

Council Meeting**AGENDA NO. 5/10**

Meeting Date: Tuesday 27 April 2010
Location: Council Chambers, Level 6
Time: 7.30pm

Note: *This meeting will be recorded on audio tape for minute-taking purposes as authorised by the Local Government Act 1993*

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1 MOTIONS PUT WITHOUT DEBATE**File Number:** GRP/10/3/001/6 - BP10/180

In accordance with Council's Code of Meeting Practice, Council can determine those matters on the agenda that can be adopted without the need for any discussion.

RECOMMENDATION:

That the recommendations in respect of items 2 to 10 inclusive, as submitted to Council Meeting 05/10, be adopted with the exception of items as determined by the Council.

2 REGISTERS - State Environmental Planning Policy No. 1

Report prepared by: Manager Assessment

Report dated: 13 April 2010

File No.: GRP/10/4/001/6 - BP10/177

Report Summary

Please find below DAs approved in the period 2 March 2010 to 7 April 2010 with a variation using State Environmental Planning Policy No. 1 (SEPP 1).

Eight applications were determined in this timeframe; seven under delegation and one by Council.

RECOMMENDATION:

That the report of the Manager Assessment dated 12 April 2010 on REGISTERS - State Environmental Planning Policy No. 1 be endorsed by Council.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Liz Coad
Manager Assessment

Report Approved By:

Dominic Johnson
Group Manager Environment & Planning

ITEM 2 (continued)

Date and method of Determination	Property Address	DA No.	Description	Description of variation	Amount of variation & what was the variation for
3/3/2010 (Delegated Authority)	11 Linton Avenue, West Ryde	LDA2009/727	Single storey dwelling and detached double garage.	Variation to the Ryde Planning Scheme Ordinance in relation to allotment size. The subject lot has a size of 575.4m ² and a width of 12.2m at a distance of 7.5m from the public road.	Variation of 0.79% to allotment size & 18.66% to allotment width.
9/3/2010 (Delegated Authority)	56 Pittwater Road, Gladesville	LDA2009/633	Demolition of existing dwelling & outbuilding, construction of new two storey dwelling and 1.5m high front fence.	Variation to the Ryde Planning Scheme Ordinance in relation to allotment size and width. The subject lot has a size of 460.3 m ² and a frontage of 10.06m and a width of 10.06m at 7.5m from the public road.	Variation of 20% to allotment size & 29% to allotment width.
9/3/2010 (Delegated Authority)	107 Princes Street Putney	LDA2009/470	New two storey dwelling.	Variation to the Ryde Planning Scheme Ordinance in relation to allotment width. The subject lot has a width of 11.9m at a distance of 7.5m from the public road.	Variation of 20.6% to allotment width.
11/3/2010 (Delegated Authority)	86 Constitution Road West, Meadowbank	LDA2009/684	Demolition of existing dwelling and shed, new two storey dwelling and 1m high front fence.	Variation to the Ryde Planning Scheme Ordinance in relation to allotment width. The subject lot has a width of 12.19m at a distance of 7.5m from the public road.	Variation of 18.8% to allotment width.
11/3/2010 (Delegated Authority)	16A Charles Street, Ryde	LDA2009/631	New two storey dwelling	Variation to the Ryde Planning Scheme Ordinance in relation to allotment size. The subject lot has a area of 635.1m ² (Battle-axe lot).	Variation of 14.08% to allotment size.

ITEM 2 (continued)

Date and method of Determination	Property Address	DA No.	Description	Description of variation	Amount of variation & what was the variation for
16/3/2010 (Council Decision)	14 Woorang Street, Eastwood	LDA2009/515	Demolition of existing structures, land subdivision into 2 lots, erection of new 2 storey dwelling on each proposed allotment, construction of swimming pool (lap pool) on proposed Lot 2.	Variation to the Ryde Planning Scheme Ordinance in relation to allotment size. The subject residential lots have a size of 501.9m ² . Site subject to a RTA Road Reservation.	Variation of 13.50% to allotment size.
23/3/2010 (Delegated Authority)	13 Sturdee Street, North Ryde	LDA2009/617	New single storey dwelling	Variation to the Ryde Planning Scheme Ordinance in relation to allotment size. The subject lot has a size of 557.04m ² .	Variation of 3% to allotment size.
31/3/2010 (Delegated Authority)	65 Melville Street, Ryde	LDA2009/663	New two storey dwelling, 1.8m high front fence.	Variation to the Ryde Planning Scheme Ordinance in relation to allotment width. The subject lot has a frontage of 12.19m and a width of 11.9m at 7.5m from the public road.	Variation of 20.66% to allotment width

3 DEPARTMENT OF LOCAL GOVERNMENT PROMOTING BETTER PRACTICE REVIEW

Report prepared by: Manager, Major Projects

Report dated: 23 March 2010

File No.: GRP/10/5/001/6 - BP10/148

Report Summary

The Department of Local Government has issued the final report on the Promoting Better Practice Review undertaken on the City of Ryde in 2009. This review highlights many Council initiatives as better practice or noteworthy practice and demonstrates that Council is a well managed and efficient local government authority.

This report recommends adoption of the final review and implementation of strategies to inform the community and staff of the results.

RECOMMENDATION:

- (a) That the final Promoting Better Practice Review report on the City of Ryde, issued by the Department of Local Government, be adopted and the results be reported to the community and staff through the strategies outlined in this report.
- (b) That each of the recommendations made in the Promoting Better Practice Review report be implemented in accordance with the timeline outlined in the report.

ATTACHMENTS

- 1 FINAL DLG Promoting Better Practice Review issued by DLG

Report Prepared By:

Maxine Kenyon
Manager, Major Projects

Report Approved By:

John Neish
General Manager

ITEM 3 (continued)**Background**

The Department of Local Government (DLG) has a rolling program of undertaking Better Practice Reviews across the State (81 completed since 2004). This program aims to improve the viability and sustainability of councils. The Reviews act as a health check, give confidence about what is being done and help to focus attention on key priorities.

Report

The DLG undertook a Promoting Better Practice Review on the City of Ryde in March / April 2009. The process included the following:

- Self assessment
- Provision of documents
- Councillor survey
- Interviews with Councillors and staff
- DLG visit over three days.

The Draft Report was received by Council on 6 January 2010 and following a workshop with Councillors the Council provided feedback on 19 February 2010. After consideration of Council's feedback, the Department has issued the final report, as **ATTACHED**. The DLG require the report to be tabled at a Council meeting, once this occurs the report is a public document and will be available on their website.

The overall feedback from the review included that the City of Ryde was well managed and efficient; had a clear vision; worked with the community; the workforce is dedicated and motivated and is working towards Best Value principles. The report also highlighted a number of Council initiatives deemed as better practice or noteworthy practice initiatives.

To further promote best practice, the report made 15 recommendations. Four of these have been completed since the review was undertaken and the actions identified have been incorporated into service unit plans.

It is suggested that the following strategies be used to promote the results of the independent review to Council staff and the community.

- Special edition of the staff newsletter
- Feedback provided to staff through team meetings and via the intranet
- Article in the Ryde City View (12 May 2010 edition)
- The report added to Council's website
- Media releases provided to the local media.

Consultation

Internal Council business units consulted included:-

- Relevant Service Unit Managers related to recommended actions.

ITEM 3 (continued)

Internal Workshops held:-

- 3 February 2010 – workshop with Executive team to discuss the draft report and Council's feedback
- 16 February 2010 – workshop with Councillors to discuss the draft report and Council's feedback.

City of Ryde Advisory Committees consulted included:-

- Not Applicable.

External public consultation included:-

- Not applicable.

Critical Dates

There are no critical dates or deadlines to be met.

Financial Impact

The majority of actions relate to process and do not require a budget. Where an action does require a budget this will be requested through Council's normal budgetary process at the relevant time.

Policy Implications

There are no policy implications through adoption of the recommendation.

Other Options

Council could amend the strategies suggested to promote the results of the review to the community and staff.

Conclusion

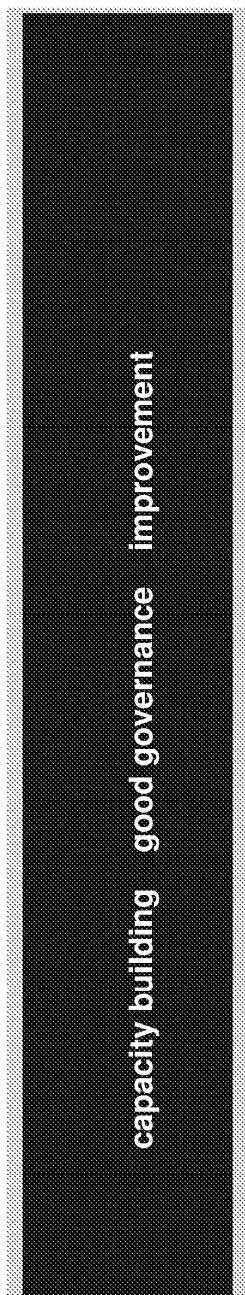
As stated by the Department of Local Government,

'The final report demonstrates that Council is a well-managed and efficient local government authority which is committed to continuous improvement. I also note that Council appears to have appropriate frameworks in place to monitor its performance in relation to completing the remaining recommendations.'

Council should be proud of the overall findings of the review. This report is extremely positive and highlights the tremendous skills, knowledge and commitment of the City of Ryde staff.

ITEM 3 (continued)

ATTACHMENT 1



Promoting Better Practice Program

REVIEW REPORT

RYDE CITY COUNCIL

March 2010



**Division of Local Government
Department of Premier and Cabinet**

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

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ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

EXECUTIVE SUMMARY**OVERVIEW**

Overall, Ryde City Council is a well-managed and efficient local government authority.

Council has a clear vision for Ryde to be *“an innovative city, a leader in environmental, economic and social sustainability”*. It is working with the community to *“preserve and enhance its social, environmental and economic capital, for the benefit of present and future generations”*.

Council's workforce appears to be dedicated and motivated and is constantly working towards best value principles.

Summarised below are initiatives, systems or processes that the review team identified as exceeding good practice and those requiring further development. They are grouped in key function areas.

COUNCIL'S STRATEGIC POSITION

What is better practice?

- Ryde City Council has a robust strategic planning and reporting framework.

Areas for further development

- Councillors and Council staff need to better understand their respective roles to work as a team to meet community needs.

GOVERNANCE

What is better practice?

- Council has a well defined corporate governance framework.
- The governance framework is underpinned by its Integrated Planning Framework.
- Best Value Reviews in key areas to ensure Council delivers best value services to the community.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

- An inclusive and transparent approach to conducting senior management meetings.
- A Code of Behaviour Brochure which is a pocket sized guide to encourage acceptable behaviour among all Council officials.
- Council is a leader in information management and technology among councils in NSW. Some of Council's outstanding achievements are listed in the body of this report.

Noteworthy practice

- A pocket reference guide and a councillor help desk.
- A good *Expenses and Provision of Facilities for the Mayor and Councillors Policy*.
- Library staff members are part of the Customer Service Centre network.
- Council's sustainable procurement policy.

Areas for further development

- Council corporate values could be better promoted. For example, they could be included in the Code of Behaviour Brochure and/or on Council's website.
- Council meetings are not fully under the control of the Mayor.
- Overall, the relationship between Councillors and Council officers could be improved.
- Councillor records currently do not comply with the requirements of the *State Records Act 1998*.
- Council needs to better guide staff in what is an acceptable token gift or benefit.
- Include reporting requirements in procedure manuals and guidelines for procurement, tendering and disposal.
- Adherence to purchasing and tendering policy procedures.
- Completion and implementation of risk management plan.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

PLANNING AND REGULATORY*What is better practice?*

- Council's local state of the environment newsletter that supplements the State of the Environment Report.
- Council's range of information sheets for residents, both in hard copy and online, relating to development matters.

Noteworthy Practice

- Council's domestic waste management system and waste reduction and recycling initiatives.

Areas for further development

- Companion Animals management plan needs to reflect recent changes to the Companion Animals legislation.

ASSET AND FINANCIAL MANAGEMENT*What is better practice?*

- *Best Value Review - Finance Unit* driving better practice and continuous improvement.
- Long term asset management modelled over 20 years and linking to the Long Term Financial Plan and Management Plan.
- PMCoR – City of Ryde's project management methodology.
- Property management – asset utilisation.

Areas for further development

- The implementation of the *Best Value Review – Finance Unit* recommendations.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

COMMUNITY, COMMUNICATION AND CONSULTATION*What is better practice?*

- *Engagement Framework – Your City Your Voice.*
- A bi-annual children's conference hosted in collaboration with a range of stakeholders.
- The City of Ryde Social Justice Charter.

Noteworthy practice

- The *Best Value Review – Community Services* report drives better practice and continuous improvement in this area.
- *Canvas-City of Ryde Arts Development Framework 2007-2012.*
- The *Building Partnerships for the Future-City of Ryde Annual Report.*

Areas for further development

- Improve the longer term sustainability of Council's community services by implementing the recommendations of the *Best Value Review – Community Services.*

WORKPLACE RELATIONS*What is better practice?*

- Occupational Health and Safety is an area where Council is performing well.

Areas for further development

- A number of high priority initiatives recommended in the *Best Value Review Final Report* need to be incorporated into the Unit Plan in order to move toward a best practice operation.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

PART I. BACKGROUND**1 ABOUT THE REVIEW****1.1 REVIEW OBJECTIVES**

Promoting Better Practice Reviews are primarily designed to promote good governance and ethical conduct within councils and foster a culture of continuous improvement within the local government sector.

For the council, a review acts as a "health check", giving confidence about what is being done and helping to focus attention on key priorities. For the local government sector, reviews have a developmental impact by identifying and sharing better practice and responding to issues through policy/legislative change or other means.

1.2 REVIEW PROCESS

The process is conducted by a review team from the Division of Local Government, Department of Premier and Cabinet.

The team evaluates the effectiveness and efficiency of the council's operations. This essentially involves five steps - preparing, assessing, checking, analysing and reporting. The completion of a comprehensive self assessment checklist by the council is a key element in all reviews.

The review team takes a risk based approach targeting its resources to areas identified as core matters to be examined and those matters considered to be important having regard to the local circumstances of an individual council. It does not examine every aspect of a council's operations.

All reviews involve checking compliance with a range of statutory requirements, examining appropriate practices and ensuring that the council has frameworks in place to monitor its performance.

The primary legislation which sets out minimum requirements and standards for councils in NSW is the *Local Government Act 1993* (the Act) and the Local Government (General) Regulation 2005 (the Regulation). Unless otherwise stated, this report refers to that legislation.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

1.3 REVIEW REPORT

The review culminates in a report which is provided to the elected council, the Deputy Director General (Local Government) and the Minister for Local Government. Consistent with review objectives, the report documents priority focus areas identified as follows.

PRIORITY FOCUS AREA	DESCRIPTION
Better practice	<ul style="list-style-type: none"> • Beyond or above minimum compliance requirements and good practice indicators. • Innovative and/or very effective. • Contributes to continuous improvement within the sector.
In need of improvement or further development	<ul style="list-style-type: none"> • Does not satisfactorily meet minimum compliance and good practice indicators and may impact negatively on council operations. • Significant improvement initiatives that are in progress and which need to be continued.
Otherwise noteworthy	<ul style="list-style-type: none"> • May include successful initiatives which respond effectively to local circumstances or practice that is in other ways significant for the council/community. • Practice which in general exceeds good practice but may have some aspects that require fine tuning.

The council is invited to comment on the draft report before it is finalised.

1.4 RYDE CITY COUNCIL REVIEW

The review team comprised Ms Caroline Egberts, Senior Investigations Officer, and Ms Marilyn McAuliffe, Acting Senior Investigations Officer. Ryde City Council completed the checklist about key Council practices and three councillors completed a survey designed to seek their views. The review team examined these responses and a range of other source documents in order to gain a preliminary understanding of Council operations prior to their visit to Council.

The on-site component of the review took place in April 2009. It involved initial interviews with the Mayor and the General Manager, interviews with a cross section of staff, observation of a Council committee meeting, individual meetings with two councillors, councillor surveys, a review of Council policies and other documents and visits to Council's facilities/worksites and some localities in the area.

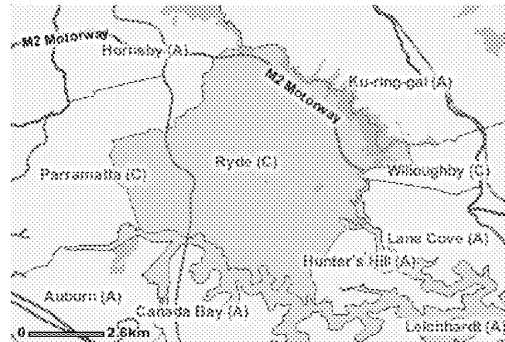
ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

2. ABOUT THE CITY OF RYDE

The City of Ryde has an area of 40.651 square kilometres and is located approximately 12kms to the northwest of the centre of Sydney. The Ryde local government area occupies most of the divide between the Parramatta and Lane Cove rivers, and has 16 suburbs within its boundaries.

Diagram 1 Ryde Local Government Area

The Wallumedegal people are acknowledged as the traditional owners of the land. The population of the area in 2006 was 96,948.¹ It is a culturally diverse community with 37% of residents born overseas with 42% speaking a language other than English.

The Council was incorporated under the Municipalities Act of 1867 and proclaimed a municipality on 12 November 1870. In 1992 it became the City of Ryde.

Ryde City Council has 12 councillors including the Mayor. The local government area is divided into three wards being East, West and Central, with four (4) councillors elected in each ward.

Council's ordinary meetings are usually held on the 2nd and 4th Tuesday month during February to November. Council generally has its last meeting on 2nd Tuesday in December. These dates as well as those for council committee meetings are set out in a meeting schedule which Council adopts annually.

Council's principal committees (made up entirely of councillors) are:

1. Works and Community Committee
2. Planning and Environment Committees
3. Committee of the Whole
4. Civic Precinct Committee.

¹ Australian Bureau of Statistics Census data.

ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

PART II. PLANNING A SUSTAINABLE FUTURE

This part of the review focussed on Council's strategic intent and how it has involved its communities and other stakeholders in developing long term strategic plans. Monitoring and reporting progress to promote continuous improvement was also an integral consideration in regard to Council's performance in this area.

1. STRATEGIC PLANNING AND REPORTING

A new planning and reporting framework for NSW local government has been introduced to improve local councils' long term community planning and asset management, as well as to streamline reporting to the community.

The new framework aims to improve the sustainability of local communities by encouraging councils, residents and State agencies to work together on long term plans and appropriate delivery programs. Community strategic plans will be supported by a long term financial strategy (resourcing strategy), asset management plan and workforce strategy. The framework is set out in the following diagram.

Diagram 2 Integrated planning and reporting framework



ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

2. WORKING TOWARD SUSTAINABILITY – RYDE 2030**2.1 OVERVIEW**

Ryde City Council has developed a robust planning, decision making and reporting framework based on economic, social, governance and environmental parameters.

Council has a clear vision of where it is headed:

“Ryde will be an innovative city, a leader in environmental, economic and social sustainability.”²

Work is well underway in developing the Ryde 2030 Community Strategic Plan. This process will translate future aspirations and hopes of the community into strategic directions to foster sustainable growth during the next 20 years.

To ensure meaningful community input to and shared understanding of this process, Council has developed “Your City, Your Voice”. This initiative is a comprehensive and practical model aimed at effectively engaging the community. More information about this model is provided in the Community and Consultation section of this report.

The Community Strategic Plan will be put into operation through Council’s Integrated Planning Framework. Essentially the strategies, policies and procedures of this framework currently form the foundation of the City’s governance and service delivery programs. This is explored in more detail in the Governance section of this report.

