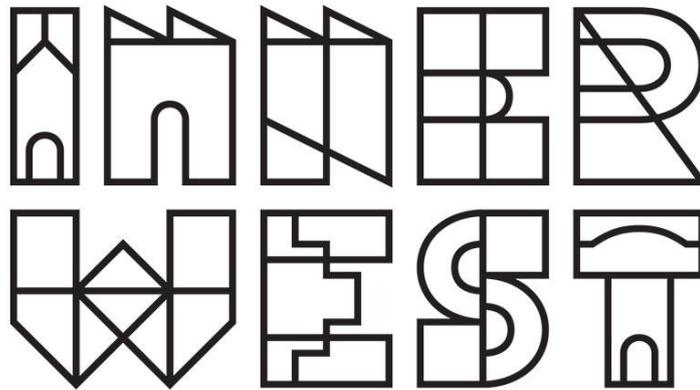


SUPPLEMENTARY AGENDA 1

Distributed on 12 April 2021



COUNCIL MEETING

TUESDAY 13 APRIL 2021

6.30pm

Location Ashfield Service Centre, 260 Liverpool Road, Ashfield

MEETING AGENDA – PRECIS SUPPLEMENTARY ITEMS

The following reports appear as late items as information required for the preparation of the report/s was not available at the time of distribution of the Business Paper.

1 Mayoral Minutes

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Item No: C0421(1) Item 44
Subject: MAYORAL MINUTE: INNER WEST ECONOMIC RECOVERY TASKFORCE
From: The Mayor, Councillor Darcy Byrne

MOTION:

THAT Council:

1. Thanks the members of the Inner West Economic Recovery Taskforce, Percy Allan, Erica Berchtold, Greg Khoury, Chrissy Flanagan, Mark Chapman, Monica Vardabasso, Morris Hanna and Kerrie Glasscock, for volunteering their time and expertise;
2. Notes the recommendations of the Inner West Economic Recovery Taskforce (See Attachment 1);
3. Refers the taskforce report to Council Officers to seek their advice on each recommendation, which is to be tabled at the June Ordinary meeting;
4. Officers meet with taskforce members to discuss the recommendations; and
5. Endorses the following recommendations for immediate implementation with an update to be provided in the report to the June Ordinary meeting:
 - a) Undertakes an external review of its borrowing capabilities to identify its capacity to invest additional capital in reducing/eliminating the infrastructure backlog;
 - b) Seeks advice and cooperation from rating agencies and the NSW Government's TCorp in assessing Council's borrowing capacity and review whether there are other mechanisms Council can use to raise capital to invest in infrastructure renewal;
 - c) Identifies the proportion of Council's procurement currently undertaken through suppliers within the Inner West Local Government Area (LGA) and makes it a priority to increase local procurement in future budgets;
 - d) Proposes to the NSW and Federal Governments that they establish a one-stop shop application process for all three tiers of government for approvals to open a brewery/distillery, and that the Inner West would host a pilot of the scheme;
 - e) Develops an Inner West public space activation strategy to be rolled out in line with the lifting of public health restrictions with the specific goal of attracting and encouraging high levels of pedestrian traffic, economic activity and social interaction in the public domain.

ATTACHMENTS

1. [↓](#) Economic Recovery Recommendations

ECONOMIC RECOVERY RECOMMENDATIONS

CAPITAL WORKS

That Council

1. Undertakes an external review of its borrowing capabilities to identify its capacity to invest additional capital in reducing/eliminating the infrastructure backlog.
2. Seeks advice and cooperation from rating agencies and the NSW Government's TCorp in assessing Council's borrowing capacity and review whether there are other mechanisms Council can use to raise capital to invest in infrastructure renewal.
3. Identifies the proportion of Council's procurement currently undertaken through suppliers within the Inner West Local Government Area (LGA) and makes it a priority to increase local procurement in future budgets.
4. Actively encourages local suppliers to bid for Council for procurement.
5. Convenes a procurement forum for local suppliers.
6. Identifies the proportion of local procurement for NSW Government infrastructure projects under construction within the LGA and seeks an agreement with the NSW Government and its contractors to increase local procurement.
7. Gives high priority to renewing worn out sandstone road and street kerbing, which is integral to the historic heritage of particular Inner West suburbs.
8. Renews and beautifies roundabouts in the LGA by repairing broken kerbing and installing art and/or green infrastructure on their traffic islands.
9. Continues to improve the tidiness and appearance of the main streets to make them look more attractive and appealing.

