Council resolved on 16 August 2011 to proceed to demolish the building. The DA was lodged for demolition and Deferred Commencement Consent granted subject to the Sydenham Green Plan of Management being amended. The Plan of Management process was completed in Dec 2013 including both options of the building being retained or demolished.

The following is an extract from the Sydenham Green Plan of Management:

2.5.1 St Mary Coptic Church – *The majority of the community was aware of the possible demolition of the Church. Council has considered a number of reports concerning attempts to save the building. Council granted development consent on 14 February 2012 to demolish this building as follows:*

1. That the Sydenham Green Plan of Management be amended as follows:

- a) To recognise demolition of the former Coptic Church;*
- b) To require that following the demolition of the former Coptic Church, interpretation of the former use of the site as a church be provided. The interpretation shall be discussed with and agreed upon by Council's Heritage and Urban Design Advisor;*
- c) The memorial plaque in the front fence and the two foundation stones in the east elevation of the church being salvaged and used in the interpretation.*

In 2013 the Coptic Orthodox Church met with Council and requested another EOI period.

A fourth expression of interest was advertised in 2013 and negotiations commenced again with the Coptic Orthodox Church. In May 2015 Council received a letter from the Coptic Orthodox Church withdrawing from the EOI process. In both the letter of withdrawal and Bishop Daniels representations at the August 2015 Council meeting, the Coptic Church noted that they unfortunately had other projects that they needed to invest their monies.

Each EOI period has historically taken a minimum of one year and up to 4 years. This demonstrates the complexity of the building restoration and the possible considerations for reuse. The location of the building is isolated, affected by low flying planes and there are parking constraints. The building requires significant investment to allow public use including a full replacement of the roof and flooring. The classification of community land requires council to demonstrate that the community benefits are not constrained to a single community group. An EOI process must consider the financial capability of any organization considering a long term lease arrangement and significant restoration works.

ACHCS has approached council to either purchase the property which the former church is located or enter into a lease arrangement and restore the building.

As the land is classified Community Land, Council cannot sell/transfer/gift the land. In order to be capable of transferring/selling/gifting, the land must be reclassified as Operational Land as part of the Local Environmental Plan through a public hearing. This is a lengthy process and the broader community will be highly interested in any reduction of open space provisions. In

addition to the reclassification, the Commonwealth Crown must give permission to sell the Land as the deed of the Land prevents Council from selling the land for 25 years which is at least until June 2023. Any sale of council land must be done based on the current valuation which equates currently to approximately \$2 million land value.

ACHCS has identified that they would like to see the building reused as a community and heritage service offering a museum and educational excursions. ACHCS have carried out an inspection of the building and some preliminary costings for restoration. The costs for the restoration have been identified as 'at cost' ie that the builder and project manager will not charge any margin to undertake the works. A review of the costings have identified that they do not allow for the full extent of works required to restore the building and is at least half of what Council consider, is required to bring the building up to a satisfactory standard to allow public use.

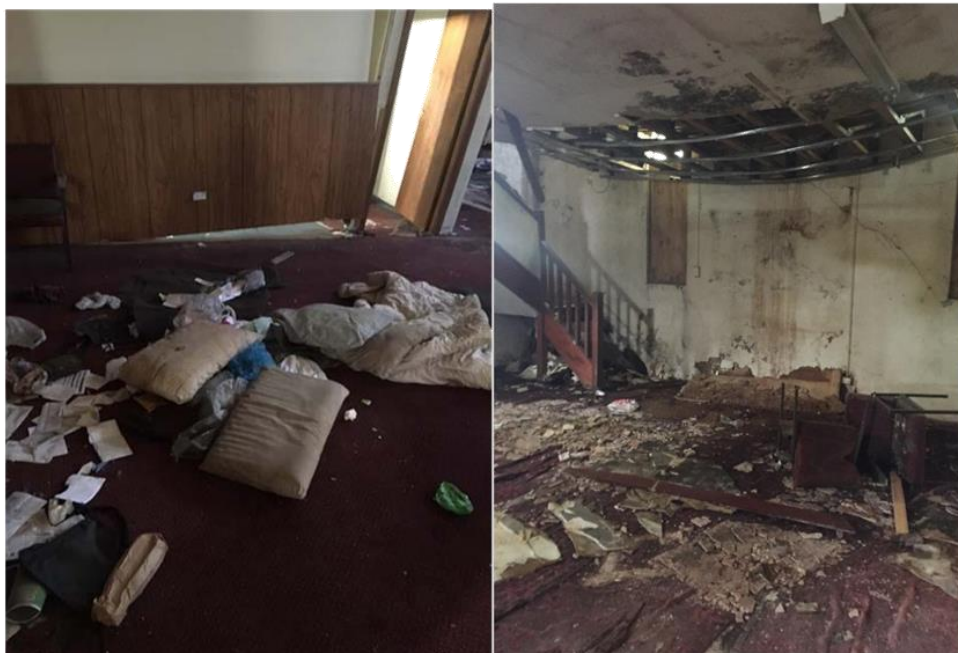
ACHCS is a not for profit organization established in 2015. The organization has no financial capacity and would be relying on donations and the personal financial capacity of its members to support any application for an EOI. There is no assurance that this organization would qualify as financially capable in an EOI process.

Current safety concerns for staff and public

The building has a high risk of potential injury to the public. It is feared that a terrible accident will occur if the building remains in place any longer. Staff have already been injured and despite efforts to keep out squatters there is constant evidence that they are using the building for shelter.

Several Council staff have been injured by falling through the floor whilst carrying out routine inspections. The building is now boarded up and council staff are instructed not to enter unless chaperoned by an experienced Trades person. Despite efforts to secure the building, squatters are continually entering the building to find shelter from the cold. It is feared that a terrible accident may occur in the building. Even on recent inspections there were babies bedding and clothes left on a makeshift bed of dirty clothing and food wrappers. The windows have been covered with metal sheets as the timber boards were being removed by squatters.

Below are two photos of a recent inspection showing the squatter evidence, the sloped flooring and the fallen ceiling.



Following the Interim Heritage Order in 2015, a structural assessment of the building was undertaken. This structural assessment is located at **ATTACHMENT 1** and shows that there is a high risk of potential injury. An extract of the report is below,

'The site is currently in a significant state of dilapidation due to years of neglect. Water ingress has continued to deteriorate large areas of the site to the point at which major structural collapse has occurred to the floors, ceilings, stairs and walls. This has rendered the site, in our opinion a high risk of potential injury.'

On the 8th January 2016 significant vandalism occurred including damage to temporary fencing, damage to the pergola and grinding off of the main gates. Over the past year the building has deteriorated further with parts of eaves needing to be removed, glass windows and doors smashed and further vandalism of both the interior and exterior of the building.

Council strategy for use of the land

After four definitive EOI attempts to find a solution for reuse of the building, involving community groups and the Coptic Orthodox Church, Council determined a strategy which incorporates, best practical use of the community land, a heritage interpretation, a responsible management of council assets and public safety.

The current estimates to refurbish the building are approximately \$5 million. The building is unsafe, significant structural rehabilitation is required and Council does not have the funds to refurbish.

A comprehensive community engagement period has been undertaken including the 2012 Recreation Needs Study, which identified the need for open space within the former

Marrickville LGA and the 2013 Sydenham Green Plan of Management identified the strategy to demolish the church and integrate the Sydenham Green open space.

The heritage review of the 2015 development proposal for demolition of the church supports demolition of the building, provision of an interpretation of the significance of the site, incorporates conservation of specified salvaged elements and an archival recording. The building itself lacks architectural significance and has been the subject of a number of additions over time.

After considering all the facts, Council resolved on the 4th August 2015 to demolish the building, provide landscaping and interpretation of the significance of the site. The most senior church leader in Australia, Bishop Daniel, attended the Council meeting at which the decision to demolish was taken and acknowledged that both he and His Holiness the Coptic Orthodox Pope had agreed there were more important uses for the Church's monies than saving this building. The Church in Egypt has been under threat from anti-Christian forces leaving many people homeless and in need of practical Church support. The Coptic Orthodox Church regrettably is unable to come up with the substantial funds required to conserve the Church building. They note that they have other land holdings which they are funding and the decision by the highest powers of the church is to not continue with this project

The DA application to demolish the church was lodged in September 2015 and approved in November 2015.

Council intends to celebrate the social significance

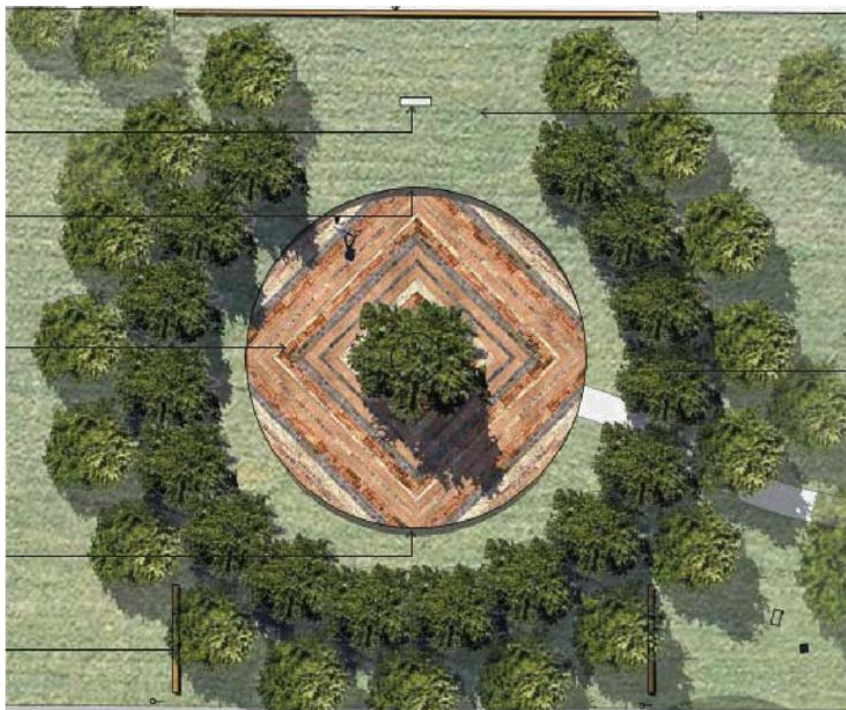
The significance of the site is acknowledged and the aim is to provide a community place that celebrates its history and past uses.

The Sydenham Green Master Plan outlined the need to recognise the significance of the former Church site. Council is implementing the Master Plan including a celebration of the former use of the site by providing an interpretation and memorial. Engagement with stakeholders commenced in October 2015. This engagement included talking to the congregation and finding out about the social history of the former church and designing a memorial site at the park to reflect the findings. Following extensive online marketing and a local area letterbox drop, four responses were received. Staff undertook phone interviews with local prominent Coptic's and previous users of the church. Plummer & Smith Landscape Architects were engaged to use the information to inform their design of a memorial at the park see **ATTACHMENT 2**. Below is an extract from the report;

"Situated on the site called Sydenham Green, which was cleared of housing in the mid 90's due to air traffic noise, the church is alienated from the rest of the parkland. This project provides an opportunity to take down the barbed wire topped cyclone fencing and re-imagine the site as an integrated landscape that welcomes the community back into this once congregational setting.

Its heritage significance focuses on its social heritage as a Methodist Church and as the first Coptic Orthodox Church in Australia. The over-riding function of the site was a place of gathering, congregation, worship and community."

The concept plan for the remembrance and interpretation of the former church includes salvaged items and relics from the building. The design is a celebration of the heritage of the site as a meeting place. The concept design requires the building to be disassembled and the bricks retained for an installation of a tapestry pavement. The circle of trees provides a sense of sanctuary and enclosure found within a church. The picture below is an extract of the concept design attached.



Extent Heritage has also completed an Archival Photographic record of the former church on behalf of Council.

Council was advised in November 2016 that the building has been listed on the National Trust of Australia Trust Register. This does not restrict the usage of the building nor the planned project of demolishing the building to install an interpretation honouring the social significance of the former church.

FINANCIAL IMPLICATIONS

The original budget endorsed at the August 2015 Council meeting was estimated at \$300,000 which included \$235,000 for demolition, \$15,000 for landscape design and \$50,000 for the landscaping and interpretation.

The landscape design has been completed and the interpretation requires significant salvage of bricks on multiple walls to include in the tapestry pavement. This design element requires

the building to be dismantled rather than demolished. The cost for the project is now estimated at \$450,000 which includes \$365,000 for demolition, \$16,500 for landscape design and \$68,500 for landscaping and interpretation. This also includes variations due to the project being placed on hold from the Interim Heritage Order.

The Group Manager Finance has confirmed that the additional \$150,000 is available from Section 94 funds.

OTHER STAFF COMMENTS

This report includes input from Group Manager Legal, Group Manager Communications, Engagement, Events and Manager Environmental Services (Previously Senior Heritage Officer).

PUBLIC CONSULTATION

Extensive community engagement has taken place as part of the Sydenham Green Plan of Management, the approved Development Application and 4 EOI's in the past. Community engagement was undertaken as part of the integration of the park and the interpretation of the former church in ATTACHMENT 2.

CONCLUSION

Council does not have the funding to make safe and restore the building and maintain it in the long term. The building has a high risk of potential injury to the public. It is feared that a terrible accident will occur if the building remains in place any longer. Staff have already been injured and despite efforts to keep out squatters there is constant evidence that they are using the building for shelter. After four definitive attempts to find a solution for reuse of the building, involving community groups and the Coptic Orthodox Church, council determined a strategy which incorporates, best practical use of the community land, heritage interpretation, a responsible management of council assets and public safety. Council acknowledged the significance of the site and aims to provide a community place that celebrates its history and past uses. The wider community has expressed that there is a priority in council providing open space for community benefit which was the undertaking in the Sydenham Green Plan of Management.

The Heritage Committee has advised that the building is not of State significance and has not listed it on the State Heritage Register. They made a recommendation that the ACHCS should have input into the design of the interpretation of the former church. Discussions with the ACHCS have taken place and they have requested that Council enter into another EOI process to give them a chance to restore and reuse the building. Considerable effort and money has been expended over the years to find alternative uses for the building, including an adaptive reuse proposal from the Coptic Orthodox Church Diocese of Sydney and Affiliated Regions. The Church has clearly noted that it no longer wishes to pursue any further funding for the site. There is no assurance that the ACHCS is financially capable of undertaking the restoration and entering into a long term lease arrangement to maintain the building. An EOI period will take a minimum of 12 months and up to 4 years and then it is estimated that there is another 12 months of work to make safe the building. The current condition of the building is a high risk to public safety and it is fortunate that nothing devastating has occurred at the site to date.

It is recommended that Inner West Council immediately continue with the former Marrickville Council recommendation of demolishing the building, landscaping to integrate the open space and installing an interpretation of the heritage of the former church.

ATTACHMENTS

1. Attachment 1 - Engineering Report - Building Condition report former Coptic Church
2. Attachment 2 - Former Coptic Church Sydneham Green



Sydenham Green Interpretation - Site of Former Coptic Church

Preliminary Concept

4th May 2018

phillips|marler

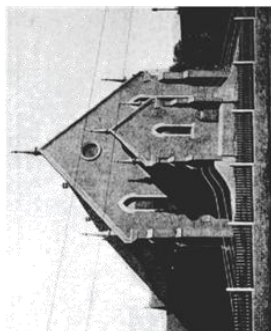




Aerial showing former St Mary & St Mina Coptic church



Current aerial of former church site, now Sydenham Green



Methodist Church - 1920's



Coptic Church - 1970's

St Mary and Mina Coptic Church at Park Lane Sydenham Green was created from the Tempe Park Methodist Church built in 1884 by James Fallick and brick maker William Toyer. In 1968, the church was purchased by Egyptian Coptic people and re-consecrated as St Mary and St Mina Coptic Orthodox Church, becoming Australia's first Coptic Church.

The site became a focus for gathering, sharing, remembering and worship. For the Coptic community the church was far more than a place of worship and learning. The site was perceived as a 'home' away from home, Egypt, and the connections formed there amongst the people were felt as strongly as those of family. The church became the centre of a network of Coptic churches around New South Wales.

In 2001, the church relocated to Forest Road Bexley where the original altar, pews and other artefacts are now located. The church was unoccupied until its demolition in 2017

Salvaged elements from former church



Foundation Stones salvaged from the old church



Bricks salvaged from the old church

Current Site



Site of the old church looking north towards the intersection of Railway Road & Henry Street



Existing Fence of the former church on Railway Road



Site of the old church looking south-west towards Park Lane



Park Lane looking north-west towards the intersection with Henry Street



Memorial plaque on the fence

Current Site Section



Sydenham Green Interpretation- Site of Former Coptic Church

Site

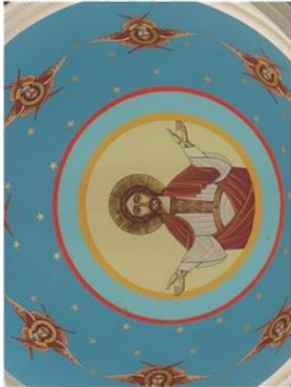
Preliminary Concept: 04.05.18



Service at the St Mary and St Mina Coptic Church, Bexley



Domes are used extensively in traditional Coptic architecture



Domes symbolise the vault of Heaven



Coptic crosses have their own aesthetic style



Crosses can be used in patterns



There is a Coptic tradition of icon painting



There is a Coptic tradition of mosaic



The original alter from the Sydenham Church continues to be used in the Bexley Church



The alter has its own dome



Olive and Palm Trees have religious symbolic significance







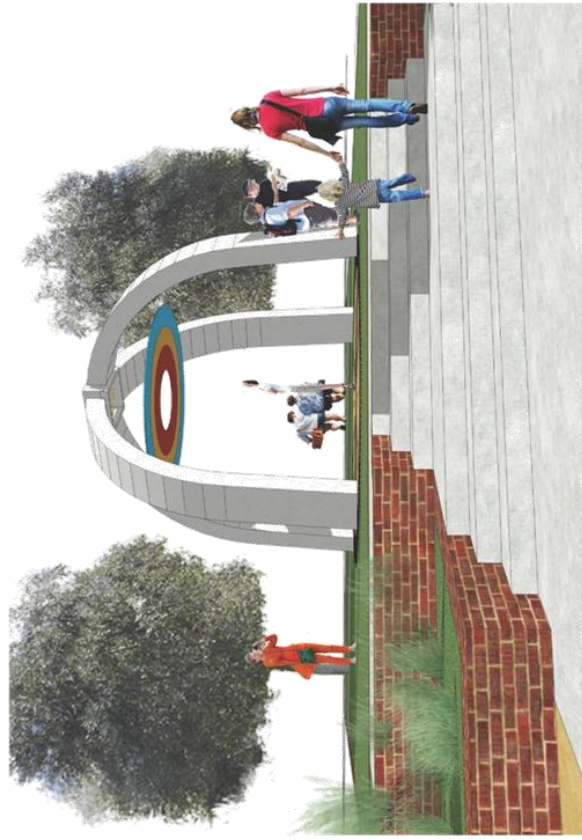


Sydenham Green Interpretation- Site of Former Coptic Church

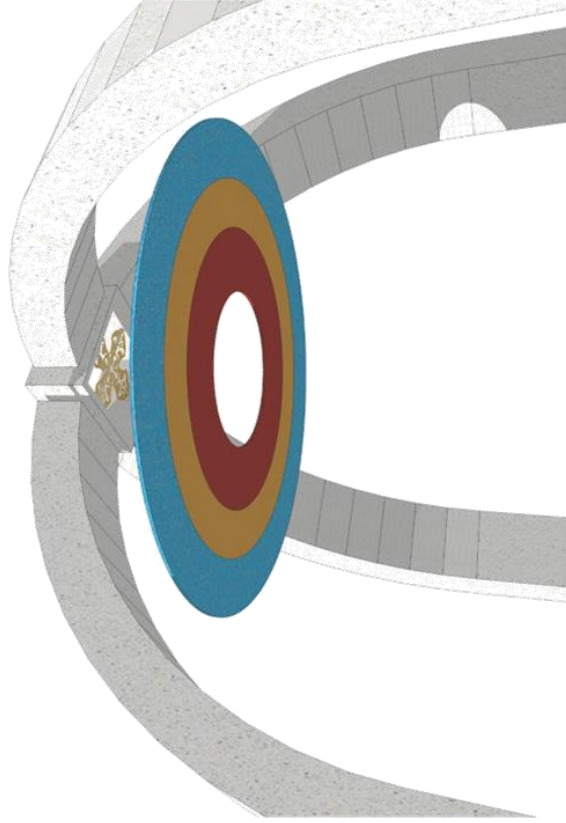
View looking North

Preliminary Concept: 04.05.18

Commemorative Sculpture

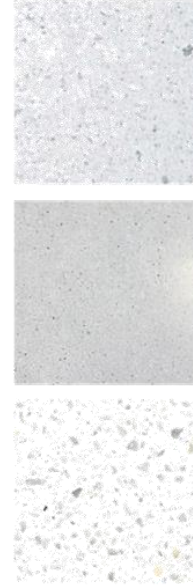


Exterior view



Interior view

- The commemorative sculpture is located in the same position as the alter of the former Sydenham church. The sculpture symbolizes the alter. It is the focal point of the space.
- The shape of sculpture combines both the symbolism of the cross and traditional architectural dome form.
- At the apex of the four curved blades of the sculpture is a traditional Coptic cross. A central floating disc beneath the cross symbolizes heaven and is painted in traditional Coptic colours of red, gold and blue.
- The polished concrete of the sculptural blades is both beautiful and highly vandal resistant and can be easily maintained



- Precast Polished Concrete Texture

Sydenham Green Interpretation - Site of Former Coptic Church

Sculpture Concept

Preliminary Concept: 04.05.18

phillipsmarler



Item No: C0618 Item 3

Subject: PRIDE IN THE INNER WEST

Prepared By: Gabrielle Rennard - Community Wellbeing Manager

Authorised By: Erla Ronan - Group Manager Community Services and Culture

SUMMARY

In October 2017 Council resolved (C10117 Item 23), *Pride in the Inner West* that a further report be provided on how Council can instigate and support a range of programs and initiatives with the LGBTIQ communities. This included engaging a dedicated LGBTIQ Community Engagement Officer, establishing a Pride Centre, ensuring all Council facilities were inclusive, accessible and LGBTIQ safe spaces, training of staff, commissioning a gateway mural, lobbying for Fair Day at Camperdown Memorial Park, establishing an awards scheme and ensuring Council forms reflect ACON guidelines on the recognition of sex and gender. Each of these items have been responded to in the following report together with an assessment of resource impacts.

RECOMMENDATION

THAT Council:

1. **Identify a funding source to fund a dedicated part time LGBTIQ Project Officer (\$60,000 per annum for 2 years) and engage the Project Officer for the 2 year pilot period whilst establishing the Pride Centre;**
2. **Actively pursue engagement towards establishing the first phases of developing a Pride Centre in alignment with Council's Land and Property Management Strategy;**
3. **Actively promote it's subscription to the ACON *Pride and Diversity Program* and that all Council staff, Councillors and volunteers be provided with access to diversity and inclusion training;**
4. **Use the ACON guidelines (sexuality and gender indicators) where possible to progressively update Council forms and data collection information sources;**
5. **Note a mural installation on the Council property known as Newtown Neighbourhood Centre as part of the Perfect Match program. The intent of the installation would reinforce and embrace the Inner West as a safe, positive and friendly community; and**
6. **Seek to have all Council facilities engaged with the ACON, Welcome Here project to ensure they create and promote environments that are visibly welcoming and inclusive of Lesbian, Gay, Bi, Trans, Intersex and Queer (LGBTIQ) communities**

BACKGROUND

The Notice of Motion (C10117 Item 23) tabled at the 12 October 2017 Council meeting moved:

That Council staff provide a report through the General Manager to Council on how the Inner Council will:

- 1. Support the work of the Inner West LGBTIQ Forum and strengthen its activities by dedicating an LGBTIQ Community Engagement Officer;***

- 2. Identifying options to provide a Council facility for the purpose of establishing a Pride Centre in the Inner West, including options for potential funding partner/s to support the Centre;***
- 3. Lobby the Sydney Gay and Lesbian Mardi Gras to keep Fair Day at Camperdown Memorial Rest Park;***
- 4. Update Council forms to reflect the 2013 guidelines on the recognition of sex and gender;***
- 5. Commission a gateway mural at a prime location reinforcing the Inner West as a safe, positive and friendly community;***
- 6. Establish an awards scheme to recognise LGBTIQ-friendly businesses in each ward; and***
- 7. Work towards making all Council facilities inclusive, accessible and LGBTIQ safe spaces, including training staff.***

Social Profile

Australian Bureau of Statistics (ABS) 2016 Census shows that the Inner West has had an increase in people identifying as being in a same sex relationship and living together. This is up by 13% (from 3,217 to 3,636 people) since the 2011 Census. It is important to note that there is currently nowhere on the Census form for people to identify as a same sex attracted person unless they identified as a same-sex couple who were living together at the time of the census. Therefore it may be reasonable to note that the overall figures of people identifying as LGBTIQ will be seemingly higher.