2.2 BETTER PRACTICE

The extent and manner in which Council has progressed strategic planning and meets or exceeds good practice in a number of ways is described below.

- Overall, the framework is consistent with the planning and reporting model introduced by the Division of Local Government.
- Council has a clear project plan to guide the development of the *Ryde 2030 Community Strategic Plan*. As previously mentioned, Council is undertaking

² Building Partnerships for the Future, City of Ryde Annual Report 2007/2008.

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Promoting Better Practice Report – Ryde City Council

extensive consultation to engage councillors, staff, the community and other stakeholders to develop the *Ryde 2030 Community Strategic Plan*.

- The Ryde 2030 planning process has been developed by staff with input from external consultants. The process involves:
 - 'Four Theme Committees' each focusing on one of Council's key areas of social, infrastructure, environment and governance
 - an Expert Advisory Panel will review information and recommendations from the 'Four Theme Committees' and provide guidance
 - an Internal Sustainability Steering Committee will focus on a quadruple bottom line approach to ensure the Strategic Community Plan's strategies align with economic, social, governance and environmental parameters.
- There is evidence that Council's current strategic directions and outcomes are used to inform major decisions. They also appear to be well integrated with Council's governance and delivery programs.
- To ensure it has the necessary resources to achieve its strategic intent, Council has developed a Long Term Financial Strategy (20 year projections) which links to its Asset Management Plan and Workforce Plan.
- Council has demonstrated a commitment to reporting and continuous improvement. For example:
 - a community survey is conducted every two years to gauge public satisfaction. Information from the surveys is used to drive improvements
 - an external consultant has undertaken Best Value Reviews of Council's service units to drive continuous improvement.
- Council participates in a number of relevant regional, state and national initiatives.

2.3 AREAS REQUIRING FURTHER DEVELOPMENT

This strategic planning process represents an exciting opportunity for all councillors to provide input at the strategic level and help shape Council's future directions.

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Promoting Better Practice Report – Ryde City Council

However, there was a perception voiced by a few councillors that the engagement process may be somewhat token and that their involvement is somewhat limited.

Council needs to continue to assist councillors to understand that their input should be at the strategic level rather than at the operational level. The General Manager and councillors should approach the development of the Community Strategic Plan as a team/community building exercise.

Recommendation 1

The development of the Community Strategic Plan should be used by the General Manager and all councillors to clarify their respective roles and improve their working relationships.

Council's response

Clarification should be provided on the engagement process for Ryde 2030. The governance framework for the Ryde 2030 Community Strategic Plan included numerous opportunities for involvement by the community and decision making by Councillors.

This commenced with a two day workshop, one for staff and one for Councillors. Councillors day included the following aims:

- to understand strategic planning for the whole of the LGA.
- to explain the outcomes to be achieved in the development of a strategic plan.
- Councillors and community's role, to discuss the product including the nature of the plan, its purpose and role and the audience it is meant for
- to discuss the process, including consultation, role of theme committees, governance framework and the launch of the project.

A detailed and extensive engagement plan for community involvement was adopted by Councillors. Results of all engagement processes have been reported to both the Councillors, the Theme Committees and the community.

From initiation of the project (July 2008) and this Review (April 2009), Councillors received 3 reports and participated in 8 workshops. After this review period (*i.e.*

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Promoting Better Practice Report – Ryde City Council

Promoting Better Practice Review onsite visit) many other engagement strategies were undertaken to involve Councillors in the development of the Ryde 2030 Community Strategic Plan.

The Ryde 2030 initiative commenced in December 2008, with this review being undertaken in April 2009. Substantial work has since occurred and resulted in an understanding of roles and the establishment of a positive working relationship.

Review team comment

This report is based on the findings of the review and visit to Council in April 2009. The team acknowledges that Council has undertaken work since that time to clarify the role of Councillors and staff in order to strengthen their working relationships. Maintaining positive working relationships remain an ongoing challenge for all Councils. These relationships are crucial to the successful implementation of Council's Community Strategic Plan.

ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

PART III. DELIVERING AND ACHIEVING

This part of the review focussed on examining key structures, systems and processes involved in delivering the stated outcomes of Ryde City Council's Strategic and Management Plans. This included considering the means by which Council:

- governs its day to day operations
- undertakes its planning and regulatory obligations
- manages its assets and finances
- involves the community, and
- recruits and retains its workforce.

1. GOVERNANCE**1.1 OVERVIEW**

"Corporate governance refers to all the means by which entities are directed and controlled." (Standards Australia, HB401-2004:12) Corporate governance is important because it enhances organisational performance; manages and minimises risks; increases the confidence of the community and the local government sector in the organisation; ensures that an organisation is meeting its legal and ethical obligations; and assists in the prevention and detection of dishonest or unethical behaviour.

1.1.1 Scope of review

- | | |
|--|--|
| • Ethics and values | • Council's decision-making processes, including delegations and conduct of meetings |
| • Management planning | |
| • Procurement, disposal & tendering | |
| • Privacy management | • Support for councillors |
| • Code of conduct | • Records management |
| • Communication devices | • Access to information |
| • Disclosure of pecuniary interests | • Complaints handling |
| • Risk management, legislative compliance & internal control | • Information technology |

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

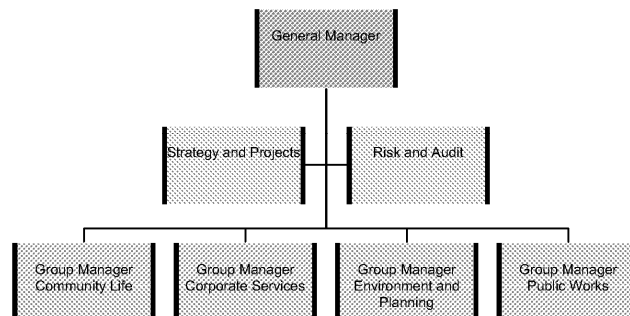
1.1.2 Overview of Ryde City Council's governance practices

Overall, Council has sound corporate directions and strategies which are delivered through a well defined corporate governance framework. These are clearly articulated in the City of Ryde Management Plan 2008-2012 and Annual Report 2007/2008.

1.1.3 Organisational structure

Council's executive team consists of the General Manager and four (4) Group Managers. The Strategy and Projects Team and the Risk and Audit Team report directly to the General Manager.

Diagram 3 Ryde City Council Executive Team



The organisational structure was last reviewed in 2009 to ensure that it continued to align with Council's strategic and corporate directions. Linked to its key outcome areas, the structure enables Council to effectively resource and deliver the services, programs and initiatives set out in its Management Plan.

1.2 BETTER PRACTICE**1.2.1 Integrated Planning Framework**

Council's Integrated Planning Framework provides the linkages between community needs, city wide vision and strategies, key outcomes, the management plan, service unit plans and individual job plans of Council employees. Evaluation is also a key component in order to measure whether Council has achieved its objectives.

ITEM 3 (continued)

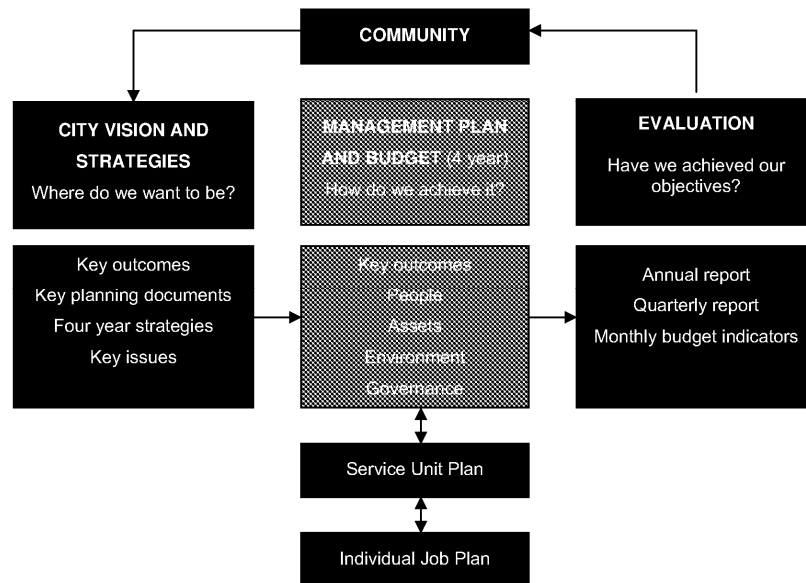
ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

This framework is also clearly articulated in the City of Ryde Management Plan 2008-2012 and Annual Report 2007/2008. This reflects a commitment to fostering transparency and accountability to the community and other stakeholders.

This framework forms the foundation of the City's governance framework (ie, how strategic directions and outcomes are delivered and continuously improved). This is illustrated in Diagram 4.

Diagram 4 Ryde City Council Integrated Planning Framework



Ryde City Council Management Plan 2008-2012 meets legislative requirements and reflects Council's strategic intent. The Plan is of a high quality and easy to read. Council's Annual Report 2007/2008 is excellent. Further information about this report is presented in the Community and Consultation section of this report.

Council takes performance monitoring seriously. Performance measures used in the management plan are reflected in service unit plans and individual job plans. Results are considered by managers and the executive team on a quarterly basis and reported on in the Annual Report. The performance measures are clearly stated and linked to targets and specific actions thereby measuring performance in a realistic way.

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A survey of ratepayers and non-ratepayers is carried out for some of the Council-wide customer satisfaction measures. The collected data assists Council in reporting on trends regarding Council's overall performance and also guides Council's decisions on services, plans and projects.

A comprehensive series of briefings and workshops were held by the Executive Team and other staff members with councillors about the management plan and other plans.

Overall, the model appears to be better practice. However, the perception of some councillors is that in practice the planning process is such that they are unable to provide input to, or influence the outcomes of, Council's strategic plans. While a councillor's role generally is to play a key role in the development and review of Council policies and strategies and the allocation of Council resources in the best interests of the community, it appears that their involvement in this is limited due to strategy and plans being developed by Council staff.

As mentioned in Part II, councillors and staff need to understand the role that councillors play in developing strategic plans and policies. The General Manager should ensure that all councillors have the opportunity to provide input to the development of strategic plans and that Service Unit Plans and individual Job Plans are directed to achieving the outcomes in the Community Strategic Plan.

Council's Response

Council has an extensive program of interactive and participatory workshops with Councillors to develop the Management Plan. More than ten workshops are undertaken to gain input from Councillors.

All strategic planning documents are adopted by Council, this process generally includes one or more workshops for Councillors to provide input, public exhibition and Council reports.

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1.2.2 Best Value Reviews

Best Value Reviews are a process whereby Council, with the assistance of an external consultant, examines its products and services to determine whether or not they are providing best value for the community and Council. Best Value principles are designed to ensure local services are a reflection of the community's needs and expectations, both in terms of quality and cost. The best practice principles adopted by Council are:

- services must meet defined quality and cost standards
- services being responsive to changing community needs
- accessibility of services to those who need them
- continuous improvement in the delivery of services
- community and customer consultation on services and activities
- regular reporting to Council and the community on business performance.

There are four (4) key components to a Best Value Review, as follows:

1. Challenge – asking why a service is provided and whether it is necessary
2. Consultation – talking to users, suppliers and others to find out what they want the service to do for them
3. Competition – questioning whether other organisations could provide the service more efficiently and effectively
4. Comparison – looking at other local authorities or businesses that could provide the service better than Council does and following their example.

Council has undertaken a review of eight (8) of its service units. These are: Community Services; Health and Building; Finance; Access; Urban Planning; Human Resources; Open Space and Operations.

The final review reports are very comprehensive and available on Council's website. They identify processes and/or service gaps and suggest improvement initiatives. Ultimately, the reports form the basis for the development of an implementation plan

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for each service unit. Council's commitment to transparency and ongoing consultation with service users and ratepayers is demonstrated in its Management Plan and Annual Report.

Each service unit has commenced implementing strategies to improve and deliver best value services. The review team noted that officers involved in these reviews are very enthusiastic about the Best Value Reviews and the continuous improvement of services. The Best Value Program is innovative and comprehensive. The dedication of the Council's employees and collaboration with the community will no doubt contribute to its success to deliver efficient and effective local services.

Council's Best Value Review program will cover all of its 21 service units and is planned to be completed in 2011.

1.2.3 Senior management team meetings

At the time of the review, it was evident that the General Manager took an inclusive approach to the way senior management meetings are structured. A range of individual employees are regularly asked to present information about their specific projects to the Executive Team. Information and decisions emanating from these meetings are made available to all staff. Most employees interviewed as part of the review process perceived that the General Manager (at the time) and the Senior Management group provided positive leadership.

1.2.4 Code of Behaviour Brochure

At its meeting on 8 July 2008, Council adopted the Model Code of Conduct for Local Councils in NSW. The Code clearly sets out the standards of behaviour that are expected of council officials, including councillors and council staff.

Council has produced a Code of Behaviour Brochure, which is a pocket sized guide aimed at promoting acceptable behaviour among its officials. It is a handy reference to the more detailed Code of Conduct and other matters. This appears to be an innovative and effective initiative.

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1.2.5 Information management and technology

Ryde City Council is a leader in information management and technology among councils in NSW. It has made a significant investment in its information management systems and technology. Dedicated staff members across the organisation have worked hard to establish or redesign these systems and technology over the past 18 months. This has resulted in some outstanding achievements as outlined below.

- Development of Council's IT Strategy 2006-2012 is well advanced.
- Upgrading of hardware including PCs and multi-function printers.
- Design and modification of software to suit each Council service unit. This has been followed up with training for each unit.
- Improved interconnectivity between various software programs.
- Case management principles have been successfully incorporated into Council's eDocument and Records Management System.
- Council already meets 2012 State Record Management standards.
- Work on developing public access to documents and systems via the internet such as development applications.
- Advice and support has been provided to other councils. Its eTRIM software has been recognised as best practice by one of the leading suppliers and sold to other councils. Council's successful Project Management (PMCoR) methodology has also been sold to another council and another organisation.
- Where possible the team working on this project have endeavoured to provide appropriate and timely communication about the changes, which were subsequently supported by training.

A major efficiency outcome has been that approximately 80% of Council operations are now paperless. The Human Resources Unit is 100% paperless and has been nominated for an Excellence Award.

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1.3 NOTEWORTHY PRACTICE**1.3.1 Councillor development and resourcing**

Ryde City Council has 12 councillors. Five of these councillors were newly elected at the September 2008 local government ordinary elections.

Council provides a range of information, support and training to assist councillors to fulfil their roles. Examples include:

- all councillors have been presented with a detailed information kit
- a weekly Councillor's Information Bulletin provides information about upcoming meetings, events and other matters
- a pocket reference guide containing key information and contacts. Some councillors indicated to the review team that they found this to be a useful resource.

The following initiatives could potentially represent better practice, however, they require some further development:

- a councillor help desk has been established which provides all councillors with an entry point to access Council information and resources. While the review team considers this an innovative concept, some councillors reported that they had not found the service useful.
- an induction program which consists of an extensive series of workshops. Some councillors indicated that the workshops covered very complex information which was difficult to digest and found that there was little opportunity for input or questions. Follow up training sessions for new councillors in relation to more complex topics in six months time was viewed as potentially useful.

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Council's Response

It should be noted that the Councillor Help Desk initiative commenced in March 2008, feedback received during the first year resulted in a major overhaul in June 2009. From the latest survey of Councillors, 90% rated the response time as Excellent and Very Good. 80% rated the quality of responses Very Good or Excellent.

1.3.2 Expenses and Provision of Facilities for the Mayor and Councillors

Council adopted a policy to manage the payment of expenses and provision of facilities for the Mayor and councillors on 10 March 2009. This is a very good policy which with some minor improvements could represent better practice.

Some of the good features of the policy include:

- full compliance with the relevant legislation and guidelines
- a high degree of transparency and accountability
- clear and appropriate reimbursement process with an excellent claim form that summarises all clauses in the policy under which councillors can make a claim. It also includes a statutory declaration form for councillors who do not have receipts to declare expenses
- provision of expenses for special needs of councillors (eg, for councillors with a disability or dependant relatives)
- a dispute resolution process where a councillor disagrees with a decision not to pay a claim
- very clear and appropriate limits for all expenses and facilities
- a clear statement that no private benefit should be derived other than incidental. Also makes it clear that expenses cannot be used for function tickets that equate to political donations
- a well structured and readable format.

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The policy could be enhanced by including a separate heading on general approval processes. Council could consider including a separate 'Approvals' subsection under 'Payment of expenses generally' to clarify the General Manager's delegated power in this respect (ie, limited to small requests) and what must be approved by Council (ie, larger requests).

Council should ensure that the total cost of councillor expenses and facilities is reported in its Annual Report in accordance with statutory requirements.

Recommendation 2

Council should ensure that reporting on the costs of councillors' expenses and provision of facilities complies with legislative requirements.

Council's response

The required information has been included in the 2008/09 Annual Report.

Review team comment

This recommendation is considered to have been completed for 2008/2009. However, reporting of councillor's expenses and provision of facilities is an ongoing responsibility.

1.3.3 Customer Service and Complaints Handling

Council has a well resourced Customer Service Centre which includes 'over the counter' assistance and a call centre. In 2007/2008 Council implemented a new Customer Request Management System. This system ensures that all phone enquiries and complaints are logged and categorised according to function area and type. Service standards are currently part of the request management system. Council intends to publish these standards on its website so that the community and stakeholders can be aware of what level of service to expect from Council. This level of accountability is commendable.

A very innovative and efficient feature of Council's approach to customer service is that its library staff members are part of the Customer Service Centre network. They are trained in the use of the Customer Request Management System and carry out customer service duties outside of Council's normal operating hours when the

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libraries are open. For example, they can accept Vacation Care payments on a Saturday from residents or provide a range of information. Several staff members are able to provide language assistance for people from non-English speaking backgrounds.

1.3.4 Procurement, tendering and disposal practices

Council has a sustainable procurement policy which supports its commitment to be economically, socially and environmentally sustainable in the long term. The policy is supported by Supplier Assessment Questionnaires and worksheets that provide information on matters such as water and energy efficiencies and sustainable purchasing criteria for specific items.

1.4 AREAS REQUIRING FURTHER DEVELOPMENT**1.4.1 Values**

Ryde City Council has set clear organisational values which were based on responses to a staff survey in 2004. The values are clearly displayed in Council's Management Plan and Annual Report to guide councillors, staff and other Council officials on how to carry out their business.

The extent to which Council ensures that its values are visible, understood and practiced is above average. For example, posters containing the values are displayed in various locations such as meeting rooms and the lift. They are also displayed on corporate cups. However, the review team could not locate the values on Council's website.

It is understood that Council proposes to review the currency of the values as part of its next employee attitude survey and its development of the 2030 Community Strategic Plan.

Recommendation 3

Council should finalise the review of its corporate values and include them in its Code of Behaviour Brochure and website.

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Council's response

Council is currently redesigning and improving the website capability, which will allow a more prominent position for the values.

1.4.2 Decision making

Council meetings are the primary means by which Council makes its decisions. The review team attended Council's ordinary meeting of 24 March 2009.

The review team found that:

- Council's Code of Meeting practice, which guides the conduct of the meetings, was reviewed in September 2008 and again in September 2009. This Code complies with the procedures set out in the Act and Regulation
- Council maintains an electronic Register of Voting on all matters at Ryde City Council meetings. The register records votes for and against each matter put before Council
- Overall participation by councillors appeared to be quite good, with most councillors participating in discussion and debate on issues before Council.

The following observations indicate there is room for improvement:

- The meeting was chaired by the Mayor and proceedings were generally orderly, although the review team noted that the Mayor did not always appear to be in control of the meeting.
- The General Manager's involvement in the meeting was considered to be excessive and at times the General Manager took control of the meeting.
- Councillors may need to be reminded of their role and responsibility while at Council meetings and that their full attention should be given to the matters at hand. Councillors should also be mindful that their PC monitors can be seen by those in the public gallery.