DEVELOPMENT ASSESSMENT

That Council

1. Sets immediate targets for improving processing times for applications for businesses seeking to change the use of a premises.
2. Streamlines and simplifies the development application process, with a focus on speeding up processing times. Investigate industry innovations that could streamline the DA process further.
3. Provides additional specialised customer service advice to businesses making applications in response to the changed economic conditions due to COVID-19.
4. Proposes to the NSW and Federal Governments that it establishes a one-stop shop application process for all three tiers of government approvals to open a brewery/distillery, and that the Inner West would host a pilot of the scheme.
5. Requests that the NSW Government make permanent the arrangements that permit licensed premises, such as a restaurant, café or small bar, to sell alcohol for takeaway and delivery during the COVID-19 crisis.

COMPLIANCE

That Council

1. Surveys local businesses to find out how COVID-19 restrictions have impacted on their compliance costs.

MAIN STREET AND PUBLIC SPACE ACTIVATION

That Council

1. Proposes to the NSW Government that the Inner West LGA become a pilot location for the Government’s 24-Hour Economy Strategy, which identifies the priority of public space activation to support COVID-19-safe activity from the hospitality, retail and entertainment sectors.
2. Conducts an audit of streets and laneways that could be activated for use by local businesses.
3. Develops an Inner West public space activation strategy to be rolled out in line with the lifting of public health restrictions with the specific goal of attracting and encouraging high levels of pedestrian traffic, economic activity and social interaction in the public domain.
4. Reduces regulatory compliance rules to make it simpler and cheaper to activate footpaths, car parks and other open spaces for use by businesses.
5. Continues its support of existing main street businesses.

PUBLIC ART

That Council

1. Engages main street property and business owners to expand Council’s Perfect Match program to all main street properties seeking community input into art works, which can be displayed across multiple shopfronts celebrating the character of each village.
2. Create a public art program for the shop tops in villages with significant high-street commercial vacancies, and as part of that program:
 - Call for EOIs for residents to nominate a block of their local high street for the pilot of the program
 - An online vote be held to choose the first pilot precinct
 - An Inner West street artist is engaged for the design
 - The owners, residents and business owners of the properties in that precinct be engaged on potential designs
 - Once complete, a street art festival be held in the precinct (COVID-19 dependant)
 - The landlords of empty shopfronts are actively encouraged to seek tenants to coordinate with the pilot
 - The pilot is evaluated, and subsequent executions assessed on the basis of empty shops activated during the pilot
3. Supports a public art project in Alex Trevallion Plaza in Marrickville.

LOCAL ENVIRONMENT PLAN

That Council

1. Consults with local residents and businesses about the potential for more shop-top housing on main streets to increase pedestrian traffic and to support main street economic activity.
2. Reviews late-night trading controls as a matter of urgency.
3. Works with the NSW Government to reclaim Parramatta Road, similar to the reclaiming of Bourke/Crown Streets when the Eastern Distributor was built, which would include installing trackless trams.

ARTS AND CULTURE

That Council

1. Initiates an Inner West Arts recovery strategy.
2. Uses the Inner West Live Music Census to consult with venues and artists on their current challenges and how to protect and bolster their services.
3. Expedites the complying development process for arts venues
4. Marketing campaign and media, how concentrated in this area it is.
5. Undertakes an economic impact study of the value of live performance and cultural venues to the Inner West LGA, based on the spaces identified in the Inner West Live Music Census.

TRAINING AND BUSINESS ASSISTANCE

That Council

1. Investigates the possibility of partnering with the Federal Government’s Department of Education, Skills and Employment for the delivery of a “jobs fair” in the LGA.
2. Partners with local TAFEs to investigate the possibility of establishing a traineeship program at Council for local students.
3. Organises for an Australian Apprenticeship Support Network Provider to hold an information session with local employers to discuss the apprenticeship support incentives that are part of the Federal Government’s COVID-19 response.
4. Consults with local business chambers to find ways to encourage residents to shop locally, especially in the run up to Christmas.
5. Surveys all local businesses to find out what further assistance they require due to the COVID-19 crisis.