The 2016 Census counted just under 46,800 same-sex couples living together in Australia, with over 35 percent of people in same sex couples living in New South Wales. The top ten (10) suburbs with the highest proportion of same-sex couples in 2016 included Newtown, Enmore, St Peters and Tempe.

Resolution Item 1 - LGBTIQ Community Engagement Officer

Inner West Council continues to support the LGBTIQ community through established activities such as Feel the Love, the Rainbow Roundtable (LGBTIQ Forum) and the LGBTIQ Working party. The LGBTIQ Working Party is a group of local inner west residents who have been working in a consultative manner with Council staff to actively assist with the design and delivery of a diverse range of wellbeing programs, partnerships and initiatives to engage, support, celebrate and progress the needs of the LGBTIQ community of the Inner West.

To date this has included delivery of local Mardi Gras events including Feel the Love, Rainbow Flag Raising and the Rainbow Roundtable. Their advice and insights have been invaluable in advising Council of critical issues and trends impacting the local LGBTIQ community including the Marriage Equality Campaign, installation of Pride Seats, Gender and Diverse Aquatic and Recreation Programs, and prioritising actions and strategies to improve the health and wellbeing of LGBTIQ communities in the Inner West as identified through the Roundtable.

Council's Community Wellbeing staff currently deliver these functions/activities through multiple positions and dedicate specific time and resources to major initiatives when required. It is proposed that additional resources are required to fulfill the resolution as existing staff cannot absorb the significant planning, programming and implementation required to deliver this leading practice initiative.

Council allocate the necessary resources to engage a dedicated full time LGBTIQ officer to this role for a pilot period of two years. The role would be responsible for consultation and engagement with the LGBTIQ Working Party and interested members of the community regarding the establishment and use of a Pride Centre; establishing the governance model for the Pride Centre; sourcing potential partners, tenants, funding opportunities and sponsors of the Centre; activating the Pride Centre with a mix of community and cultural development initiatives to improve health and wellbeing; consider longer term vision, community engagement and ongoing support for the Centre.

The role would also be a resource for LGBTIQ community activation and engage Council, the community and key stakeholders in embedding equity and inclusion practices across the inner west.

Resolution Item 2 - Pride Centre

Worldwide there are a number of Pride Centre models such as the Pride Centre of Edmonton, Canada, Pelangi Pride Centre, Singapore with the San Francisco LGBT Centre, in particular demonstrating successful outcomes for their local community. In Australia, the Victorian government has allocated \$15 million to the development of a purpose built Victorian Pride Centre in St. Kilda which is due to open in 2020.

According to population demographics the inner west would appear to be a logical location for the establishment of a Pride Centre in NSW and could facilitate many positive outcomes for the LGBTIQ community and the broader community.

Direct feedback from the Rainbow Roundtable forum, August 2017 prioritised the need for diverse wellbeing and health support programs and services for LGBTIQ communities to help address issues of social isolation, bullying, harassment and access to services including mental health services for example to support people transitioning. A co-location model where support services in conjunction with wellbeing programs based in the same building could be one way of facilitating this necessary access to support and social connections.

Inner West Council has been approached by key stakeholders such as The Gender Centre and ACON who are interested in contributing to the development of a Pride Centre. The establishment process is critical and requires careful consideration as to the purpose, functions, operational model to identify key organisational partners and funding sources. Council is wanting to undertake comprehensive community engagement to ensure diverse representation and input from the broader LGBTIQ community and key stakeholders in order to establish an effective business case, governance framework and operational model that will be credible and inspiring to potential service and funding partners.

A dedicated Officer would facilitate the following phases for the successful development of a Pride Centre in the inner west:-

- Scope the Pride Centre project
- Undertake engagement with community and key stakeholders
- Determine centre purpose and vision (short and long term)
- Further research successful Pride Centre models
- Identify potential sites for a Pride Centre in alignment with Council's Land and Property Management Strategy
- Undertake centre feasibility and cost analysis to determine business case
- Develop governance structure and centre operational framework
- Activate a Pride Centre in the inner west

Resources are allocated on 3 days per week by a suitably qualified Community Development Specialist over a 2-year period to undertake these actions.

Table: Inner West Council - Potential Pride Centre locations to be considered in conjunction with Council's Land and Property Management Strategy.

Proposal is to pilot the establishment of a LGBTIQ Pride Centre— establish Centre's purpose, governance model, functions, partners and operational framework. Initial premise considerations include:

Venue	Description	Status	Recommendation
Rainbow Room Newtown Neighbourhood Centre 1 Bedford St, Newtown	<p>This building is currently leased by Newtown Neighbourhood Centre who are a long term tenant providing a diverse range of programs and services to the community including people experiencing homelessness, boarding house tenants, seniors, people with a disability and carers.</p> <p>Upstairs carpeted meeting room 9m x 8m. Natural light catering for max 50 people. Access to small kitchen</p>	Newtown neighbourhood Centre are a long term tenant of the premises. They hire out the Rainbow room as part of existing lease agreement.	<p>Not viable option.</p> <p>Rainbow room limited capacity to deliver vision of a Pride Centre. Newtown Neighbourhood Centre and Rainbow Room already well activated.</p>
St Peters Town Hall 39 Unwins Bridge Road, Sydenham	<p>3 decent size rooms downstairs including a kitchen Upstairs small hall with kitchen and large meeting room with natural light and lino floors. Further carpeted meeting room with natural light and windows opening to Unwins Bridge Rd.</p> <p>Independent access to external area.</p>	<p>Facility requiring significant capital work to create welcoming accessible space and to attract potential partners, co-located tenants for a Pride Centre.</p> <p>Suitable for individuals or groups for multipurpose arts uses including performances, music, dance and holding workshops.</p> <p>Further potential to have additional artist spaces on grounds external of building.</p> <p>Disability access to upstairs to be installed June 2019.</p> <p>Downstairs occupied by library.</p>	<p>Not preferred option for Pride Centre</p> <p>More suitable to deliver Council resolution to deliver a further 6-10 artist residencies. Excellent location close to transport and community activities - Sydenham Creative Hub.</p>

Marrickville Town Hall 303 Marrickville Rd, Marrickville	<p>The Centre contains a large hall, kitchen and toilet amenities available for hire by the community</p> <p>The facility currently provides office space for Council's library services on ground floor and first floor</p> <p>Ground floor - 2 meeting rooms / office space</p> <p>First floor - 4 large carpeted meeting rooms including kitchen & toilet amenities</p>	<p>Space could be immediately activated upon Council Library staff vacating premises</p> <p>Potential co-location spaces for Pride Centre partners / tenants</p> <p>Capacity to host diversity of health and wellbeing events, activities, programs and workshops.</p> <p>Would not alter the existing use of hall facility and the premises by the community</p> <p>Disability access to first floor to be installed by June 2019</p>	<p>Preferred location to establish Pride Centre</p> <p>Excellent location close to public transport, on a busy high street, night time economy and community activities. In the heart of the LGBTIQ community of the inner west</p> <p>Would retain community use of the town hall</p>
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Resolution Item 3 - Fair Day

Fair Day is a family friendly event that attracts over 80,000 people and is one of the many events organised by Sydney Gay and Lesbian Mardi Gras (SGLMG), a non-profit community based organisation, which also organise the annual Sydney Gay and Lesbian Mardi Gras Parade and program. Fair Day 2017 was moved to Camperdown Memorial Rest Park because improvement works rendered the usual Victoria Park venue unavailable. In 2018 Fair Day was again returned to be held at Victoria Park and it is understood that staff at SGLMG would like for this arrangement to continue in 2019.

Resolution Item 4 - Council Forms

ACON in consultation with Parliament, the LGBTIQ communities and Primary Health services have developed the following sexuality and gender indicators to standardise the collection of information captured. This information can build a data set to support LGBTIQ health and community needs and grant applications. These standards are being used by health, LGBTIQ and other organisations. For further details see: <http://www.acon.org.au/what-we-are-here-for/policy-research/#recommended-sexuality-and-gender-indicators>

Inner West Council will endeavour to use the ACON guidelines where possible and appropriate to progressively update Council forms and data collection information sources.

Resolution Item 5 - Gateway mural

As part of EDGE and the Perfect Match program, Council have investigated a mural to be installed in the prime location opposite Newtown Train Station and on the Council

property known as Newtown Neighbourhood Centre. The intent of the installation would reinforce and embrace the Inner West as a safe, positive and friendly community. It is envisaged that this installation would align with the Newtown Neighbourhoods 40th anniversary of Newtown Festival in November with no additional funds required for this installation.

Resolution Item 6 - Business Awards

Please note that a separate report will be presented to Council over coming weeks which will respond to a Council resolution regarding Harmonising Inner West Council Awards Programs.

The existing Inner West Business Environment Awards has a category, Community Leadership, encourages businesses to take leadership on community and social issues, one of which could be supporting LGBTIQ communities.

It would be important in any LGBTIQ-friendly business award scheme/category, that all staff had undergone appropriate diversity and inclusion training as the critical factor in receiving an award, would be to ensure the longevity and accuracy of the award as staff change. It would be important for businesses to incorporate regular training as part of their induction and professional development programs. This can be supported through the Rainbow Tick program.

There is a national register of LGBTIQ accredited organisations, with these organisations demonstrating their commitment to pride, diversity and inclusion. The Rainbow Tick standards are applicable to any organisation regardless of industry and could be used by private businesses, sporting clubs, gyms as well as health and community organisations and government. Uniting, for example, was the first faith-based organisation to receive Rainbow Tick accreditation in 2015. ACON can support organisations become accreditation ready through their training program. More information is available at these links, <http://www.prideinclusionprograms.com.au/rainbow-tick-readiness/> and <http://www.qip.com.au/standards/rainbow-tick-standards/>

Resolution Item 7 - Inclusive facilities

Inner West Council is a member of the *Pride in Diversity* program delivered by ACON. This program provides employers with the experience, expertise, support and advice to assist their staff with all aspects of LGBTIQ inclusion through training and other resources. One of the issues raised at the Rainbow Roundtable was the need for pride and diversity training for all frontline staff including child care centres, libraries, aged care services and aquatic centres.

Council staff have been investigating opportunities to ensure all Council facilities are LGBTIQ inclusive, friendly and accessible. Additionally Council can actively participate in ACON's recently launched *Welcome Here* program, a mechanism for businesses and facilities to identify that they are operating in a safe and inclusive manner. No cost is incurred for this program.

To join the Welcome Here project Council venues and facilities prioritized to join this project would need to:

- Display the 'Welcome Here' sticker and charter at each nominated site, continuously in highly visible places.
- Pledge that LGBTIQ customers/clients/patrons will be welcomed, included, and treated with respect and dignity every time they visit us.
- Conduct a staff survey to assess staff's level of understanding and experience of being welcoming and inclusive of diversity (ACON provide the survey).

- Complete an online survey each year for project evaluation.
- Celebrate 15 Diversity Days per annum <https://www.welcomehere.org.au/diversitydays>
ACON provide resources for these including posters and social media.
- Provide LGBTIQ diversity inclusion training for our staff to be able to join the project with integrity.

Active engagement in this program would be supported by the proposed dedicated LGBTIQ Community Project Officer role. It also has potential opportunity for staff diversity champions or staff LGBTIQ inclusion working party to run some of the Diversity Day activities.

More about the program is available at: <https://www.welcomehere.org.au/>

FINANCIAL IMPLICATIONS

Council has used existing budget allocation in Human Resources to join membership to the ACON Pride and Diversity program – membership levels range \$3,500 - \$10,000 + GST

The proposal for a temporary 2 year engagement officer for 3 days per week will cost Council approximately \$60,000 per annum. This has not been included in the current or draft budget currently on exhibition. Council will need to identify a project to not continue with in the 2018/19 year of equivalent value or a funding source to fund such position. Further costs of the Pride centre will be made available to Council upon commissioning of the project.

The proposed Gateway mural will be funded through existing resources under the Perfect Match program.

The costs to undertake community engagement for the development of a Pride Centre will be attributed to the proposed LGBTIQ Project Officer role and existing resources in the Community Engagement team.

A further report will be provided to Council following the community and stakeholder engagement process and in alignment with the outcomes of Council's Land and Property Management Strategy. It is expected that this report will outline the proposed costs, business case and suggested governance structure for the development and implementation of a Pride Centre.

OTHER STAFF COMMENTS

Consultation with Property, Major Projects and Facilities; Library and History Services; Community Services and Culture have informed this report.

PUBLIC CONSULTATION

Council staff continue to actively engage and consult with the LGBTIQ Working Party to involve the broader LGBTIQ community in the inner west to ensure meaningful outcomes. The Rainbow Roundtable forum outcomes have provided an invaluable resource and action plan for the working party.

CONCLUSION

Council's strong commitment to LGBTIQ, access, equity and wellbeing would be strengthened by dedicated program resources, additional funds of \$60,000p.a. would need to be identified to implement Resolution C10117 and engage Council, the community and key stakeholders in bedding equity and inclusion practices across the inner west.

ATTACHMENTS

Nil.

Item No: C0618 Item 4

Subject: COUNCIL SUPPORT FOR WESTCONNEX DILAPIDATION REPORTING

Prepared By: Kendall Banfield - Manager WestConnex Unit

Authorised By: David Birds - Group Manager Strategic Planning

SUMMARY

At its 24 April 2018 meeting Council considered a report - *Council Support for WestConnex Dilapidation Reporting* - and resolved to request a report back on establishing a Council service for providing independent dilapidation reports to property owners affected by WestConnex.

This report presents three options for establishing such a service:

- Option 1: Council uses an existing compliance staff member who does not have a place in the new structure to undertake reporting;
- Option 2: Council employs a new temporary staff member with appropriate skills to undertake reporting; or
- Option 3: Council commissions consultant(s) to undertake reporting.

This report recommends Option 1, primarily on the basis that it would utilise existing staff resources, would initially come at no financial cost to Council and would allow for reporting to be undertaken without charging property owners. This report also recommends that Council's service include appropriate disclaimers - noting that even with these disclaimers, Council could be exposed to liability. At this stage the existing staff member would operate on a part-time basis. Should demand for the service exceed the capacity of this staff member, it is recommended that a report back to Council be provided on further options, which would likely have budget implications. Finally, it is recommended that the new service be supported by relevant written advice on Council's website.

RECOMMENDATION

THAT Council:

1. **Implements an independent WestConnex dilapidation reporting service at no cost to eligible property owners by way of Option 1 described in this report;**
2. **Includes as part of this service appropriate disclaimers - noting that even with these disclaimers, Council could be exposed to liability;**
3. **Considers a report back to Council on further options should the demand for the service exceed the resources available by way of Option 1; and**
4. **Supports this service by providing written advice on Council's website on the dilapidation reporting service.**

BACKGROUND

At its 24 April 2018 meeting Council considered a report - *Council Support for WestConnex Dilapidation Reporting* - and resolved "THAT Council:

1. *Establish an internal service to provide independent dilapidation reports for local property owners affected by tunneling and construction for the WestConnex project. The service is*

- to be offered for a period of 12 months and restricted to the employment of a single officer to undertake reports; and*
2. *Prepare a report for adoption at Council (prior to the final adoption of the 2018/19 Budget) including:*
 - (a) Options for charging a modest fee for the service that can recover some costs;*
 - (b) Identifying how the position can be funded including the potential to fund it through already identified savings in the 2018/19 Budget;*
 - (c) Ensuring that existing liability and risk management processes which apply to Council's development assessment and regulatory unit are applied to the position; and*
 - (d) Criteria for prioritisation of requests for service."*

This report responds to this resolution. The report to Council's 24 April 2018 meeting had included general background information on dilapidation reporting processes for WestConnex.

Options for establishing an internal service to provide independent dilapidation reports

Although the resolution states that the service should be restricted to the employment of a single officer to undertake reports for a 12-month period, the following three options are presented to allow for a comparison of the costs and benefits of each one:

- Option 1: Council uses available compliance staff resources to undertake reporting;
- Option 2: Council employs a new temporary staff member with appropriate skills to undertake reporting; or
- Option 3: Council commissions consultant(s) to undertake reporting.

Each of these options is discussed as follows, based on a 12-month period of operation.

Option 1: Council uses available compliance staff to undertake reporting

Relevant Council managers have advised that there is an existing compliance staff member, who does not have a place in the new structure, who would be currently available to undertake reporting on a part-time basis. The main advantage of this option is that existing Council resources would be utilised and there would be no financial cost to Council.

The main disadvantage of this option is that whilst this staff member has relevant qualifications, he/she is not experienced in dilapidation reporting as this kind of reporting has not traditionally been a part of Council's core business. Training would be required to ensure the staff member is appropriately skilled. Though there would be a cost involved in this training, the cost would be sufficiently modest to be covered by existing Council budgets.

A further disadvantage of this option (along with Option 2) is that it raises potential legal liability issues for Council (considered below). It should also be noted that there would be an 'opportunity cost' to Council, as any staff devoted to this activity would not be available to undertake alternative activities.

Option 2: Council employs a new temporary staff member with appropriate skills to undertake reporting

As with Option 3 below, the main advantage of this option is that such a staff member would be appropriately qualified, experienced and certified to immediately undertake this task.

As with Option 3, the main disadvantage is the financial cost to Council. It is estimated that a full-time salary of around \$150,000 for the 12-month period would need to be offered by Council to attract a suitable candidate. On-costs (i.e. administrative support and workplace equipment costs) would also need to be added – estimated to be around \$20,000. This would take the total cost of this option to around \$170,000. If this staff member were to be employed part-time, the cost would be reduced accordingly, e.g. of the order of \$85,000 if employed half-

time. Although these financial costs to Council are significant, they would not be as high as for Option 3 (consultant).

A further disadvantage of this option (along with Option 1) is that it raises potential legal liability issues for Council (considered below). There is also a possibility that the process may not result in a successful appointment. This is particularly as the position is a temporary one and the skills required are in high demand at present due to the extent of construction work underway in Sydney.

Option 3: Council commissions an appropriately-skilled consultant to undertake reporting

The main advantage of this option is that the consultant would be appropriately qualified, experienced and certified to immediately undertake this task, and would have their own administrative support, equipment and risk-management processes in place.

The main disadvantage of this option is that there would be a financial cost to Council. The significance of this cost would depend on the number of reports which would need to be undertaken over the 12-month period, which is largely dependent on the takeup from property owners of Council's offer.

Relevant WestConnex project staff from WestConnex have advised that the takeup rate for pre-construction dilapidation reports offered by the project has been around 50% for both Stages 1 and 2. It is estimated that the takeup rate for Council's service would be less than this – of the order of 30% - noting that it is inherently difficult to estimate this figure with accuracy.

Council staff estimate that the number of properties eligible for reports from WestConnex Stage 3 – i.e. properties within 50m of construction sites and tunnel alignments - is around 3,000. At a takeup rate of 30%, the number of reports that Council would need to undertake or commission would be around 900.

An examination of information provided by a sample of consultants shows that dilapidation reports for residential properties cost around \$500, with costs increasing according to the size of the dwelling. The cost for commercial properties is more, depending on the size and nature of the commercial property.

Based on the above, the estimated cost of consultant reports, if this option is selected, would be 900 properties x \$500 per report = \$450,000. The cost to Council could be offset by charging property owners a percentage of the cost – (say) 50%, bringing the total cost to Council down to \$225,000. Charging property owners in this way would also act to moderately reduce the takeup rate.

A further disadvantage of this option is that it would take time (2 months) to undertake a competitive tender process to commission the consultant – although once appointed, the consultant would commence work immediately.

Potential liability issues raised by Options 1 & 2

Options 1 and 2 potentially raise liability issues for Council. There is firstly the possibility that any Council staff member who has undertaken dilapidation reporting would need to be involved in disputes (including court cases) between the property owner and the WestConnex proponent. This would impose a further time cost on Council staff, and in any court proceedings, the qualifications and experience of relevant Council staff could be questioned.

Secondly, property owners could commence legal proceedings against Council if they were dissatisfied with an aspect of Council's reporting process or the quality of the report prepared by Council. Accordingly, this report recommends that appropriate disclaimers be applied, with wording specified by Council's legal staff and Council's insurers.

Australian Consumer Law usually does not apply to councils as they are not traders. It is however possible that Consumer Law could apply if it was seen that Council's dilapidation reporting service was been carried out as a business, not a community service. If that was the case, then Council as an organisation could have exposure to liability regardless of the disclaimers.

Council's insurers have been requested to confirm whether Council's professional indemnity policy covers Council should there be a claim under Australian Consumer Law or at common law. The response from the insurers is that if a claim comes in to Council citing a negligent act or omission by Council staff when carrying out their duties, it will be taken to be a professional indemnity claim regardless of what law the claimant is citing. The focus is on financial loss suffered as a result of Council staff that allows it to be managed and defended as a public indemnity claim. All of Council's individual members of staff are covered by Council's professional indemnity insurance. This is however contingent upon staff carrying out duties that reasonably within their job specifications.

Council's insurer has confirmed that if Council is undertaking an additional type of work that wasn't undertaken previously, it would be covered under the current professional indemnity policy without further advice to the insurer, provided the work is within Council's and the employee's scope of work, i.e. the work is carried out by staff who are trained and qualified to carry out that work, and the work is carried out at the request of, and knowledge of, Council. These two are normally (implicitly or otherwise) covered by the employee's job description, either as it exists or as modified. Accordingly there is no insurance-related action that is triggered or needs to occur if this dilapidation reporting service is commenced.

Assessment of resources allocated compared to number of reports to be completed

The extent of resources required to deliver this service cannot be estimated with accuracy. Staff or consultant resources required would depend on the number of eligible properties, the percentage of owners who choose to take advantage of Council's service, the average number of reports that could be completed each working day and the number of consultant or staff working days available to undertake reporting over a 12-month period.

Other factors include the percentage of owners who qualify for the Council's reporting service (if Council chose to apply qualification criteria) and a fee charged for full or partial cost recovery. It is recommended that at this stage, these criteria not be applied, i.e. the service is available to all affected property owners at no charge.

On the basis of the calculation under Option 3 on take-up that there could be requests for up to 900 reports, the following coverage would be provided by each of the three options:

- Option 1 (existing staff) – existing staff resources available currently appear to be capable of preparing up to about 400 reports over 12 months. The capacity of the resource and the potential to increase it at no cost to Council would be monitored and, as recommended in this report, if take up appears to indicate that demand is likely to exceed available capacity, a report would be made back to Council on options to increase reporting capacity;
- Option 2 (new staff member) - a new temporary full-time staff member could complete 900 reports over 12 months; or
- Option 3 (consultant(s)) – consultants could complete 900 reports over 12 months.

Relevant information on Council's website

In addition to the staffing options outlined above, it is recommended that a brief description of the dilapidation reporting process and reasons why reports are undertaken are included on Council's website. This information is intended to encourage property owners to firstly take up

the proponent's offer of a report and supplement this by undertaking or commissioning their own independent assessment. Secondly, it is to make property owners aware of Council's offer of an independent assessment.