Recommendation 4

The Mayor should explore and implement mechanisms to ensure that control of the meeting is retained at all times.

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Council's response

Councillors and the Mayor are provided with extensive training at the commencement of their term and throughout the term as required. The Mayor is provided with specific training in conducting meetings. Councillors have also requested that training in chairing meetings be provided for all Councillors and over a longer period of time.

1.4.3 Councillor and staff relations

In general, the review team found that the relationship between councillors and Council officers is workable. However, as previously mentioned, there is a need to focus on breaking down perceptions of "us versus them" among some councillors.

The challenge is for all councillors and Council officers to develop a more collaborative relationship so that they work as a team in providing services and meeting the needs of the community. The development of Council's Community Strategic Plan presents a real opportunity for councillors and Council staff to forge such a relationship.

Recommendation 5

Strategies to maintain and build a more productive working relationship between councillors and Council officers should be explored and implemented.

1.4.4 Councillor records

A State record, as defined in section 3(1) of the *State Records Act 1998*, is "any record made and kept or received and kept, by any person in the course of the exercise of official functions in a public office, or for any purpose of a public office, or for the use of a public office".

A councils or county council is identified as a public office under section 3(1) of the State Records Act. Councillors are subject to that Act when they create or receive 'State records' while undertaking business on Council's behalf. They are not subject to the Act when conducting personal business or business that is unrelated to their role as councillors.

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Council advised that it is aware that councillor records currently do not comply with the requirements of the State Records Act. Work has commenced on preparing a strategy or guidelines to encourage councillors to meet their legislative obligations.

State Records NSW has issued a recordkeeping publication for local government councillors, *Sample records management policy, procedures, leaflets and templates for local government councillors*. This publication provides guidance about the keeping of records that relate to a councillor's role and may be of use in more fully encompassing the roles and responsibilities of councillors into Council's policy.

Recommendation 6

Council should finalise a records strategy or guideline to encourage and assist councillors to meet their obligations under the State Records Act 1998.

Council's response

Councillor Record Keeping Policy was adopted by Council at 4 August 2009. This Policy provides Councillors with guidance and assistance in all Councillors meeting obligations under the State Records Act. Therefore matter has been completed and Council does comply.

Review team comment

The review team notes Council's adoption of a Councillor Record Keeping Policy. Councillors must at all times ensure that they comply with this policy and the State Records Policy. Therefore, while this recommendation is considered to have been completed, its implementation by councillors is of an ongoing nature.

1.4.5 Gifts and benefits of value

Council officials at some stage in their career may be offered a gift or benefit in the course of their work. The gift or benefit could be offered innocently, or in good faith, or could be offered in an attempt to influence the council official.

If council officials accept a gift or benefit, this can give rise to feelings of obligation on their part towards the giver. It can also create perceptions that they are or will be influenced because of the gift or benefit.

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Council adopted a Gifts Policy in July 2003. However, this policy has not been reviewed since its adoption. Council's code of conduct provides some guidance in this area. Council's gifts register is well presented and maintained.

Some entries in the register appeared to reflect that some employees may have accepted gifts and benefits of value. This is contrary to Ryde City Council's code of conduct.

Under the code, Council officials *"must not accept gifts and benefits that have more than a nominal or token value"*.

Accordingly, Council needs to better guide staff in what is an acceptable token gift or benefit. The Independent Commission Against Corruption (ICAC) has produced the *Managing Gifts and Benefits in the Public Sector – Toolkit*. This resource has been developed to help NSW public sector agencies and local councils to develop, update and implement their gifts and benefits policy and procedures for reporting and managing gifts and benefits. The resource offers advice and guidance for developing policy, communication and training about the policy and an on-line reporting and management tool.

Recommendation 7

Council should review its Gifts and Benefits Policy and then provide training to its employees.

Council's response

Gifts policy is currently under review and will incorporate ICAC guidelines. Once finalised training will occur. Council's current process includes the completion of a Gift Disclosure form which is referred to the employee's Group Manager and General Manager to determine if the gift should be retained or returned by the employee.

1.4.6 Procurement, tendering and disposal practices

Council has a comprehensive procurement policy which incorporates procurement and asset disposal. Procedure documents have been developed to support this policy and are being reviewed in light of the implementation of the on-line requisition system. Council has a procurement site on its staff intranet which contains further information on procurement related matters.

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The Best Value Review of the Finance Unit in March 2008 identified that Council needed to clearly define levels of authority, accountability and delegation and to enforce correct adherence to policies and procedures. Since that time, Council has undertaken a review of its policies and procedures and addressed some shortcomings in the process. However, it needs to be specific in respect to the reporting of outcomes to Council in certain circumstances. Council should also ensure that its staff members are adhering to policy and procedures by undertaking audits.

Recommendation 8

Procedure manuals and guidelines for procurement, tendering and disposal need to include requirements for reporting outcomes or intentions to Council.

Council's response

Council has a clearly developed set of policies and procedures and checklists in relation to procurement. In relation to tendering, Council's internal Tendering procedures were awaiting the release of the DLG's Tendering Guidelines (which have now been released). Council's own detailed tendering procedures will be released shortly.

Review team comment

The draft report acknowledges the quality of Council's policies, procedures and checklists in relation to procurement. However, recommendation 8 focuses on including requirements for reporting outcomes or intentions to Council. This extra step represents better practice.

Recommendation 9

Council should ensure that staff are adhering to purchasing and tendering policy and procedures by undertaking regular audits.

Council's response

Regular audits of staff adhering to policies and procedures is a recurring item in the Internal Audit Plan.

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1.4.7 Internal Controls

Internal control processes, such as internal audit, fraud control, risk management and legislative compliance, provide for systematic assessment of the adequacy and weakness of Council processes and systems. Council has developed a range of strategies to strengthen internal controls and risk management which are in the process of being implemented.

Risk Management

Risk management is about the systematic identification, analysis, evaluation, control and monitoring of risks. Council is striving to achieve best practice in the management of all risks and has taken steps to promote a 'risk culture' within Council and through its Project Management methodology (PMCoR) ensuring that risk is considered and reported on for all projects. An Enterprise Risk Management program is currently under development, utilising risk management consultants.

Risk Management is co-ordinated through the Risk and Audit Service unit. The Unit has a dedicated Risk and Insurance Co-ordinator position and a dedicated intranet site for use by the Unit in identifying, assessing and treating risks.

Council undertook a risk assessment exercise during 2007 to identify key risks. This exercise also included fraud risk assessment. The identified risks were documented, analysed, evaluated and scored. Council's Audit Committee was involved in the process and subsequently prioritised the risks and developed Internal Audit plans. Council has identified the need for a formal risk management strategy/plan to achieve best practice and has engaged consultants to assist in the facilitation of the process in a staged approach. It is also considering the establishment of a Risk Management Committee as part of the Enterprise Risk Management program.

Council's Audit and Risk Unit was to undertake a further fraud risk assessment during 2009 using the NSW Audit Office's methodology.

Recommendation 10

Council should ensure that a risk management plan is finalised and implemented as soon as practicable.

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Council's response

A Risk Management Advisory Group (internal management) has been established to coordinate the Enterprise Risk Management (ERM) project and will form a part of the Risk reporting structure. It is envisaged that the ERM strategy will see higher level risks will be reported to the Executive Team with very high/extreme risk being reported to the Audit Committee and Council and be completed by July 2010.

Review team comment

Council is to be commended for its ongoing work in this area.

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2. LAND USE PLANNING & OTHER REGULATORY FUNCTIONS

Council exercises regulatory functions in relation to a range of activities within its area. The efficiency and probity of Council's regulatory functions is important for effectively managing Council's responsibilities and for preserving public trust in Council and its staff. Regulation is important to achieve a wide range of social, economic and environmental goals.

2.1 OVERVIEW

Ryde City Council has a strong planning and regulatory framework together with a commitment by Council and staff to meet community expectations and work towards best practice principles.

2.1.1 Scope of the review

A review was conducted of a range of aspects of Council's planning and regulatory practices including:

- *Council's planning instruments and policies*
- *Development assessment*
- *Section 94 plans*
- *Companion animals*
- *Environmental management*
- *Compliance and enforcement practices*
- *Swimming pools*

2.2 BETTER PRACTICE**2.2.1 State of the Environment Reporting**

Council is part of the Northern Sydney Regional Organisation of Councils (NSROC) which develops a regional Statement of the Environment Report (SER). Council contributes to the development of this report, however, it also supplements the report with a state of the environment newsletter for the local government area that highlights Council's achievements during the year. The SER is integrated into the planning process and informs Council's Environmental Strategy.

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2.2.2 Environmental Management

Council has implemented a leading edge domestic waste management system and a number of initiatives to reduce waste. Council also has an education program for schools on waste recycling and has introduced recycling bins in its shopping centres. Additionally, Council undertakes community consultation and workshops on matters involving community environments such as parks and playgrounds.

Council is to be commended on its domestic waste collection initiative, which utilises scanning and information technology to provide a very cost effective service. To minimise rubbish dumping in the local government area, Council has 5 kerbside cleanups per year and offers a free pickup service for unwanted personal computers.

Council's initiative to provide a free tree chipping service to residents is also a commendable initiative. The resultant mulch from the tree chipping is retained by the resident for use in their garden, thus minimising water evaporation and ultimately reducing water usage.

Council is to be commended on its commitment to environmental management. Over recent years it has received awards for its initiatives in areas such as sustainable purchasing, climate protection and water and energy savings. These include:

- Local Government and Shires Association (LGSA) Excellence in the Environment Awards for overall winner for Sustainable Purchasing Team
- LGSA Excellence in the Environment Awards finalist for the Energy and Water Savings Category
- Milestone 5 of the ICLEI – Local Governments for Sustainability³ "Cities for Climate Protection (CCP) Program" and also received an award for advancing to CCP Plus (support level of the CCP program)
- Finalist in the Local Government Sustainability Award, Green Globe Award, Department of Environment and Climate Change
- Keep Australia Beautiful – Sustainable Cities Awards 2009.

³ The 'International Council for Local Environmental Initiatives' became 'ICLEI—Local Governments for Sustainability' with a broader mandate to address sustainability issues in 2003.

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2.3 NOTEWORTHY PRACTICE**2.3.1 Development Applications process**

Council has developed a range of information sheets relevant to development and development applications (DAs) for residents. These documents are written in 'plain English' and provide information about the various types of development. They also explain related services that are provided by Council to assist residents, such as the Building and Development Advisory Service, Resident Advisory Service, and Pre-lodgement meetings. Additionally, Council's website contains a large amount of related information including copies of the information sheets.

As the development application process is a manual one, applicants are currently unable to apply online or track DAs online. Council is developing an electronic DA process as part of its ePlanning initiatives. However, work was deferred until planning reforms were clear and fully established. The initial work focuses on providing sound capability for the capture and management of electronic documents to support online lodgement of DAs and the implementation of MapInfo.

2.3.2 Planning Awards

In 2007/08 Council won a number of awards in the area of planning and development. Awards include:

- Planning Institute of Australia (NSW Division) Excellence Awards - The Approval Framework for the Top Ryde City Shopping Centre Development received the Excellence in Planning (Urban Design and Ideas) Award
- Local Government Excellence in The Environment Awards - Ryde Integrated Transport and Land Use Strategy received the Sustainable Design, Planning and Building Award
- Australia Property Institute (NSW Division) Excellence in Property Awards - Commonwealth Bank Heritage Award for the restoration of Brush Farm House.

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2.4 AREAS REQUIRING FURTHER DEVELOPMENT**2.4.1 Companion Animals**

Ryde City Council has a Companion Animals management plan, however, the plan has not been revised to take into account the recent changes to the Companion Animals legislation. Council should ensure that the Management Plan is updated to include all legislative requirements.

Recommendation 11

Council should review its Companion Animals management plan to ensure that the requirements of the Companion Animals legislation are included.

Council response

A review of the Companion Animals Management Plan will be completed by the end of March 2010 with the revised Management Plan to be presented to Council by 30 June 2010.

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3. ASSET AND FINANCIAL MANAGEMENT**3.1 OVERVIEW**

Under its charter, a council has a responsibility to raise funds for the purposes of carrying out its functions. This can be achieved by the fair imposition of rates, charges and fees, borrowings and grants. The council is also the custodian and trustee of public assets and must effectively account for and manage these assets.

3.1.1 Scope of the review

A review was conducted of a range of aspects of Council's asset and financial management practices, including:

- *Financial management*
- *Asset management, including land assets, plant replacement and capital works*

3.1.2 Overview of financial position

A review of Ryde City Council's financial statements for the 2008/09 financial year shows that Council is in a satisfactory financial position. To account for the downturn in investments due to the global financial crisis, Council created a Financial Security Reserve fund in the amount of \$8 million. In the December 2008 quarter, Council wrote off three (3) of its financial investments amounting to a value of \$3.91 million against this reserve.

The downturn in developments in the local area has resulted in a reduction in Council's section 94 contribution income. Reductions in Council's operational and capital expenditure budgets were recommended after a full budget review in March 2009. These reductions did not result in a reduction to any Council services.

While Council has been prudent in reviewing its capital works program in line with market conditions, its working capital, one of the key indicators of Council's financial position, was projected to be \$4.1 million at 30 June 2009, an improvement of \$905K over that forecast in the December Quarterly Review. The actual working capital stood at \$4.331 at 30 June 2009, which is a further improvement over the March quarter projections.

Council established a Long Term Financial Strategy (LTFS) in 2005/06 that provided Council with detailed analysis and a forecast of its position over a period of 20 years.

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This LTFS has been further developed to incorporate revised asset infrastructure projections and assists Council in replacing and maintaining its asset base.

3.2 BETTER PRACTICE**3.2.1 Best Value Review – Finance Unit**

Council's initiative to undertake Best Value Reviews of its service units has enabled it to put its focus on those areas that require improvement. The Best Value Review - Finance Unit was undertaken in March 2008 and in addition to reviewing the Finance area using the Best Value principles, it benchmarked Ryde City Council against a group of similar councils within the Sydney metropolitan area. The report shows that Council generally fell within acceptable limits when compared with similar councils, but that a number of recommended initiatives would improve service delivery.

Council developed an action plan for the recommendations and a number of those recommendations have been implemented. Council's initiative for Best Value Reviews is to be commended.

3.2.2 Long Term Asset Management

Council has asset management plans modelled over a 20 year period for all of its assets. The Asset Management Plan is linked to the Long Term Financial Plan and the Management Plan. All jobs associated with an asset, such as repairs and maintenance, are linked to the asset within the asset management system.

3.2.3 Project Management

Council has developed its own project management methodology (PMCoR) which is applied to all projects, large and small. The methodology, utilising internally developed information technology, ensures that projects are well planned and managed throughout the lifecycle of the project. A key feature of the methodology is that all risks are identified early, assessed and reported in a timely manner.

The methodology is used throughout Council with around 200 of its staff fully trained in its use. So successful is this methodology that another Sydney metropolitan council has purchased the product from Council.

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3.2.4 Property management – asset utilisation

As part of its asset rationalisation considerations, Council has recently moved away from leasing its properties to entering into licensing arrangements. Leasing limits the use of a facility to one lessee whereas licensing provides for use of the facilities to a number of licensees. This has enabled Council to increase the utilisation of its buildings thus ensuring best use of its assets while also providing an increased revenue stream.

Council has reviewed its properties under its property development program and sold off any that were considered to be no longer suitable or fit for purpose.

3.3 AREAS REQUIRING FURTHER DEVELOPMENT**3.3.1 Procedures and training manuals**

One recommendation from the Best Value Review was the need for Council to develop and publish clear procedure and training manuals for key processes which are easy for non-financial people to understand; clearly define levels of authority, accountability and delegation; and enforce correct adherence to policies and procedures. At the time of the review, Council had not implemented these recommendations.

Recommendation 12

Council should implement the recommendations from the Finance Unit Best Value Review as outlined in its action plan.

Council's Response

This is underway. All Best Value Reviews have an implementation plan developed. Depending on the actions, the time frame for implementation can span over four years. Key actions are incorporated into the Service Unit Plans and Management Plan and the implementation plans are reviewed every six months.

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COMMUNITY AND CONSULTATION**4.1 OVERVIEW**

A council's charter requires that a council:

- provides services after due consultation
- facilitates the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and coordination of local government
- actively promotes the principles of multiculturalism
- plans, promotes and provides for the needs of children
- keeps the local community and State Government informed about its activities.

4.1.1 Scope of the review

A review was conducted of a range of aspects of Council's community and consultation practices, including:

- *The methods Council uses to involve and determine the views of its community*
- *Ageing Population*
- *Social and community functions of Council*
- *Annual reporting*
- *Customer service standards*

4.1.2 Overview of community and consultation practices

Overall, the Ryde City Council has demonstrated that it is "*committed to maintaining a socially sustainable city through community participation*" in its products and services. It has had to respond to a demographic shift, which has occurred over the past 20 years, to meet the needs of a very diverse community. In 2008, this included almost 38% of its population being from non-English speaking backgrounds, with the largest groups being from China, Hong Kong and Korea. Also, the population of the Ryde local government area is ageing quicker than the Sydney average.

ITEM 3 (continued)**ATTACHMENT 1**Promoting Better Practice Report – Ryde City Council

4.2 BETTER PRACTICE**4.2.1 Community participation and consultation**

In 2008 Ryde City Council adopted its *Engagement Framework – Your City Your Voice*, which consists of the following:

- Part one outlines concepts, levels and principles of engagement
- Part two sets out the practical steps for planning engagement strategies and evaluation
- A toolbox to support effective engagement.

The framework will be used to develop Council's 2030 Community Strategic Plan, but will also act as a guide for engaging the community across all areas of Council on an ongoing basis. It appears to be an excellent resource to assist Council staff in this area.

Council conducted a community survey in 2006. The survey measures customer satisfaction across Council services and is conducted every two years with both ratepayers and non-ratepayers being surveyed. There is evidence that the data collected assisted Council to report on trends in its overall performance and guided Council's decisions on services, plans and projects. This data is referred to and used to drive improvements through the Best Value Reviews.

Ryde City Council also produces a regular community newsletter.

4.2.2 Children's Conference

During December 2007, Council hosted a very innovative Children's Conference. The conference had some noteworthy features, including:

- using the latest interactive technology to link over 200 students from Ryde schools with students from Wilcannia NSW, Kansas USA and Kenya to share their views on technology, health and the environment
- collaboration between Ryde City Council, Central Darling Shire Council, the Department of Education and Training, Macquarie University and local primary and high schools.

The Children's Conference is a bi-annual event.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

4.2.3 Social Justice Charter

In 2008, Council adopted the City of Ryde Social Justice Charter. The Charter commits Council to building a just and inclusive community. In particular, it asserts that *“every citizen of Ryde is free and equal in dignity and rights”*. The key mechanism for implementing the Charter is the City of Ryde Social Plan, which in turn is implemented by the Management Plan.

The Charter is particularly unique in that it raises awareness among councillors and Council officers of the diversity of the community and identifies disadvantages that may exist.

The Charter is complemented by the Access and Equity Policy and Strategy adopted by Council in 2003. The policy and strategy was last updated in March 2009. The Access and Equity Strategy Steering Group is an inter-departmental group formed to foster a ‘whole of council’ approach to delivering services to its diverse and multicultural community. The group also monitors the implementation of access and equity initiatives in the Management Plan.

4.3 NOTEWORTHY PRACTICE**4.3.1 Best Value Review - Community Services**

The Best Value Review – Community Services report was finalised in April 2008. A Sustainable Review Framework was used to guide the review of the Community Services Unit and considered factors such as:

- delivery of services against agreed quality and cost standards
- responsive to changing community needs
- accessibility of services to those who need them
- continuous improvement
- community and customer consultation on services and activities
- regular reporting to Council and the community.