TOURISM

That Council

1. Determines which parts of the Inner West have a global appeal and what parts have a local appeal. The Inner West is a city of villages and they are not all going to have the same appeal to tourists. It is a way for Council to tap into the domestic tourism market to attract more tourists to the Inner West. For example, the more global village of the Balmain peninsular with significant entertainment right through to Ashfield being the most authentic Chinatown in Sydney. Best Portuguese chicken outside Portugal is in Petersham. Great servings of Greek and Vietnamese in Marrickville, and Leichhardt and Haberfield have their Italian background.
2. Builds a tourism overlay into Council’s economic recovery plan, e.g. linking food destinations and creative industries in Marrickville.
3. Utilises digital campaigns to encourage Sydneysiders to “pop in” to the Inner West. E.g. You can pop into Ashfield, you can pop into Marrickville, you can pop into Leichhardt. Create digital maps that show you where you can see public art, eat the best food, how to get around on public transport, etc. Low cost and encourages people to walk around.

YOUTH

That Council

1. Engages with local youth support organisations to formulate a strategy to support young people.
2. Approaches local liquor accords to request their support with youth training and employment.

Item No: C0421(1) Item 45
Subject: MAYORAL MINUTE: MORE FACILITIES AND AMENITIES AT ROZELLE PARKLANDS
From: The Mayor, Councillor Darcy Byrne

MOTION:

THAT Council:

1. Notes the excellent and detailed submissions from local sports clubs regarding Rozelle Parklands;
2. Supports the calls from local clubs for additional sporting facilities and public amenities within Rozelle Parklands and calls on the NSW Government to amend the Rozelle Parkland's Urban Design and Landscape Plan (UDLP) to incorporate:
 - Additional multipurpose sporting fields, which include synthetic surfaces
 - Accessible toilet and changerooms for males and females
 - Canteen facilities
 - Separate medical and referee/officials' rooms
 - Administration rooms
 - Seating for spectators, parents and volunteers
 - Lighting to Australian Standards to allow for night-time sporting usage
 - An eight-lane athletics track incorporated into a sporting field
 - Long-jump pits and shot put, discus, hammer, and javelin areas
 - Hockey pitches
 - On-site car parking and drop-off zones
 - Access to public transport
3. Calls on the NSW Government to ensure that passive recreation and active transport are fully integrated with sporting facilities across of the 10-hectare site to allow maximum usage of Rozelle Parklands by the whole community;
4. Informs the Rozelle Parklands Working Group as well as relevant Ministers, of its position that the UDLP should be expanded to incorporate the additional sporting facilities requested by local sporting clubs, and requests it tables this motion for consideration at next working group meeting; and
5. Convenes a meeting of all local sporting clubs who have made submission to discuss how we can advocate for their proposals.

Background

In August 2020, the NSW Government release the Urban Design and Landscape Plan for the Rozelle Parklands project. Prior to the release of the plans I met with Elizabeth Mildwater, then Deputy Secretary of Transport for New South Wales, and communicated that the Government must make funding available for the facilities and amenities within the park so that our community was not left with a grassed over concrete slab instead of the modern public park which had been promised.

After my representations, I received correspondence from Ms Mildwater, indicating that the Government would fund the construction of sporting facilities and amenities within Rozelle Parklands.

Following the announcement that Elizabeth Mildwater was moving to the Greater Sydney Commission, I requested that the Acting General Manager write to the Secretary of Transport for New South Wales seeking written confirmation about the amount of the capital contribution from the Government.

In December 2020, Council received a response that the Government would make \$15 million available for the Rozelle Parklands project (See Attachment 1).

The Government has initiated a working group to consult with the community about the plans for Rozelle Parklands. Multiple local sport clubs have made detailed submissions requesting additional sporting facilities than those exhibited in the current plan.

Clubs that have made a submission include: Balmain & District Football Club; Balmain Little Athletics; Glebe Hockey; Balmain Australian Football Club; Sydney Cricket Club; Glebe Greyhounds; Leichhardt Cygnets and Leichhardt Saints. Please find attached a copy of each of their submissions.

Additional facilities proposed in the submissions include changing rooms, lighting, additional sporting fields (including fields with all-weather surfaces), an athletics track, multipurpose courts and parking.

Councillors were also informed that a report on local sporting clubs submissions was to be tabled at the Ordinary Council meeting in March. This did not occur.

The Government has indicated previously that they would be adopting finalised plans for the parklands by mid-2021, leaving local clubs and Council with little time left to advocate for additional facilities to be included in the final plans, which is the reason for my bringing these submissions to the urgent attention of Councillors.