This action would be undertaken by the resources outlined in the three options described above. It could be undertaken within 2-3 months without financial cost to Council. For the case of internal staff, it is estimated that around 15 days of staff time would be needed to undertake research and establish the web information. It should be noted that this would result in a reduced capacity of staff to respond to other issues arising. If a consultant was to be used (Option 3), this task would be included in the consultant's brief.

Recommended option for providing the service

Although there are costs and benefits for each of the three options assessed, Option 1 is recommended primarily because existing staff resources would be utilised, there would be no financial cost to Council and there would be no need to charge property owners for the assessment. This report also recommends that the service be provided with appropriate disclaimers - noting that even with these disclaimers, Council could be exposed to liability. Should the demand for the service exceed the resources available by way of Option 1, a report back to Council would be provided on further options necessary to meet demand. These would be likely to involve consideration of Options 2 and 3. The service would be supported by written advice on Council's website on the dilapidation reporting process and the availability of Council's reporting service.

FINANCIAL IMPLICATIONS

Advice has been sought from Council's finance and risk management staff in the drafting of this report. Options 2 and 3 would have direct financial implications, but are not recommended in this report. Should the demand for the service exceed the resources available by way of Option 1, a report back to Council would be provided on further options necessary to meet demand. These further options are likely to involve Options 2 and 3 and would therefore have financial implications for Council.

OTHER STAFF COMMENTS

Advice from other relevant Council staff has been obtained in drafting this report.

PUBLIC CONSULTATION

Not applicable.

ATTACHMENTS

Nil.

Item No: C0618 Item 5**Subject:** JOINING THE COMMITTEE FOR SYDNEY**Prepared By:** John Warburton - Deputy General Manager Community and Engagement**Authorised By:** Rik Hart - Interim General Manager**SUMMARY**

The Committee for Sydney is an independent not for profit organisation with the aim of enhancing the, “economic, social, cultural and environmental conditions that make Sydney a vibrant, competitive and creative global city.” It acts as a forum for collaboration but more importantly is a powerful voice at state and federal level advocating for a range of policy outcomes that support local government and the improvement Sydney.

Joining the Committee for Sydney will give the Inner West Council and greater voice in relation to key strategic and planning issues of importance to the Inner West Community. In addition it will provide a forum for the Inner West Council to collaborate with key stakeholders and access a wide range of expertise across industry sectors to manage the numerous urban challenges the Inner West faces.

RECOMMENDATION

THAT Council becomes a member of the Committee for Sydney.

BACKGROUND

The Committee for Sydney is an independent not for profit organisation with the aim of enhancing the, “economic, social, cultural and environmental conditions that make Sydney a vibrant, competitive and creative global city.” It acts as a forum for collaboration but more importantly is a powerful voice at state and federal level advocating for a range of policy outcomes that support local government and the improvement Sydney. They have a membership of over a hundred organisations with the overall stated aim of taking a holistic approach to making Sydney the most liveable global city it can be. Local government members include Canterbury Bankstown Council, City of Sydney Council, Parramatta City Council and LG NSW.

Why Should the Inner West become a member of the Committee for Sydney?

The Inner West Council should become a member of the Committee for Sydney, joining peer councils, City of Sydney, Canterbury Bankstown and Parramatta City Council. A full outline of the benefits to Committee for Sydney members is in Attachment 1.

Advocacy

The Committee for Sydney through its board, network and in-house research team has become a powerful voice to improve the state of planning for Sydney as a global city. For example the Committee for Sydney championed the approach of a centralized planning commission which predated the creation of the Greater Sydney Commission (GSC) in 2015. The current Chief Commissioner of the GSC is Lucy Turnbull who was the Chair of the Committee for Sydney from 2012 to 2015.

The Committee for Sydney currently has five key policy areas that are consistent with council's strategic direction expressed in the draft Community Strategic Plan. A full outline of the Committee for Sydney's priorities and key focus areas are in Attachment 2.

1. *An inclusive city managing Sydney's growth and prosperity.*

Key focus areas include: high quality urban design; supporting stronger local

government; national funding for infrastructure; healthy communities; working with the GSC; and, affordable and social housing.

These themes link closely to council's CSP Strategic Direction 2: unique, liveable and networked neighbourhoods. In particular ensuring development is designed to make life better for the community and ensuring that everyone has a "roof over their head and a suitable place to call home". This also links to Strategic Direction 4: Caring, happy and healthy communities which includes ensuring that the community is healthy and people have access to services and facilities at all stages of life.

2. *A smarter data driven city.*

Key focus areas include: Sydney as a smart city using technology to enhance citizen's lives; using innovation in procurement to find better ways to solve urban challenges; and, supporting the sharing economy.

The use of technology to improve the lives of citizens is woven through all of council's strategic documents. There are many areas where managing the impacts of technology are becoming crucial and council will be developing strategic documents in the coming 12 months in response.

These themes are particularly relevant to council's CSP Strategic Direction 5: Progressive local leadership. In particular the requirement that government makes responsible decisions to manage finite resources in the best interests of current and future communities.

3. *Driving Sydney's productivity and competitiveness.*

Key focus areas include: an economic strategy for the whole of Sydney and including Newcastle and Wollongong; digital disruption of the economy and how this impacts planning for the city; promoting women in business. These themes link closely to council's CSP Strategic Direction 3: Creative communities and a strong economy. In particular ensuring that the local economy is thriving and that mainstreets and villages are thriving places.

4. *Keeping Sydney Moving.*

Key focus areas include: future transport technologies and how they affect city planning; Value capture and transport networks; growing Sydney's rail network and supporting public transport; improving appraisal of infrastructure; and, promoting active transport networks for walking and cycling. These themes link closely to CSP Strategic Direction 1; an ecologically sustainable Inner West, particularly that the people and infrastructure of the Inner West contribute positively to the environment. CSP Strategic Direction 2: Unique liveable networked neighbourhoods. In particular that public transport is improved and connected and that people are walking and cycling around their Inner West neighbourhoods.

5. *Protecting and enhancing Sydney's appeal.*

Key focus areas include: promoting and improving Sydney's night time economy; promoting access to Sydney's cultural and arts attractions; and, protecting all aspects of Sydney's environment including increasing green spaces and combatting pollution. These themes link closely to CSP Strategic Direction 1: an ecologically sustainable Inner West. Strategic Direction 3: Creative communities and a strong economy. In particular growing the Inner West as a cultural and creative hub and promoting main streets by day and night.

The Committee for Sydney has five taskforces which develop policy linked to the above directions:

- the Smart Cities Taskforce
- the Planning Taskforce
- the Transport Taskforce
- the Liveability and Loveability Taskforce
- the Professional and Business Services Taskforce.

It would be highly advantageous to the Inner West Council to have input into the deliberations and policy process of the Committee for Sydney to amplify its existing voice.

Take its place among key bodies as part of a network

The Committee for Sydney sits at the centre of most key organisations that have relevance to the planning direction of Sydney. These organisations include private sector contractors, developers, planners and suppliers. They also include financial institutions, architectural firms and government entities. Having access to this network connects council with key stakeholders with the support of the Committee for Sydney.

Access to a range of expertise across industry sectors.

As a larger council the Inner West now has greater capability in a range of areas however having access to the expertise represented in the Committee for Sydney network would take council's access to expertise to a higher level. This would be particularly helpful in urban planning, smart cities and the digital economy, transport planning and economic development.

Free attendance to all Committee for Sydney events

The Committee for Sydney runs networking, information and advocacy events throughout the year and representatives from the Inner West, including councillors could attend any or all such events for no cost.

FINANCIAL IMPLICATIONS

The cost of Membership is \$15,000 per annum. This can be funded through.

PUBLIC CONSULTATION

Not applicable

CONCLUSION

Joining the Committee for Sydney is a highly cost effective way of amplifying the voice of the Inner West Council to achieve key policy outcomes that will be beneficial to the Inner West Community.

ATTACHMENTS

1. [Committee for Sydney outline of benefits for members](#)
2. [Committee for Sydney outline of strategic priorities and key focus areas](#)

Item 5



COMMITTEE FOR SYDNEY MEMBERSHIP INFORMATION

Attachment 1



INTRODUCTION

The Committee for Sydney is an independent think tank and champion for the whole of Sydney. With a big picture view, we provide thought leadership beyond the electoral cycle.

Our aim is the enhancement of the economic, social, cultural and environmental conditions that make Sydney a vibrant, competitive and creative global city.

Our members include major companies, universities, not-for-profits, strategically significant local governments and state government departments as well as key cultural, sporting and marketing bodies.

While we represent no one sector or interest, we share one passion – Sydney and the role it plays as Australia's global city. We seek to bring all parts of our city together in order that Sydney can 'collaborate to compete' in the most effective way possible.

Given Sydney's economic importance to Australia, the Committee's agenda matters not just for Sydneysiders, but for the nation.

Referred to as a 'high powered policy group,' (Australian Financial Review) The Committee is not only an effective network, but an influential force on decision-makers at both State and Federal level, the 'go-to' organisation for government and a 'must-join' organisation for leading companies.

Our strength and expertise:

As Advocates

While we work hard in seeking practical solutions to immediate challenges we always have an eye on the future. Developing 'big city', long-term thinking with a visionary objective, we aim to ensure that Sydney retains and enhances its competitive, global status and key economic role for Australia.

Our experienced Board and team work with our members and stakeholders to develop innovative best practice policy advocating Sydney's all-round enhancement. Through research, advocacy and our events programs we stimulate discussion and provide expertise to decision-makers on the issues that really matter for Sydney.

As Collaborators

We are unapologetic in our ambitions for our city and believe promoting better collaboration by all parties will help achieve these ambitions. In promoting new kinds of partnerships between the public and private sectors we're building effective coalitions around issues and opportunities for the city.

Becoming the 'go-to' organisation for government we're firm allies of those pursuing the bold reforms Sydney needs. We provide members with a voice to government as well as the public arena on the most important issues facing our city.

We Research

Bringing together the resources of our team with the expertise and strategic input from our members, we develop original and most crucially, evidence-based research. Combined with our policy development this achieves traction with decision-makers and provides valuable insight for members.

We Engage and Communicate

Each of our four Taskforces and various Working Groups are fundamentally aligned with our priority areas. It's these groups that drive the agenda within our priority areas, providing thought leadership and helping to identify deliverable actions.

We regularly publish our research, position papers and submissions that have become benchmarks in policy formation. Engaging the media we leverage the findings to drive our agenda, influence policy development and enhance the civic dialogue on issues that matter to Sydney.

Our Events

Committee for Sydney events are exclusive and free of charge for our members. Our member events have become essential fixtures within the Sydney business network.

With a focus on maintaining an informal and low key atmosphere, these events are always timely and integrated discussions on the integral elements that shape Sydney.

Featuring leading domestic and international experts across a variety of formats, our events not only facilitate exchanges of up

to the minute information, but provide invaluable networking opportunities and one-to-one access with key decision-makers and influencers in both the public and private sector.

Should members be unable to attend an event, they're always welcome to pass the invitation on to colleagues within their organisation or use them as mentoring initiatives to encourage junior staff to participate and shape their understanding of their business and their city. A summary of our recent events can be found on our [website](#).

Previous event speakers include:

The Hon Gladys Berejiklian MP
Premier of New South Wales and Member for Willoughby

Lucy Turnbull AO
Chief Commissioner, Greater Sydney Commission

Todd Litman
Founder and Executive Director of the Victoria Transport Policy Institute (Canada)

Michael Koh.
Fellow of the Centre for Liveable Cities (CLC) Singapore

Bruce Katz
Brookings Institution

Rachel Botsman
Author, Trust Expert, University Lecturer, Keynote Speaker, Board Member

The Rt Hon Lord Mayor Charles Bowman
Lord Mayor of London

Chris Lehane
Head of Global Policy and Public Affairs for Airbnb and former Press Secretary to President Bill Clinton

Ann Sherry
Chairman, Carnival Australia

Chris Jordan AO
Commissioner of Taxation and Registrar of the Australian Business Register

Greg Clark
Visiting Professor, and co-Chairman of Advisory Board of STEaPP's City Leadership Laboratory at UCL London

Uschi Schreiber
Global Vice Chair - Markets and Chair of Global Accounts Committee, EY

The Hon. Rob Stokes MP
NSW Education Minister

TASKFORCES

Our Taskforces are at the coalface of designing our policies, initiatives and advocacy. Our members are actively encouraged to participate in a Taskforce and such involvement gives them an opportunity to hear from industry experts and importantly, make a contribution to the future outlook of their city.

Taskforces meet on average four times a year.

Smart Cities Taskforce

Ensuring a global, liveable connected Sydney

Chaired by David Epstein, Optus
Technology is changing the way we live, communicate and work. We now have the ability to access data and integrate technology to improve the liveability, workability and sustainability of Sydney.

Taskforce members represent our growing tech sector, Government agencies, global organisations and knowledge institutions.

Members will focus on coordinating policy around the development of Sydney as a smart city and enabling technology integration across business and government as a way to secure our long term economic and social success.

Planning Taskforce

Managing the growth of Sydney: planning reform, housing and city governance

Chaired by Sue Weatherley, Parramatta City Council

The strategic planning, housing and governance of Sydney are key issues for the future of our city. Bringing together members from across development, property, consulting, design, architecture, CHPs and State and local government, it focuses on developing research and policy to grow Sydney's affordable housing offer. Promoting metropolitan governance for Greater Sydney and supporting Sydney's polycentricity, particularly the Western Sydney centres of Parramatta, Penrith and Liverpool.

Transport Taskforce

From planning to delivery - an integrated transport network for a global city

Chaired by Larry McGrath, John Holland Group

A global city needs a world-class transport network, cohesive systems and first-rate infrastructure. Bringing together transport-orientated members, this Taskforce utilises their expertise to advocate for the maximisation of Sydney's current transport infrastructure and to ensure that future projects are well designed, funded and delivered.

Liveability and Loveability Taskforce

Protecting and enhancing the appeal of Sydney

Chaired by Lyn Lewis-Smith, Business Events Sydney,

Culture, entertainment and sport add the sparkle to Sydney's offer as a global city. The members of this Taskforce come from a wide range of industries across the tourism, cultural, sporting and development sectors. Tackling issues of how best to promote Sydney, build the city's cultural, entertainment and sporting precincts and supporting the emergence of the night-time economy and a safer 24 hour city.

Professional and Business Services Taskforce

Focusing on competitiveness and productivity

Chaired by Kate Jordan, Clayton Utz

Sydney's professional and business services make a significant contribution to both Sydney's and Australia's economies. Attracting global talent and knowledge workers, defining the future of work for Sydney and promoting Sydney's position as a professional services hub in the Asia-Pacific are areas this Taskforce focus on.

OUR PROJECTS AND RESEARCH

Working across a diverse range of topics we have research and working groups that will appeal to the diverse make-up of our members. We actively encourage participation from members who are welcome to join and contribute to any which may be relevant to them.

#wethecity

The most successful global cities are those that harness the potential of open data and digital infrastructure in urban management and transformation. We have published two papers in our #wethecity series which examine the nexus between innovation, collaboration and urbanism in the digital age.

Demand Management

Managing Sydney's congestion is one of our city's biggest challenges. Based on international experience and research we fully advocate a systematic and networked approach to manage demand through road pricing. Our issues paper *A Fork in the Road*, addresses this big issue, impacting as it does accessibility, liveability and equity in Sydney.

Value Capture

This project looks at how we can fund our transport and infrastructure innovatively and effectively, ensuring large scale city-shaping projects are delivered and managed productively. Our issues paper *Are We There Yet*, published early 2016 will be followed up later with a paper on improving the infrastructure appraisal process.

Financial Services Knowledge Hub

The Committee is the coordinator for the NSW Department of Industry's Financial Services Knowledge Hub initiative, exploring opportunities and challenges in the Financial Services sector. With the aim of boosting competitiveness we host events focused on Fintech, produce reports and undertake research under the banner of the Knowledge Hub.

Affordable Housing

Exploring the key levers that affect both housing supply and affordability in Sydney, this initiative makes the case for innovative funding and management models. Our paper *A City For All: 5 Game-Changers for Affordable Housing in Sydney*, examines these in further detail.

Density Done Well

In this project we bring together best practice from around Australia and the world to articulate how Sydney can 'do density better', identifying why Sydney needs density and looking at the opportunities for innovation and creativity around the design and funding of this.





Event, Sydney, 15 August 2016.

Female Cities

Working with members, Arup and in discussion with key leaders and stakeholders, we explore how women shape cities and what a city for women looks like. Shifting business culture towards more flexible environments for employees is now commonplace but seldom explored is the way our cities and infrastructure are planned and developed in response to similar challenges and needs.

Jane Jacobs said 'cities have the capability of providing something for everybody only because, and only when, they are created by everybody'. We believe in a city for all and a productive discussion on the role of women in design, policymaking and governance in our cities.

24-hour Economy

The night-time economy can be a controversial topic. The Committee think this is an essential part of Sydney's offer as a global city and this projects aims to identify ways to enhance the night-time options in Sydney at the same time as making it safer and more accessible.

In response, the Committee has launched a Night-time Economy Commission that will be to bring together key stakeholders to consider the policy options to make Sydney a genuinely 24-hour city.

The Commission will look at the role of public transport, the potential for the night time economy to enhance visitor experiences in Sydney and the balance between the needs of residents, night time workers and public safety.

Our aim is for the Commission to provide recommendations and to commission research to develop evidence-based policy to understand and better manage Sydney's Night-time Economy.

The Commission will act as a consultation forum and will advise on a research program, as well as developing recommendations that enable growth in the night time economy.

Global Talent Hub

It is said that talent follows opportunity, and capital follows talent. Following a successful collaboration with the NSW Department of Industry to promote Sydney as a Global Talent Hub, we are continuing our exploration of factors that attract knowledge workers to cities. The latest report in our City of Choice series will help inform local and state authorities, and employers on what they can do to make their location attractive to knowledge workers.

Future Sydney

What kind of vision is needed for Sydney to remain and grow in force as a global city in the next 40 years? This research aims to answer that question to achieve a more productive, connected, smart and liveable city in the future.

Future Leaders Sounding Board

Bringing together a network of young professionals from our member organisations providing a voice for younger Sydney. This feeds into the Committee's advocacy and research as well as providing a platform for these young business people to network with decision makers and thought leaders from across the city.

Newcastle, Sydney, Wollongong Steering Committee

Successful, growing cities have impacts beyond their administrative boundaries. They can shape and affect economic development in towns and smaller cities far outside their formal city limits.

The Committee is keen to understand the current interrelationship between Sydney and its two closest and most significant cities in the city region of Sydney Randstad – Newcastle and Wollongong, and to assess how this relationship could be strengthened through changed policy settings.

A study will be undertaken to identify barriers and opportunities within this megaregion.

NEWSLETTER

A monthly newsletter is sent to members keeping them up to date with Committee activities. Including highlights on research projects, advocacy work, event details, media, speaking engagements, projects and member activity as well as insights from the CEO.

MEMBERSHIP

The key to The Committee's influence and balanced approach to shaping our city is thanks to a diverse and well rounded membership. At present, that is over 150 leading organisations from a variety of business interests.

Because of our members we are in a great position to drive change and improve public policy outcomes. Through their expertise they help us to develop and deliver our priorities and ensure we have a representative geographical spread across Sydney.

To view a list of current members, please visit our [website](#).

What does membership involve?

Membership of the Committee is \$15,000 per annum (\$16,500 incl GST) and reduced rates may be offered to not-for profit organisations.

We rely on our members hosting or sponsoring one or two events a year if they are in a position to do so. Events come in all sizes from intimate dinners to large theatre-style presentations or receptions and members are invited to shape and collaborate on projects of mutual interest. All events are free with the exception of possible occasional fundraisers.

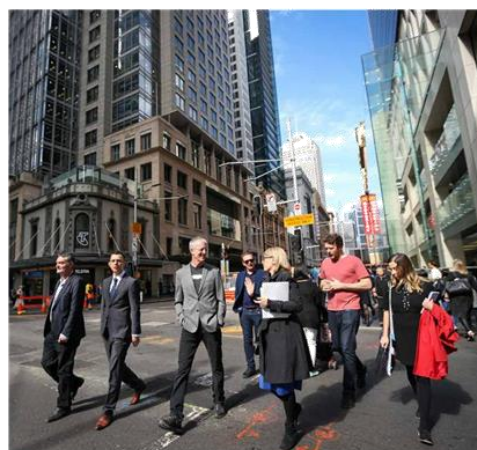
Members are invited to nominate representatives to participate in our Taskforces and working groups as is relevant to their organisation.

Maintaining a personal relationship with our members is important to us and we aim to have at least one face-to-face meeting per year to share priorities and map out areas where we can work together. While we have one or two lead representatives (primary contacts) from each member organisation we also welcome relationships with a broad range of people across different areas of member organisations.

Affiliated Membership

Affiliated membership is by invitation and is typically offered to cultural institutions and sporting associations that contribute to the liveability of Sydney. Affiliated members do not pay a membership fee but are asked to contribute via hosting or sponsoring events and meetings during the year or by providing tickets for Committee members and Executives to events, games and festivals. These agreements are made on an individual member basis.

Affiliated members do not collaborate on major projects but are involved in the Liveability Loveability Taskforce and invited to larger Committee events.



International walking expert, city planner and urban designer Jeff Speck has a tour of Sydney with City of Sydney staff Bridget Smyth and Laurie Johnson, Sydney, 8th August 2016

If you have queries on any of the information, issue papers, research or projects detailed in this members pack, please visit our website.

We encourage all our members to follow us on LinkedIn and Twitter and the team welcomes member comments and feedback.

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Item 5



Attachment 2

MESSAGE FROM THE CHAIR



MICHAEL ROSE AM

As Chair of the Committee for Sydney, it is a pleasure to see the organisation continuing to demonstrate its capacity to set and frame public policy debates and to influence real change at a local and national level.

The Committee's role is to be a platform for collaboration and a better civic dialogue between the public, private and not for profit sectors in Greater Sydney. We recognise that cities collaborate to compete and that the best global cities collaborate most effectively. We are determined for Sydney to be the best.

We take pride in our independence and work with decision makers across the political spectrum. Our work is collaborative, inclusive and forward looking. It is underpinned by rigorous, evidenced based policy work that is passionate but balanced and steeped in the experiences and expertise of our members and stakeholders.

The Committee continues to play a central role in an evolving debate on affordable housing in Greater Sydney, acting as a network for constructive policy making between public and private sectors. Our approach has been multi-faceted and includes policy solutions to increase the supply of housing stock, diversify the way that housing is delivered and offer new provision for affordable properties for key workers.

As the architects of some of the integral thinking around the establishment of the Greater Sydney Commission, we have contributed to their emerging District Plans and are working closely with Commissioners to support effective spatial planning in Greater Sydney. We are supporting partners, including many Committee members, involved in the Western Sydney City Deal, an idea that was heavily promoted by us.

Providing world-class public transport links for Sydney remains a priority for the Committee and we support the ongoing construction of major light and heavy rail projects in the CBD and Parramatta. We will also continue to influence thinking around future projects such as the Western Sydney Airport and Sydney Metro West.

The health of Sydneysiders has become a key priority for our work. Our report on *Adding to the Dividend, Ending the Divide* put the health inequalities between east and west Sydney into sharp focus and we are working with state and local governments, as well as health districts, to promote healthier cities and active transport.

The future of Greater Sydney will be supported by a number of urban centres, with more people being able to access their jobs within 30 minutes of where they live. How this becomes a reality was addressed in our *Geography of Time* report, which set out a vision for shorter commutes and greater employment opportunities across the city.

2017 also saw an increased focus on Sydney as a data-driven city, supported by our new Smart Cities Taskforce. Supporting the tech and start-up sector remains a key priority for the Financial Services Knowledge Hub, supported by the Committee, including the publication of our *Scaling the Fintech Opportunity* report.

Finally, an undoubted highlight of the year was the publication of The Sydney Culture Essays, kindly launched by the Premier, which capture the thinking of some of the leading voices in Sydney's cultural life. The essayists tease out the debates and conversations shaping Sydney's cultural landscape, navigating the role of culture for Sydneysiders and communicating our identity and potential to the world.