The review found that the activities undertaken by the Unit are consistent with the Social Plan and organisational objectives. The findings also suggest that the Council’s service delivery programs perform well when compared to other similar services.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

As well as identifying well-performing program areas, the review also highlighted a number of program areas and activities that for a variety of reasons are underperforming. Key areas of better practice and areas that require further development or improvement are outlined below.

The Better Value Review is a critical tool for driving better practice and continuous improvement. Council's initiative in conducting such a review and implementing its findings and recommendations is commendable.

4.3.2 Cultural planning

The Best Value Review identifies Council's cultural development program as primarily strategic, but also includes service delivery responsibilities of Brush Farm House.

By developing *Canvas-City of Ryde Arts Development Framework 2007-2012*, Council recognises the fundamental role that culture plays in the lives of its residents. The framework was developed as a result of community consultation and research. It will determine the strategic and service direction for Council's cultural development program. This in turn should be integrated with Council's 2030 Strategy and Management Plan to ensure ongoing implementation.

The presentation of the Framework is excellent. The document is easy to read and clearly sets out themes, strategic actions and projects. However, it does not include key performance indicators to measure progress.

Also, the Best Value Review identified a number of issues impacting on the progression of cultural development, in particular, "a number of essential strategic planning initiatives identified in the Arts Framework that are not being followed up due to the breadth of operational demands on the (cultural development) position created by the day to day management of Brush Farm House". Recommendations have been made in the Best Value Review report to address these and other concerns.

Council's response

The actions from the Arts Development Framework are integrated and measured in the Management Plan, Service Unit Plan and workplans.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

4.4 AREAS REQUIRING FURTHER DEVELOPMENT**4.4.1 Reporting to the community**

The *Building Partnerships for the Future-City of Ryde - Annual Report* is an excellent document. The report is readable and community friendly. The presentation is clear and visual which engages the reader. The Annual Report showcases and displays photos of successful initiatives, community events and staff members. It integrates well with the Management Plan and clearly reports on actions planned, results achieved or not achieved and targets. The Annual Report includes a comparison of the actual and projected performance of Council's access and equity activities during the year, including reasons for any differences.

However, Council's annual report does not fully comply with NSW legislative requirements. For example:

- Council's comparison of actual performance against projected performance of its principal activities in accordance with the Management Plan does not include reasons for any difference
- statement of remuneration for senior staff members does not give the required information for each individual senior staff member
- there is no statement regarding the establishment of a complaints handling mechanism for competitive neutrality complaints and outcomes
- statement on activities relating to enforcement and compliance with Companion Animals legislation omits some required information.

Recommendation 13

Council must ensure compliance with all legislative requirements for the annual report.

Council's response

Council has included the required information relating to actual performance against projected performance and establishment of complaints handling mechanism in the 2008/09 Annual Report.

A compliance review will be undertaken on the statement of remuneration for senior staff members and compliance with Animals legislation.

ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

4.4.2 Best Value Review - Community Services

The Best Value Review makes 25 recommendations to improve the longer term sustainability of its community services and drive the continuous improvement of these services. These recommendations are both operational and strategic. While notional timeframes have been provided, specific actions have not. To progress implementation of these recommendations, an action plan should be developed which then links or feeds into the Community Services Unit plan and the Management Plan. Consideration should be given to risk rating the recommendations (see Part IV).

Recommendation 14

Council should develop an action plan to progress implementation of the recommendations of the Best Value Review – Community Services. This plan should inform the Community Services Unit Plan and the Council's Management Plan.

Council Response

All Best Value Reviews have an implementation plan developed. Depending on the actions, resources and staff capacity the time frame for implementation can span over four years. Key actions are incorporated into the Service Unit Plans and the implementation plans are reviewed every six months.

Review team comment

The review team acknowledges that Council has developed implementation plans for all of its Best Values reviews and that they are integrated with Service Unit Plans. While this recommendation is considered to have been completed, the implementation of the Community Service Unit Plan is an ongoing process.

ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

5. WORKFORCE RELATIONS**5.1 OVERVIEW**

Council is required to conduct itself as a responsible employer in accordance with a number of legislative responsibilities.

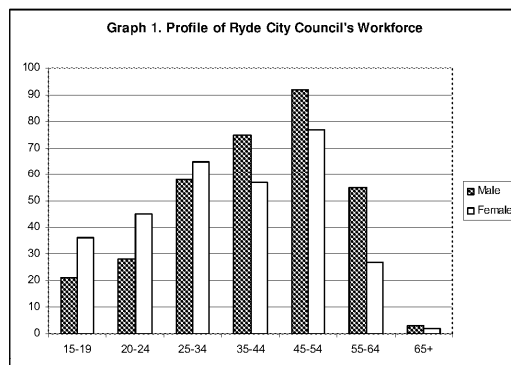
5.1.1 Scope of review

A review was conducted of a range of aspects of Council's workforce relations practices, including:

- *Human resources strategy and workforce planning*
- *Employee attitude surveys*
- *Job descriptions and job evaluation*
- *Recruitment and selection processes*
- *Equal employment opportunity*
- *Occupational health and safety*

5.1.2 Ryde City Council's workforce

Council employs approximately 486 full-time equivalent staff. The age and gender profile of these staff is displayed in graph 1.



Council's workforce is somewhat diverse as follows:

- 1% of its employees identify as being of Aboriginal and Torres Strait Islander origin
- 20% are of culturally and linguistically diverse origins

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

- 6% of its employees have physical impairments.

Overall, the review team observed staff to be very enthusiastic, dedicated and skilled in their areas of expertise.

5.2 BETTER PRACTICE**5.2.1 Occupational Health and Safety**

This is an area where Council is performing very well. Its structures, policies and processes are very sound. In particular, Council received an award for a Risk Assessment model/process. A successful Health and Well-being Program is also offered to staff, which includes health checks and awareness-raising about health issues.

5.3 AREAS REQUIRING FURTHER DEVELOPMENT**5.3.1 Human Resources Team – improvement initiatives**

The Human Resources Team has undergone dramatic change over the last 18 months. A number of experienced staff left Council, which has meant rebuilding an effective team and documenting past practices into policies and procedures. The *Best Value Review Final Report – Human Resources* was finalised in October 2008.

The review identified “*some current areas of good practice within the unit which will, along with the implementation of improvement initiatives, provide a solid basis for moving toward a best practice operation*”. These include:

- strong leadership of the unit with the Manager bringing solid experience
- a dedicated team with a high work ethic and very positive attitude
- awareness of the team of the key people challenges and risks facing the organisation
- identification by staff of specific opportunities for improvement and their eagerness to introduce such initiatives.

Council's initiative in conducting such a review and being committed to implementing its findings and recommendations is commendable. However, based on the recommendations, Council has a number of issues to address in its move towards best practice.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

The Review recommended that the future state of human resources practice at Council be considered in terms of five key areas and proposed specific actions for each area. The reviewers also recommended a number of high priority initiatives related to each of these key areas be implemented over the next 12 months. These are summarised in the table below.

Key Area	High priority initiatives
1. Operational HR Services	<ol style="list-style-type: none"> 1. Implement work process improvements 2. Implement a Human Resources Information System 3. Establish on-line self service for staff 4. HR policies and procedures 5. Communication/training re policies and procedures 6. Transfer responsibility of producing the staff newsletter to the Corporate Communications Unit 7. Include continuous improvement within the Service Unit Plan template.
2. Workforce Planning	<ol style="list-style-type: none"> 1. Undertake a workforce analysis 2. Forecast future organisation needs and match the workforce to these needs 3. Analyse workforce gaps 4. Develop a framework to align workforce planning and business strategy 5. Collect, analyse and interpret data to inform strategies 6. Develop measures to evaluate outcomes 7. Include Workforce Planning as part of the Service Unit Plan template.
3. Workforce Capability	<ol style="list-style-type: none"> 1. Investigate and deliver online training opportunities 2. Conduct leadership training and support programs 3. Develop a risk profile and analysis.
4. Recruitment and Attraction	<ol style="list-style-type: none"> 1. Develop marketing initiatives using existing branding 2. Review recruitment and selection processes 3. Review and strengthen induction processes/programs.
5. People Retention	<ol style="list-style-type: none"> 1. Measure and strengthen employee engagement 2. Develop recognition programs 3. Analyse exit information and intervene when appropriate 4. Review salary system.

ITEM 3 (continued)**ATTACHMENT 1**

Promoting Better Practice Report – Ryde City Council

Recommendation 15

The high priority initiatives identified by the Best Value Review – Human Resources should be included in the Human Resources Service Unit Plan and be progressively implemented over the next 12 months.

Council's Response

All Best Value Reviews have an implementation plan developed. Depending on the actions, resources and staff capacity the time frame for implementation can span over four years. Key actions are incorporated into the Service Unit Plans and Management Plans, and the implementation plans are reviewed every six months.

Council is currently recruiting the Human Resources Manager who will have skills in organisational development to assist in delivering the implementation plan of the Best Value Review.

Review team comment

The review team acknowledges that Council has incorporated the high priority areas identified by the Best Value Review – Human Resources into the service plan for that unit. While this recommendation is considered to have been completed, its implementation is of an ongoing nature.

ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

PART IV. RISK RATING OF RECOMMENDATIONS

The recommendations made in this report have been assessed for a priority ranking based on the following risk analysis.

		CONSEQUENCE		
		Significant <i>Significant risk to the operations of council and if not addressed could cause public outrage, non-compliance with council's statutory responsibilities, severe disruption to council's operations and council's ability to meet its goals.</i>	Moderate <i>Moderate risk to the operations of council and if not addressed could cause adverse publicity, some disruption to council's operations and council's ability to meet its goals.</i>	Minor <i>Minimal risk to the operations of council, little disruption to council's operations and will not limit council's ability to meet its goals.</i>
LIKELIHOOD	Almost certain	High	High	Medium
	Possible	Medium	Medium	Low
	Rare	Medium	Low	Low

Priorities for recommendations: <i>(based on application of risk analysis)</i>	Risk categories could include:
<ul style="list-style-type: none"> • High • Medium • Low 	<ul style="list-style-type: none"> • Reputation • Compliance with statutory requirements • Fraud/corruption • Financial • Legal liability • OH&S

ITEM 3 (continued)

ATTACHMENT 1

Promoting Better Practice Report – City of Ryde Council

PART V. ACTION PLAN

The Action Plan is to be completed and adopted by Council to guide the implementation and monitoring of the recommendations in this report. The review team have allocated notional priority rankings using the risk rating analysis in the previous section. Council is encouraged to review and revise these, if necessary.

RECOMMENDATION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
1. The development of Community Strategic Plan should be used by the General Manager and all councillors to clarify their respective roles and improve their working relationships.	Low*	Staff to continue to work positively with Councillors on strategic issues through the Ryde 2030 process.	June 2011	General Manager	
2. Council should ensure that the reporting on the costs of councillors' expenses and provision of facilities complies with legislative requirements.	High	Revise the reporting template to comply with the legislative requirements.			Completed - ongoing
3. Council should finalise the review of its corporate values and include them in its Code of Behaviour Brochure and website.	Low	Undertake review of values in conjunction with staff Climate Survey. Update current values on Council's website and Code of Behaviour.	October 2010 April 2010	Manager Human Resources Manager Human Resources	
4. The Mayor should explore and implement mechanisms to ensure that control of the meeting is retained at all times.	High	Council to continue and enhance the training program for all Councillors throughout the year (including a specific program on chairing meetings, meeting practices and facilitation).	Ongoing	Manager Councillor Services	
5. Strategies to maintain and build a more productive working relationship between councillors and council officers should be explored and implemented.	High	Facilitated workshops to be conducted between Councillors and senior staff to further strengthen close working relationship.	September 2010	General Manager	
6. Council should finalise a records strategy or guideline to encourage and assist councillors to meet their obligations under the State Records Act 1998.	Medium	Develop a Councillors Recordkeeping Policy.	Complete		Policy endorsed by Council at 4 August 2009 meeting. Completed - ongoing

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Promoting Better Practice Report – Ryde City Council

RECOMMENDATION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
7. Council should review its Gifts and Benefits Policy and then provide training to its employees.	Medium	Review Gifts Policy in line with ICAC Guidelines, including relationship to Code of Conduct. Training provided to staff and Councillors.	June 2010 July-Oct 2010	Group Manager Corporate Services Group Manager Corporate Services	
8. Procedure manuals and guidelines for procurement, tendering and disposal need to include requirements for reporting outcomes or intentions to Council.	Medium	Review Procurement and disposal policies, procedures and checklists to confirm reporting outcomes/intentions to Audit Committee/Council are included. Review and update Council's Tendering procedures in line with Dept LG's recently released Tendering Guidelines.	May 2010 July 2010	Manager Risk and Audit Manager Risk and Audit	
9. Council should ensure that staff are adhering to purchasing and tendering policy and procedures by undertaking regular audits.	High	Continue to undertake general procurement compliance reviews as part of Council's Internal Audit Plan.	On Going	Manager Risk and Audit	
10. Council should ensure that a risk management plan is finalised and implemented as soon as practicable.	High	Complete Enterprise Risk Management Strategy and submit to Council for approval.	July 2010	Manager Risk and Audit	
11. Council should review its Companion Animals management plan to ensure that the requirements of the Companion Animals legislation are included.	Medium*	Review and update the Companion Animals Management Plan to ensure that requirements and changes to legislation are included.	June 2010	Manager Regulatory Services	
12. Council should implement the recommendations from the Finance Unit Best Value Review as outlined in its action plan.	Medium	Continue to undertake the actions identified in the Best Value Review Implementation Plan.	June 2012	Chief Financial Officer	
13. Council must ensure compliance with all legislative requirements for the annual report.	High	Review and confirm requirements to comply with legislation for 2009/2010 Annual Report.	November 2010	Corporate Planning Co-ordinator	

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ATTACHMENT 1

Promoting Better Practice Report – Ryde City Council

RECOMMENDATION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
14. Council should develop an action plan to progress implementation of the recommendations of the Best Value Review – Community Services. This plan should inform the Community Services Unit Plan and the Council's Management Plan.	Low*	Continue to undertake the actions identified in the Best Value Review Implementation Plan.	June 2012	Manager Community and Culture	Completed - ongoing
15. The high priority initiatives identified by the Best Value Review – Human Resources should be included in the Human Resources Service Unit Plan and be progressively implemented over the next 12 months.	High	Continue to undertake the actions identified in the Human Resources Best Value Review Implementation Plan. Recruitment of a Human Resources Manager with a focus on Organisational Development is underway, this will support the recommendations in the Best Value Review.	2010 – 2013 2010	Manager Human Resources Group Manager Corporate Services	Completed - ongoing

Those priorities marked with an * have been amended from the DLG recommendation. The reason for the amendment is provided below for your reference:

Recommendation 1 – The review was undertaken only a few months into the Ryde 2030 process and since that time a lot of work has been undertaken to assist in clarification of roles.

Recommendation 11 – The Plan is currently being reviewed, with a revised version planned to go to Council for adoption in June 2010.

Recommendation 14 – An implementation (action) plan has already been developed and actions being implemented. Key elements of all Best value Reviews are included in the Management Plan and Service Unit Plan.

4 INVESTMENT REPORT - March 2010

Report prepared by: Chief Financial Officer**Report dated:** 8/04/2010**File No.:** GRP/09/7/7 - BP10/165

Report Summary

This report provides details of Council's performance against the benchmark for returns of its investment portfolio for the month of March 2010, the financial year to date and the rolling 12 month period.

Council's year to date return of 4.86% is 1.20% above benchmark, with income from interest on investments now projected at \$3 million, an increase of \$600K over the current budget.

During March, Council's investment in Alpha was downgraded from CCC to CCC-. The impacts and continuing volatility in global financial markets continues to place at risk the principal on some of Council's investments. These are covered by Council's Financial Security Reserve.

In April, one CDO in the Grange/Lehman IMP has been activated to be sold due to its current market pricing as it will achieve a positive outcome on Council's working capital position, based on its current book value. This will also reduce Council's risk exposure to these products.

The report includes the estimated market valuation of Council's investment portfolio with a commentary on significant events in the global financial markets.

The report also details Council's current loan liability. The average return on Council's term deposits is greater than the current interest rate applying to Council's loans.

RECOMMENDATION:

That the report of the Chief Financial Officer, dated 8/04/2010 on INVESTMENT REPORT - MARCH 2010, including the actions being taken to sell certain structured investments as detailed in the report, be endorsed.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Richard Nankivell
Chief Financial Officer

Report Approved By:

Roy Newsome
Group Manager - Corporate Services

ITEM 4 (continued)**Background**

Council's performance against the benchmark for returns of its investment portfolio for the month of March 2010, the financial year to date and the rolling 12 month period are as follows:

	March 2010	12 Months	Fin YTD
Council Return	6.33	4.62	4.86
Benchmark	3.92	3.54	3.66
Variance	2.41	1.08	1.20

Council's year to date return of 4.86% is 1.20% above benchmark, with income from interest on investments now projected at \$3 million, an increase of \$600K over the current budget. This will be included in the March 2010 Quarterly Review.

One key factor in this improved outcome in Council's investment returns is a deliberate strategy taken by Council's staff in utilising the Commonwealth Government's guarantee of investment funds up to \$1 million in Authorised Deposit Taking Institutions (ADIs). This has resulted in Council investing across a range of financial institutions, mainly credit unions, in obtaining higher interest rate returns and at the same time having the protection of the Commonwealth Government's guarantee. This guarantee remains in place until October 2011.

All Council's investments complied with the Minister for Local Government's Investment Order dated 15 August 2008 and Council's Investment Policy when acquired, however the following investment's credit ratings are now below the Minister's Order:

Investment	Rating	Maturity
• Grange IMP - Quartz CDO	CCC-	20/12/2010
- Flinders CDO	N/R	20/03/2012
- Merimbula CDO	N/R	20/06/2013
- Torquay CDO	CCC-	20/06/2013
- Scarborough CDO	CCC-	23/06/2014
- Global Bank Note CDO	N/R	20/09/2014
- Glenelg CDO	CCC	22/12/2014
• Alpha CDO	CCC-	20/03/2012
• Covent Garden CDO	C	20/09/2012
• Oasis CDO	CCC-	04/09/2014

Under the Minister's Order, Council is required to divest itself of these investments as soon as practicable. With the exception of the investments in the Grange IMP, these investments were purchased with the intention of holding them to maturity.

ITEM 4 (continued)

Whilst Council officers continue to work closely with Oakvale Capital Limited to manage Council's Investment Portfolio and to seek viable options to exit the above investments, options remain severely limited.

Report

The Chief Financial Officer as Council's Responsible Accounting Officer is required to report to Council on a monthly basis on Council's Investment Portfolio and to certify that the Investments are held in accordance with Council's Investment Policy and Section 625 of the Local Government Act.

Investment Performance Commentary

Council's investment portfolio as at 31 March 2010 was as follows:

	February 2010	
Cash/Term Deposits	\$48.8M	62.0%
Floating Rate Notes	\$ 2.0M	2.5%
CDOs	\$ 6.0M	7.6%
Managed Funds	\$ 0.8M	1.1%
Other Financial Products	\$ 6.0M	7.6%
Total Cash Investments	<u>\$63.6M</u>	
Property	<u>\$15.1M</u>	19.18%
Total Investment Portfolio	<u>\$78.7M</u>	

During March, AMBAC Assurance experienced a credit event, impacting on Council's Alpha investment and two investments within the Grange IMP, being Quartz and Torquay. Whilst Council's investment in Alpha was downgraded from CCC to CCC-, there have been no other movements in ratings within Council's investment portfolio since the last Investment Report, which was submitted to Council on 23 March 2010.