Rozelle Parklands represents is a once-in-a-generation opportunity for multipurpose, multi-code sporting and recreation precinct that will benefit all local sporting clubs and codes as well as a green space connecting Rozelle and Lilyfield with Annandale and Leichhardt.

ATTACHMENTS

1. [↓](#) Correspondence from TfNSW to Inner West Council regarding Rozelle Parklands

Transport
for NSW

Our Ref: GSD20/06106

23 December 2020

Mr Brian Barrett
Acting General Manager
Inner West Council
PO Box 14
PETERSHAM NSW 2049

Dear Mr Barrett,

Thank you for your letter of 8 December 2020 requesting information about the capital funding budget for Rozelle Parklands.

As you correctly point out, a working group has been established to determine the preferred final state for the Parklands. This working group consists of representatives from Inner West Council, Department of Industry, Planning and Environment, Office of Sport and Transport for NSW, as well as three community members.

The remit of this group is to develop a recommendation for the future use of the parklands. This will be achieved by drawing upon the views and ideas of the many stakeholders represented by the organisations mentioned above, and upon a number of suggestions that we received when we recently displayed the Urban Design and Landscape Plan for the Rozelle Interchange Project. Ultimately the responsibility for the approval of the recommendation for the final use of the Parklands will lie with the Minister for Transport and Roads, Mr Andrew Constance.

Transport for NSW acknowledges that we have responsibility for funding the end state of the park and has budgeted up to \$15 million to deliver the "end state" design. The capital budget and other commercial considerations will need to be worked through at that time.

We are delighted that Cathy Edwards-Davis has agreed to be council's representative on the group and look forward to determining the future state of the park with the Rozelle Parklands Working Group, to ensure we achieve the best outcomes for the community.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Howard Collins', with a horizontal line underneath.

Howard Collins
A/Deputy Secretary
Greater Sydney

Transport for NSW

Level 13, 231 Elizabeth Street, Sydney NSW, 2000 | PO Box K659, Haymarket NSW 1240
T 02 8202 2200 | F 02 8202 2209 | W transport.nsw.gov.au | ABN 18 804 239 602

Item No: C0421(1) Item 46
 Subject: MAYORAL MINUTE: PARLIAMENTARY REPORT INTO STRONGER COMMUNITIES TIED GRANTS ROUND
 From: The Mayor, Councillor Darcy Byrne

MOTION:

THAT:

1. Notes the findings of the First Report from the Inquiry by the NSW Parliament’s Public Accountability Committee into Integrity, efficacy and value for money of NSW Government grant programs (attachment 1)
2. Endorses the comments of Mr David Shoebridge MLC, contained in the Chair’s foreword to the report regarding the Stronger Communities Fund tied grants round:

“The Stronger Communities Fund tied grants round was an alarming example of the lack of transparency and accountability in NSW Government grant programs. The fund was originally established to assist councils created from the NSW Government’s failed council amalgamations, but morphed into a brazen pork-barrel scheme. Ultimately the Coalition designed a scheme with so few checks and balances that \$252 million of public money was handed out on a purely political basis to sort out the Coalition’s political problems, to gain an advantage in the 2019 state election and to punish any council that had objected to being forcibly merged.”

3. Notes the full list of recommendations in the committee’s report (attachment 2)
4. Write to all NSW Members of Parliament calling on them to implement the Inquiry’s recommendations including:
 - a) Recommendation 5 - That the NSW Government ensure all grant programs have, as an absolute minimum, the following legally binding and mandatory elements:
 - a designated decision-maker
 - eligibility criteria
 - a process for identifying and assessing proposed projects against those criteria
 - program guidelines that are clear, detailed and publicly available.
 - b) Recommendation 7 - That the Legislative Council refer its concerns regarding the inappropriate design and maladministration of the Stronger Communities Fund tied grants round to the Audit Office of NSW, along with this report and committee transcripts of evidence for investigation.