The Committee's Priorities for 2017/18 focus as always on our understanding of the key challenges and opportunities for Greater Sydney. Our Priorities change when those change and indeed when problems have been solved, we move to the next ones.

In 2017/18, we will maintain a focus on these through our member driven taskforces but also extend our view to areas such as the impact of automated vehicles, attracting global talent and developing an economic strategy for Greater Sydney.



THE COMMITTEE FOR SYDNEY

The Committee for Sydney is an independent think tank and champion for the whole of Sydney, providing thought leadership beyond the electoral cycle. Our aim is the enhancement of the economic, social, cultural and environmental conditions that make Sydney a competitive and liveable global city.

WHAT MAKES US DIFFERENT?

- **Independent** - representing no one interest, so our work and views are seen as unbiased and objective
- **Diverse** - bringing together a broad membership of private, public and not-for-profit organisations passionate about Sydney and determined to help shape its future
- **Strategic** - taking a long-term view above politics and beyond electoral cycles
- **Cosmopolitan** - striving to make Sydney a city for all, embracing and celebrating Sydney's diversity and encouraging broad participation in our own activities
- **Evidence-based** - developing high quality policy informed by global best practice
- **United** - focusing on the greater metropolitan Sydney area, promoting a 'one Sydney' view
- **Active** - making things happen by bringing together disparate interests: in a world where cities compete for talent and investment we help Sydney collaborate to compete.

HOW WE WORK

- **Collaboratively** - with our members at the heart of everything we do, supported by a high capacity in-house team and a committed Board
- **Proactively** - working with member-led, policy-focused Taskforces to design and deliver creative and sustained advocacy
- **Thoughtfully** - gathering intelligence about projects, people and initiatives and sharing it with members and stakeholders
- **Effectively** - providing members with a conduit for communication and a persuasive voice in the public arena
- **Intelligently** - drawing on member expertise and knowledge to shape our thinking and actions to make a real difference for Sydney
- **Persuasively** - creating effective coalitions and networks for change informed by global best practice and evidence
- **Robustly** - advocating for change by looking for shared solutions not quarrels - we never seek headlines or confrontation for their own sake



"I commend the Committee on the role they are playing in intellectual thought leadership for Sydney."

THE HON. GLADYS BEREJIKLIAN MP,
PREMIER OF NSW

OUR FIVE FOCUS AREAS FOR 2017–2018



1. AN INCLUSIVE CITY: MANAGING SYDNEY'S GROWTH AND PROSPERITY

SUPPORTED BY THE **PLANNING TASKFORCE AND
THE LOCAL GOVERNMENT REFERENCE GROUP**

The population of Greater Sydney is expected to double in the next 40 years. The pressure is therefore to not only accommodate a larger population, but to ensure that Greater Sydney is a more socially just and inclusive city. If we are to build a liveable and productive Sydney for 8 million, it cannot be based on the sprawl model of development – business as usual will simply not be able deliver a dynamic and sustainable Sydney.

We have to design a future for Sydney which is about 'density done well' – a Sydney of smaller homes, great shared spaces, and bigger lifestyles. We know liveability and productivity go hand in hand in the successful knowledge-based economy of the 21st century city – so Sydney must be shaped by brilliant urban design, have best-in-class land use and transport integration, and adopt sustainable approaches to the delivery of energy and water services.

In a global economy it is the diverse 'city for all' which wins the competition for investment. Such a city breaks down barriers to skilled migration and also removes any unnecessary blockages to the capacity of its communities and districts to contribute to and participate in the success of their city. The Committee's commitment to the future of Western Sydney is informed by this inclusive vision. As the balance of population shifts westwards, making sure Western Sydney has the policy focus and investment it needs is something of significance to all of Sydney.

"Sydney's ability to move to the next echelon of global cities will, in part, be determined by whether its leadership class will make smart, empirically-grounded decisions--the very agenda identified and led by the Committee".

JULIE WAGNER, SENIOR FELLOW,
BROOKINGS INSTITUTION,
WASHINGTON DC

IN 2017–18 WE WILL FOCUS ON:

Density done well	Promote best practice in urban design and higher density development in our town centres and suburbs – so as to help ensure that there is greater community buy-in to the growth of Sydney
Delivering three '30 minute cities' in Greater Sydney	Building upon our <i>Geography of Time</i> report to develop policy thinking on making the three cities model in Greater Sydney a reality.
Western Sydney	Continue research and advocacy around Western Sydney's strategic strengths and needs – to enable Sydney as a whole to flourish
City Deals	Continue to provide fresh thinking and practical support for the emerging Western Sydney City Deal.
Stronger, better resourced local government	Support the emergence of stronger local governments as advocates for their communities and as partners with other tiers of government and the private sector. Celebrate and promote innovation within Greater Sydney's local government and create more effective working relationships between local, state and federal governments.
Sydney and the national cities agenda	Continue to provide thought leadership and innovation in the funding and governance of Australian cities so as to help Sydney have the resources, coordination and structures it needs.
From urban sprawl to healthy communities	Build upon the work of our report, <i>Adding to the Dividend, Ending the Divide</i> , to explore the health and equity impacts of Sydney's sprawl model of development – and work to ensure the benefits of a more compact and connected city are shared across Greater Sydney
Supporting the work of the Greater Sydney Commission	Continue to work closely with the GSC into its second year of operation, including contributing to its strategic direction and emerging thinking.
Affordable and social housing	Continue to advocate housing policies and reforms which help to deliver homes for all. A particular focus on expanding the options available for affordable and social housing in NSW.

2. A SMARTER, DATA-DRIVEN CITY

SUPPORTED BY THE **SMART CITIES** TASKFORCE



“Sydney needs an intelligent, independent advocate that can help shape the debate about the future of our city. The Committee for Sydney is this advocate.”

THE HON. LUKE FOLEY MP,
NSW LEADER OF THE
OPPOSITION



Cities everywhere are exploring digital technologies and platforms to improve the way they manage resources, movement of people and goods, delivery of services, and the design and provision of infrastructure. There is renewed momentum for Sydney becoming a 'smart city' that is data-driven and responsive. As Australia's global city and home to the nation's largest concentration of ICT firms and start-ups, Sydney has a natural advantage in adopting and benefiting from new digital platforms and the Internet of Things.

However, smart cities require smart governance, collaboration between the public and private sectors and imaginative use of digital platforms to engage with residents and businesses and enable them to find shared solutions to urban challenges. The Committee is dedicated to supporting Sydney's journey to becoming an even smarter and more responsive city.

IN 2017-18 WE WILL FOCUS ON:

Sydney as a Smart City	Further develop our thinking and strategy about Sydney as a data-driven and responsive city
Innovation in procurement	Investigate ways to improve public procurement processes which seek new solutions to urban challenges and provide new commercial opportunities
Benchmarking Sydney	Support emerging government initiatives to create a 'digital dashboard' to benchmark Greater Sydney's performance against key indicators - and provide a new tool of accountability for Sydneysiders
Sharing economy	Support improved regulation of the shared economy and promote greater and more efficient access to under-utilised public and private assets
Celebrating our smart city success	Promoting the most innovative smart city approaches in Sydney through our Smart City Awards.

3. DRIVING SYDNEY'S PRODUCTIVITY AND COMPETITIVENESS

SUPPORTED BY THE PROFESSIONAL AND BUSINESS SERVICES TASKFORCE AND THE FINANCIAL SERVICES KNOWLEDGE HUB



As Australia's global city, Sydney is the beating heart of the national economy. Our financial and professional services are the fastest growing sectors in the economy and currently contribute more to Australia's GDP than mining and agriculture. At the same time Sydney's digital economy and creative industries lead the nation in terms of scale, entrepreneurialism and innovation. Sydney is the epicenter of Australia's increasingly urban and data-driven economy.

To maintain global competitiveness we must embrace disruption and lead the way in the development of ICT services and innovation by stimulating collaboration between and within sectors. As the coordinator of the Financial Services Knowledge Hub, an initiative of the NSW Government, the Committee for Sydney is driving collaboration and identifying domestic and international opportunities in financial services.

Our competitiveness is dependent on attracting the best global talent to our private and public sector organisations. Our appeal and growth as a city where the world wants to work requires us to cement our reputation as an innovation and entrepreneurial hub. At the same time we must nurture our local skills base particularly around STEAM education.

IN 2017-18 WE WILL FOCUS ON:

An economic strategy for Sydney's mega-region	Examine the economic eco-system of the Gosford-Newcastle-Sydney-Wollongong mega-region and promote areas for collaboration across geographic boundaries.
The future of work	Assessing the future employment growth areas for Sydney and Australia and working with members to ensure that the future workforce is 'workplace ready'.
Digital disruption - towards the data-driven and responsive city	Explore how private and public sector business models are transforming in the digital era - and how the best cities are creating new business opportunities, better public services, better customer and resident engagement, and improved city performance and management
Women in entrepreneurship	Position Sydney as a city that values and promotes female entrepreneurs
Sydney as a global talent hub	Fresh research to support efforts promoting Sydney to global talent and investment.
The Future of Fintech	Promote Sydney as a hotbed of Fintech talent and innovation in the Asia-Pacific region and build upon our recent <i>Scaling the Fintech Opportunity</i> report.
Exporting professional services	Support the export potential of Sydney's financial, professional and business services
Education as an economic driver	Support tomorrow's workforce in Sydney by ensuring that they have the right skills for the modern economy. Also examine the development of primary and secondary schools to cater for a growing population in Greater Sydney.
Airports as economic drivers	Supporting the role of Airports in shaping Sydney's economic competitiveness, exports and global links, including advocating for the right policy settings and vital transport links to enable their growth.



"The Committee for Sydney's work over many years has made a real difference to Australia's cities. As a thought leader and driver of reform, the Committee has helped to create and support productive, accessible and liveable cities across Australia"

THE HON. ANGUS TAYLOR MP,
FEDERAL ASSISTANT MINISTER FOR
CITIES AND DIGITAL TRANSFORMATION

4. KEEPING SYDNEY MOVING

SUPPORTED BY THE TRANSPORT TASKFORCE



Truly competitive global cities have the transport infrastructure to match their aspirations. While Sydney's transport offering continues to improve, we need a step-change in provision if we are to equal the performance and accessibility of our competitors. The momentum towards a modern public transport system for Sydney needs reinforcing as vital to economic success and access to opportunity across the city.

We must have a cohesive and long-term outlook on transport, with integrated public transport, smart systems with real-time data and innovation in new transport modes, to keep Sydney moving. The move towards a denser, more populous city means using our existing infrastructure more efficiently while strategically expanding our public transport network.

IN 2017-18 WE WILL FOCUS ON:

Future transport	Examining and providing solutions to the practical and regulatory challenges of rolling out automated vehicles and their interaction with public transport. Also, examining the use of technology in reducing the number of vehicles on Sydney's roads, including the issue of drones for freight deliveries.
Demand management and road pricing	Promote the adoption of demand management initiatives on Sydney's roads to use our existing infrastructure more efficiently and reduce the impact of congestion
Value capture	Ensure that new sources of funding including value capture methods, are identified for the public transport revolution Sydney needs.
Transit-oriented development	Support building density around transit hubs, to create vibrant and connected communities
Growing our rail network	Ensure delivery of more efficient public transport links in a transformed rail network, with faster journeys between the Sydney CBD, Western Sydney centres and Badgerys Creek - and focus on the potential for high-speed rail connecting Australia's cities
Infrastructure appraisal	Work to improve infrastructure appraisal methods, learning from global best practice, so the right projects for the city are prioritised
Active transport - and innovating how we travel	Promote the walkability and cyclability of our city while also championing new forms of travel, including driverless cars, community transport and collaborative transport modes

5. PROTECTING AND ENHANCING SYDNEY'S APPEAL

SUPPORTED BY THE LIVEABILITY/LOVEABILITY TASKFORCE



Global cities compete across a range of indicators - transport infrastructure, business environment, natural assets and the very freedoms and lifestyles they offer their residents. What must not be forgotten is the important role of the cultural, sporting, leisure and visitor offering in a city's appeal to global talent and investment. Indeed, it is the richness and diversity of what Sydney offers to businesses, visitors and newcomers which helps distinguish us from our competitors across the Asia-Pacific region.

In recognition of this, the Committee has a taskforce specifically focused on promoting and enhancing Sydney's cultural, sporting and natural assets as part of our overall work to attract and retain investment, talent and visitors. At the same time, efforts to promote Sydney externally can only be strengthened by ensuring Sydneysiders themselves support it, and as such the Committee is developing an approach to promote civic pride in Sydney, and reviewing how to maximise the benefits of sports and arts investments for local communities and precincts.

IN 2017-18 WE WILL FOCUS ON:

Night-time economy	Publish the findings of our Night-time Economy Commission and work with members to promote and enhance the night-time offer in Sydney.
Sydney and global competition: benchmarking	Review Sydney's comparative position in key indicators relating to global competition and develop a sophisticated approach to benchmarking its performance
Sports and entertainment precincts	Support efforts to attract major events and maximise the benefits of sport and arts investments and experiences
Cultural tourism	Promote and enhance access to Sydney's broad spectrum of arts and cultural attractions
Protecting Sydney's unique Environment	Maintaining the liveability of Greater Sydney by promoting and protecting green spaces and combatting air pollution.



The Committee for Sydney is proud to have the Sydney Community Foundation as its philanthropy of choice

COMMITTEE FOR SYDNEY MEMBERSHIP

The Committee has over 140 member organisations who contribute to the work we do.

Our membership is diverse: including the major corporate sectors driving Sydney's economy; strategically minded local authorities; key NSW Government departments and agencies; not-for-profit organisations; and leading arts and sporting institutions.

Our members help us to develop and deliver our priorities, provide us with the best expertise and ensure that we have a representative geographical spread across Sydney. In turn, we enable members and their staff to engage in broad city discussions and shape the future of Sydney.

HOW TO GET IN TOUCH

Visit our website
sydney.org.au

Follow us on Twitter
@Committee4Syd

Contact the Committee team
(02) 9320 9860
committee@sydney.org.au

Item No: C0618 Item 6**Subject:** PROPOSED NEW SSROC GOVERNANCE STRUCTURE**Prepared By:** Ian Naylor - Manager Civic and Executive Support**Authorised By:** Nellette Kettle - Group Manager Integration Customer Service & Business Excellence

SUMMARY

At the Southern Sydney Regional Organisation of Councils (SSROC) meeting held on 15 February 2018 it was agreed that consultation be undertaken with member councils to seek their input into proposed changes to the current business structure, which will see the establishment of a strategic organisational model. The purpose of this report is to outline these changes and also advise of preliminary discussions Council has held with councils in the Eastern Economic Corridor.

RECOMMENDATION

THAT Council give consideration to it's position on the proposed new SSROC Governance structure.

BACKGROUND

SSROC has been giving consideration to its governance structure and preferred business model since 2017. As an outcome of the amalgamation of councils the membership of SSROC has decreased from sixteen to eleven councils. That reform process provided an opportunity for SSROC to examine its governance and structure.

In March 2017, SSROC representatives agreed to the establishment of a Council of Mayors, however consideration and implementation of this proposal was subject to the appointment of delegates to SSROC once elected representatives were appointed to the amalgamated councils in the region.

The proposed model would see the replacement of the existing structure with a Council of Mayors, supported by a new General Managers Committee. The intention being to create a powerful strategic voice for southern Sydney which would have sufficient influence to merit regular meetings with the Premier to address key objectives of the metropolitan plan, regional issues and policy development.

In addition to this proposed change, SSROC, on advice received from NSW Fair Trading is required to change its corporation status. The attached report, SSROC Council of Mayors and Incorporation (December 2017), provides further background information in regard to the implications of both of these changes. The essential changes include the requirement for one voting delegate per council in the future (being the Mayor) and an alternate delegate being nominated by the Mayor. It is considered that the alternate delegate should be the Deputy Mayor rather than being nominated at the discretion of the Mayor. The document also details a recommended approach to establish the proposed Council of Mayors and the implementation of a more suitable business model.

At the same time as SSROC has been revisiting its governance and business model, officers have also been involved in preliminary discussions with a number of councils represented in the Eastern Economic Corridor (City of Sydney, Randwick, Bayside, North Sydney, Lane Cove, Ryde and Willoughby) in relation to forming a strategic alliance to jointly further the councils' interests in a range of areas and in particular for key State policies and projects that are impacting the Inner West in the short, medium and long term.

The Eastern Economic Corridor has been identified by the Greater Sydney Commission as the State's greatest economic asset, requiring ongoing investment to create new businesses opportunities and ensure long-term growth. As of June 2017, this corridor employs more than 900,000 people and generates \$224,000,000 or 10% of Australian, 33% of NSW and 50% of Sydney's GDP making it the most significant corridor in the Australian economy. Its key sectors are business and finance, ICT, education, health, retail, hospitality and tourism. The economic output of this corridor is expected to grow 30% over the next 20 years. The corridor is home to 1.1 million people and is projected to house up to 1.45 million by 2036.

Council could achieve the following benefits of forming such a strategic alliance;

- Shared Infrastructure planning;
- Regional planning initiatives within the Greater Sydney District boundaries;
- Resource sharing for major projects;
- Potential for additional Federal and State funding;
- Sharing of economic data and analysis; and
- Shared economic studies.

In March this year, the Federal and State Governments together with eight western Sydney councils signed the Western Sydney City Deal. The City Deal is a 20 year agreement between the three levels of government to deliver a once-in-a-generation transformation of Sydney's outer west – creating the 'Western Parkland City'. City Deals are a new approach in Australia, bringing together the three levels of government, the community and private enterprise to create place-based partnerships. Given, the economic significance of the Eastern Economic Corridor, there is the potential for a city deal to be arranged in the near future.

Whilst discussions are in the early stages, both the Committee for Sydney and the Greater Sydney Commission have shown interest in working with such a group aligned to the Eastern Economic Corridor in the future. As such, it may prove to be more beneficial to Inner West interests to develop closer strategic alliances with these councils, rather than the traditional SSROC grouping in the longer term.

FINANCIAL IMPLICATIONS

Since the amalgamation, the cost of SSROC membership fees has decreased. In 2014/15, expenditure was \$203,704, in 2015/16 expenditure was \$208,593, in 2016/17 expenditure was \$212,347 and with the amalgamation of councils and one membership, expenditure in 2017/18 was only \$104,500. With the changes to the proposed governance structure and a reduction in the number of member councils, staff have made an allocation of \$160,000 for the 2018/19 Budget.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

Nil.

CONCLUSION

SSROC has requested that each member council give consideration and respond to the new proposed governance structure for SSROC. In addition to this, Council has also commenced preliminary discussions with councils in the Eastern Economic Corridor to investigate the potential of working with the Committee of Sydney to present a strong, strategic voice to the State Government for this corridor.

ATTACHMENTS

1. [Download](#) SSROC Council of Mayors Proposed Structure

SSROC Transition Options

Attachment 1



SSROC Council of Mayors and Incorporation

December 2017

Southern Sydney Regional Organisation of Councils Incorporated
(SSROC)

ABN 54 485 603 535

SSROC Transition Options

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SSROC Transition Options

1 Introduction

Establishing a Council of Mayors, supported by a Committee of General Managers, was chosen as the model for the ROC in future at a joint meeting of Delegates and General Managers in March 2017.

Council mergers at that time prevented further progress on the establishment. Now that the mergers have been proclaimed and the new councils duly elected, SSROC can proceed with this change.

The Southern Sydney Regional Organisation of Councils Inc (SSROC) is a collaboration of 11 councils in southern Sydney:

- Bayside Council
- Burwood
- City of Canada Bay
- Canterbury Bankstown Council
- Georges River Council
- Inner West Council
- Randwick City
- Sutherland Shire
- City of Sydney
- Woollahra
- Waverley

A Council of Mayors would greatly strengthen SSROC's advocacy function by ensuring that all Mayors actively participate in the development of policy positions. A Council of Mayors representing over 1.7 million people, or a third of the population of Sydney, could be a formidable influence in decision-making about and application of policies to the area.

2 Purpose

The purpose of this document is to put forward options for the establishment of the Council of Mayors.

This document is for the use of General Managers, Delegates and other relevant stakeholders considering the future of SSROC.

3 Proposed Model

The proposed model is represented graphically at figure 1. The existing ROC would be replaced with a Council of Mayors, supported by a new General Managers Committee.

SSROC Transition Options

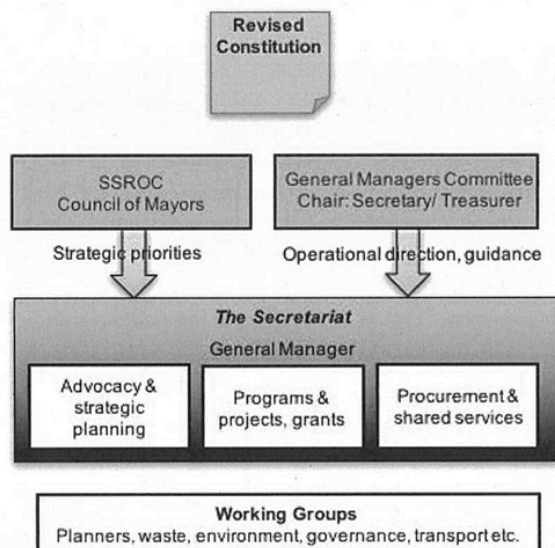


Figure 1 Council of Mayors

3.1 Council of Mayors

Converting the ROC into a Council of Mayors, is intended to establish a powerful strategic voice for southern Sydney. It would be intended to have sufficient influence to merit regular meetings with the Premier to address key objectives of the metropolitan plan, regional issues and policy development.

The state government's reform of the local government sector has aimed to develop within councils the strategic capacity required for an effective two-way partnership, enabling them to make much earlier contributions to the development of state policies.

When delegates, administrators and General Managers considered future options for SSROC at a facilitated workshop in March 2017, concerns were raised about the time that mayors would need to commit time to the Council of Mayors. For the Council of Mayors to be really effective, a time commitment would be necessary. It should be noted that, as delegates to SSROC, councillors already have a commitment to the region and to date no conflicts of duty have been identified as a result. The objectives of the Council of Mayors would be consistent with those of the ROC, and so the Constitution need not necessarily change (see box 1).

SSROC Transition Options

Box 1 SSROC Constitution, section 2.

2. Objectives

- i. To consider and assess the needs, disadvantages and opportunities of member Councils and of the Southern Sydney Region; to make representations, submissions and promotions relative to meet such needs, disadvantages and opportunities to Commonwealth and State Governments and Departments, Statutory Authorities and other appropriate bodies or individuals.
- ii. To submit to such Governments and other appropriate bodies, requests for financial assistance, policy changes and additional resources for the region or for member Councils.
- iii. To strengthen the role of Local Government in regional affairs, particularly where the region may be affected by Australian or NSW Government policy.
- iv. To facilitate a co-operative approach to the problems, opportunities and challenges of the region and to projects which benefit the region.
- v. To facilitate the exchange of ideas and experience between elected members and professional and technical staff to enable a joint approach to the development of skills and expertise within member Councils; and
- vi. To advance the interests of the region.

It was also noted at the workshop that all SSROC delegates would have to be mayors and alternatives would have to be deputy mayors. This would require a change to the Constitution, which currently only requires Council to appoint two delegates "one of whom should be the Mayor or the Administrator".

It was agreed at that workshop that the Councils of Mayors model should be progressed, and that the issues raised could be resolved as it became effective.

Advantages:

- Could be a very powerful advocacy force.

Disadvantages:

- Increases the workload of mayors and deputy mayors,
- Reduces participation of other councillors,
- Depends upon availability of mayors and deputy mayors.

3.2 General Managers Committee

The Constitution already requires that Delegates elect General Managers to the positions of Secretary and Treasurer. To date the two roles have been combined and taken on by one General Manager. The Constitution would also require that the Secretary/Treasurer would be the Chair of a new General Managers Committee.