Council's Financial Security Reserve (FSR) which was created to protect Council from the impact of the Global Financial Crisis has a balance of \$4.1 million and is still regarded as adequate in meeting any potential loss for its at risk investments.

As reported previously to Council, Council's staff continue to manage Council's investment portfolio in conjunction with receiving investment advice from Council's adviser, Oakvale. Based on this advice, it is proposed to sell certain Capital protected and structured investments held by Council, where prices are competitive and advantageous to Council.

A review is currently in progress for certain capital protected products, which may result in some of these investments being sold. In April, pricing on the Flinders CDO investment within the Grange/Lehman IMP, has been received that is seen to be advantageous to Council. If Council is successful in the sale of this product, this will have a positive impact on Council's overall financial position as the value will exceed the investment's current book value. Further details on the outcome of this proposed sale will be provided in the monthly Investment Report once the sale has been completed.

ITEM 4 (continued)**Economic Commentary**

The Reserve Bank of Australia (RBA) raised rates in early April, taking the official cash rate to 4.25%. This came about immediately after its Governor, Glenn Stevens took the unprecedented step of appearing on television warning about highly leveraged investment in dwellings as a path to wealth creation. The RBA is keen to keep a cap on speculative bubbles in housing, but will also be mindful of the need to balance this against a recovery that is very much dependent on the world's major economies. It is anticipated that the RBA will move towards a more "normal" interest rate level in the coming months, but it is a matter of speculation as to exactly what this level will be.

The main focus of the statement issued by the RBA was notable in addressing the Australian economy with emphasis placed on the rising terms of trade (higher commodity prices).

Internationally, in mid March ratings agency Moodys warned that both the United States and the United Kingdom could lose their AAA rating on sovereign debt if they don't get domestic finances on a more solid footing (cut spending and reduce borrowing). U.S. banks are carrying high levels of government debt and sales of existing US homes again fell in February for a third month.

Legal Issues

As previously reported to Council, Piper Alderman have been engaged to provide advice on legal options available to Council in relation to its investments. Council's General Counsel will provide further updates to Council as developments occur.

Council's Property Investment Portfolio

The following properties were held as part of Council's Property Investment portfolio:

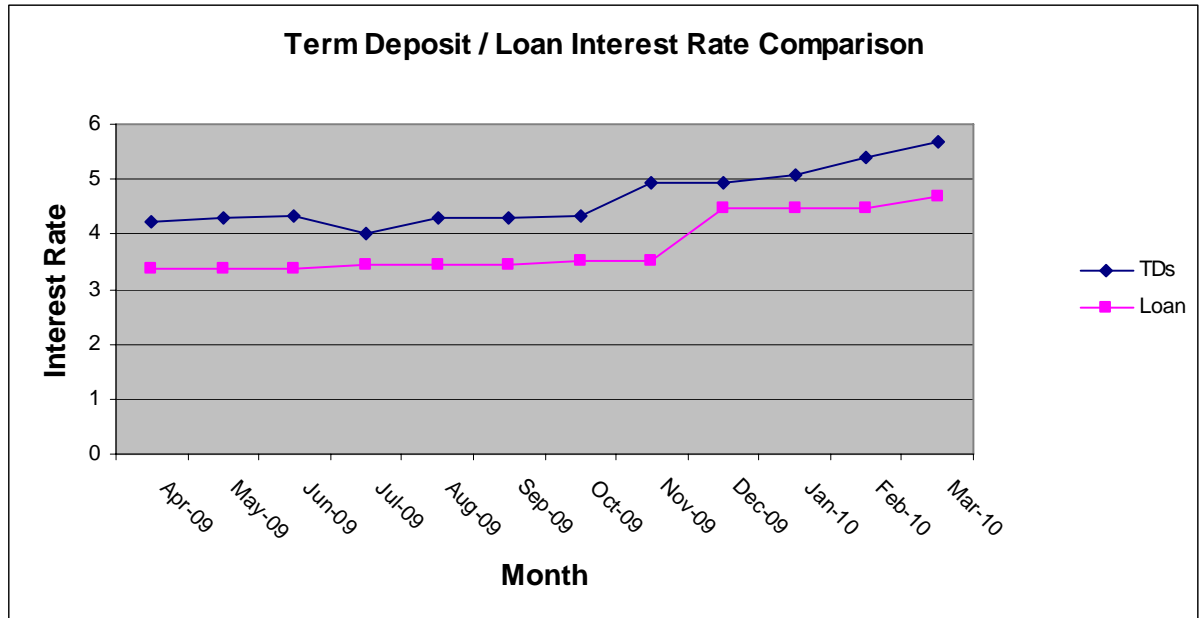
2 Dickson Avenue, West Ryde
1a Station St, West Ryde
8 Chatham Road, West Ryde
202 Rowe St, Eastwood (commercial)
226 Victoria Rd, Gladesville (commercial)
West Ryde Car Park Site
Herring Road Air Space Rights

Loan Liability

Council's loan liability as at 31 March 2010 was \$4.9 million which represents the balance of one (1) loan taken out in 2004 for the Civic Centre Redevelopment and refinancing the West Ryde Tunnel. This loan was for 15 years and was negotiated at a very attractive rate for Council at BBSW + 20 basis points and is reset every 90 days.

ITEM 4 (continued)

The following graph shows the average interest rate earned on Council term deposits compared to the interest rate applying to this loan.

**Comparative Financial Data****Council Loan Current interest rate**

Current interest rate 4.69%

Term Deposit

Current average interest rate 5.68%

Debt Service Ratio

Category 3 Councils	2007/08	3.13%
City of Ryde	2009/10	0.90%

Due to the favourable terms negotiated with this loan, and the current economic climate, Council is earning a higher rate of return in investing these funds than it is paying as loan interest – i.e. it produces a positive cash inflow to Council.

On this basis, there is no advantage to Council in changing these arrangements or repaying this loan earlier than planned.

Types of Investments:

At Call refers to funds held at a financial institution, and can be recalled by Council either same day or on an overnight basis.

ITEM 4 (continued)

A **Floating Rate Note (FRN)** is a longer term investment issued by a financial institution with a variable interest rate. The adjustments to the interest rate are usually made quarterly, and are tied to a certain money market index such as the Bank Bill Swap Rate.

A **Floating Rate CDO** or **Collateralised Debt Obligation (CDO)** is an investment backed by a diversified pool of one or more classes of debt. These investments are for longer terms and offer a higher rate of interest. Credit ratings are assigned to these investments as detailed in the portfolio.

A **Constant Proportion Debt Obligation** or **CPDO** is an investment in an index of debt securities, similar in theory to a CDO. The investment index is periodically rolled, whereby the Special Purpose Vehicle buys protection on the old index, and sells protection on the new index.

Credit Rating Information

Credit ratings are generally a statement as to an institution's credit quality. Ratings ranging from AAA to BBB- (long term) are considered investment grade.

A general guide as to the meaning of each credit rating is as follows:

AAA:	the best quality companies, reliable and stable
AA:	quality companies, a bit higher risk than AAA
A:	economic situation can affect finance
BBB:	medium class companies, which are satisfactory at the moment
BB:	more prone to changes in the economy
B:	financial situation varies noticeably
CCC:	currently vulnerable and dependent on favourable economic conditions to meet its commitments
CC:	highly vulnerable, very speculative bonds
C:	highly vulnerable, perhaps in bankruptcy or in arrears but still continuing to pay out on obligations
D:	has defaulted on obligations and it is believed that it will generally default on most or all obligations

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INVESTMENT SUMMARY AS AT 31 MARCH 2010

Issuer	Investment Name	Investment Rating	Invested at 31-Mar-10 \$000's	Annualised Period Return (%)	12 Month Average Return on Current Investments (%)	Return since 01 July 2009	% of Total Invested	Indicative Market Value ** \$000's	% Market Value
CBA	1. Shield Series 21	AA	500	3.97	3.22	2.89	0.79	587	117.44%
Select Access Investments (no 2) Ltd	2. Titanium AAA	A+	2,000	5.26	4.45	4.62	3.14	1,948	97.39%
Alpha Financial Products	3. Alpha	CCC-	1,000	1.05	1.95	1.56	1.57	250	25.00%
Helix Capital	4. OASIS	CCC-	1,000	5.70	5.08	5.17	1.57	85	8.50%
Westpac	5. FOCUS Note	AA	500	0.00	0.00	0.00	0.79	452	90.44%
Westpac	6. Camelotfund	AA	500	0.00	0.00	0.00	0.79	458	91.65%
Grange	7. Grange IMP	Unrated	835	21.59	-20.21	10.82	1.31	835	100.00%
AB Svensk Exportkredit	8. Global Protected Property Note VII	AA+	1,000	0.00	0.00	0.00	1.57	895	89.54%
Longreach	9. Longreach CPWF	AAA	2,000	2.01	2.01	2.01	3.14	1,890	94.52%
CBA	10. ELD Series 4	AA	500	3.00	3.00	3.00	0.79	490	98.08%
Obelisk Trust 2007-3	11. Covent Garden	C	2,000	5.15	4.84	4.84	3.14	0	0.01%
ANZ	12. ANZ 3 YEAR SENIOR	AA	1,000	4.59	4.02	4.02	1.57	1,000	100.00%
Credit Suisse First	13. Trident	A+	1,000	61.20	21.65	21.65	1.57	1,071	107.13%
Westpac	14. Westpac At Call	AA	791	5.53	3.70	3.48	1.24	791	100.00%
CBA	15. CBA TCD 5 Yr (Floating)	AAA	1,000	5.48	4.91	4.98	1.57	1,033	103.30%
CBA	16. CBA TCD 5 Yr (Fixed)	AAA	995	6.02	6.01	6.01	1.56	992	99.68%
BoQ	17. Bank of Queensland TD	AAA	1,000	4.55	4.55	4.55	1.57	1,000	100.00%
ANZ	18. ANZ (Esanda) 365 Day TD	AA	1,000	4.45	4.45	4.45	1.57	1,000	100.00%
MyState CU	19. MyState CU TD	AAA	1,000	6.12	6.11	6.12	1.57	1,000	100.00%
Police & Nurses Credit Union	20. Police & Nurses Credit Union	AAA	1,000	6.22	6.06	6.17	1.57	1,000	100.00%
NSW Teachers CU	21. NSW Teachers CU TD	AAA	1,000	6.07	5.95	6.00	1.57	1,000	100.00%
Bankwest	22. Bankwest TD	AA	8,000	5.37	5.37	5.37	12.57	8,000	100.00%
DefCredit	23. Defence Credit Union TD	AAA	1,000	6.34	6.34	6.34	1.57	1,000	100.00%
Railways CU	24. Railways CU	AAA	1,000	6.00	6.00	6.06	1.57	1,000	100.00%
New England Credit Union	25. New England CU TD	AAA	1,000	5.98	5.98	5.98	1.57	1,000	100.00%
Old Police CU	26. Old Police CU TD	AAA	1,000	5.93	5.93	5.93	1.57	1,000	100.00%
NAB	27. NAB Term Deposit	AA	4,000	5.17	5.17	5.17	6.29	4,000	100.00%
Westpac	28. Westpac Term Deposit	AA	3,000	5.51	5.51	5.51	4.72	3,000	100.00%
Capricornia CU	29. Capricornia CU TD	AAA	1,000	6.19	6.19	6.19	1.57	1,000	100.00%
Old Country CU	30. Old Country Credit Union	AAA	1,000	5.88	5.88	5.88	1.57	1,000	100.00%
Westpac	31. Westpac Term Deposit	AA	3,000	5.37	5.37	5.37	4.72	3,000	100.00%
Community CPS	32. Community CPS TD	AAA	1,000	5.89	5.89	5.89	1.57	1,000	100.00%
Adelaide Bank	33. Adelaide Bank TD	AAA	1,000	6.31	6.31	6.31	1.57	1,000	100.00%
Hunter United Credit Union	34. Hunter United Credit Union TD	AAA	1,000	5.99	5.99	5.99	1.57	1,000	100.00%
CUA	35. Credit Union Australia TD	AAA	1,000	5.88	5.88	5.88	1.57	1,000	100.00%
NAB	36. NAB TD	AA	2,000	5.34	5.34	5.34	3.14	2,000	100.00%
Coastline CU	37. Coastline Credit Union TD	AAA	1,000	6.28	6.28	6.28	1.57	1,000	100.00%
Savings & Loans CU	38. Savings & Loans CU	AAA	1,000	6.30	6.30	6.30	1.57	1,000	100.00%
Bank of Cyprus (Aust)	39. Bank of Cyprus (Aust) TD	AAA	1,000	7.12	7.12	7.12	1.57	1,000	100.00%
Australian Defence Credit Union	40. Australian Defence CU TD	AAA	1,000	5.76	5.76	5.76	1.57	1,000	100.00%
Rural Bank	41. Rural Bank	AAA	1,000	6.45	6.45	6.45	1.57	1,000	100.00%
Banana Coast CU	42. Banana Coast CU TD	AAA	1,000	6.42	6.42	6.42	1.57	1,000	100.00%
Qantas Staff CU	43. Qantas Staff CU TD	AAA	1,000	6.16	6.16	6.16	1.57	1,000	100.00%
Southern Cross CU	44. Southern Cross CU TD	AAA	1,000	5.88	5.88	5.88	1.57	1,000	100.00%
SGE CU	45. SGE Credit Union TD	AAA	1,000	5.46	5.46	5.46	1.57	1,000	100.00%
B&E Ltd	46. B & E Building Soc TD	AAA	1,000	5.96	5.96	5.96	1.57	1,000	100.00%
Victoria Teachers CU	47. Victoria Teachers CU	AAA	1,000	6.45	6.45	6.45	1.57	1,000	100.00%
CBA	48. CBA TD	AAA	1,000	6.04	6.04	6.04	1.57	1,000	100.00%
TOTALS/WEIGHTED AVERAGES			63,621	6.33	4.73	5.19	100	59,779	

*Monthly returns when annualised can appear to exaggerate performance

**Market valuations are indicative prices only, and do not necessarily reflect the price at which a transaction could be entered into.

Return including Matured/Traded Investments**Weighted Average Return**

6.33 4.62 4.86

Benchmark Return: UBSA 1 Year Bank Bill Index (%)**3.92 3.54 3.66****Variance From Benchmark (%)****2.41 1.08 1.20****Investment Income****\$000's**

This Period

326

Financial Year To Date

2,342

Budget Profile

2,200

Variance from Budget - \$

142

ITEM 4 (continued)**Certificate of the Chief Finance Officer**

I certify that as at the date of this report, the investments listed have been made and are held in compliance with Council's Investment Policy and applicable legislation, with the exception of the following investments:

Grange IMP - Quartz CDO	CCC-
- Merimbula CDO	NR
- Flinders CDO	NR
- Glenelg CDO	CCC
- Scarborough CDO	CCC-
- Torquay CDO	CCC-
- Global Bank Note CDO	NR
Oasis CDO	CCC-
ALPHA CDO	CCC-
Covent Garden	C



Richard Nankivell

8/4/2010

Date

Council's Investment Powers

Council's investment powers are regulated by Section 625 of the Local Government Act, which states:

- (1) A council may invest money that is not, for the time being, required by the council for any other purpose.
- (2) Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.
- (3) An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.
- (4) The acquisition, in accordance with section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.

Council's investment policy requires that all investments are to be made in accordance with:

- Local Government Act 1993 - Section 625
- Local Government Act 1993 - Order (of the Minister) dated 31 July 2008
- The Trustee Amendment (Discretionary Investments) Act 1997 – Sections 14A(2), 14C(1) & (2)
- Local Government (Financial Management) Regulation 1993
- The Code of Accounting Practice and Financial Reporting
- Investment Guidelines issued by the Department of Local Government

ITEM 4 (continued)

The Department of Local Government is currently preparing guidelines aimed at assisting Councils in developing a comprehensive investment policy.

Council Officers will work with its investment advisor, Oakvale Capital Limited to develop a revised draft Investment Policy which will be submitted to the Finance & Audit Committee for consideration following release of the DLG guidelines.

Overview of Investments

A brief overview of all investments held by the City of Ryde is provided;

1. **CBA - Shield Capital Protected Series 21 (AAp):** Council invested in the Shield Capital Protected Hedge Fund Note on 24 March 2004. This is a medium to long term investment (3-7 years) and matures on 28 March 2011. The investment is capital guaranteed by CBA on maturity. The note is linked to the performance of a diversified fund of hedge funds, being Colonial First State Wholesale Global Diversified Strategies Fund. The target return at maturity is anticipated to be over 10% pa annualised. This is a volatile investment that has active market exposure. No fees are payable by Council on this investment.
2. **Titanium (Originally AAA now A):** CDO with a portfolio of a minimum of 100 investment grade names, paying 80 bps over 90 days BBSW. This investment was purchased on 14 June 2005. The investment is for 5.5 years and matures on 14 December 2010. This CDO was downgraded to A with advice being received in late December 2009. No fees are payable by Council on this investment.
3. **FRN Alpha (Originally AA now CCC-):** This is a CDO that pays 250 bps above 180 day BBSW. This investment was purchased on 11 April 2006. The investment is for 6 years and matures on 20 March 2012. The CDO containing 2 separate portfolios, a capital portfolio and an income portfolio. The 2 portfolios are managed to maintain ratings stability. The CDO was previously downgraded to A- on 25 September 2008 and has now been downgraded to BBB watch negative on 31 October 2008, downgraded to B+ on 5 February 2009, to CCC in August 2009, and subsequently to CCC- in March 2010. No fees are payable by Council on this investment.
4. **OASIS (Originally AA now CCC-):** This is a CDO that pays 140 bps above 90 day BBSW. This investment was purchased on 4 September 2006. The investment is for 8 years and matures on 4 September 2014. This is a CDO that is actively managed by Société Générale. The CDO was downgraded to BBB- on 29 September 2008 with advice being received in early April 2009 that this investment has been further downgraded to CCC-. No fees are payable by Council on this investment.

ITEM 4 (continued)

- 5. FOCUS Note (AAp):** This investment was purchased on 20 December 2006. This is a medium to long term investment (3-7 years) and matures on 20 December 2012. The capital of the investment is guaranteed by Westpac on maturity. This investment consists of a dynamically managed portfolio comprising investments in the BT Focus Australian Share Fund, and aims to outperform the S&P/ASX 300 Accumulation Index by 5% over a 3 to 5 year horizon. This note has had an annualised return of 3.62% since inception, with short term returns anticipated to be volatile. This note also pays a biannual contingent coupon of 180 day Bank Bill swap rate (currently approximately 8.00%). Westpac receive a principal protection fee of 0.90 p.a., an upfront structuring and distribution fee of 2.50%. BT Financial Group receives a management fee of 0.60% p.a., and a performance fee of 15%. The performance fee is only paid if the performance of the fund before fees exceeds the S&P/ASX Accumulation index plus the management fee. On 28 October 2008 advice was received that the recent volatility in the global financial markets had triggered the capital protection mechanism in this investment with 100% of the portfolio now invested in a zero coupon bond. Council will not receive any further coupon payments between now and the December 2012 maturity date but will receive the full face value of the investment at maturity.
- 6. Camelotfund (AAp):** This investment was purchased on 1 March 2007. The investment is for 5 years and matures 25 January 2012. This investment is in a fund that provides opportunity to diversify into a foreign exchange strategy with low correlation to other products and asset classes. Short term (i.e. monthly) returns on this note will be volatile. The SPV set up by Westpac receives a distribution fee of 2% of the note value, and the manager receives a management fee of 1% p.a., and a performance fee of 15% above 6M BBSW. Westpac receives a capital protection fee of 1% p.a. times NAV. This investment is capital protected by Westpac.
- 7. Grange (Lehman Brothers) IMP:** This is a portfolio of FRNs, CDOs and Bank issued securities managed by Grange Securities on Council's behalf. Lehman Brothers have cancelled the management agreement, and this portfolio is currently static. The IMP comprises the following investments:

<i>Investment</i>	<i>Maturing</i>	<i>Call Date</i>
Quartz CDO	20/10/2010	20/12/2008
Flinders CDO	20/03/2012	20/03/2009
Torquay CDO *	20/06/2013	20/06/2009
Merimbula CDO	20/06/2013	
Scarborough CDO *	23/06/2014	23/06/2009
Glenelg CDO *	22/12/2014	22/06/2009
AAA (Berryl) Global Bank Note CDO	20/09/2014	
HSBC FRN *	22/09/2016	22/09/2011

* If not called an additional margin paid

ITEM 4 (continued)

8. Global Protected Property Note VII (AAp+): This investment was purchased on 13 March 2007. The investment is for 4.5 years and matures on 20 September 2011. It is a capital guaranteed investment which provides Council with a return on maturity based on the performance of three international property funds. It is anticipated that performance at the commencement of this investment will be low, with returns geared heavily towards the end life of the investment. This note was invested in as a result of a swap out of the earlier series VI note, in which Council realised a profit of \$237K capital profit after 9 months. Capital protection fee of 1.1% to Svensk Export Kredit.