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- c) **Recommendation 8 - That the Legislative Council refer its concerns regarding the inappropriate design and maladministration of the Stronger Communities Fund tied grants round to the Independent Commission Against Corruption, along with this report and committee transcripts of evidence for investigation.**
 - d) **Recommendation 9 - That the Legislative Council send a message to the Legislative Assembly to establish a Joint Select Committee to inquire into and report on the NSW budget process and parliamentary oversight.**
5. **Writes to the NSW Premier, Treasurer and Local Government Minister demanding that that an additional round of grant funding for community infrastructure funding be opened by the government for Councils such as the Inner West that were improperly prevented from accessing the Stronger Communities Fund – Tied Grants program;**
 6. **Commit to ongoing advocacy through all of Council’s communications channels to inform our community about the findings and recommendations of the Parliamentary Inquiry;**
 7. **Thank the members of the Committee for their diligence in uncovering the full scope of the pork barrelling that occurred throughout the Stronger Communities Fund tied grants round; and**
 8. **Prepare a list of priority infrastructure projects, across all five wards of Inner West Council, which could be funded were the NSW Government to make an additional round of funding available to councils that were prevented from applying for the tied grants round, noting that the Inner West would have received \$24 million if the funds had been distributed fairly on a per capita basis to amalgamated Councils.**

Background

The First Report from the Inquiry by the NSW Parliament’s Public Accountability Committee into Integrity, efficacy and value for money of NSW Government grant programs was tabled with the Clerk of the Parliaments on 30 March 2021.

The Inquiry’s investigations focused on the Stronger Communities Fund tied grants round and uncovered a number of shocking and damning findings including:

- *Finding 1*

That the Stronger Communities Fund tied grants round was a clear abuse of the grants process. It was an improper allocation of public money and falls well short of principles of proper grants administration and public expectations.

- Finding 2

That, of the \$252 million allocated in the Stronger Communities Fund tied grants round, 95 per cent, which is a total of \$241 million, was allocated to councils in Coalition-held or marginal electorates.

- Finding 3

That the grant of \$90 million to Hornsby Shire Council went against the original intent of the Stronger Communities Fund, was made without any due process or merit assessment, and was a misuse of public money by the NSW Government for a political purpose unrelated to the objects of the grants scheme.

- Finding 4

That the revised guidelines for the Stronger Communities Fund tied grants round were ambiguous and did not identify with enough specificity the designated decision-maker or how projects would be identified or approved.

-

- Finding 5

That the guidelines for the Stronger Communities Fund tied grants round were deliberately devised to accommodate the pork-barrelling scheme in order to:

- *partially resolve certain legal disputes involving Hornsby Shire Council and Parramatta City Council*
- *win favour with the public in Coalition and marginal seats ahead of the 2019 state election*
- *punish local councils that had objected to forced amalgamation proposals.*

In November 2020, the NSW Premier admitted publicly that the Stronger Communities Fund tied grants round involved pork barrelling, stating;

“Governments in all positions make commitments to the community in order to curry favour. I think that's part of the political process whether we like it or not.

The term pork barrelling is common parlance ... and it's not something that I know that the community is comfortable with and if that's the accusation made on this occasion ... well then I'm happy to accept that commentary.

If the accusation is that the government favoured certain areas, well that's an accusation we wear.”

In giving evidence to the Inquiry, NSW Deputy Premier John Barilaro also confirmed pork barrelling had occurred, stating: “What we call pork-barrelling is investment. In one way, when you think about it, at every single election that every party goes to we make commitments. You want to call that pork-barrelling, you want to call that buying votes, that it what the elections are for.”

While the Inquiry was being held, former NSW auditor-general Tony Harris publicly called for the resignation of the Premier following revelations her office had shredded working advice notes regarding the Stronger Communities Fund tied grants round, stating: "I allege that the

shredding those documents is unlawful, and so when you package everything up together, it's time for her to go," he said.

The unlawfulness of this action was later confirmed by the NSW State Archives and Records Authority on 22 January 2021.

The Inquiry also received submissions and testimony from The Independent Commission Against Corruption (ICAC). The report's summary of these contributions include;

2.2 The Independent Commission Against Corruption (ICAC) noted that generally, public money should be spent according to the 'three Es' of public sector administration and decision-making – efficiently, effectively and economically. The Commonwealth Grant Rules and Guidelines has introduced a fourth concept – that money must be managed ethically - and ICAC noted its support for ethics being included as a foundational organising principle of grants administration.

2.5 ICAC noted that principles of transparency, accountability and fairness should be observed in all grant programs as they all involve public money or asset.