Currently, the General Managers meet 10 times each year, to discuss issues of common interest and to deal with SSROC matters arising as required. The

SSROC Transition Options

formalisation of their role as a Committee of SSROC would give them greater oversight of the operations and finances of the Secretariat, and the opportunity for greater influence over the allocation of resources and the realisation of benefits by their Councils.

Advantages:

- Formalises the role that General Managers effectively play already,
- Increases the influence of General Managers over SSROC operations,
- Maintains strong alignment of SSROC priorities with those of member councils.

Disadvantages:

- Increases the dependence of the Secretariat on the active participation of member council General Managers.

3.3 Committees

The existing Program Delivery and Sustainability Program Committees were established to consider issues arising that are relevant to the regional, and to advise Delegates on those issues. In recent years, the work of the two committees has overlapped to the extent that it became more practical for them to meet as one. The timing, originally 2 weeks before each Ordinary Meeting of Delegates, did not align easily with the meetings or with the nature of issues being raised.

Under this proposal, the existing committees would cease to exist. A more responsive and flexible approach to getting advisory input from Councillors is proposed, with committees established to focus on specific issues (for example, the SEQ Council of Mayors had a committee solely for the Commonwealth Games bid). The committee could be wound up at the resolution of the issue. An advocacy committee could be responsible for reading submissions out-of-session to provide guidance, but with the provision that the Board would have the final say on all advocacy.

This change would require the Delegates (and potentially other Councillors) to endorse the approach, and to work with their colleagues to manage each Council's participation in responding to regional issues.

In the March 2017 workshop, there was discussion about the role of the committees, and the need for them to have a specific purpose such as a project or issue was agreed. However, they would only be advisory, and decisions would be made by the Council of Mayors.

There was also keenness for regular teleconferences rather than face-to-face meetings, which would improve flexibility for more active participation.

Advantages:

- Increases the participation of councillors in advocacy and other initiatives.

Disadvantages:

- Requires greater involvement and flexibility from councillors.

3.4 Secretariat

The SSROC Secretariat would remain unchanged day-to-day, but would have increased accountability to the General Managers of the Councils. The most important change would be a much more influential advocacy function as a result of having the strength of the Council of Mayors and input from Councillors.

SSROC Transition Options

The Secretariat's other functions could be better aligned with Councils' priorities as a result of the strengthened General Managers' role.

4 Membership Fees

Councils annual subscriptions to SSROC have increased as a result of the total cost of the secretariat being shared between 11 councils instead of the former 16. Each council pays the same fee for full membership, and each has equal voting rights and opportunities to participate in programs and projects.

Associate members pay less, but have not voting rights and would not be represented on the General Managers Committee. There are currently no associate members.

Since each Council has equal voting rights and access to the same services, it is proposed to continue to share the costs equally between all member Councils.

Advantages:

- Maintains equity between member councils,
- Proportionately lower membership costs for merged councils.

Disadvantages:

- Proportionately higher membership costs for councils that have not merged.

5 Operational Scale

SSROC is currently regulated by the Office of Fair Trading (OFT) under the Associations Act, but its revenues exceed the \$2 million threshold for an Incorporated Association. While much of this revenue has passed through the organisation as grant funding for specific projects or initiatives, much is also generated through procurement, and it can be a substantial sum: in 2015 income was \$3.4 million.

In September 2016 NSW Fair Trading, which administers Incorporated Associations under the Department of Finance, Services and Innovation, wrote to SSROC stating that it is "appropriate that the Association now takes steps to transfer registration to another more appropriate corporate structure, such as cooperative or a company limited by guarantee, which provides a more robust regulatory framework."

The Secretariat has acknowledged the letter, explained the practical difficulties of changing status at this time of change among our member Councils, and has been allowed to continue to operate as an Incorporated Association SSROC until after the 2017 elections and the AGM in November 2017.

The Secretariat will therefore need to change its corporate status irrespective of any other changes, and is required to update Office of Fair Trading (OFT) by 31 March 2018 of its plan to transition to an appropriate corporate status.

OFT has suggested that a company limited by guarantee might be a more appropriate regulatory framework.

While the establishment of the Council of Mayors is independent of this issue, the changing the incorporated status of SSROC does need to be influenced by the future needs and plans of the Council of Mayors.

Therefore, an overview of the major issues associated with the need to change the incorporated status of SSROC is the subject of the paper attached at Appendix 1.

SSROC Transition Options

Appendix 1 SSROC Incorporated Status

SSROC has been an Incorporated Association since its inception in 1986. As an Incorporated Association, it operates under the *Associations Incorporation Act 2009* (NSW) and *Associations Incorporation Regulation 2016* (NSW), administered by the Office of Fair Trading (OFT).

On 13 September 2016, the OFT wrote to SSROC's General Manager as public officer of SSROC, pointing out that the Associations Incorporation Act 2009 sets a financial threshold for Incorporated Associations of \$2 million in income and/or total assets. SSROC, as an Incorporated Association, was significantly in breach of this threshold with reporting income in 2014/15 of \$3.4 million and total assets of \$5.3 million.

OFT suggested that a company limited by guarantee might be a more appropriate regulatory framework. The required SSROC to advise Fair Trading by 31 October 2016 of its intended course of action.

On 31 October 2016, SSROC sought to postpone any decision until after council's mergers and the September 2017 elections, because:

- several member councils at that time had Administrators,
- the Joint Organisation model had emerged, which would have implications for the decision-making process,
- much of the revenue comprised grant funding that could not be relied upon for future years.

The current status of the SSROC was noted by OFT, which agreed to a further review of the position after the council elections and AGM to be held in November 2017. An update of the position following these actions is required by 1 February 2018.

The General Manager further advised that at October 2017, SSROC did not have a President, and that the new Executive would be elected at the AGM on 16 November 2017: with no further meeting anticipated until mid-February, undertook to provide an update thereafter. OFT agreed to extend this deadline to 31 March 2018, and require that the update include an outline of the timeframe for transition and of steps taken to date.

Incorporation Issues

Company Limited by Guarantee

(This section is based on legal advice from Henry Davis York.)

A company limited by guarantee is a type of public company that can operate anywhere in Australia. It can perform all the powers of a body corporate, can enter into contracts and can sue and be sued in its own name. It has perpetual succession, is governed under the Commonwealth *Corporations Act 2001*, and regulated by the Australian Securities & Investments Commission (ASIC).

A company limited by guarantee is not required to have a constitution and may instead rely on the "replaceable rules" contained in the Corporations Act. However, it is common practice for a company limited by guarantee to adopt a constitution which allows it to modify or exclude the replaceable rules to suit its own needs. A copy of the constitution must be lodged with ASIC.

The company must have at least one company secretary and at least three directors. It must have at least one member, and there is no maximum number of members.

SSROC Transition Options

The liability of each member is limited to the amount that member has agreed to contribute on the dissolution or winding up of the company, if the company's assets are not sufficient to discharge its debts or liabilities. This amount is fixed on incorporation and is often only a nominal amount.

Companies limited by guarantee have more onerous financial and other reporting requirements than incorporated associations do. With an annual consolidated revenue of more than \$1 million (as SSROC does), they are required to:

- prepare a financial report;
- have the financial report audited;
- prepare a directors' report, although with less detail than that required of other companies; and
- give annual reports to any member who elects to receive them.

The major advantages and disadvantages are:

- a) an incorporated association is governed by the legislation of the state or territory in which it is registered. As such, the obligations and requirements of an incorporated association can differ between the states and territories. Conversely, a company limited by guarantee can operate anywhere in Australia under a single act, the Corporations Act;
- b) the more robust regime of directors' duties and reporting obligations required of a company limited by guarantee may be beneficial for corporate governance purposes as SSROC grows. Greater levels of corporate governance are appropriate for an entity which may be dealing with a substantial amount of revenue and this will provide member Councils within SSROC, and persons who deal with SSROC, higher levels of assurance in respect of its administration;
- c) in addition to the costs of incorporation, the costs of operating a company limited by guarantee are higher (e.g. a company limited by guarantee must pay an annual review fee to ASIC in the amount of \$1,176); and
- d) an incorporated association that has gross receipts of more than \$250,000 or current assets of more than \$500,000 must submit audited financial statements each year to the members at an annual general meeting. Conversely, a company limited by guarantee with revenue of less than \$1 million can elect to have its financial report reviewed, rather than audited which is a less onerous process. A company limited by guarantee with annual revenue over \$1 million must have a financial report audited.

Non-Profit Status

At a workshop on 16 March 2016 Delegates discussed options to change SSROC's structure and governance. Delegates agreed that changes should:

1. Strengthen SSROC's advocacy function by establishing a Council of Mayors.
2. Retain the existing shared services functions of procurement, program management and internal audit.

This implies that it will be necessary to retain SSROC's non-profit status, as this is frequently a requirement to qualify for grants, and lends weight to advocacy programs by demonstrating that the organisation has no vested interests.

However, the business services of procurement, internal audit and business consultancy might be better suited to a different structure.

SSROC Transition Options

These two aspects of SSROC and its secretariat will need to be reconciled.

Structural Implications

(This section is based on legal advice from Henry Davis York.)

Membership of SSROC would remain unchanged. The existing requirement for each council to nominate two delegates could be accommodated. Assuming that the Council of Mayors model is adopted, then the Constitution would need to be amended to require those delegates to be the mayor and deputy mayor.

The new constitution could implement a structure whereby the Mayor of each member Council is appointed as a director of the company, although a board of 11 directors would be unusually large, and could become unwieldy.

The existing Executive arrangement could be preserved, although we note that the Corporations Act provides that key management personnel may be considered for the purposes of Act de facto or shadow directors if they overstep their usual role.

The constitution of a public company limited by guarantee typically provides that to the extent permitted by law every person who is or has been a director, company secretary or executive officer of the company is indemnified out of the property of the company against any liabilities for costs and expenses incurred by that person in certain circumstances.

Directors

Concern was raised at the workshop in March 2017 as to whether mayors (if they become directors of the board) under a corporate structure will have the time and experience to be an elected representative and also the director of a company.

General Managers have expressed concern that, if they became directors of a new SSROC Company Limited by Guarantee, there would be conflict between their duties as directors and their duties as council General Managers.

The same potential for a conflict between duty to the ROC and duty to the Council already exists under membership of SSROC. To date there have been no reports of any such conflict arising.

The inclusion of some independent directors might be a better option, as they could be more flexible in the role and could focus on making the business a success.

Prescription

The issue of prescription has often been raised in relation to procurement. Sometimes, it would be more practical and cost-effective for SSROC to be able accept tenders on behalf of member councils.

The main example of such circumstances is electricity tendering, when prices are only held for a maximum of 48 hours. It is not practical to obtain each participating council's individual acceptance in that time-frame, yet the aggregation of the supply drives the best pricing for this commodity. However, Councils can only delegate the acceptance of tenders to a prescribed organisation. Procurement Australia is used to enable this process because it is a prescribed body under the Local Government Act and Regulation, but that service is a cost that could be avoided if SSROC were able accept the tender.

The Office of Local Government has recently advised that, as a company limited by guarantee, SSROC could seek prescription. The secretariat has asked for clarification of this and of the steps that would be involved. Hunter Councils intends to pursue prescription for its procurement operation.

SSROC Transition Options

Possible Business Models

SSROC is not unique in facing these challenges, and can learn from the ways in which other comparable organisations have overcome them. Hunter ROC has established and WSROC is currently implementing, new models for their operations.

WSROC

Attached (1) is the structure that WSROC is implementing immediately, and attached (2) is the structure that WSROC wants to achieve in the long term, taking into account the possibility of metropolitan joint organisations.

Hunter Councils

Hunter Councils is an incorporated association, a pilot Joint Organisation (JO), and is the advocacy body for 11 Councils. The Board consists of the Mayors of each of the 11 Councils. Although, in relation to the governance of the pilot JO, the evaluation report noted that the governance structure was not effective as meetings were either poorly attended or there were up to 30 representatives of differing political persuasion and status which were also a mixture of permanent and non-permanent delegates. Their aim is to improve their governance by having only Mayors as Board Members with no alternative members.

The businesses of Hunter Councils are held in companies limited by guarantee; Strategic Services Australia Limited and Hunter Councils Legal Services Limited. Those businesses are:

- Real Film Festival
- Local Government Training Institute
- Screen Hunter
- Regional Procurement
- Regional Procurement Initiative
- Strategic Services Australia
- Hunter Records Management
- Upper Hunter Taxis
- Hunter Records Storage
- Local Government Legal Services

The CEO of Hunter Councils has advised that the JO pilot was a "bit of a non-event" as they already work together and have a structure. However, DPC now attend all their meetings and the government agencies are very engaged.

Hunter Councils intend to keep the companies as they are now that the relevant legislation has been passed. The advocacy body, Hunter Councils, will probably become the joint organisation.

Recommended Approach

The Secretariat recommends the following work streams to enable it to transition to support and achieve the aims of the Council of Mayors, while also satisfying the requirement of the OFT that SSROC changes to a corporate status that is suitable for its scale.

Work Stream 1: Roles and Responsibilities

The company limited by guarantee requires specific roles to be filled: members, directors, company secretary and public officer. A decision needs to be made as to whether the secretary becomes a director.

These roles need to be reconciled with the requirements of the preferred business model of Council of Mayors with Committee of General Managers.

SSROC Transition Options

It will be necessary to spell out the accountabilities, responsibilities, benefits and general expectations of each role, and to convey these to the potential position-holders. This may include obtaining further advice on directors' duties including employment and tax law issues.

The "candidates" will then need to be consulted as to their willingness to fulfil the role that has been identified for them, and any training or skills development needs identified.

The mechanisms need to be identified whereby the core business functions of advocacy, shared services/procurement and program/project management are given direction. Any other enablers required (e.g. technology, committee design) will also need to be identified and addressed.

Responsible: Secretariat and consultants, with Executive and General Managers.

Work Stream 2: Communications

The Delegates are busy and it can be difficult for them to find time to engage on issues that are complex and not directly related to their role as Councillors. It will be necessary to find a way to explain the reason for the changes, why the changes matter to them, and how we plan to achieve them.

The objective of this stream will be to ensure that the new Constitution/Replaceable Rules and the transfer to a company, will be approved by a fully engaged and informed SSROC special resolution when relevant meeting occurs.

Responsible: consultants, as it might be helpful to have this done by someone seen as independent of Secretariat, GMs and Councillors.

Work Stream 3: Drafting the Constitution

The new company and Council of Mayors will need to be reflected in the terms of the Constitution and/or Replaceable Rules, as well as conforming to the Corporations Act and ASIC requirements.

The key issues and themes that arise in the drafting will need to be resolved by consultation with the relevant stakeholders, and explanation/justification conveyed through the communications channel.

Responsible: Secretariat and Henry Davis York

Work Stream 4: Process

A special resolution would be required from an Ordinary Meeting of the ROC and the procedure for transitioning to a company limited by guarantee would have to be followed, including transferring registration, applying to the Australian Securities and Investments Commission (ASIC) to transfer incorporation to a company, notifying Registry Services, and updating all records (e.g., bank accounts, tax authorities, funding bodies).

The process of transfer will need to be managed, including:

- maintaining 'not for profit' status and pay roll tax exemption
- completing the application to transfer,
- deciding the approach to ABN
- identifying all parties that need to be notified
- ensuring that each notification is correctly handled.

Responsible: accountants

SSROC Transition Options

Work Stream 5: Additional advice needed

The advice from Henry Davis York is black-letter law, which is required to explain the processes needed, but will need to be considered in light of the main rationale for SSROC of providing community benefit.

During the transition process, more questions will arise that will need further advice and decisions. Below are some that have already arisen:

- Is there a conflict, and if so, how can it be managed with Mayors representing their LGA and representing the region?
- What can be done with monies earned beyond what is needed to run the Secretariat?

SSROC Transition Options

Attachment 1 SSROC Constitution

This section comprises the Constitution in full.

Constitution of the Southern Sydney Regional Organisation of Councils

1. Name

The name of the Organisation is the Southern Sydney Regional Organisation of Councils, hereunder referred to as "the Organisation".

2. Objectives

- i. To consider and assess the needs, disadvantages and opportunities of member Councils and of the Southern Sydney Region; to make representations, submissions and promotions relative to meet such needs, disadvantages and opportunities to Commonwealth and State Governments and Departments, Statutory Authorities and other appropriate bodies or individuals.
- ii. To submit to such Governments and other appropriate bodies, requests for financial assistance, policy changes and additional resources for the region or for member Councils.
- iii. To strengthen the role of Local Government in regional affairs, particularly where the region may be affected by Australian or NSW Government policy.
- iv. To facilitate a co-operative approach to the problems, opportunities and challenges of the region and to projects which benefit the region.
- v. To facilitate the exchange of ideas and experience between elected members and professional and technical staff to enable a joint approach to the development of skills and expertise within member Councils; and
- vi. To advance the interests of the region.

SSROC Transition Options**3. Membership**

- i. Membership of the Organisation is composed of, but not restricted to, the following Councils:-

Ashfield Council
Bankstown City Council
Botany Bay City Council
Burwood Council
City of Canada Bay
City of Canterbury council
City of Sydney council
Hurstville City Council
Kogarah City Council
Leichhardt Council
Marrickville Council
Randwick City Council
Rockdale City Council
Sutherland Shire Council
Waverley Council
Woollahra Municipal Council

- ii. A register of members will be kept at the principal place of administration of the association.

4. Representation

- i. A member Council will be represented on the Organisation by two delegates.
- ii. A member Council shall annually appoint two persons representing the Council to the Organisation, one of whom should be the Mayor or the Administrator. Each such delegate may hold office until the appointment of his/her successor.
- iii. The office of delegate shall become vacant if the delegate:-
- (a) ceases to hold office at his/her Council;

SSROC Transition Options

- (b) resigns by letter addressed to the delegate's Council;
 - (c) is absent from three consecutive meetings of the Organisation without having obtained leave of absence from the Organisation; or
 - (d) is replaced by his/her Council at any time.
- iv. Where the office of a delegate becomes vacant, the Council shall appoint another delegate.
 - v. Where either delegate of a Council is unable to attend a meeting of the Organisation, the Council may be represented by another member of the Council duly appointed for the purpose of being an alternative delegate. Such other member may, during the absence of a delegate of his/her Council, act in his/her place and be subject to vacation of the position in the same way as the delegate.

5. Meetings

- i. The delegates shall hold ordinary meetings of the Organisation at least every three months and the meeting held during November shall be the Annual General Meeting. The delegates may also hold special meetings of the Organisation as and when required.
- ii. The Financial Statements and Annual Report of the Organisation shall be submitted to a meeting of the Organisation to be held not 30 November each year.
- iii. Meetings shall be held, in turn, at an office of each member Council or as decided by the Organisation.
- iv. The Secretary shall notify each member Council and delegate of meetings not less than 7 days before each meeting and of the nature of the business to be dealt with at the meeting and, in the case of Special Meetings, 48 hours notice must be given.
- v. The Secretary shall send minutes of each meeting to each member and delegate not more than fourteen days after the meeting.
- vi. At every meeting of the Organisation the President shall preside but if he/she is not present the Senior Vice President shall preside; if he/she

SSROC Transition Options

is not present the Junior Vice President shall preside or if he/she is not present the members shall elect a Chairman to preside at that meeting.

- vii. Any elected representative of a member Council may attend and speak at meeting of the Organisation. Any senior officer of a Council which is a member may also attend and speak at meetings of the Organisation with the consent of a delegate of his/her Council and the President or meeting Chairman.
- viii. A Special Meeting of the Organisation may be called by:
 - (a) The President
 - (b) Notice to the Secretary signed by three delegates.

6. Voting

- i. At meetings of the Organisation each delegate, and each bona fide alternative delegate representing a delegate, shall be entitled to vote. Each member Council shall therefore have two votes.
- ii. The President shall have both a deliberative vote and, in the event of equality of votes, a casting vote, other than in the election of President, Senior Vice President, or Junior Vice President.
- iii. The election of the Executive being the positions of:
 - (a) President
 - (b) Senior Vice President
 - (c) Junior Vice President

shall be conducted in accordance with the provisions of the Local Government Act for the election of Mayor and Deputy Mayor.

7. Quorum

- i. A quorum at a meeting of the Organisation shall consist of a number being at least half the number of member Councils.
- ii. A quorum of a Standing Committee of the Organisation shall be two.

SSROC Transition Options

8. Business at Meetings

The business conducted at a meeting of the Organisation shall consist of:

- i. Matters of which due notice has been given by a member Council or delegate.
- ii. Matters which the President determines to be of urgency;
- iii. Consideration of recommendations, reports and correspondence;

and otherwise as the meeting by majority vote may decide from time to time.

9. Procedure

The procedure at a meeting of the Organisation shall be in conformity as far as possible with the procedure for meetings of Council and Committees as prescribed by the Local Government Act 1993 and the Local Government (Meetings) Regulation 1993 subject to such arrangement as may be made from time to time by the Organisation.

10. Powers of the Organisation

- i. The Organisation shall, for the mutual benefit of the member Councils have power, in accordance with this Constitution, to:-
 - (a) Make submissions to the Australian and New South Wales Government or any department of those Governments, or other organisations, in respect of the areas of the member Councils;
 - (b) Carry out the objectives of the Organisation; and
 - (c) Receive funds in respect of the:-
 - i. staffing of the Organisation;
 - ii. carrying out of projects or studies agreed by the Organisation;
 - iii. for any purpose that may be authorised by the Organisation.

SSROC Transition Options

- ii. These powers shall not affect the right of an individual Council acting in its own right on any matters.
- iii. The control, regulation, maintenance and management of the exercise of these powers is vested in the meetings of delegates in accordance with the constitution subject to any delegation of authority which may have been granted.
- iv. By resolution, and within limits defined in such resolution, to authorise the Executive, a member Council representative, a staff member or a properly appointed sub-committee consisting either whole or in part of elected representatives, staff or other persons to exercise or perform on behalf of the Organisation any power, authority, duty or function, the Organisation, by resolution reserves for itself.

11. Executive of the Organisation

The Executive of the Organisation shall be the President, Senior Vice President and Junior Vice President, being elected members representing member Councils.

- i. The President, Senior Vice President and Junior Vice President shall be elected from among the delegates each year at the Annual General Meeting. An election shall also be held for any casual vacancy occurring among the Executive and any Executive member so elected shall hold office until the next annual election of the Executive.
- ii. The Organisation shall appoint a Secretary and a Treasurer.
- iii. The President, Senior Vice President and Junior Vice President of the Organisation in office prior to the Annual General Meeting of the Organisation to be held in November 2003 remain in office until the first Ordinary Meeting of the Organisation to be held after the ordinary election of councils to be held on Saturday 27 March 2004.

12. Powers of the President

- i. The President shall preside at all meetings of the organisation at which he/she is present.
- ii. The President, unless otherwise directed by resolution of the Organisation shall:-

SSROC Transition Options

- (a) Carry on the regular services and operations of the Organisation within the sums voted by the Organisation for expenditure thereon and in accordance with the constitution and the resolutions of the Organisation.
- (b) Control and direct staff of the Organisation.
- (c) Suspend any staff of the Organisation and, if necessary, arrange for the carrying on of the duties of that staff member until the next meeting of the Organisation.
- (d) Authorise the payment of the salaries and wages of the staff of the Organisation within the sums voted by the Organisation for expenditure thereon.
- (e) At any meeting of the Organisation remove or cause the removal of any member of the Organisation, or any elected member of any member Council who, after warning, is guilty of disorder, and at the same or any subsequent meeting, exclude or remove such member unless he/she apologises without reservation.
- (f) Give effect to any decision of the Organisation.
- (g) Be authorised to make press statements on behalf of the Organisation and authorise any member of the Organisation to make press statements and undertake the day to day administrative requirements.
- (h) Call Special Meetings of the Organisation subject to 48 hours notice being given to delegates, except in cases of emergency.

13. Staff

The Organisation shall have the power to appoint any such staff as the Organisation may require from time to time.

14. Advisory Sub-Committees

- i. The Organisation may, from time to time, appoint any number of Committees in connection with any work, activity or object of the Organisation.