9. Longreach Capital Protected Wholesale Fund (AAAp): This investment is in property, infrastructure and utilities. This investment was purchased on 16 May 2007. The investment is for 5 years and matures on 16 May 2012. The Fund Manager's expectation is a target range of 8% to 10% pa over the life of the investment. Council receives a minimum coupon of 2% pa. There is a fee of 0.95% pa payable of the capital protection amount, plus a performance fee of 25% if the fund performs at or above UBS Bank Bill Index + 4%.

10. Equity Linked Deposit Series 4 (AAp): This note is almost identical to the structure of the ELD 2 (No 12) above, except that returns are based on the performance of a reference basket of resource stocks. This investment was purchased on 5 June 2007.

The investment is for 3 years and matures on 5 June 2010. Minimum return is 3.00% pa, and returns are capped at 11.50% with the actual return for each year to be calculated in June. No fees are payable by Council on this investment.

11. Covent Garden (Originally AA now C): This is a managed CDO paying 120 bps over 90 day BBSW. This investment was purchased on 6 July 2007. The investment is for 5 years and matures on 20 September 2012. Advice was received on 11 November 2008 that this investment has been downgraded to CCC and then to C. No fees are payable by Council on this investment.

12. ANZ 3 Year Senior Debt (AA): Floating Rate Note issued by the ANZ bank, paying 32 bps over 90 day BBSW. This investment was purchased on 18 September 2007. The investment is for 3 years and matures on 18 September 2010. No fees are payable by Council on this investment.

13. Trident (Originally AA now Ap+): This investment was purchased on 30 May 2007. The investment is for 4 years and matures on 30 May 2011. The investment which is capital protected has exposure to a basket of bond funds, with a coupon paid 6 monthly of 50% of the positive performance of the funds, with the other 50% being reinvested. There is a distribution fee charged upfront of 2%, plus a principal protection fee of 0.95% p.a. of the portfolio value, plus a leverage charge of USD 30 day LIBOR +0.50% p.a. on any leverage amount.

ITEM 4 (continued)

- 14. Westpac At Call Account (AA):** This investment is an at call account, paying the short term money market rate. These funds are used for operational purposes.
- 15. CBA TCD 5 Yr (Floating) (AAA):** This is a floating rate note issued at a margin of 120 points above 90 day BBSW, maturing 17 December 2013. Council took up the optional government guarantee on this investment at a fee of 70 basis points.
- 16. CBA TCD 5 Yr (Fixed) (AAA):** This is a fixed rate note issued at 5.75% above 90 day BBSW, maturing 17 December 2013. Council took up the optional government guarantee on this investment at a fee of 70 basis points.
- 17. Bank of Queensland Term Deposit (AAA):** This investment is an 18 month term deposit, paying 4.50% (4.55% annualised) and matures on 29 July 2010, with interest payable semi-annually. No fees are payable by Council on this investment.
- 18. ANZ Term Deposit (AA):** This investment is a 365 day term deposit, paying 4.45% and matures on 26 July 2010. No fees are payable by Council on this investment.
- 19. MyState CU Term Deposit (AAA):** This investment is a 91 day term deposit, paying 5.98% (6.12% annualised) and matures on 20 May 2010. No fees are payable by Council on this investment.
- 20. Police & Nurses Credit Union Term Deposit (AAA):** This investment is a 60 day term deposit paying 5.88% (6.03% annualised) and matures on 26 March 2010. No fees are payable by Council on this investment.
- 21. NSW Teachers Credit Union Term Deposit (AAA):** This investment is a 60 day term deposit paying 5.79% (5.93% annualised) and matures on 26 March 2010. No fees are payable by Council on this investment.
- 22. Bankwest Term Deposit (AA):** This investment is a 63 day term deposit paying 5.25% (5.37% annualised) and matures on 6 April 2010. No fees are payable by Council on this investment.
- 23. Defcredit Credit Union Term Deposit (AAA):** This investment is a 90 day term deposit paying 6.19% (6.34% annualised) and matures on 5 May 2010. No fees are payable by Council on this investment.
- 24. Railways CU Term Deposit (AAA):** This investment is a 61 day term deposit paying 5.86% (6.00% annualised) and matures on 6 April 2010. No fees are payable by Council on this investment.
- 25. New England CU Term Deposit (AAA):** This investment is a 62 day term deposit paying 5.84% (5.98% annualised) and matures on 12 April 2010. No fees are payable by Council on this investment.

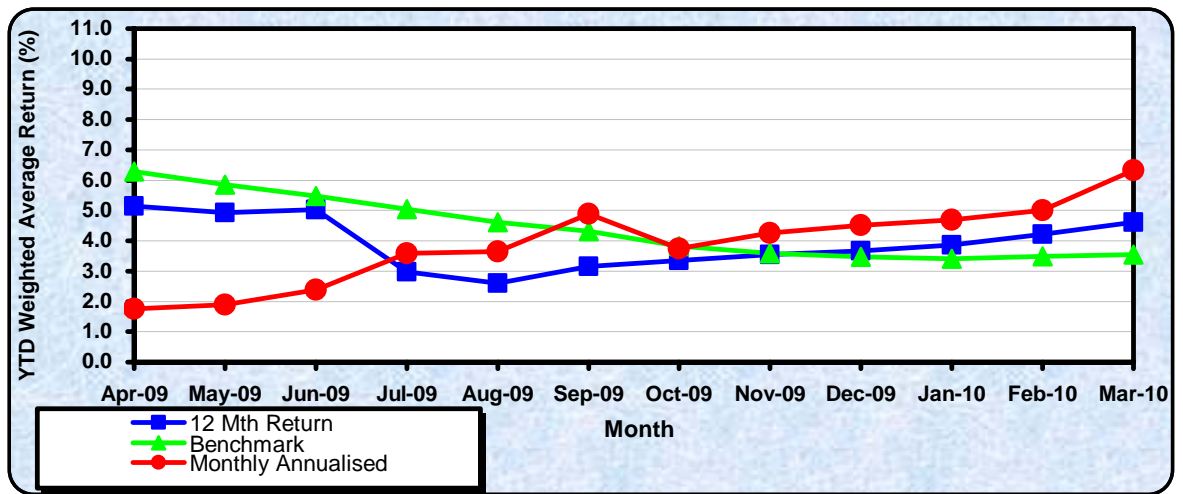
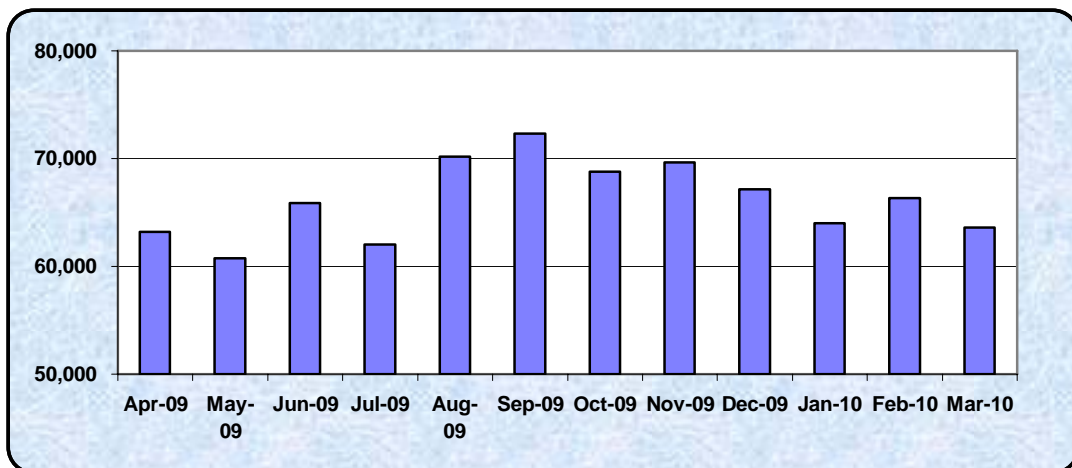
ITEM 4 (continued)

- 26. Queensland Police CU Term Deposit (AAA):** This investment is a 90 day term deposit paying 5.80% (5.93% annualised) and matures on 10 May 2010. No fees are payable by Council on this investment.
- 27. NAB Term Deposit (AAA):** This investment is a 59 day term deposit paying 5.06% (5.17% annualised) and matures on 9 April 2010. No fees are payable by Council on this investment.
- 28. Westpac Term Deposit (AAA):** This investment is a 60 day term deposit paying 5.79% (5.93% annualised) and matures on 26 March 2010. No fees are payable by Council on this investment.
- 29. Capricornia CU Term Deposit (AAA):** This investment is a 90 day term deposit paying 6.05% (6.19% annualised) and matures on 11 May 2010. No fees are payable by Council on this investment.
- 30. Queensland Country CU Term Deposit (AAA):** This investment is a 60 day term deposit paying 5.74% (5.88% annualised) and matures on 12 April 2010. No fees are payable by Council on this investment.
- 31. Westpac Term Deposit (AAA):** This investment is a 60 day term deposit paying 5.25% (5.37% annualised) and matures on 12 April 2010. No fees are payable by Council on this investment.
- 32. Community CPS CU Term Deposit (AAA):** This investment is a 60 day term deposit paying 5.75% (5.89% annualised) and matures on 19 April 2010. No fees are payable by Council on this investment.
- 33. Adelaide Bank Term Deposit (AAA):** This investment is a 151 day term deposit paying 6.20% (6.31% annualised) and matures on 19 July 2010. No fees are payable by Council on this investment.
- 34. Hunter United Employees CU Term Deposit (AAA):** This investment is a 90 day term deposit paying 5.86% (5.99% annualised) and matures on 24 May 2010. No fees are payable by Council on this investment.
- 35. Credit Union Australia Term Deposit (AAA):** This investment is a 62 day term deposit paying 5.74% (5.88% annualised) and matures on 26 April 2010. No fees are payable by Council on this investment.
- 36. NAB Term Deposit (AAA):** This investment is a 62 day term deposit paying 5.23% (5.34% annualised) and matures on 26 April 2010. No fees are payable by Council on this investment.
- 37. Coastline CU Term Deposit (AAA):** This investment is a 120 day term deposit paying 6.15% (6.28% annualised) and matures on 24 June 2010. No fees are payable by Council on this investment.

ITEM 4 (continued)

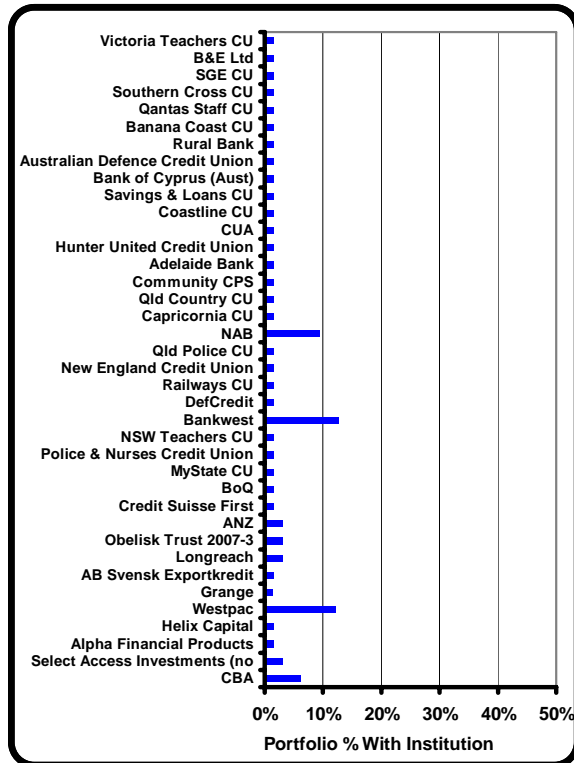
- 38. Savings & Loans CU Term Deposit (AAA):** This investment is a 180 day term deposit paying 6.20% (6.30% annualised) and matures on 31 August 2010. No fees are payable by Council on this investment.
- 39. Bank of Cyprus (Aust) Term Deposit (AAA):** This investment is a 19 month term deposit paying 7.00% (7.12% annualised) and matures on 30 September 2011. No fees are payable by Council on this investment.
- 40. Australian Defence Force CU Term Deposit (AAA):** This investment is a 62 day term deposit paying 5.63% (5.76% annualised) and matures on 5 May 2010. No fees are payable by Council on this investment.
- 41. Rural Bank Term Deposit (AAA):** This investment is a 6 month term deposit paying 6.35% (6.45% annualised) and matures on 6 September 2010. No fees are payable by Council on this investment.
- 42. Banana Coast CU Term Deposit (AAA):** This investment is a 150 day term deposit paying 6.30% (6.42% annualised) and matures on 5 August 2010. No fees are payable by Council on this investment.
- 43. Qantas Staff CU Term Deposit (AAA):** This investment is a 19 month term deposit paying 6.02% (6.16% annualised) and matures on 9 June 2010. No fees are payable by Council on this investment.
- 44. Southern Cross CU Term Deposit (AAA):** This investment is a 90 day term deposit paying 5.75% (5.88% annualised) and matures on 16 June 2010. No fees are payable by Council on this investment.
- 45. SGE Credit Union Term Deposit (AAA):** This investment is a 32 day term deposit paying 5.33% (5.46% annualised) and matures on 19 April 2010. No fees are payable by Council on this investment.
- 46. B & E Ltd Building Society Term Deposit (AAA):** This investment is a 90 day term deposit paying 5.83% (5.96% annualised) and matures on 16 June 2010. No fees are payable by Council on this investment.
- 47. Victoria Teachers CU Term Deposit (AAA):** This investment is a 6 month term deposit paying 6.35% (6.45% annualised) and matures on 21 September 2010. No fees are payable by Council on this investment.
- 48. CBA Term Deposit (AAA):** This investment is a 6 month term deposit paying 5.95% (6.04% annualised) and matures on 21 September 2010. No fees are payable by Council on this investment.

ITEM 4 (continued)

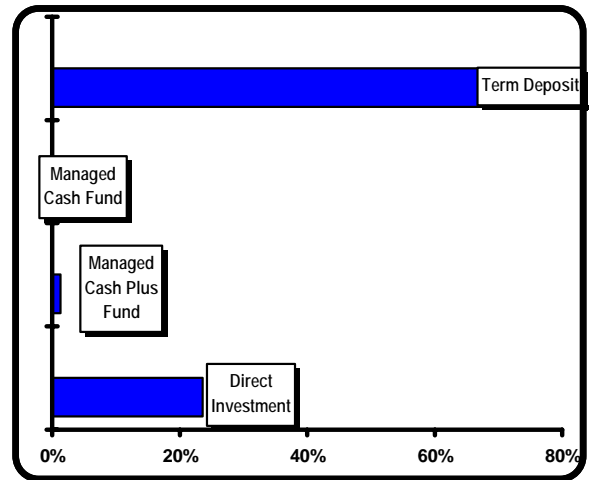
Investment Performance - All Investments**Total Funds Invested**

ITEM 4 (continued)

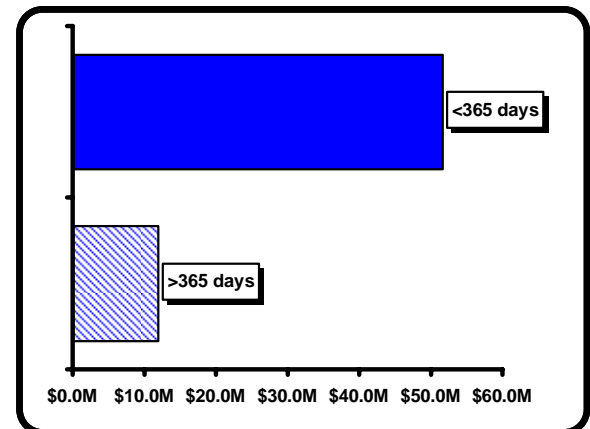
Active Investment Summary By Institution



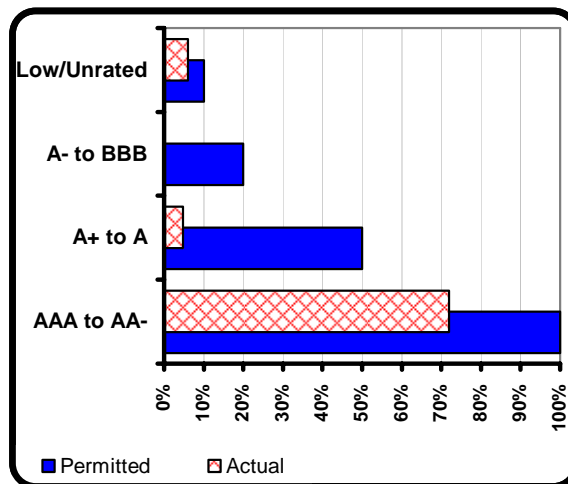
Summary By Investment Type



Summary By Duration



Active Investment Summary By Credit Rating



	>365 days	<365 days
FRN's	\$1.0M	\$1.0M
CDO's	\$4.0M	\$2.0M
Other	\$5.0M	\$1.0M
Mgd Funds	\$0.0M	\$0.8M
Cash/TDs	\$2.0M	\$46.8M
	\$12.0M	\$51.6M

ITEM 4 (continued)**Consultation**

Council business units consulted included:-

- Finance Unit

Internal Workshops held:-

- Nil

External public consultation included:-

- Nil

Council officers have regular discussions and meetings with Investment Issuers and Council's Investment Advisor Oakvale Capital Limited to monitor the impact of market conditions on the performance of Council's investments and the economic outlook going forward.

Critical Dates

The Chief Financial Officer as Council's Responsible Accounting Officer is required to report to Council on a monthly basis on Council's Investment Portfolio and to certify that the Investments are held in accordance with Council's Investment Policy and Section 625 of the Local Government Act.

Financial Impact

Council's income from interest on investments is in excess of budget projections and is expected to generate in excess of \$3 million for the 2009/2010 year.

The ongoing volatility and turmoil in financial markets is continuing to place at risk the principal of some of Council's investments, with Council's Financial Security Reserve with a current balance of \$4.1 million in place, to meet any loss experienced by Council.

Policy Implications

There are no policy implications through the adoption of the recommendation.

The recommendation is consistent with Section 625 of the Local Government Act, which deals with the investment of surplus funds by Council's.

Other Options

Not Applicable

ITEM 4 (continued)**Conclusion**

Council's year to date return to March 2010 is 4.86%, which is 1.20% above the benchmark.