2.43 ICAC also submitted that the following situations could give rise to a serious breach of public trust in the administration of grant programs, depending on the specific circumstances:

- designing eligibility and selection criteria to favour a particular applicant at the expense of the public interest*
- intentionally misapplying nominated selection criteria, or directing a public servant to do so*
- encouraging a public official to create false or incomplete records or to conceal the involvement of an elected official, or any other wilful suppression of grants scheme information*
- directing or urging a public servant to make a decision preferred by the Minister if the Minister is not the appointed decision-maker*
- deliberately failing to act on a reasonable suspicion of fraud, misappropriation or misuse of grant funds*
- any action that leads to an unsuccessful applicant receiving false information about why it was unsuccessful.*

2.44 Mr Hall stated that ministerial discretion may not be exercised to 'negate or rewrite the terms and/or the operation' of an established grants scheme.⁷⁰ If a grant program is designed so that proposed projects are assessed according to specified eligibility and selection criteria, a minister may not permissibly approve grants that do not meet the required criteria.⁷¹ Similarly, ministerial intervention 'to skew or alter a result that has gone through a prescribed selection process', if it is done to enhance the prospects of electoral success, may be an illegitimate use of power.

2.45 In this context, Mr Hall said that 'pork-barrelling' may constitute corrupt conduct where a minister overrides an established grant program decision-making process to gain an electoral advantage. He stated (emphasis added): Whilst every case necessarily turns on its own factual circumstances, if a minister intervenes and overrides a government grant program or scheme, including in particular in relation to the decision-making processes by which successful applicants are determined, and intentionally does so for the purposes of possible electoral advantage, such intervention could constitute corrupt conduct under the provisions of the Independent Commission Against Corruption Act 1988.

Attachment 1-

LEGISLATIVE COUNCIL

Integrity, efficacy and value for money of NSW Government grant programs

Findings

- Finding 1** 43
That the Stronger Communities Fund tied grants round was a clear abuse of the grants process. It was an improper allocation of public money and falls well short of principles of proper grants administration and public expectations.
- Finding 2** 44
That, of the \$252 million allocated in the Stronger Communities Fund tied grants round, 95 per cent, which is a total of \$241 million, was allocated to councils in Coalition-held or marginal electorates.
- Finding 3** 44
That the grant of \$90 million to Hornsby Shire Council went against the original intent of the Stronger Communities Fund, was made without any due process or merit assessment, and was a misuse of public money by the NSW Government for a political purpose unrelated to the objects of the grants scheme.
- Finding 4** 45
That the revised guidelines for the Stronger Communities Fund tied grants round were ambiguous and did not identify with enough specificity the designated decision-maker or how projects would be identified or approved.
- Finding 5** 45
That the guidelines for the Stronger Communities Fund tied grants round were deliberately devised to accommodate the pork-barrelling scheme in order to:
- partially resolve certain legal disputes involving Hornsby Shire Council and Parramatta City Council
 - win favour with the public in Coalition and marginal seats ahead of the 2019 state election
 - punish local councils that had objected to forced amalgamation proposals.
- Finding 6** 45
That the Office of Local Government failed to publish the revised guidelines for the Stronger Communities Fund tied grants round.
- Finding 7** 70
That the working advice notes created in the Office of the Premier were used as formal funding briefs by which the Premier of New South Wales, the Hon Gladys Berejiklian MP, approved projects for the Stronger Communities Fund tied grants round.
- Finding 8** 70
That staff in the Office of the Premier breached the *State Records Act 1998* by destroying working advice notes concerning the Stronger Communities Fund tied grants round.

- Finding 9** 71
That the Premier of New South Wales, the Hon Gladys Berejiklian MP and the Deputy Premier of New South Wales, the Hon John Barilaro MP approved projects to be funded under the Stronger Communities Fund tied grants round and directed the Office of Local Government to make the payments.
- Finding 10** 72
That the Office of the Deputy Premier failed to comply with the basic rules of good governance by keeping no records detailing the basis on which the Deputy Premier of New South Wales, the Hon John Barilaro MP determined to allocate \$61.3 million of public money under the Stronger Community Fund tied grants round.
- Finding 11** 72
That the Office of Local Government had no process whereby it assessed potential projects for funding under the Stronger Communities Fund tied grants round, nor did any other agency.
- Finding 12** 72
That the agency administering the fund, the Office of Local Government, did not hold or record any conflicts of interest in relation to these grants. No evidence of any conflict of interest declarations was presented, including in the Offices of the Premier and the Deputy Premier.
- Finding 13** 94
That it is unacceptable for large regional cities, such as Wollongong and Newcastle, to be excluded when complementary grants programs are designed for both metropolitan and regional areas, such as the Greater Sydney Sports Facility Fund and Regional Sports Infrastructure Fund.