SSROC Transition Options

- ii. The Organisation shall have power to co-opt any person to assist and/or comprise a Sub-Committee

15. Office

The Office of the Organisation shall be at such place as the Organisation may, from time to time, appoint.

16. Financial Year

The Organisation's financial year shall commence on 1st July and terminate on 30th June of the following year.

17. Finance

- i. The Organisation shall determine, prior to 31st May each year, an Annual Budget which will include:-
 - the amount of proposed expenditure by the Organisation;
 - the amount in hand available for such expenditure; and
 - any additional amount required to be raised to meet such expenditure.
- ii. In the event of any expenditure not covered by the Annual Budget, the Organisation shall prepare a statement showing:-
 - the amount and nature of the extraordinary expenditure;
 - the amount in hand available to meet the expenditure after allowing for estimated ordinary expenditure for the balance of the year; and
 - any additional amount required to be raised to meet extraordinary expenditure.
- iii. The financial contribution by member Councils towards costs of the organisation shall be equal.
- iv. The Organisation shall pay monies received by it to a bank account held in the name of the Organisation and shall use such monies for the purpose of, and subject to, the terms of this Constitution.
- v. All accounts shall be operated upon in such manner and by such persons as the organisation shall from time to time determine.

SSROC Transition Options

- vi. The accounts of the organisation shall be kept according to the same principles as the accounts of a member Council and in such books and form as are approved by the auditors of the organisation.
- vii. (a) The Organisation shall appoint an auditor who shall annually audit the accounts of the Organisation.

(b) The audited accounts shall be presented to a meeting of the Organisation prior to 30th November each year.

viii. The assets and income of the Association shall be applied solely in furtherance of its above mentioned objectives and no portion shall be distributed directly or indirectly to the members of the Association except as bona fide compensation for services rendered or expenses incurred on behalf of the Association.

18. Annual Report

The Organisation shall submit an Annual Report to each of the member Councils with the notice of the Annual General Meeting.

19. Co-operation

For the purpose of performing any powers, duties or functions, the Organisation may make use of the services of an employee of a member Council if the prior approval of the Council is obtained.

20. Associate Members

The Organisation may permit a Council or entity not currently a member of the Organisation to become an associate member. Associates may only engage in procurement, commercial or other activities as determined by the Organisation.

Applicants for associate membership shall sign and forward to the Organisation an application to the effect that [Name of Applicant] desires to become an associate member of the Southern Sydney Regional Organisation of Councils Limited and agrees to be bound by the Constitution of the Organisation and pay the associate membership contribution determined by the Organisation.

The Secretary shall place applications for associate membership before the first meeting of the Organisation after the application for associate membership has been received.

SSROC Transition Options

The Organisation's decision shall be final and conclusive as to whether any entity shall be admitted as a member or associate.

21. Termination of Membership

A Council may withdraw from membership of the Organisation on giving six months' notice of termination to the Organisation. When such termination takes effect, no contribution shall be refunded, no funds will be distributed and the Constitution remains in force between the remaining members of the Organisation.

22. Amendments

This Constitution may be altered from time to time by a resolution passed at a meeting of the Organisation by votes equivalent to three fourths the number of members entitled to vote.

23. Amalgamation of the Organisation

Where it furthers the objects of the Association to amalgamate with any one or more other organisations having similar objects, the other organisation(s) must have rules prohibiting the distribution of its (their) assets and income to members; and must be exempt from income tax.

24. Termination of the Organisation

Upon the termination of this Organisation the debts and liabilities of the Organisation shall be discharged out of the assets of the Organisation. The balance of the assets shall be shared equally by the member Councils remaining immediately before the termination of the Organisation.

In the event of there being no member Councils remaining, the amount which remains after such dissolution and the satisfaction of all debts and liabilities, shall be transferred to any organisation which has similar objects and which is exempt from income tax.

25. Members' Liabilities

The liability of a member of the Organisation to contribute towards the payment of the debts and liabilities of the Organisation or the costs, charges

SSROC Transition Options

and expenses of the termination of the Organisation is limited to the amount, if any, unpaid by the member in respect of membership of the Organisation.

26. Common Seal

The common seal of the organisation is kept in the custody of the Secretary/Treasurer. The common seal must only be affixed to an instrument with the authority of the Executive.

27. Custody of Books

The Secretary/Treasurer must ensure the safe keeping of all records, books and other documents relating to the organisation.

28. Inspection of Books

The records, books and other documents of the organisation must be open to inspection, free of charge, by a member of the association at any reasonable hour.

29. Payroll Tax

The Organisation (being a wholly-owned subsidiary of 2 or more councils) may, at the discretion of the member Councils, pay the member Councils an amount approximately equivalent to the amount of tax that would be payable by the Organisation under the Payroll Tax Act 2007 (NSW) but for the exemption set out in section 59 of that Act.

WSROC – The Future – Proposed Structure for a Western Sydney Organisation of Councils

Attach 1 (WSROC)

A metropolitan Organisation of Councils proposed for Western Sydney comprises two entities.

Advocacy & Regional Leadership

Western Sydney Councils
Inc.

This is a new organisation.

Board of Western Sydney
Councils
[Mayors + a single
alternative Councillor]

+ Reg Co-ord DPC
+ GSC Commissioners
+ WS Parl Sec
+ GMs

4 meetings per year

Commercial Enterprise

WSROC Ltd.

This is the existing WSROC company.

Board of WSROC Ltd
[GM of Council]

6 meetings per year

Strategic Intent
Priority setting
Oversight

Governance and
administration

Professional
Groups and Task
Groups.

Today

Western Sydney Airport.

Western Sydney Rail Needs.

Western Sydney Businvest.

Urban Heat.

Western Sydney Health –
obesity and diabetes

Joint
Procurement

Federal / State Grants
• Regional Waste Strategy

Program/Project Management
• Light Years Ahead V2
• Energy Efficiency Program
• Animal Holding Facilities

Tomorrow

Road Maintenance Funding
and Tolls.

Great Western Walk

Western Sydney Iconic
Events.

- Regional leadership and advocacy.
- Regional strategic planning and priority setting.
- Intergovernmental collaboration at the highest level.
- Setting goals and objectives for WSROC Ltd and its programs and business units.
- Oversight of WSROC Ltd.

The business units of WSROC Ltd. These are just examples of the types of potential opportunities. Some of these could involve public/private partnerships.

Legal Services

Consultancy

Tourism

Records Management

Shared Services

Investment/Trade
Desk

Training Services

Recruitment Services

Program/Project Management Services

Economic Development

WSROC Ordinary Meeting, 24 May 2018

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Why two entities?

The purpose of the organisations and the nature of the work is fundamentally different.

Advocating vs running businesses.

Advocacy & Regional Leadership

Western Sydney Councils Inc.

- This is a new organisation.
- Incorporated Association.
- NSW Associations Incorporation Act 2009.
- Cannot conduct commercial enterprise.

Board of Western Sydney Councils
[Mayors + a single alternative Councillor]

- + Reg Co-ord DPC
- + GSC Commissioners
- + WS Parl Sec
- + GMs

- 4 meetings per year
- one vote per Council

Outcomes

Separation and alignment of the work streams for effective decision making in focussed forums.

Simplification of the governance to manage two fundamentally different work streams.

Removing exposure of Councillors to legal and commercial risks.

Attracting Ministers to Board meetings.

Attracting key influencers from State Government agencies to Board meetings.

Limiting the time commitment from Mayors.

Making the most of the GMs capabilities and time.

Enhanced advocacy standing within the Federal and State Governments "Cabinet of Western Syd Mayors".

Commercial Enterprise

WSROC Ltd.

- This is the existing WSROC company.
- Company Limited by Guarantee.
- Commonwealth Corporations Act.

Board of WSROC Ltd
[GM of Council]

6 meetings per year

1. Issues before the Board are more of a strategic, advocacy and regional leadership nature, not operational.
2. The Board members are not legally bound to act in the interests of the Incorporated Association.
3. Board meetings far more attractive for Ministerial participation.
4. The participation of Reg Co-Ord DPC, GSC Commissioners and WS Parl Sec is relevant.
5. The frequency of meetings required are less than those of a Board overseeing commercial operations.
6. Due to nature of representation meetings need to be fixed well in advance and difficult to re-schedule.
7. The exposure of Mayors/Councillors to the risk of conducting commercial activities is removed.

1. The Executive has previously approved an increased emphasis on WSROC becoming self-funding through commercial enterprise with the additional aim of generating revenue to support enhanced advocacy.
2. The Directors are legally obliged to act in the interests of the Company, not member Councils.
3. The Board is made up exclusively of skilled professionals.
4. The frequency of meetings can be adjusted to suit the intensity of commercial operations, some flexibility.
5. Participation of "Advocacy" stakeholder representatives from State Gov is inappropriate.
6. Commercial risk is compartmentalised in WSROC Ltd.

WSROC Ordinary Meeting, 24 May 2018

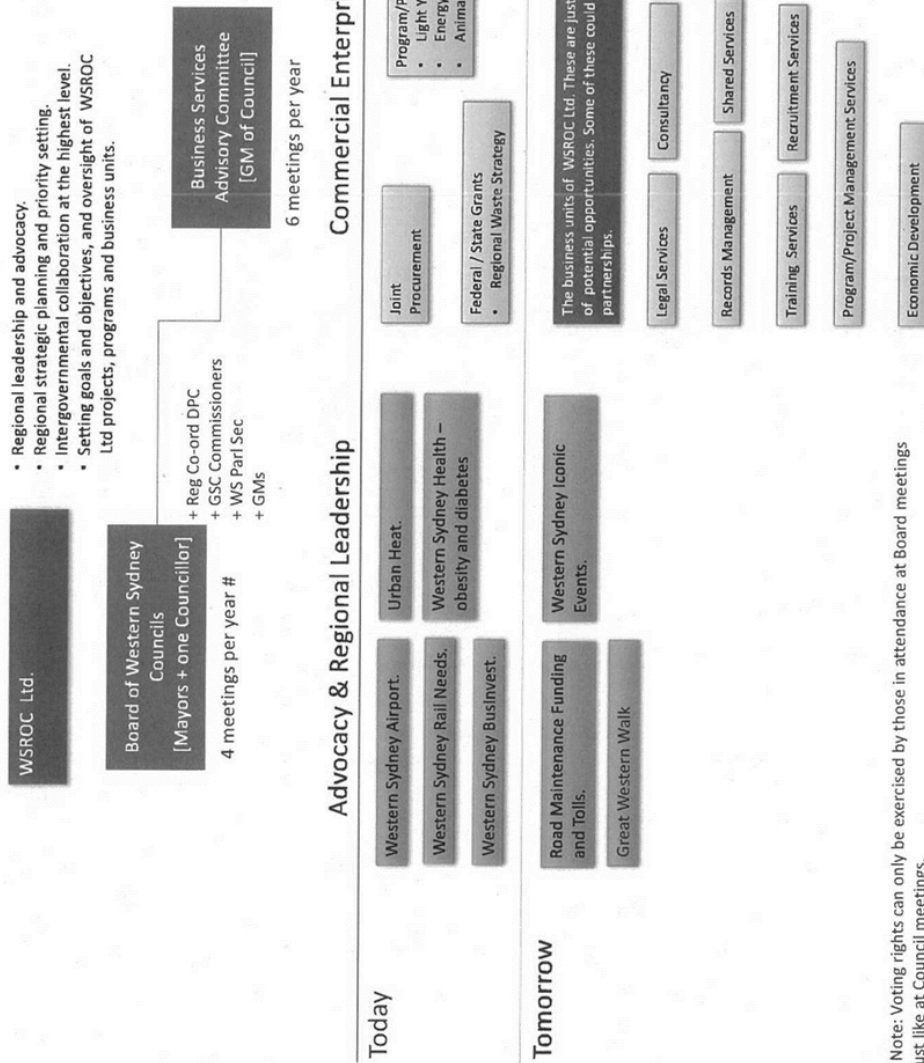
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Attach 2 (WSROC)

ANNEX A to Draft Board Resolution
Structure of WSROC dated 4 Apr 17.

WSROC – The Future – Proposed Structure for a
Western Sydney Organisation of Councils



Note: Voting rights can only be exercised by those in attendance at Board meetings just like at Council meetings.

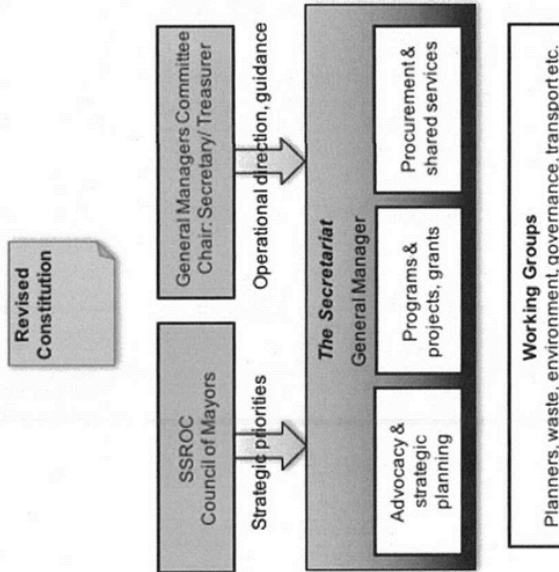
SSROC Ordinary Meeting, 24 May 2018

Attachment 2



Overview of the proposed SSROC Council of Mayors

Proposal



Under a revised **Constitution** establish a **Council of Mayors**, whereby all ROC Delegates are Mayors, and one of whom is elected **President**.

Each member Council may nominate an **Alternative Delegate**, preferably the Deputy Mayor.

The **Executive**, comprising the President, 2 other elected Mayors, the Secretary and the Treasurer (General Manager/s) makes out-of-session decisions and directions when necessary.

The **General Managers** Committee provides day-to-day operational direction to the **Secretariat**.

Councillors of all member Councils may participate in issue-based Working Groups such as the drafting of **regional policies** and **advocacy** for southern Sydney.

This proposal is for consideration at the next ordinary meeting of SSROC Delegates. It originated with the Sturgess Report of February 2014, which proposed a similar model to re-frame the ROC to increase its effectiveness as an advocacy body, by establishing a platform for the region's Mayors to collectively promote the interests of southern Sydney. It reflects the deliberations of the Delegates and General Managers workshop of March 2017. The South-East Queensland Council of Mayors is an example (seqmayors.qld.gov.au).

SSROC Ordinary Meeting, 24 May 2018

ROC 180517 CoM Overview.pptx

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Item No: C0618 Item 7

Subject: 2017/18 THIRD QUARTER BUDGET REVIEW

Prepared By: Daryl Jackson - Financial Partnering and Analytics Manager

Authorised By: Pav Kuzmanovski - Group Manager Finance

SUMMARY

Clause 203 of the Local Government (General) Regulations 2005 requires that a quarterly budget review be considered by Council, which shows revised estimates for income and expenditure for the financial year indicating whether Council's financial position is satisfactory and makes recommendations for remedial action where needed.

The Quarterly Budget Review Statement (QBRs) are prepared in accordance with the requirements of the Code of Accounting Practice and Financial Reporting. This report provides a comprehensive high level overview of Council's financial position as at 31 March 2018 in accordance with the Code, together with supplementary information. **Any forecast results are projections as at 30 June 2018.**

RECOMMENDATION

THAT:

1. The report be received and noted; and
2. Council approves the budget adjustments required.

DISCUSSION

This report provides an overview of Council's quarterly financial position as at 31 March 2018. The QBRs report is prepared in accordance with the Code of Accounting Practice and Financial Reporting. It includes information on Council's Operating, Capital and Net Budget Position as at 31 March 2018.

During the quarter, a detailed review of both the operating and capital budgets were undertaken to reconfirm the budget projections for the current financial year. A number of adjustments have been made (detailed below) which includes the rephrasing of revenue and expenditure into future years, the change of project deliverables due to staffing levels and the closing of the Ashfield Aquatics Centre on 15 April 2018.

Council has updated its projected budget result to \$4.7 million including capital revenue against that reported in the 31 December 2017 QBRs of \$4.6 million, an improvement of \$93k. Excluding capital revenue, a deficit of \$6.4 million has been projected against 31 December 2017 QBRs of (\$6.2 million). This is primarily due to the expenditure of grants received and accounted for in prior years and expended in the current financial year.

The Capital Budget will be reviewed through the remainder of the financial year on an ongoing basis with the capital works managers.

Cash Flow forecasts of major projects will be monitored ensuring the expenditure remains in line with the budget. March 2018 year to date capital expenditure totals approximately \$27.8 million.

Executive Summary of Budget Movements.

The following are key movements with a brief explanation and impact on Council's budget:

- Decrease in Capital Expenditure of \$5.6m predominantly funded by working capital
 - Transportation Capital Projects - \$1.8m (refer to Item 6 below)
 - ICT Capital Projects - \$1.9m (refer to Item 11 below)
 - Property Capital Projects - \$1.2m (refer to Item 12 below)
 - Trees, Parks and Sportsfields Capital Projects - \$0.7m (refer to Item 13)
- Forecast decrease in revenue relating to closure of Ashfield Aquatics Centre - \$0.5m
- Forecast decrease in revenue relating to the reduction in operating hours of parking meters - \$0.15m
- One off operating savings with in Trees, Parks and Sportsfields - \$0.7m

Further details can be found in the March 2018 QBRs Movements section of this report.

Report by the Responsible Accounting Officer of Council

Section 203(2) of the Local Government (General) Regulation 2005 requires a report by Council's responsible accounting officer regarding the Council's financial position at the end of each quarter.

The responsible accounting officer is of the opinion that the Quarterly Budget Review Statement for the Inner West Council for the quarter ended 31 March 2018 indicates that Council's projected financial position at 30 June 2018 will be satisfactory.

FINANCIAL IMPLICATIONS

The proposed budget adjustments will see a net decrease in Council working funds of \$5.7m. Any projects that have required a budget adjustment for current works, rephased from the 2016/17 financial year into 2017/18 will be completed during this financial year.

Other Staff Comments

All relevant staff have been consulted during the budget adjustment process.

Public Consultation

Nil

1) Primary Financial Statement

	Original Budget	Approved Changes		Proposed Adjustments	Forecast Budget	YTD Actuals
		Q1 Sept 17	Q2 Dec 17			
Income						
Rates and Annual Charges	\$ 153,381	\$ -	\$ -	\$ -	\$ 153,381	\$ 110,335
User Fees and Charges	\$ 43,512	\$ 189	\$ 0	\$ 716	\$ 42,984	\$ 31,665
Interest Income	\$ 5,041	\$ -	\$ -	\$ -	\$ 5,041	\$ 4,673
Other Income	\$ 24,099	\$ 256	\$ 150	\$ 203	\$ 24,302	\$ 17,192
Operating Grants	\$ 12,855	\$ 20	\$ 4,209	\$ 533	\$ 9,160	\$ 5,742
Capital Grants and Contributions	\$ 10,699	\$ 60	\$ 253	\$ 500	\$ 11,512	\$ 11,240
Net Gain - Disposal of Assets	\$ 51	\$ -	\$ 201	\$ 237	\$ 387	\$ 985
Total Income from Continuing operations	\$ 249,638	\$ 485	\$ 4,007	\$ 123	\$ 245,993	\$ 181,833
Expenditure						
Employee Benefits and Oncosts	\$ 126,368	\$ 0	\$ 244	\$ 239	\$ 126,374	\$ 77,310
Interest Expense	\$ 904	\$ -	\$ -	\$ -	\$ 904	\$ 377
Materials and Contracts	\$ 61,673	\$ 324	\$ 2,237	\$ 397	\$ 59,362	\$ 42,485
Depreciation	\$ 26,130	\$ -	\$ -	\$ -	\$ 26,130	\$ 19,603
Other Expenses	\$ 27,778	\$ 140	\$ 142	\$ 420	\$ 28,481	\$ 18,405
Total Expenses from continuing operations	\$ 242,852	\$ 464	\$ 1,850	\$ 216	\$ 241,250	\$ 158,180
Net Operating Result from continuing operations	\$ 6,786	\$ 21	\$ 2,157	\$ 93	\$ 4,743	\$ 23,653
Capital Expenditure						
Capital Expenditure - IPPE	\$ 65,477	\$ 373	\$ 1,622	\$ 5,610	\$ 58,620	\$ 24,949
Loan Repayments	\$ 4,704	\$ -	\$ -	\$ -	\$ 4,704	\$ 2,868
Total Capital Expenditure	\$ 70,182	\$ 373	\$ 1,622	\$ 5,610	\$ 63,324	\$ 27,817
Funding						
Net Working Capital Drawdown	\$ 35,007	\$ 352	\$ 535	\$ 5,702	\$ 30,192	\$ 13,032
Depreciation Contra	\$ 28,390	\$ -	\$ -	\$ -	\$ 28,390	\$ 19,597
Total Funding	\$ 63,396	\$ 352	\$ 535	\$ 5,702	\$ 58,582	\$ 32,629
Net Budget Position	\$ 0	\$ 0	\$ 0	\$ -	\$ 0	\$ 28,464

2) March 2018 QBRs Movements

Item	Description	\$'000 Movement
	<u>Income</u>	
	User Fees & Charges	
1	Decreased Revenue - Ashfield Aquatic Centre	-\$ 374
2	Decreased Revenue - Trees, Parks and Sports Fields	-\$ 252
3	Decreased Revenue - Reduction in Parking Meters hours of operation	-\$ 90
		-\$ 716
	Other Income	
1	Decreased Revenue - Ashfield Aquatic Centre	-\$ 143
3	Decreased Revenue - Reduction in Parking Meters hours of operation	-\$ 60
		-\$ 203
	Operating Grants	
5	Increased Revenue - Cycleway Projects	\$ 315
6	Increased Revenue - Transportation Capital Projects	\$ 94
7	Increased Revenue - Pavement Markings & Signs	\$ 125
		\$ 534
	Capital Grants & Contributions	
6	Increased Revenue - Transportation Capital Projects	\$ 300
8	Decreased Revenue - Greenways Project	-\$ 25
5	Increased Revenue - Cycleway Projects	\$ 225
		\$ 500
	Net Gain - Disposal of Assets	
4	Decreased Revenue - Proceeds of Sale of Plant & Equipment Rephased into Future Years	-\$ 237
	Total Income	-\$ 122
	<u>Operating Expenditure</u>	
	Employee Benefits and Oncosts	
2	Decreased Expenditure - Parks, Trees & Sportsfields open positions that have not been filled	-\$ 239
		-\$ 239
	Material and Contracts	
2	Decreased Expenditure - Trees, Parks and Sports Fields	-\$ 777
4	Increased Expenditure - Fleet Management & Operations	\$ 118
7	Increased Expenditure - Pavement Markings & Signs	\$ 125
9	Decreased Expenditure - Stronger Communities Grants Program	-\$ 350
10	Increased Expenditure - Urban Amenity Improvement Program	\$ 440
14	Increased Expenditure - Visy Recycling Contract Education Contribution - Ashfield	\$ 47
		-\$ 397
	Other Expenses	
9	Increased Expenditure - Stronger Communities Grants Program	\$ 350
4	Increased Expenditure - Fleet Management & Operations	\$ 10
2	Increased Expenditure - Parks, Sportsfield Maintenance & Landscaping	\$ 60
		\$ 420
	Total Expenditure	-\$ 216

Item	Description	\$'000 Movement
	Capital Expenditure	
4	Decreased Expenditure - Plant & Equipment Rephased to Future Years	-\$ 365
5	Increased Expenditure - Cycleway Projects	\$ 540
6	Decreased Expenditure - Transportation Capital Projects	-\$ 1,798
8	Increased Expenditure - Greenways Capital Budget	\$ 250
10	Decreased Expenditure - Urban Amenity Improvement Program	-\$ 440
11	Increased Expenditure - ICT Capital Projects	-\$ 1,949
12	Increased Expenditure - Property Capital Projects	-\$ 1,176
13	Decreased Expenditure - Parks, Trees & Sportsfields Projects Rephased to Future Years	-\$ 672
	Total Capital Expenditure	-\$ 5,610
	Net Working Capital Drawdown	
6	Decrease Reserve Drawdown- Transportation Capital Projects	-\$ 2,192
8	Increase - Greenways Capital Budget	\$ 275
11	Decrease - ICT Capital Projects	-\$ 1,949
12	Decrease - Property Capital Projects	-\$ 1,176
13	Decrease - Parks, Trees & Sportsfields Projects Rephased to Future Years	-\$ 672
14	Increase - Visy Recycling Contract Education Contribution - Ashfield	\$ 47
15	Decrease - Transfer of surplus funds to working capital	-\$ 37
	Total Net Working Capital Drawdown	-\$ 5,704

Item 1 – Ashfield Aquatics Centre

Decreased User Fees & Charges	\$374k
Decreased Other Income	\$143k

This decrease in forecast revenue is due to the closure of the Ashfield Aquatics Centre (15 April 2018) for redevelopment. This includes hall hire and leases associated with the Bastable Street & Cadigal Room and aquatics revenue. The net impact of this is call upon working funds of \$517k and will be offset against other savings made in the budget.