Council's income from interest on investments is now projected to be approximately \$3 million, an increase of \$600,000 above the current budget.

Whilst the impacts and continuing volatility in global financial markets continues to place at risk the principal on some of Council's "at risk" investments, Council's Financial Security Reserve of \$4.1 million is considered adequate to meet any future investment losses arising from the Global Financial Crisis.

5 JOINT REGIONAL PLANNING PANEL - Nomination of Members

Report prepared by: General Counsel**Report dated:** 14/04/2010**File No.:** GRP/10/5/001/6 - BP10/181

REPORT SUMMARY

This report seeks Council's endorsement to take certain action with respect to Council's nominees on the Joint Regional Planning Panel.

RECOMMENDATION:

- (a) Pursuant to clause 9(1)(d) of Schedule 4 to the Act, Council revokes the office of Mr Michael Whittaker as a member of the Panel.
- (b) Pursuant to clause 2(4) of Schedule 4 to the Act, Council nominates Mr John Neish as a member of the Panel.
- (c) Council delegates to Mr John Neish and Mr Kim Woodbury the authority to, in accordance with clause 8 of Schedule 4 to the Act, appoint alternate members to the Panel and revoke any such appointments.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Joe Strati
General Counsel

Report Approved By:

John Neish
General Manager

ITEM 5 (continued)**REPORT**

On 23 June 2009, Council resolved to nominate two Council staff members, namely, Mr Michael Whittaker (the then General Manager) and Mr Kim Woodbury (Group Manager Public Works) as Council's members on the Joint Regional Planning Panel ("**Panel**").

Since Mr Whittaker's resignation from office, Council has not replaced him with a current Council employee. In the absence of doing so, Mr Whittaker remains a member of the Panel as his resignation from Council does not constitute vacation of such membership (see clause 9 of Schedule 4 to the *Environmental Planning and Assessment Act 1979* ("**Act**").

Given the recent appointment of Mr John Neish as General Manager, it would be appropriate for Council to appoint Mr Neish to replace Mr Whittaker on the Panel.

The opportunity also arises for Council to consider appointing alternate members to the Panel. The utility of having alternate members is that it provides the Council Panel members with some flexibility in relation to their availability (given that Panel meetings are generally arranged at the convenience of the permanent as opposed to Council members) and in relation to expertise on any particular development application.

It is considered that the most efficient means by which such appointments could occur is to give the Panel members the authority to appoint and revoke the appointment of alternate members.

6 ROYAL REHABILITATION CENTRE SYDNEY - Deed of Novation

Report prepared by: General Counsel**Report dated:** 14/04/2010**File No.:** GRP/10/5/001/6 - BP10/185

Report Summary

Royal Rehabilitation Centre Sydney (“**RRCS**”) has approached the Council seeking to assign part of its interests in the RRCS site at Victoria Road, Ryde to Frasers Putney Pty Ltd.

RECOMMENDATION:

- (a) That Council defer consideration of the Deed of Novation to allow time for Council to investigate outstanding matters identified in the legal advice.
- (b) That a further report outlining the findings of the investigations be provided to Council by no later than 25 May 2010.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Joe Strati
General Counsel

Report Approved By:

John Neish
General Manager

ITEM 6 (continued)**REPORT**

On 3 July 2007, Council resolved, in part, as follows:

- (a) *Council note the proposed Voluntary Planning Agreement proposed by Royal Rehabilitation Centre Sydney for the residential/health services development at 600-640 Victoria Road Ryde to*

- *embellish and dedicate 22,510m² of land to Council for its ownership, management and maintenance and*
- *implement roundabouts and traffic calming scope of works in Morrison Road, Charles Street and Princess Street;*

is in principle satisfactory and delegates to the General Manager the power to enter in to a Voluntary Planning Agreement

- (b) *That the General Manager be authorised to undertake negotiation with the Royal Rehabilitation Centre Sydney to negotiate the final details on the access and use of the recreation circle, and the design/construction, maintenance ownership of the central parkland and traffic infrastructure.*

Pursuant to that resolution, Council entered into a Deed of Agreement with RRCS for the delivery of public infrastructure in conjunction with redevelopment of the RRCS land ("**Original Deed**").

Clause 11 of the Original Deed permits RRCS to assign its rights and interests under the Original Deed provided the assignee provides Council with a deed in a form and substance acceptable to Council (acting reasonably) whereby, relevantly, the assignee becomes contractually bound to perform all of RRCS's obligations.

RRCS has approached Council seeking to assign a portion of its rights to Frasers Putney Pty Ltd, a subsidiary of the Frasers Property Group, and has submitted a Deed of Novation to effect this ("**Deed of Novation**"). RRCS seeks to retain its interest in the land on which the new Weemala is to be built and on which the recreational circle sits.

The Deed of Novation has been the subject of negotiations so as to be in a form that clearly specifies the manner in which rights are proposed to be apportioned between RRCS and Frasers. A copy of the Deed of Novation in its negotiated form is **ATTACHED UNDER SEPARATE COVER**. The Original Deed forms an annexure to the Deed of Novation.

ITEM 6 (continued)

The issue that arises is whether the Deed of Novation meets the requirements of clause 11 of the Original Deed. In other words, under the Deed of Novation, does Frasers become contractually bound to perform all of RRCS' obligation, notwithstanding that only part of the obligations are proposed to be performed by Frasers.

To assist Councillors in assessing whether the Deed of Novation conforms with clause 11 of the Original Deed, legal advice from the General Counsel and an external legal provider, Colin Biggers and Paisley, is **ATTACHED UNDER SEPARATE COVER**.

7 CASUAL VACANCY- Access Advisory Committee

Report prepared by: Manager - Community and Culture**Report dated:** 21/04/2010**File No.:** GRP/10/2/001/6 - BP10/205

Report Summary

This report recommends filling of a casual vacancy on the Access Advisory Committee which has been created due to a resignation.

RECOMMENDATION:

That Council appoint an individual from the 5 available applicants to fill the casual vacancy created on the Access Advisory Committee.

ATTACHMENTS

There are no attachments for this report.

Report Prepared By:

Baharak Sahebekhtiari
Manager - Community and Culture

Report Approved By:

Simone Schwarz
Group Manager - Community Life

ITEM 7 (continued)**Background**

As reported to Council on 23 March 2010, Gabriella Celeste has resigned from the Access Advisory Committee hence creating a casual vacancy on this Committee which needs to be filled.

Council resolved the following process for filling of casual vacancies for all advisory committee meetings at its meeting on 20 April 2010.

A casual vacancy caused by the resignation or death of a Member will be filled by undertaking the following process:

- (i) Where a casual vacancy occurs, the Committee Facilitator will report this matter to the next Advisory Committee meeting and record it appropriately in the Minutes, and highlight it in the report to the next available Council or Committee of the Whole Meeting.*
- (ii) The Committee Facilitator will provide a report to the next available Council or Committee of the Whole Meeting regarding the proposed replacement that will give consideration to the following options;*
 - (a) If the Member was nominated as the representative of an organisation it will be recommended that the organisation be invited to nominate a replacement representative (if no alternate member has previously been nominated).*
 - (b) If the Member was nominated as an individual, the Committee Facilitator will review the original expressions of interest received and will confirm if any of those individuals who previously nominated, are still prepared to be considered as a member of the respective committee for the Committee.*
 - (c) Where, due to either no other previous nominations, or those nominations not being current, an expression of interest will be called for in replacing member/s, for appointment by Council.*
 - (d) Where a vacancy occurs within 9 months of the end of the term of the current Council, the vacancy will not be filled*
- (iii) Once endorsed by Council, a Member filling a casual vacancy will hold office for the remainder of the term of the Member he/she has replaced.*

Report

The Access Advisory Committee has a community representative membership of 12.

In November 2008 when the expressions of interest were advertised for all advisory committees Council received a total of 17 Expressions of Interest, 12 of whom were appointed to the Committee membership.

ITEM 7 (continued)

On 23 March 2010, it was reported to Council that Gabriella Celeste had resigned from the Access Advisory Committee. This meets the requirement set out in part (i) above of the process for filling casual vacancies.

The casual vacancy on the Access Advisory Committee may be filled by revisiting the remaining 5 Expressions of Interest.

Staff have collated the information provided by the five applicants in 2008 for consideration and determination by Council. This information is **ATTACHED UNDER SEPARATE COVER**.

Given the short timeframe between the Council resolution on this issue and preparation of this report, the 5 applicants involved have not been contacted to ascertain their continued interest and availability. All 5 applicants will be contacted prior to Council meeting and the information will be provided to Council.

Consultation

Internal Council business units consulted included:-

- Not Applicable

Internal Workshops held:-

- Not Applicable

City of Ryde Advisory Committees consulted included:-

- Not Applicable

External public consultation included:-

- Not Applicable

Critical Dates

There are no critical dates or deadlines to be met.

Financial Impact

Adoption of the option(s) outlined in this report will have no financial impact.

Policy Implications

There are no policy implications through adoption of the recommendation.

Other Options

Council may choose not to fill this casual vacancy.

Conclusion

A casual vacancy exists on the Access Advisory Committee which requires to be filled as per Council resolution on 20 April 2010. The casual vacancy can be filled from the pool of 5 applicants who had expressed interest to join this committee in 2008.

CONFIDENTIAL ITEMS

8 ADVICE ON COURT ACTIONS

Confidential

This item is classified CONFIDENTIAL under Section 10A(2) of the Local Government Act, 1993, which permits the meeting to be closed to the public for business relating to the following: (g) advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

This matter is classified confidential because it contains advice concerning legal matters that are:-

- (a) substantial issues relating to a matter to which the Council is involved.
- (b) clearly identified in the advice, and
- (c) fully discussed in that advice.

It is not in the public interest to reveal all details of this matter as it would prejudice Council's position in any court proceedings.

Report prepared by: General Counsel

Report dated: 15/04/2010

9 2/42 BUFFALO ROAD, GLADESVILLE - Court appeal

Confidential

This item is classified CONFIDENTIAL under Section 10A(2) of the Local Government Act, 1993, which permits the meeting to be closed to the public for business relating to the following: (g) advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

This matter is classified confidential because it contains advice concerning legal matters that are:-

- (a) substantial issues relating to a matter to which the Council is involved.
- (b) clearly identified in the advice, and
- (c) fully discussed in that advice.

It is not in the public interest to reveal all details of this matter as it would prejudice Council's position in any court proceedings.

Report prepared by: General Counsel

Report dated: 15/04/2010

10 PROSECUTION - Mastronardo

Confidential

This item is classified CONFIDENTIAL under Section 10A(2) of the Local Government Act, 1993, which permits the meeting to be closed to the public for business relating to the following: (g) advice concerning litigation, or advice as comprises a discussion of this matter, that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege.

This matter is classified confidential because it contains advice concerning legal matters that are:-

- (a) substantial issues relating to a matter to which the Council is involved.
- (b) clearly identified in the advice, and
- (c) fully discussed in that advice.

It is not in the public interest to reveal all details of this matter as it would prejudice Council's position in any court proceedings.

Report prepared by: General Counsel

Report dated: 19/04/2010

PRECIS OF CORRESPONDENCE FOR CONSIDERATION

1 FORMAT FOR 2010 NSW LOCAL GOVERNMENT ASSOCIATION CONFERENCE

File No.: GRP/10/3/001/6 - BP10/178

Correspondence:

Submitting correspondence from NSW Local Government Association, dated 16 March 2010, regarding the format for the 2010 NSW Local Government Association Conference.

RECOMMENDATION

That the correspondence be received.

ATTACHMENTS

- 1 Ltr from NSW Local Government Association

Report Approved By:

Roy Newsome

Group Manager - Corporate Services

ITEM 1 (continued)

ATTACHMENT 1

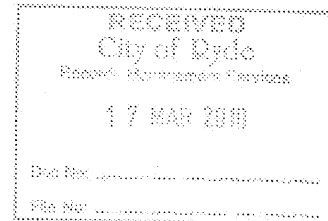
Local Government
Association of NSW



Our Ref: R08/0024 OUT- 18235

16 March 2010

Mr Michael Whittaker
General Manager
Ryde City Council
Locked Bag 2069
NORTH RYDE
NSW 1670



Dear Mr Whittaker

Format for the 2010 Local Government Association Conference

You may recall that at the 2009 LGA Conference an open forum session was held to enable full and frank discussion regarding the format of the Conference, with delegates encouraged to voice their views on how the Conference format could be changed or amended in future to better serve the needs of members.

Following the Conference the LGA Executive and the LGA Conference Committee reviewed the Conference resolutions, in addition to the many points and issues raised by delegates during the discussion and in various letters received from Councils after the Conference.

As a result of these deliberations the LGA Executive passed a series of resolutions which will guide the conduct of the Conference in 2010, and, subject to a review of the 2010 conference, into the future.

The Executive resolved that:

1. The Opening Ceremony be held Sunday afternoon and the Conference will conclude lunchtime Wednesday.
2. No events will be held on Saturday
3. The ALGA National General Assembly of Local Government will be used as a model in relation to the organizing of conference sessions
4. Prior to June 2010 the Executive determine key issues/themes to be addressed at the 2010 conference
5. Councils will be invited to submit motions that deal with aspects of the identified issues/themes
6. To be determined as a Category 1 motion they must comply with the following guidelines:

A Category 1 motion:

Page 1 of 10

GPO Box 7603 Sydney NSW 2001
L8, 28 Margaret St Sydney NSW 2000
Tel: (02) 9242 4000 • Fax: (02) 9242 4111
www.lgaa.org.au • lgaa@lgaa.org.au

ITEM 1 (continued)**ATTACHMENT 1**

- **Must** relate to an identified conference issue/theme, and,
 - **Must** not attempt to enforce one council's position on other councils, and
 - **Must** not cause detriment to one council over another, and
 - **Must** deal with the issues/themes at a regional/state or national level (ie: the motion must not be a single council issue)
 - **Must** address the conference theme of "Modernising Local Government"
7. Motions which do not comply with the guidelines will be determined to be Category 2 and will be referred to the Executive for action **prior** to the Conference.
 8. That invited Ministers and members of the Opposition & Greens will be asked to sit on a politically balanced panel session (ie. 2 from Government and 2 from the Opposition and 1 from the Greens) to be moderated which will allow a question and answer session from the moderator and delegates, and allow both to put forward their party's positions in the lead up to the next state election.
 9. Keynote or expert speakers should be invited where appropriate to address the conference in relation to the identified key issues/themes.
 10. Statecover not be invited to present (subject to commercial arrangements)
 11. Local Government Superannuation services and Tourism NSW not be invited to present.
 12. The handheld voting units be used by the conference voting delegates, and a policy be developed, for inclusion in future business papers, which will cover issues such as privacy, and that the units will not be used for the election of Executives etc.
 13. There continue to be open sessions, whereby standing orders are suspended.
 14. There will be no concurrent sessions
 15. Fixed breaks continue; morning tea, lunch and afternoon tea as it is important to the Associations sponsors and conference delegates networking opportunities.
 16. The Associations determine stricter quality control over future conference venues
 17. Guidelines for those wishing to host future conferences be determined particularly in relation to the costs and budgets of the winners of conference.

ITEM 1 (continued)**ATTACHMENT 1**

18. That a paper be sent to all councils in the New Year outlining the structure of the 2010 conference. **[Note: Which is this paper]**

19. Standing orders be amended to include the following clauses:

- *Motions will only be dealt with in the order they are printed in the business paper*
- *That all late motions will be dealt with at the final session on the final morning of Conference and only by approval of Conference delegates*

2010 Conference Motions

The Committee has now determined the themes for the 2010 Conference which are:

1. *Modernising the Financing of Local Government*
2. *Modern approaches to Community Wellbeing, and,*
3. *Modern approaches to the Natural & Built Environment*

Further details regarding the themes are set out in **ATTACHMENT 1**.

It would be appreciated if you could make your fellow Councillors aware of the guidelines for the 2010 Conference in preparation for the calling of motions for inclusion into the business paper later this year.

Hand Held Voting Units

Hand held voting units will once again be used at the 2010 conference. A policy for the use of hand held voting units has been developed and is set out in **ATTACHMENT 2**.

Standing Orders

Standing orders have been re-drafted to include the amendments set out earlier. A copy of the proposed Standing orders is set out in **ATTACHMENT 3**.

Should you have any questions in relation to the format of the conference or the development of conference motions please contact the Associations' Director Corporate Services Peter Coulton on 9242 4030.

Yours Sincerely,



Cr Alice Glachan
Chair, LGA Conference Committee

ITEM 1 (continued)**ATTACHMENT 1****ATTACHMENT 1****2010 Conference Motions**

The Committee has now determined the themes for the 2010 Conference which are:

4. *Modernising the Financing of Local Government*
5. *Modern Approaches to Community Wellbeing, and,*
6. *Modern Approaches to the Natural & Built Environment*

Further details are provided below:

1 Modernising the Financing of Local Government

Motions should deal with the proper and adequate financing of local government into the future. Motions must aim to extend, enhance or replace current policy positions.

Note: motions **should not** deal the removal of rate pegging, a fairer share of national taxation revenue or banning cost shifting as these are already established LGA policy positions).

Topics could include:

- New revenue raising mechanisms (fees, charges, taxes).
- Rating reform (other than removing rate pegging).
- More effective mobilisation of local revenues.
- Land valuation methodology options.
- Alternative financing models.
- More cost effective ways of delivering infrastructure and services.
- Removal of fiscal impediments (other than rate pegging).
- Reform of intergovernmental fiscal relationships.
- Improvements to long term financial planning and asset management.
- Identifying future financial requirements.
- Funding structures to support a modernized local government sector.

2 Modern Approaches to Community Wellbeing

Motions under this theme should cover innovations to NSW Local Government's legislative, administrative or program settings that support local communities. They should relate to significant changes to:

- Social planning and cultural planning (integrating social justice with community strategic plans, social impact assessment);

ITEM 1 (continued)**ATTACHMENT 1**

- Community development and community cultural development (developing vibrant involved communities; sustaining a sense of neighbourhood in living suburbs);
- Community services (welfare or development services for various age or target groups like community halls and neighbourhood centres, ageing and disability services, women's services, youth services and children's care and education services; access for Aboriginal and Torres Strait Islander Peoples);
- Cultural services (contemporary public libraries, art galleries, performing arts centres, museums, public art, community arts, celebrations, new media and digital arts);
- Health protection and promotion (regulatory activities reducing public health risks; promoting healthy lifestyles; immunisation, early childhood health centres or rural medical services);
- Recreation facilities and services (open space; gardens, playgrounds, sports facilities);
- Safe and secure environments (crime prevention activities, crime prevention through environmental design in council plan making);
- Community economic development; and
- Social policies and programs of other spheres of government that impact Local Government.

3 Modern Approaches to the Natural & Built Environment:

Motions under this theme should cover environmental, natural resource management and land-use planning issues which come within the charter of Local Government. They include:

- Minimising the negative impacts of consumption and waste generation, and bringing about a more equitable allocation of responsibility for these impacts to organizations in the production chain;
- Pursuing more responsible, sustainable management of natural resources;
- Furthering the efforts of local councils to enhance the ecological, social and economic sustainability of their communities, and natural and built environments;
- Resourcing councils adequately to enable them to fulfil their charter under the Local Government Act (section 8.1) "to properly manage, develop, protect, restore, enhance and conserve the environment of the area for which (they are) responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development";
- Preparing and equipping councils to deal with the challenges posed by climate change;
- Improve the planning system so that it is better informed, transparent and more reflective of local and regional aspirations;
- Improve the planning system to achieve superior social, economic and environmental outcomes (i.e. including social justice; equitable access to housing, employment);

ITEM 1 (continued)**ATTACHMENT 1**

- Reform the relationships between Australian, NSW and Local Government in relation to local and regional planning (applying the principle of subsidiarity); and
- Better integrate land use and infrastructure planning.