Attachment 2

LEGISLATIVE COUNCIL

Integrity, efficacy and value for money of NSW Government grant programs

Recommendations

- Recommendation 1** 24
That the NSW Government review and update the Good Practice Guide to Grants Administration and related circular to ensure it aligns with current best practice including:
- minimum requirements including publication of guidelines, clear chains of authority and decision-making and adequate record keeping
 - guidelines around the role of members of parliament and discretion of ministers and other decision-makers.
- Recommendation 2** 24
That the NSW Government ensure that key requirements of the Good Practice Guide to Grants Administration are enforceable.
- Recommendation 3** 24
That the NSW Government create and maintain a central website, similar to the Australian Government's Grant Connect website for:
- all grant application information, including guidelines, objectives and eligibility
 - an annual calendar with open and closing dates along with projected times of project announcements.
- Recommendation 4** 25
That the NSW Government:
- increase the powers and remit of the Auditor-General of New South Wales to include 'follow the dollar' powers, consistent with other Australian State and Territory jurisdictions
 - enable the Auditor-General of New South Wales to conduct more regular performance audits on the design and guidelines of government grant programs.
- Recommendation 5** 46
That the NSW Government ensure all grant programs have, as an absolute minimum, the following legally binding and mandatory elements:
- a designated decision-maker
 - eligibility criteria
 - a process for identifying and assessing proposed projects against those criteria
 - program guidelines that are clear, detailed and publicly available.
- Recommendation 6** 70
That the Board of the State Records and Archives Authority reconsider its decision not to pursue further action against the Premier of New South Wales, the Hon Gladys Berejiklian MP, and her office, in light of its findings that the Office of the Premier breached the *State Records Act 1998* by destroying working advice notes regarding the Stronger Communities Fund tied grants round.

PUBLIC ACCOUNTABILITY COMMITTEE

- Recommendation 7** **73**
That the Legislative Council refer its concerns regarding the inappropriate design and maladministration of the Stronger Communities Fund tied grants round to the Audit Office of NSW, along with this report and committee transcripts of evidence for investigation.
- Recommendation 8** **73**
That the Legislative Council refer its concerns regarding the inappropriate design and maladministration of the Stronger Communities Fund tied grants round to the Independent Commission Against Corruption, along with this report and committee transcripts of evidence for investigation.
- Recommendation 9** **74**
That the Legislative Council send a message to the Legislative Assembly to establish a Joint Select Committee to inquire into and report on the NSW budget process and parliamentary oversight.
- Recommendation 10** **93**
That the NSW Government, in close consultation with Local Government NSW, overhaul its current model of grant funding to local councils to move towards providing the bulk of its funding through a funding formula that:
- is linked to local councils' existing strategic planning documents and priorities
 - acknowledges the additional costs and needs of regional and remote councils
 - is predictable and provides multi-year funding commitments
 - is regularly and publicly reviewed to ensure it meets the needs of the sector.
- Recommendation 11** **93**
That the NSW Government consider using staged application processes for large grants so that applicants submit an initial expression of interest and are shortlisted to progress through to a full application.
- Recommendation 12** **93**
That the NSW Government ensure that no local government grant funding announcement is made before the recipient has been informed and accepts.
- Recommendation 13** **94**
That the NSW Government review and standardise eligibility classifications across grant programs, including investigating whether to include a third category of 'gateway city' in its classification of regions.
- Recommendation 14** **94**
That the Department of Premier and Cabinet table half-yearly reports to the Legislative Council on all current grant processes, including:
- guidelines for open and upcoming grant programs and any revisions to these guidelines
 - total amount available for the round and approximate amounts available to each applicant
 - updates on amounts paid for each project for the last quarter.
- Further, that the Department of Premier and Cabinet publish this information on an online dashboard and update it regularly.

LEGISLATIVE COUNCIL

Integrity, efficacy and value for money of NSW Government grant programs

Recommendation 15

95

That the NSW Government ensures the Office of Local Government is audited for each grant funding round it administers, including checks to ensure whether the Office has complied with the relevant guidelines, ensured programs are subject to probity audits, and kept accurate and sufficient records.