Item 2 – Trees, Parks and Sportsfield

Decreased User Fees & Charges	\$252k
Decreased Employee Costs and Benefits	\$239k
Decreased Materials & Contracts	\$777k
Increased Other Expenses	\$60k

The forecast revenue for outdoor venues hire has been reduced due to a decline in bookings for the winter period. This has been offset by reduced one off expenditure savings in the Trees, Parks and Sportsfield's budget. The net impact of this is a contribution to working funds of \$704k and will be used to offset against calls on working funds.

Item 3 – Reduction in Parking Meters hours of operation

Decreased User Fees & Charges	\$90k
Decreased Other Income	\$60k

This reduction is associated with switching off Leichhardt main street parking meters from 7pm for the last quarter of 2017/18. We need to fund \$150k of expenses that were previously funded by revenue from other sources which means we either find savings or reprioritize something else that was funded.

Item 4 – Fleet Management & Operations reforecast

Decreased net Gain on disposal	\$237k
Increase Materials & Contracts	\$118k
Increase Other Expenditure	\$10k
Decreased Capital Expenditure	\$365k

This adjustment is for the reforecast of Plant Purchases for the current financial year based on operational requirements. There will be no net impact on working funds for this adjustment.

Item 5 – Cycleway Projects

Increase Operating Grants	\$315k
Increase Capital Grants & Contributions	\$225k
Increase Capital Expenditure	\$540k

Upon further review after the close of the Q3 review, this grant was recognized in 2016/17 and funds received in 2017/18. This entry will be reversed part of the next budget review.

Item 6 – Transportation Capital Projects

Increase Operating Grants	\$94k
Increase Capital Grants & Contributions	\$300k
Decrease Capital Expenditure	\$1,798k
Decrease Working Capital Drawdown	\$2,192k

This adjustment is to account for a number of renewal projects that will be rephased into future years via the quarterly budget review process. The projects include Roads, storm water and footpath projects that were unable to be delivered during the financial year. There will be no net impact on working funds for this adjustment. Projects are –

- Ashfield Town Centre upgrade – contractual extension of time due to latent conditions. Completion expected September 2018.
- Whytes Creek Trunk Drainage Design Contribution – the delay is mainly due to Sydney Water who are experiencing delays.
- Chester Street Footbridge replacement – the delay is mainly due to construction commencement delayed pending resolution of work method in proximity to high pressure gas main and utility approval.
- Blackmore Oval Wetland, due to an increase in OEH Grant with the acquittal likely to be in 2018/19.

Item 7 – Pavement Markings & Signs

Increase Operating Grants	\$125k
Increase Materials and Contractors	\$125k

This adjustment is to account for the increased operating grant received for Pavement marking and signs from the Roads and Maritimes Services. There will be no net impact on working funds for this adjustment.

Item 8 – Greenway Capital Budget

Decrease Capital Grants & Contributions	\$25k
Increase Capital Expenditure	\$250k
Increase Net Working Capital Drawdown	\$275k

This adjustment is to reflect a matching funding agreement with the Roads and Maritimes Services related to the Greenway Project. There will be no net impact on working funds for this adjustment.

Item 9 – Stronger Communities Grants Program Reclassification

Decrease Material and Contractors	\$350k
Increase Other Expenses	\$350k

This adjustment is to reflect the reclassification of expenditure between within the reporting class for the Stronger Communities Funds project. There will be no net impact on working funds for this adjustment.

Item 10 - Urban Amenity Improvement Program Reclassification

Increase Material and Contractors	\$440k
Decrease Capital Expenditure	\$440k

This adjustment is to reflect the reclassification of expenditure between within the reporting class for the Urban Amenity Improvement Program. There will be no net impact on working funds for this adjustment.

Item 11 - ICT Capital Projects

Decrease Capital Expenditure	\$1,949k
Decrease Net Working Capital Drawdown	\$1,949k

This adjustment is to account for ICT projects that will be rephased into future years via the quarterly budget review process. There will be no net impact on working funds for this adjustment.

Technology One –

- HR Payroll due to unexpected integration problems of three payroll systems into CHRIS21.
- Property & Rating (CRM) commencement has been delayed to August 2018 due to delay in finalisation of the business area configuration.

Item 12 - Property Capital Projects

Decrease Capital Expenditure	\$1,176k
Decrease Net Working Capital Drawdown	\$1,176k

This adjustment is to account for a number of capital projects that will be rephased into future years via the quarterly budget review process. Rephased projects are –

- Telstra Site – 366C Darling Street, Balmain which is on hold pending Council's decision.
- Dawn Fraser Pool upgrade work due to a change in scope. Previously it was planned to refurbish the pool, now the scope is to demolish and rebuild above the high water level.
- Jarvie Park Youth Centre renewal works – the roof work has been completed with elevation work in progress. The budget has been realistically been rolled over into 2018/19 when work is scheduled to be completed.

Item 13 - Trees, Parks and Sportsfields Capital Projects

Decrease Capital Expenditure	\$672k
Decrease Net Working Capital Drawdown	\$672k

This adjustment is to account for a number of capital projects that will be rephased into future years via the quarterly budget review process. The projects include –

- Mort Bay project mainly due to resourcing and the contract to be awarded in June.
- Yurulbin Park restoration, contract to be awarded in June.
- Balmain Rowers club project due to Council waiting on a S96 approval.
- Richard Murden Reserve fencing renewal and upgrade which is contingent on the Greenway masterplan being on public exhibition in May.

There will be no net impact on working funds for this adjustment.

Item 14 - Visy Recycling Contract Education Contribution – Ashfield

Increase Material and Contractors	\$47k
Increase Net Working Capital Drawdown	\$47k

This adjustment is to account for restricted grants received in last financial year but spent in this financial year. There will be no net impact on working funds for this adjustment.

Item 15 - Transfer of Surplus Funds to Working Funds

Decrease Net Working Capital Drawdown	\$37k
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This adjustment is to account surplus funds identified in this quarterly budget review. Workings fund will be increased by \$37K as a result of this quarterly budget review.

3) Summary Profit & Loss Statement

	Original Budget	Approved Changes		Proposed Adjustments	Forecast Budget	YTD Actuals
		Q1 Sep 17	Q2 Dec 17			
Income						
Rates and Annual Charges	\$ 153,381	\$ -	\$ -	\$ -	\$ 153,381	\$ 110,335
User Fees and Charges	\$ 43,512	\$ 189	\$ -	-\$ 717	\$ 42,984	\$ 31,665
Interest Income	\$ 5,041	\$ -	\$ -	\$ -	\$ 5,041	\$ 4,673
Other Income	\$ 24,099	\$ 256	\$ 150	-\$ 203	\$ 24,302	\$ 17,192
Operating Grants	\$ 12,855	-\$ 20	-\$ 4,209	\$ 534	\$ 9,160	\$ 5,742
Capital Grants and Contributions	\$ 10,699	\$ 60	\$ 253	\$ 500	\$ 11,512	\$ 11,240
Net Gain - Disposal of Assets	\$ 51	\$ -	-\$ 201	-\$ 237	-\$ 387	\$ 985
Total Income from continuing operations	\$ 249,638	\$ 485	-\$ 4,007	-\$ 123	\$ 245,993	\$ 181,833
Expenditure						
Employee Benefits and Oncosts	\$ 126,368	\$ 0	\$ 244	-\$ 238	\$ 126,374	\$ 77,310
Interest Expense	\$ 904	\$ -	\$ -	\$ -	\$ 904	\$ 377
Materials and Contracts	\$ 61,673	\$ 324	-\$ 2,237	-\$ 398	\$ 59,362	\$ 42,485
Depreciation	\$ 26,130	\$ -	\$ -	\$ -	\$ 26,130	\$ 19,603
Other Expenses	\$ 27,778	\$ 140	\$ 142	\$ 420	\$ 28,481	\$ 18,405
Total Expenses from continuing operations	\$ 242,852	\$ 464	-\$ 1,850	-\$ 216	\$ 241,250	\$ 158,180
Net Operating Result from continuing operations	\$ 6,786	\$ 21	-\$ 2,157	\$ 93	\$ 4,743	\$ 23,653
Net Operating Result before Capital Items	-\$ 3,964	-\$ 39	-\$ 2,209	-\$ 170	-\$ 6,382	\$ 11,427

4) Service Unit P&L Summary
Item 7

	Original Budget	Approved Changes		Proposed Adjustments	Forecast Budget	YTD Actuals
		Q1 Sep 17	Q2 Dec 17			
Income						
Children and Family Services	\$ 18,199	\$ -	\$ -	\$ -	\$ 18,199	\$ 10,896
Community Events	\$ 90	\$ -	\$ -	\$ 1	\$ 91	\$ 103
Community Services and Culture	\$ 2,112	\$ 316	\$ 35	\$ 20	\$ 2,483	\$ 1,649
Corporate Services	\$ 7,161	-\$ 290	-\$ 222	-\$ 312	\$ 6,337	\$ 7,775
Corporate Support Services	\$ 124,166	\$ -	-\$ 2,844	\$ -	\$ 121,322	\$ 81,702
Development Assessment	\$ 3,926	-\$ 391	\$ -	\$ -	\$ 3,535	\$ 4,105
Environment and Sustainability	\$ 473	-\$ 180	-\$ 10	\$ -	\$ 283	\$ 29
Footpaths, Roads, Traffic and Stormwater	\$ 16,067	\$ 241	-\$ 1,421	\$ 1,037	\$ 15,924	\$ 10,395
Library and Historical Services	\$ 573	\$ 90	\$ -	\$ -	\$ 663	\$ 620
Recreation and Aquatics	\$ 10,278	\$ 55	\$ 440	-\$ 408	\$ 10,365	\$ 7,811
Regulatory Services	\$ 16,695	\$ 431	\$ -	-\$ 75	\$ 17,051	\$ 11,197
Resource Recovery	\$ 40,768	\$ 189	\$ -	\$ -	\$ 40,957	\$ 35,842
Strategic Planning	\$ 1,224	\$ 52	\$ 15	\$ -	\$ 1,291	\$ 3,049
Trees, Parks and Sportsfields	\$ 7,905	-\$ 28	\$ 0	-\$ 386	\$ 7,491	\$ 6,658
Total Income from continuing operations	\$ 249,638	\$ 485	-\$ 4,007	-\$ 123	\$ 245,993	\$ 181,833
Expenditure						
Children and Family Services	\$ 18,075	-\$ 375	-\$ 238	\$ -	\$ 17,462	\$ 11,411
Community Events	\$ 1,165	-\$ 55	\$ -	\$ 50	\$ 1,160	\$ 1,006
Community Services and Culture	\$ 9,933	\$ 301	\$ 148	\$ 75	\$ 10,456	\$ 6,535
Corporate Services	\$ 63,282	\$ 9	\$ 159	-\$ 192	\$ 63,258	\$ 46,104
Corporate Support Services	\$ 8,523	-\$ 103	\$ 155	\$ 204	\$ 8,779	\$ 5,396
Development Assessment	\$ 5,982	\$ 174	\$ -	\$ -	\$ 6,155	\$ 3,411
Environment and Sustainability	\$ 4,469	\$ 63	\$ 132	\$ -	\$ 4,664	\$ 2,238
Footpaths, Roads, Traffic and Stormwater	\$ 37,764	\$ 17	\$ 902	\$ 113	\$ 38,796	\$ 22,961
Library and Historical Services	\$ 10,247	\$ 114	-\$ 4	\$ -	\$ 10,357	\$ 6,539
Recreation and Aquatics	\$ 11,570	\$ 166	\$ -	\$ 440	\$ 12,175	\$ 8,899
Regulatory Services	\$ 13,683	\$ 265	\$ -	\$ -	\$ 13,948	\$ 10,090
Resource Recovery	\$ 34,450	\$ 10	-\$ 2,750	\$ 45	\$ 31,755	\$ 18,668
Strategic Planning	\$ 4,409	-\$ 56	\$ 576	\$ 73	\$ 5,002	\$ 3,346
Trees, Parks and Sportsfields	\$ 19,301	-\$ 66	-\$ 929	-\$ 1,024	\$ 17,281	\$ 11,575
Total Expenses from continuing operations	\$ 242,852	\$ 464	-\$ 1,850	-\$ 216	\$ 241,250	\$ 158,180
Net Operating Result from continuing operations	\$ 6,786	\$ 21	-\$ 2,157	\$ 93	\$ 4,743	\$ 23,653

5) Capital Expenditure Statement

	Original Budget	Approved Changes		Proposed Adjustments	Forecast Budget	YTD Actuals
		Q1 Sep 17	Q2 Dec 17			
<u>Capital Expenditure</u>						
Plant & Equipment	\$ 6,824	\$ -	-\$ 1,124	-\$ 365	\$ 5,335	\$ 2,441
Office Equipment	\$ 4,595	\$ -	\$ 653	-\$ 1,948	\$ 3,300	\$ 1,056
Land Improvement (Depreciable)	\$ 11,732	\$ 198	-\$ 2,529	-\$ 212	\$ 9,189	\$ 3,571
Buildings	\$ 16,343	\$ 115	\$ 2,543	-\$ 2,233	\$ 16,769	\$ 7,975
Aquatic Facilities	\$ 1,630	\$ -	\$ 170	\$ 75	\$ 1,875	\$ 867
Seawalls	\$ 241	\$ -	-\$ 16	-\$ 20	\$ 205	\$ 1
Wharves	\$ 234	\$ -	-\$ 74	-\$ 100	\$ 60	\$ -
Local Roads	\$ 3,423	\$ -	-\$ 822	\$ 7	\$ 2,609	\$ 1,375
Regional Roads	\$ 1,270	\$ -	\$ -	\$ 195	\$ 1,465	\$ 380
Bridges	\$ 670	\$ -	-\$ 290	-\$ 172	\$ 208	\$ 113
Footpaths	\$ 2,389	\$ -	-\$ 400	\$ -	\$ 1,989	\$ 1,094
Kerb & Gutter	\$ 1,054	\$ -	-\$ 282	\$ -	\$ 772	\$ 605
Traffic Devices	\$ 1,779	\$ -	\$ 220	-\$ 25	\$ 1,974	\$ 700
Car Parks	\$ 485	\$ -	\$ -	\$ 120	\$ 605	\$ 198
Storm Water Drainage	\$ 4,240	\$ 60	\$ 127	-\$ 263	\$ 4,164	\$ 1,068
Bicycle facilities	\$ 2,665	\$ -	-\$ 1,391	\$ 540	\$ 1,814	\$ 859
Town Centres	\$ 5,765	\$ -	\$ 1,593	-\$ 1,120	\$ 6,238	\$ 2,648
Roadside Furniture	\$ 140	\$ -	\$ -	-\$ 90	\$ 50	\$ -
Principal Repayments	\$ 4,704	\$ -	\$ -	\$ -	\$ 4,704	\$ 2,868
Total Capital Expenditure	\$ 70,182	\$ 373	-\$ 1,622	-\$ 5,610	\$ 63,323	\$ 27,817
<u>Funding</u>						
Rates and Annual Charges	\$ 274	\$ -	\$ -	-\$ 274	\$ -	-\$ 1
User Fees and Charges	\$ -	\$ -	\$ -	\$ -	\$ -	-\$ 3
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14
Operating Grants	\$ 2,483	\$ -	-\$ 1,365	\$ 447	\$ 1,565	\$ 83
Capital Grants and Contributions	\$ 2,409	\$ 60	\$ 253	\$ 45	\$ 2,767	\$ 877
Net Gain - Disposal of Assets	\$ 51	\$ -	-\$ 201	-\$ 350	-\$ 500	\$ 670
Net Working Capital Drawdown (incl. Depreciation Contra)	\$ 64,964	\$ 313	-\$ 309	-\$ 5,477	\$ 59,491	\$ 26,178
Total Funding	\$ 70,181	\$ 373	-\$ 1,622	-\$ 5,610	\$ 63,323	\$ 27,818
Net Budget Position	\$ 0	\$ 0	\$ 0	-\$ 0	\$ 0	-\$ 0

Capital projects are reviewed on a monthly basis with a view to aligning cash flow budgets with deliverables.

6) Cash & Investments – Restricted Held
Item 7

	Opening Balance - 1 July 2017	Adopted Movements		Proposed Adjustments	YTD Proposed Movements	Forecast Closing Balance	YTD Balance
		Sep 17 Budget Review	Dec 17 Budget Review				
<u>Externally Restricted</u>							
Developer Contributions	\$58,287	-\$ 12,006	\$ 2,372	\$ 672	-\$ 8,962	\$49,325	\$ 48,675
Specific Purpose Unexpended Grants	\$24,652	-\$ 13,954	-\$ 119	\$ 3,016	-\$ 11,057	\$13,595	\$ 22,824
Domestic Waste Management	\$16,672	-\$ 532	\$ 4,388	-\$ 0	\$ 3,856	\$20,528	\$ 46,860
Stormwater Management	\$1,819	-\$ 1,736	-\$ 350	\$ 170	-\$ 1,916	-\$97	\$ 831
Green Living Centre	\$59	\$ -	\$ -	\$ -	\$ -	\$59	\$ 59
SRV Income	\$3,466	-\$ 2,485	\$ 1,286	\$ 322	-\$ 877	\$2,589	\$ 1,935
Debbie and Abbey Borgia Sinking Fund	\$421	\$ -	\$ -	\$ -	\$ -	\$421	\$ 421
Mainstreet Levy	\$395	-\$ 12	\$ -	\$ -	-\$ 12	\$383	\$ 395
3.5% Levy	\$151	\$ 110	\$ -	\$ -	\$ 110	\$261	-\$ 558
Total Externally Restricted	\$105,922	-\$ 30,614	\$ 7,577	\$ 4,179	-\$ 18,858	\$ 87,064	\$ 121,442
<u>Internally Restricted</u>							
Employment Leave Entitlements	\$32,537	\$ 500	\$ -	\$ -	\$ 500	\$33,037	\$ 32,537
Deposits Retentions	\$12,532	\$ -	\$ -	\$ -	\$ -	\$12,532	\$ 12,532
FAG	\$2,844	\$ -	-\$ 2,844	\$ 2,844	\$ -	\$2,844	\$ 2,844
Total Internally Restricted	\$47,913	\$ 500	-\$ 2,844	\$ 2,844	\$ 500	\$ 48,413	\$ 47,913
Unrestricted	\$50,971	-\$ 33,635	-\$ 4,198	-\$ 765	-\$ 38,598	\$12,373	\$ 56,497
Total Funds	\$204,806	-\$63,749	\$535	\$6,258	-\$56,956	\$147,850	\$225,852
Total Investment Portfolio As at 31 March 2018							\$225,853

Council's cash position sees an unrestricted balance of \$56.5 million as at 31 March 2018. The unrestricted balance will continue to diminish as Council expends it on operational expenses and capital projects during the financial year. The funds have been invested in accordance with Council's investment portfolio which saw Council's non fossil fuel investment at approximately \$164.8m or 73% of its total portfolio as at the end of March 2018.

7) Contract Listing

Contractor	Contract Detail & Purpose	Contract Value (EXC GST)	Commencement Date	Duration Contract	Budgeted (Y/N)
Optimal Stormwater P/L	Blackmore Oval Wetland Improvement & Stormwater Harvesting Project	\$550,000	22/03/2018	12 Weeks	Y
Regal Innovation P/L	Camperdown Park Seating & Picnic Area Upgrade	\$535,523	21/03/2018	16.5 Weeks	Y
Glenn Simpson Landscapes Pty Ltd	Marrickville West PS Eco Garden	\$384,891	8/01/2018	1 Year	Y
JRW Trading Pty Ltd	Waterfront Drive Sporting Ground Upgrade	\$380,363	6/03/2018	12 Weeks	Y
Civil Works	Waterfront Drive Sporting Ground	\$362,250	6/03/2018	10 Weeks	Y
Ballyhooley Civil Pty Ltd	Leichhardt Oval Stage 2 Various Works	\$298,900	21/02/2018	3 Weeks	Y
Griffith Consulting Group	HPLC - Program 2018	\$204,545	28/02/2018	1 Year	Y
Exeloo Pty Ltd	Replacement of Toilet at Summer Hill Car Park	\$186,920	15/03/2018	8 Weeks	Y
Monadelphous Engineering Pty Ltd	Regent St Pipe Relining	\$156,962	29/01/2018	1 Year	Y
Perigon Group Pty Ltd	Agency temp staff - Financial Services team	\$154,545	8/03/2018	Various - 6 - 12 months	Y
Murphys Remedial Building Pty Ltd	Roof Repairs at Haberfield Library	\$149,835	16/03/2018	6 Weeks	Y
Greythorn Pty Ltd	Proclaim Consultant - Con Seroukas	\$136,588	1/07/2017	Ongoing contract	Y
Pipe Networks Limited	Pipe network- Ashfield Service Centre	\$136,364	16/01/2018	24 Months	Y
SDL Project Solutions Pty Ltd	Remediation Of Rotunda Structure	\$132,620	12/01/2018	4 Weeks	Y
Seovic Civil Engineering Pty Ltd	Salisbury Road-Diamond Grinding	\$118,094	28/05/2018	2 Week	Y
Wilkie Group Pty Ltd	William St/Hubert St Stormwater Renewal	\$89,455	15/03/2018	10 weeks	Y
Welsh & Major Architects	Upgrade of the Grandstand Building at Petersham Park	\$70,050	8/01/2018	26 Weeks	Y
Marine & Civil Maintenance	Booth St Bridge Arch Remediation	\$68,898	29/01/2018	4 weeks	Y
Micromex Research	Community Satisfaction Survey	\$62,300	29/01/2018	1 Year	Y
ID Consulting Pty Ltd	Subscription for Consulting Services	\$62,000	21/02/2018	1 Year	Y
Toxfree Australia Pty Ltd	Chemical Collection at St Peters Depot for drop off events	\$59,091	1/07/2017	Ongoing contract	Y
Boden Pty Ltd	Provision for SES Loft	\$59,000	20/03/2018	4 Weeks	Y
Galaxy 42 Pty Ltd	Existing work undertaken by Consultant on the Assets solution	\$58,500	1/03/2018	8 Weeks	Y

Above is a listing of contracts Council entered into during the period 1 January to 31 March 2018.

8) Consultancy & Legal Expenses

Expense	Expenditure YTD	Budgeted (Y/N)
External Legal Fees	\$ 803	Y
Consultancy Fees	\$ 3,271	Y

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Where any expenses for Consultancy or Legal Fees (including Code of Conduct expenses) have not been budgeted for, an explanation is to be given. Report on external expenses only (not internal expenses).

ATTACHMENTS

Nil.

Item No: C0618 Item 8

Subject: COUNCIL RECESS

Prepared By: Ian Naylor - Manager Civic and Executive Support

Authorised By: Nellette Kettle - Group Manager Integration Customer Service & Business Excellence

SUMMARY

To recommend to Council that a short recess be held from 9-20 July and that no Council meetings or briefings be held during the recess.

RECOMMENDATION

THAT Council:

1. Schedule a recess from 9-20 July and not hold any meetings or briefings in that period; and

2. Notify the public of the recess.

BACKGROUND

With the election of the new Inner West Council, we now have 15 councillors representing approximately 12,400 residents each and make decisions on an LGA 3 times as big as previously. This is a significant increase from the previous Ashfield, Leichhardt and Marrickville Councils, where the ratio of Councillors to residents was as follows:

- Ashfield: 1 councillor for every 3,708 residents;
- Leichhardt: 1 councillor for every 4,845 residents; and
- Marrickville: 1 councillor for every 6,807 residents.

With this increased level of representation the demands on Councillors has increased significantly. In the first 8 months since the election of the new Council, there has been 16 Council Meetings and 14 Councillor briefings. During this period, there were no meetings in January and only one meeting in December. Over the six full months of this period, Councillors on average attended approximately 5 meetings/briefings per month.

In addition to these meetings Council is soon to establish a range of committee members which will add to the workload of Councillors. Given this substantial workload, it is recommended that the Council resolve to have a short 2 week recess between 9-20 July to allow Councillors a break from the busy meeting schedule. Holding a Council recess during the middle of the year was an adopted practice of the former Leichhardt Council, which allowed Councillors a short break and to review the progress of the first half of the year.

FINANCIAL IMPLICATIONS

There will be some small budget savings from a short recess, relating to supper and staff overtime costs.

OTHER STAFF COMMENTS

Nil.

PUBLIC CONSULTATION

The public will be notified should Council resolve in favour of the recess.

ATTACHMENTS

Nil.

Item No: C0618 Item 9
Subject: NOTICE OF MOTION TO RESCIND: C0518 ITEM 1 RICHARD MURDEN RESERVE - PROVISION OF THREE NETBALL COURTS - 22 MAY 2018 COUNCIL MEETING
From: Councillors Deputy Mayor, Julie Passas, Vittoria Raciti and Victor Macri

MOTION:

We, the abovementioned Councillors, hereby submit a Notice of Motion to rescind Council's resolution of C0518 Item 1 Richard Murden Reserve - Provision of Three Netball Courts.

BACKGROUND

At the Council Meeting on 22 May 2018, Council resolved:-

C0518 Item 1 Richard Murden Reserve-Provision of Three Netball Courts

Motion: (McKenna OAM/Byrne)

THAT:

1. Council proceed with the detailed design and delivery of three new netball courts with supporting sports training lighting at Richard Murden Reserve Haberfield;
2. The three courts be constructed as multipurpose courts to support both basketball and netball, with final design ensuring users can independently switch the use without requiring Council assistance;
3. Council provide public toilets in close proximity to the proposed new courts in 2019/20, with design to include rooftop solar PV and water tanks if feasible;
4. Council undertake road line marking to provide parking for up to 30 car spaces along Hawthorne Parade in the area immediately adjacent to the proposed multipurpose court area;
5. Council bring a further report to Council with measures to address usage of the courts after 9pm;
6. Signage be installed informing the public that ball games are not to be played after 9.00pm;
7. Parking and traffic conditions be reviewed 6 months subsequent to the opening of the courts and reported to Council; and
8. Council make provision for casual basketball and netball use of this facility.

Motion Carried

ATTACHMENTS

Nil.

Item No: C0618 Item 10
Subject: NOTICE OF MOTION: ULURU STATEMENT FROM THE HEART
From: Councillor Mark Drury

MOTION:

THAT Council:

- 1. Acknowledges the challenges in the Uluru Statement from the Heart and calls on our national parliament to rise to these challenges and to establish a First Nations voice to parliament. We see the Uluru statement as a clear expression of Aboriginal and Torres Strait Islander Peoples view about the way forward for reconciliation; and**
 - 2. Call on the General Manager to arrange for a submission to be prepared for the Mayor to submit to the Joint Select Committee on Constitutional Recognition Relating to Aboriginal and Torres Strait Islander Peoples.**
-

Background

ULURU STATEMENT FROM THE HEART

We, gathered at the 2017 National Constitutional Convention, coming from all points of the southern sky, make this statement from the heart:

Our Aboriginal and Torres Strait Islander tribes were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under our own laws and customs. This our ancestors did, according to the reckoning of our culture, from the Creation, according to the common law from 'time immemorial', and according to science more than 60,000 years ago.

This sovereignty is a spiritual notion: the ancestral tie between the land, or 'mother nature', and the Aboriginal and Torres Strait Islander peoples who were born therefrom, remain attached thereto, and must one day return thither to be united with our ancestors. This link is the basis of the ownership of the soil, or better, of sovereignty. It has never been ceded or extinguished, and co-exists with the sovereignty of the Crown.

How could it be otherwise? That peoples possessed a land for sixty millennia and this sacred link disappears from world history in merely the last two hundred years?

With substantive constitutional change and structural reform, we believe this ancient sovereignty can shine through as a fuller expression of Australia's nationhood.

Proportionally, we are the most incarcerated people on the planet. We are not an innately criminal people. Our children are alienated from their families at unprecedented rates. This cannot be because we have no love for them. And our youth languish in detention in obscene numbers. They should be our hope for the future.

These dimensions of our crisis tell plainly the structural nature of our problem. This is the torment of our powerlessness.

We seek constitutional reforms to empower our people and take a rightful place in our own country. When we have power over our destiny our children will flourish. They will walk in two worlds and their culture will be a gift to their country.

We call for the establishment of a First Nations Voice enshrined in the Constitution.

Makarrata is the culmination of our agenda: the coming together after a struggle. It captures our aspirations for a fair and truthful relationship with the people of Australia and a better future for our children based on justice and self-determination.

We seek a Makarrata Commission to supervise a process of agreement-making between governments and First Nations and truth-telling about our history.

In 1967 we were counted, in 2017 we seek to be heard. We leave base camp and start our trek across this vast country. We invite you to walk with us in a movement of the Australian people for a better.

Officer's Comments:

Comment from Group Manager Community Services and Culture:

The cost to prepare a submission would be approximately \$1400 being 21 hours of staff time.

ATTACHMENTS

Nil.

Item No: C0618 Item 11
Subject: NOTICE OF MOTION: HERITAGE PUB PROTECTIONS
From: The Mayor, Councillor Darcy Byrne

MOTION:

THAT Council:

- 1. Provide information on which pubs in the Inner West Council local government area have heritage protection and which do not;**
 - 2. Identify a program for an investigation into which pubs in the area have the highest architectural, historical and social heritage and are most in need of further heritage protection; and**
 - 3. Liaise with architectural schools and departments to enquire whether they would be interested in carrying out pro bono heritage assessments as a study of this niche area of Sydney history.**
-

Background

The Inner West has recently seen an alarming trend of conversion of heritage pubs into completely new usage.

The owner of the former Town Hall Hotel in Balmain, which was built in 1879, has recently finished converting this exceptional heritage pub into a mixed use property. The pub itself is no more, and whilst there is still a bottle shop on site, the rest of the building is now leased to Orange Theory Gym and one of their subsidiaries, Massage Envy.

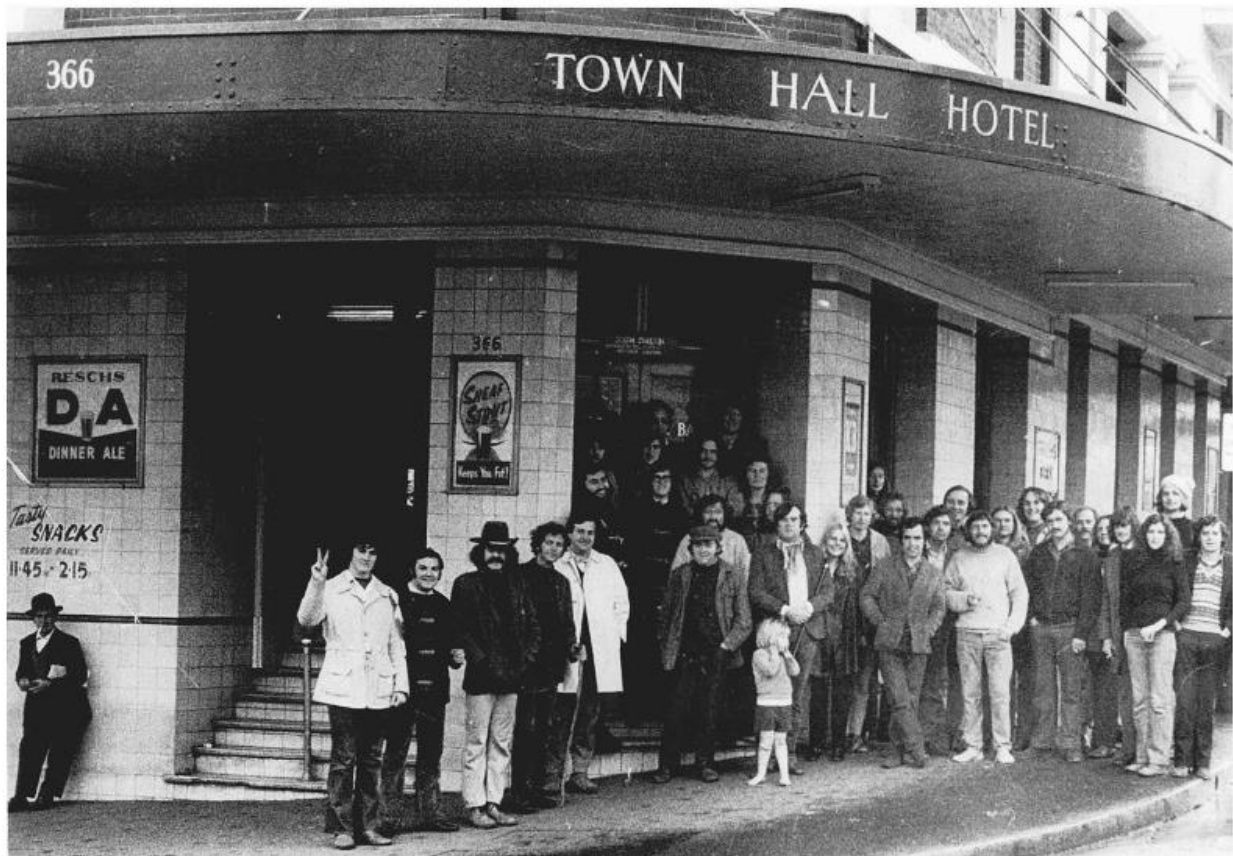
This follows the conversion of the 1880s Exchange Hotel, also in Balmain, into a call centre.

These conversions are setting dangerous precedents which, if it continues, could see the inner west lose its heart and soul.

We can't let our famous pub culture go out the back door. Our local hotels are cultural institutions and have a value above and beyond the commercial – they have architectural, historical and social significance.

Many hotels in the area have heritage protection, but it is clear that some have slipped through the cracks – possibly merely due to complacency and an assumption that no-one would convert the premises.

Before we lose any more of our heritage pub icons, we must investigate which of our local pubs might require heritage protections, by virtue of their age, community significance and concern, and architectural features.



Officer's Comments:

Comment from Group Manager Strategic Planning:

The Strategic Planning Group can prepare information on pubs currently subject to heritage protection and identify a program for investigation as under items 1 & 2. This work may lead to proposals for further heritage listings that would need to be supported by expert heritage advice for which no budget has currently been identified. However the investigations under item 3 may identify potential suitable sources of expert advice at no cost to Council. The cost of this work is \$1000 of staff time.

ATTACHMENTS

Nil.

Item No: C0618 Item 12
Subject: NOTICE OF MOTION: STREET LIBRARIES
From: Councillor Anna York

MOTION:

THAT a response be prepared for Council's consideration regarding Council's potential to support street libraries across the Inner West.

Background

Over the last few years a number of street libraries have been installed across the inner west and Sydney following the success of the Little Free Library movement in the US.

The Little Free Library staff helps people around the globe start and maintains Little Free Library book exchanges. They provide building instructions for library boxes, online resources and ongoing support.

There is a registered Little Free Library in Allan Street Leichhardt, and many other 'freelance' library boxes across the LGA.

Street libraries are small structures that provide opportunities for neighbours and communities to share their pre-read or unwanted books with each other.

Books in the street library are free and the community can choose to either return or keep the books.

The purposes of street libraries are to build community spirit and encourage reading and lifelong learning.

Community members have expressed an interest in Council supporting these projects and further information regarding this is requested.

Officer's Comments:

Comment from Group Manager Library and History Services:

To prepare a response for Council it will take 2 hours of staff time and cost \$150.

ATTACHMENTS

Nil.

Item No: C0618 Item 13
Subject: NOTICE OF MOTION: ANN CASHMAN RESERVE 30 YEAR
COMMEMORATION
From: Councillor Rochelle Porteous

MOTION:**THAT:**

1. Council installs a new plaque with, if possible, a photo of Mayor Ann Cashman at the Ann Cashman Reserve, Balmain;
2. The unveiling of the new plaque take place together with a tree planting and a community BBQ to celebrate the 30th anniversary of the establishment of the Ann Cashman Reserve close to the September anniversary date; and
3. The funds for the above be identified in the next council quarterly review.

Background

The Ann Cashman Reserve in Balmain was opened in September 1988 by Nick Origlass. The Reserve is named after Ann Cashman who served as the first female Mayor of Leichhardt Council from 1963 to 1968.*

The local community are particularly proud of the fact that their Reserve commemorates Leichhardt Council's first female Mayor and they would like to see the 30 year anniversary of the Reserve commemorated with a new plaque which preferably includes a photo of Ann Cashman and the planting of a suitable tree to mark the occasion. The community have also requested that Council organise a community BBQ close to the September anniversary date and invite not only the local community but also former Leichhardt Councillors and Mayors. They would particularly like to extend an invitation to Leichhardt's former female Councillors and Mayors.

In consultation with council staff I have been advised that the estimate cost of a tree to be planted is approximately \$500 and a plaque is approximately \$900. The cost of holding of a community BBQ (with notification to local residents) is approximately \$2000.

*The first female Mayor in Australia also came from the Inner West – Lilian Fowler who was elected Mayor of Newtown Council in 1938.

Officer's Comments:**Comment from the General Manager:**

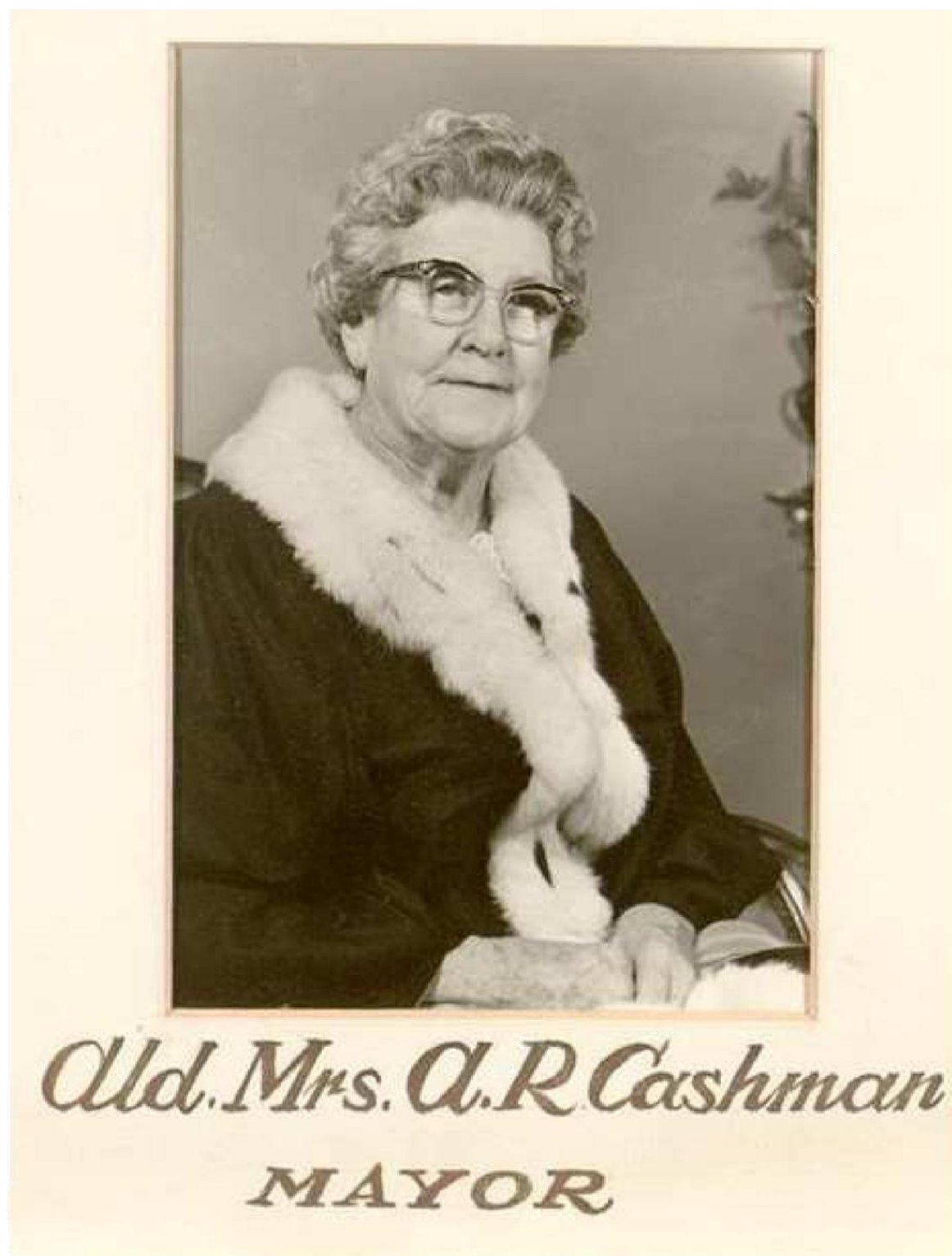
The implementation of this resolution is subject to their being any surplus funds in the next quarterly budget review.

ATTACHMENTS

1.  Ann Cashman







Leichhardt Council, Mayors, Aldermen and Council Officers, 1963 - 1968 : Ald.



Item No: C0618 Item 14
Subject: NOTICE OF MOTION: PROTOCOLS FOR COUNCIL-APPROVED PUBLIC MEETINGS
From: Councillor John Stamolis

MOTION:**THAT:**

- 1. Council establish protocols for Council approved public meetings; and**
 - 2. A report come back to the August Ordinary Council meeting.**
-

Background

Council-approved public meetings are an important function of Council. Councillors approve these meetings including the facilities used, the funding and use of staff resources (i.e. advertising, research and setting up the venue). As such, these meetings must satisfy principles of public interest and accountability.

There was comment from attendees at the recent Council approved public meeting (jointly convened by Council and the Rozelle Public School) that this meeting did not allow for public participation or Q&A and that ward Councillors and other elected representatives who were at the meeting did not have any opportunity to participate or contribute.

There was also comment that the meeting did not reinforce Councils' long held and clearly stated opposition to the Westconnex while some key action groups said that they had not been advised of the meeting. This Notice of Motion seeks to establish practices that Council should follow for its public meetings:

1. A Council-approved public meeting (whether or not jointly convened) is the responsibility of Council and should uphold the fundamentals of community engagement and inclusiveness.
2. Council-approved public meetings must allow for Councillors (at minimum ward Councillors) to speak. Length of meeting must not be used as a reason to exclude Councillor participation.
3. The Chair or MC of a Council-approved public meeting should, in the first instance, be the Mayor. Otherwise, consultation with Councillors should take place to select the Chair or MC.
4. Any existing position of Council should be reinforced by the Chair or MC.
5. Council-approved public meetings should include Q&A. Length of meeting should not be used as a reason to exclude or limit community participation.
6. Council must protect public meetings from being, or appearing to be, party political.
7. Councillors (at minimum ward Councillors) should be invited to have input on the content of Council-approved public meetings and to contact and work with community groups if the meeting is a joint meeting.
8. Council should ensure that key action groups are contacted and advised of the public meetings.

Officer's Comments:**Comment from Group Manager Communication, Engagement and Events:**

Draft Council public meeting protocols are in development and could be included along with the Community Engagement Framework amendments resulting from the Local Democracy report to go back to Council.

These protocols cover:

- Purpose of meeting
- Notification and promotion
- Chair or MC
- Format including Q&A
- Best practice

A suggested draft format for public meetings is:

- Housekeeping (emergency evacuation information, toilet location, notification of filming, mobile phones silent) – Council officer
- Official welcome including acknowledgement of Country – Chair/MC
- Speakers
 - Council presentation – Council officer
 - Scheduled speakers where relevant (e.g. community group representative, expert, local member)
 - Ward Councillors
- Community Question and Answer session – Chair/MC or delegated to Council officer
- Official close – Chair/MC

It is recommended that the following amendments be made to these items to assist Council staff in fulfilling their operational duties:

3. The Chair or MC of a Council-approved public meeting should, in the first instance, be the Mayor. Otherwise, consultation with Councillors should take place to select the Chair or MC.

The Chair or MC of a Council-run public meeting is the Mayor or General Manager in their role as Council's official spokespeople. At their discretion and in line with this role, the Mayor and General Manager can nominate other Council officials to act as Council spokesperson/Chair/MC, such as Councillors or senior staff.

7. Councillors (at minimum ward Councillors) should be invited to have input on the content of Council-approved public meetings and to contact and work with community groups if the meeting is a joint meeting.

The content of the Council officer's presentation is considered an operational matter. Ward Councillors should be allocated a short speaking spot as part of the official proceedings.

8. Council should ensure that key action groups are contacted and advised of the public meetings.

Council may resolve to invite community groups, experts, or state or federal members to a short speaking spot in the agenda. Council may also invite representatives of community groups to participate in the public meeting by hosting display tables where space is available.

ATTACHMENTS

Nil.

Item No: C0618 Item 15
Subject: QUESTION ON NOTICE: STAFFING MATTERS
From: Councillor Rochelle Porteous

Comment by the General Manager:

A response to all questions will be provided by June 2018.

Questions:

Staff employments before and after the forced amalgamation:

What was the effective full time staff number at Leichhardt Council at the time of amalgamation?

Answer:

388 permanent and temporary staff.

What was the effective full time staff number at Marrickville Council at the time of amalgamation?

Answer:

551 permanent and temporary staff.

What was the effective full time staff number at Ashfield Council at the time of amalgamation?

Answer:

150 permanent and temporary staff.

What was the staff headcount at Leichhardt Council at the time of amalgamation?

Answer:

424 permanent and temporary staff.

What was the staff headcount at Marrickville Council at the time of amalgamation?

Answer:

601 permanent and temporary staff

What was the staff headcount at Ashfield Council at the time of amalgamation?

Answer:

162 permanent and temporary staff

Outdoor staff:

What was the outdoor staff headcount at Leichhardt Council at the time of amalgamation?

Answer:

136 permanent and temporary staff

What was the outdoor staff headcount at Marrickville Council at the time of amalgamation?

Answer:

127 permanent and temporary staff

What was the outdoor staff headcount at Ashfield Council at the time of amalgamation?

Answer:

52 permanent and temporary staff

How many of the current outdoor staff at the Inner West Council are casual?

Answer:

Council has 247 casual outdoor staff on it's books.

How many of the current outdoor staff at Inner West Council are on fixed contracts?

Redundancies and resignations:

How many staff have left their employment through early retirement, resignation or redundancy in the Inner West Council since May 12 2016?

Answer:

There is no data available on early retirement as staff are not required to state their reasons for resignation. There have been no forced redundancies since 12 May 2016 and forty (40) staff have taken voluntary redundancy from 12 May 2016 to 31 March 2018. Data on total resignations will be provided at the next Council meeting.

Consultants and Labor Hire firms:

Does the IWC use a labour hire company or more than one?

Answer

Yes, across all service areas Council has used 28 labour hire firms this financial year.

If so how many staff are currently working for Council from a labor hire company?

Answer

138 staff are currently attached to labour hire firms. This includes both short term (days) and longer term placements (weeks or months). Over half of these staff are in three service units – Roads and Footpaths, Children's Services and Environment and Sustainability, with significant service delivery operations to the community that require regular backfilling for staff absences.

ATTACHMENTS

Nil.