Councils are invited to submit motions that deal with aspects of the issues/themes identified above.

Councils may submit any motion, however, to be considered a Category 1 motion, and therefore be considered with by the Conference, a motion:

MUST relate to one of the identified conference issues/themes, **and**,

MUST not attempt to enforce one council's position on other councils, **and**

MUST not cause detriment to one council over another, **and**

MUST deal with the issues/themes at a regional/state or national level (ie: the motion must not be a single council issue)

MUST address the conference theme of "Modernising Local Government"

Motions which do not comply with the guidelines will be determined to be Category 2 and will be referred to the Executive for action **prior** to the Conference. [This meeting is scheduled for Friday 15 October 2010]

Late motions will be received up to close of business **FRIDAY 8 OCTOBER 2010** and will be published in the LG Weekly on **FRIDAY 15 OCTOBER 2010**.

Late motions will be categorized using the same methodology as motions received prior to the cut off date.

Only Late Motions which are determined to be Category 1 motions will be dealt with by the Conference, and will only be dealt with at the final session on the final morning of Conference and only by approval of Conference delegates.

No late motions will be accepted at the Conference

ITEM 1 (continued)

ATTACHMENT 1

ATTACHMENT 2

Handheld Voting Units – Policy for Use at LGA Conferences

-
1. At the commencement of the Conference all Voting delegates will be issued with a security voting card which will be used to activate the hand held voting units.
 2. The security voting card must be returned to the LGA office at the Conference Venue at the conclusion of the conference.
 3. Each Voting delegate is responsible for both the usage and safe keeping of the security voting card for the duration of the Conference **[Note: The LGA is charged by the security card provider for cards which are not returned. The LGA has no choice but to charge the Council of a Voting Delegate for a non-returned card. This charge will consist of the cost of the card plus an administration fee]**
 4. The LGA will issue a security voting card only to delegates nominated by a member council. If a member council wishes to transfer a security voting card from one delegate to another:-
 - The voting card issued to the initial delegate must be surrendered to the LGA office at the Conference venue, and
 - The member Council Mayor or General Manager must complete and sign a Delegate transfer/replacement form obtained from the LGA office at the Conference venue.
 4. Neither the LGA nor the provider of the security voting cards and/or the provider of the handheld voting units will retain details of individual votes taken throughout the conference. The numerical results of any vote (and not the details of the individual to whom any card is allocated) will only be captured for the purpose of taking a vote for an item as called for by the Conference Chairperson, and only for the time needed to manually record the vote count in the minutes of the Conference proceedings.
 5. The Handheld Voting units should not be removed from the Conference Venue as they need to be regularly re-charged. The Units also contain a proximity alarm which automatically activates when the unit is taken more than 80 metres from the receiving station, which is located in the main hall of the Conference venue.

ITEM 1 (continued)

ATTACHMENT 1

ATTACHMENT 3

Standing Orders – Effective from 2010 LGA Annual Conference

-

1. Business shall not be transacted at Annual Conference unless a quorum is present.
2. For the purposes of the Conference a quorum shall be half the number of registered voting delegates plus 1.
3. In plenary sessions movers of motions shall be allowed three minutes for introducing their subjects and three minutes for reply; otherwise speakers shall be given three minutes. These time limits shall be strictly observed unless by consent of the Conference their time be extended.
4. Only one extension of time shall be granted to any speaker and such extension shall be limited to three minutes.
5. When an amendment is before the Conference, no further amendment shall be discussed until such first amendment has been dealt with.
6. No more than one amendment upon any motion shall be considered unless notice of such further amendment is given before the amendment then under discussion has been dealt with.
7. The mover of an amendment which has been adopted as the motion shall (as in the case of the mover of an original motion) have the right of reply to any further amendments submitted.
8. A Conference will only deal with Motions categorized as Category 1. For a motion to be considered Category 1 it:
 - i. **MUST** relate to one of the identified conference issues/themes, **and**,
 - ii. **MUST** not attempt to enforce one council's position on other councils, **and**
 - iii. **MUST** not cause detriment to one council over another, **and**
 - iv. **MUST** deal with the issues/themes at a regional/state or national level (ie: the motion must not be a single council issue)

ITEM 1 (continued)**ATTACHMENT 1**

- v. **MUST** address the conference theme of "Modernising Local Government"
- 9. Motions which do not comply with the criteria set out above will be considered Category 2 motions and will be dealt with by the LGA Executive
- 10. Motions will only be dealt with in the order they are printed in the business paper.
- 11. Late motions will be dealt with at the final session on the final morning of Conference and only by approval of Conference delegates
- 12. In the event of any composite motion suggested by the Executive embodying the essential features of several following agenda items being carried by Conference, no further debate shall be permitted in respect of such motions so covered provided that one delegate from each sponsor Council of motions superseded by a composite motion shall have the opportunity to speak on the question of the composite motion before it is put, with a limit of 2 minutes for each delegate of each sponsor Council.
- 13. When a motion is reached on the business paper and the representative from the Council is not present, and no other delegate moves the motion, the motion shall be placed at the end of the business paper, in which event, on it again coming forward, the motion may be moved by any members of the Conference.
- 14. Late motions will not be accepted at Conference.
- 15. Notwithstanding Clause 14, the President or Office Bearers shall have the right at any time to introduce any matter considered emergent to be put before the Conference.
- 16. Where a delegate seeks to substitute from the floor a new motion for one listed in the business paper this shall only be permitted where the new motion is substantially the same, and dealing with the same subject, as the original motion.
- 17. The Chairperson, upon calling the number of the next item to be dealt with by Conference, shall ask: "Is there any objection to this motion?" and, if no objection is signified, declare the motion "carried" without any further delay, provided that if any voice is raised in answer to the Chairperson's question it shall be deemed to be an objection.
- 18. When an objection is indicated to a motion, the mover shall be permitted to introduce the motion to Conference, but any contribution to the debate by the seconder shall be deferred until there has been one speaker in opposition,

ITEM 1 (continued)**ATTACHMENT 1**

provided that in any case where the same motion has been submitted by more than one Council, a representative from each Council so submitting the motion shall be entitled to be heard.

19. It shall not be in order to move "the question to be put now" until at least two members of the Conference, in addition to the mover and the seconder, shall have had an opportunity to speak on the question then before the Conference, provided that one delegate from each sponsor Council of motions superseded by a composite motion shall have the opportunity to speak on the question of the composite motion before it is put.
20. In the event of any motion dissenting from the ruling of the Chairperson being moved, such motion shall be put without discussion.
21. All motions shall be on the voices except that the Chairperson may direct that voting on any motion shall be taken by use of electronic voting.
22. Delegate badges (or Security Voting Cards) shall be issued only by the Association and only to persons duly authorised as voting delegates of a member Council.
23. All delegates shall state:
 - i. their name and title, and
 - ii. as a preliminary to addressing Conference, the Council they represent.
24. A delegate shall be defined as an elected member who is entitled to vote at the Annual Conference
25. Mobile phones shall not be switched on while the business of Conference is being transacted.

2 2009 LOCAL GOVERNMENT ASSOCIATION CONFERENCE - MOTION

File No.: GRP/10/3/001/6 - BP10/192

Correspondence:

Submitting correspondence from Local Government Association of NSW, dated 8 April 2010, regarding motion put forward by City of Ryde at the 2009 Local Government Association Conference.

RECOMMENDATION

That the correspondence be received.

ATTACHMENTS

- 1 Ltr from President LGA NSW re motion put forward at 2009 LGA Conference

ITEM 2 (continued)

ATTACHMENT 1

Local Government
Association of NSW



Our Ref: R07/0030 OUT-18296

8 April 2010

Cr Michael Butterworth
Mayor of Ryde
City of Ryde Council
Locked Bag 2069
NORTH RYDE NSW 1670

Dear Cr Butterworth

A handwritten signature in cursive script, appearing to read "Michael".

At the 2009 Local Government Association Conference, City of Ryde Council put forward the following motion:

That the Local Government Association seek the NSW State Government to allocate the necessary resources and funding in supporting Local Government and relevant Regional Organisations of Council's in developing either Community Strategic Plan and community accepted climate change adaptation plans throughout NSW.

I have received a response from the Hon Barbara Perry, Minister for Local Government to the resolution. Her response is attached for your consideration. Should you wish the Association to take further action in relation to this matter, please let me know in due course.

Yours sincerely

A handwritten signature in cursive script, appearing to read "Genia McCaffery".

Cr Genia McCaffery
President

GPO Box 7003 Sydney NSW 2001
L8, 28 Margaret St Sydney NSW 2000
Tel: (02) 9242 4000 • Fax: (02) 9242 4111
www.lgsa.org.au • lgsa@lgsa.org.au

ITEM 2 (continued)

ATTACHMENT 1

Cir Genia McCaffery
President
Local Government Association of NSW
GPO Box 7003
SYDNEY NSW 2001

Local Government Association of NSW Shires Association of NSW	
- 1 MAR 2010	
SGU.....	CORP.....
POLICY.....	
WPLACE.....	NO ACTION.....
FILE No.....	

THE HON. BARBARA PERRY MP
Minister for Local Government,
Minister Assisting the Minister for Planning,
and Minister Assisting the Minister for Health (Mental Health)



Ref:
MIN: EA1630067
Doc ID: A202420

20 FEB 2010

Dear Cir McCaffery

I am writing in reply to your letter of 10 December 2009 (your reference - 17901) seeking advice on resolutions made at the Association's 2009 conference.

Please find attached my response to those resolutions relevant to my portfolio responsibilities.

A number of resolutions fall within the portfolio responsibilities of other Ministers. I have therefore referred Resolutions 43 and 72 (fire safety) to the Minister for Planning, the Hon Tony Kelly MLC, as they relate to the Environmental Planning and Assessment Regulation which he administers. I have also referred Resolution 150 (illegal dumping of waste) to the Minister for Climate Change and the Environment, the Hon Frank Sartor MP. I am confident these Ministers will give these resolutions careful consideration and respond to you directly in due course.

Thank you for the opportunity to respond to these resolutions.

Yours sincerely

Barbara Perry MP
Minister

#11	R90/0101-03	SHCB
#21	R90/0835-09	"
#43	A04/0029	"
#63	R03/0025-04	UB
#64	R90/0675-06	FL
#65	R90/0675-06	FL
#69	R93/0006-12	LT
#70	R90/0497-05	SHCB
#72	R90/0633-16	"
#89	R90/0464-03	"
#124	R92/0037-04	"
#150	R70/0561-13	RV
#153	R06/0041	RV

ITEM 2 (continued)

ATTACHMENT 1

153	Climate Change Adaption Plans	<p>Community Strategic Plans, required under the new Integrated Planning and Reporting Framework, are to be developed to reflect a quadruple bottom line, that is, to consider the social, environmental, economic and civic leadership concerns of the community. The issue of climate change and a community's adaptation to such changes over time are appropriately reflected in the Community Strategic Plan, and subsequent Delivery Programs.</p> <p>The Commonwealth Government has grants available to local councils to develop and implement climate change adaptation actions through its Local Adaptation Pathways Program (LAPP).</p>
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3 UPDATE ON ADMINISTRATIVE CHANGES FOR THE DIVISION OF LOCAL GOVERNMENT

File No.: GRP/10/3/001/6 - BP10/193

Correspondence:

Submitting correspondence from Department of Local Government, dated 8 April 2010, regarding administrative changes for the Division of Local Government.

RECOMMENDATION

That the correspondence be received.

ATTACHMENTS

1 DLG Circular

ITEM 3 (continued)

ATTACHMENT 1



Circular No. 10-08
Date 8 April 2010
Doc ID. A208438

Contact Tempe Lees
02 4428 4160
tempe.lees@dlg.nsw.gov.au

UPDATE ON ADMINISTRATIVE CHANGES FOR THE DIVISION OF LOCAL GOVERNMENT

Purpose

To update councils on administrative changes regarding the Division of Local Government.

Administrative Changes

As you would be aware, in July 2009 the former Department of Local Government was merged with the Department of Premier and Cabinet to become a new Division of Local Government.

The merger was formalised via the *Public Sector Employment and Management (Departmental Amalgamations) Order 2009*. This Order provides that the Department of Local Government is abolished and that "*In any document, a reference to the Department of Local Government is to be construed as a reference to the Department of Premier and Cabinet*" (clause 25).

The Division of Local Government continues to fulfil the same role and undertake the same functions as those provided by the former Department of Local Government. It is still located in Nowra with the same telephone numbers and postal and email addresses.

To ensure that the merger does not result in any increase in expenditure the Division is continuing to use Department of Local Government letterhead until existing stocks of stationery are exhausted.

Agency Head – Change of Title

The role of the former position, Director General, Department of Local Government is now undertaken by the head of the Division of Local Government (Deputy Director General, Local Government).

The title of Deputy Director General, Local Government has now been changed to Chief Executive, Local Government.

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ITEM 3 (continued)**ATTACHMENT 1**

2

Update to Division of Local Government Internet Page

To reflect the changes that have occurred to the structure of NSW Government agencies, the Division's Internet site will be refreshed shortly. The content of the site remains unchanged. You will still be able to find our circulars, publications, and policy information in the same places on our website at www.dlg.nsw.gov.au.

Ross Woodward
Chief Executive, Local Government
A Division of the Department of Premier and Cabinet

4 SOCIAL HOUSING PROJECTS

File No.: GRP/10/3/001/6 - BP10/198

Correspondence:

Submitting correspondence from Maxine McKew MP, dated 26 March 2010, and from Director-General, dated 19 March 2010, to the General Manager regarding proposed social housing projects in Ryde Local Government Area.

RECOMMENDATION

That the correspondence be received.

ATTACHMENTS

- 1 Ltr from Maxine McKew dated 26 March 2010
- 2 Ltr from Director-General dated 19 March 2010

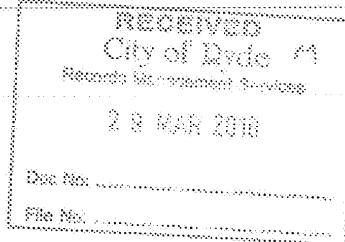
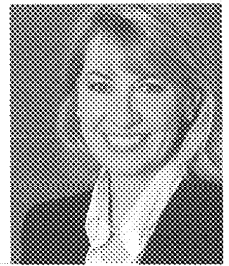
ITEM 4 (continued)

ATTACHMENT 1

Maxine McKew MP

MEMBER FOR BENNELONG

Parliamentary Secretary for Infrastructure, Transport,
Regional Development and Local Government



26 MAR 2010

Mr John Neish
General Manager
City of Ryde
Locked Bag 2069
North Ryde NSW 1670

Dear Mr Neish,

John

Thank you for your letter dated 9 March 2010, detailing the resolution of Council passed on 23 February 2010.

I note that this was a split decision from Council.

Social Housing is an important goal for any caring and compassionate society. The \$1.9 billion Rudd Government social housing stimulus package has funded over 6000 homes in NSW and helped to redress a long overdue underinvestment in social housing in our nation.

I note that Council's resolution requests that I speak to Minister Plibersek to halt stimulus package payments. All of the projects in Bennelong have commenced construction with the first development ready for occupation in April 2010 with most projects due for completion by December 2010. In addition to providing much needed accommodation for the most vulnerable in our community, including pensioners, the stimulus package has had the added benefit of helping to boost local employment in construction and has provided over 7000 jobs across New South Wales.

In total there are only 13 projects in Bennelong that add up to 180 units which are being built on existing Housing NSW sites. Nine of the 13 are exclusively for seniors and all of these premises will be managed by Community Housing.

The medium density of these projects stands in stark contrast to the many high density commercial projects approved by the City of Ryde over the past few years.

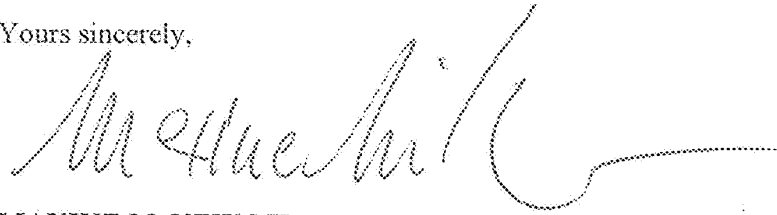
Office: Suite 1, 44 - 46 Oxford Street, Epping NSW 2121
Mail: PO Box 872, Epping NSW 1710
Phone: (02) 9868 1389 Fax: (02) 9868 1599 Email: Maxine.McKew.MP@aph.gov.au

ITEM 4 (continued)**ATTACHMENT 1**

I understand that representatives from the NSW Department of Housing met with Council officers on 8 different occasions during 2009 and that the City of Ryde had ample opportunity to raise their concerns. I understand that Councils like Parramatta City Council have taken a proactive and engaging role with the Department of Housing.

Thank you for your letter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Maxine McKeew', with a long horizontal flourish extending to the right.

MAXINE McKEW MP
MEMBER FOR BENNELONG

ITEM 4 (continued)

ATTACHMENT 2

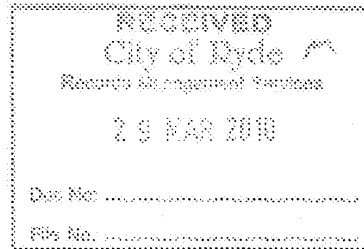


Premier
& Cabinet

2010/18626 – CMU

19 March 2010

Mr John Neish
General Manager
City of Ryde
Locked Bag 2069
NORTH RYDE NSW 1670



Dear Mr Neish

I write in response to your recent letter to the Premier concerning proposed social housing projects within the Ryde Local Government Area.

As the matter you have raised concerns the administration of the Minister for Housing, Minister for Western Sydney, and Minister Assisting the Minister for Transport and Roads, the Hon D L Borger, MP, your letter has been forwarded to the Minister for attention.

You may be sure that your letter will receive close consideration.

Yours sincerely

David Swain
for Director General

NOTICES OF MOTION**1 JUNIOR SPORT - Councillor Maggio****File Number:** GRP/10/3/001/6 - BP10/151

Motion:

That the City of Ryde immediately withdraws the request for applications under the Community Sports Grants Program in order to reflect the intent of the resolution of Council to promote Junior Sport with its membership being from local sporting organisations in the City of Ryde.

2 DISABLED ACCESS - Lane Cove Road - Councillor Pickering**File Number:** GRP/10/3/001/6 - BP10/152

Motion:

That City of Ryde Council ask the RTA and the Beville Group to find a suitable solution to improve disabled access across Lane Cove Road between the Council buildings and the Top Ryde Shopping Centre.

3 ROYAL REHABILITATION CENTRE SYDNEY - Councillor Pickering**File Number:** GRP/10/5/001/6 - BP10/158

Motion:

That no agreements, signing of documents or deeds, or use of delegated authority be undertaken in relation to the sale, development or any matter whatsoever of property on the Royal Rehabilitation Centre – Sydney site without the prior knowledge and approval of the elected Councillors. Further, that Council continue to make public its opposition to the use of NSW State Government's 3A (Sites of State Significance) Legislation which was used to override the City of Ryde's previous rejection of high density unit developments on the said site.

4 PRAYER READING AT COUNCIL MEETINGS - Councillor Etmedkjian**File Number:** GRP/10/5/001/6 - BP10/194

Motion:

That a member of the clergy, minister of religion, or similar, from the numerous local churches/religious organisations be invited to open all general Council meetings held in Chambers with a prayer .

5 PRAYER BREAKFAST - Councillor Etmedkjian**File Number:** GRP/10/5/001/6 - BP10/196

Motion:

That in addition to the Annual Christian Prayer Breakfast , the City of Ryde host a quarterly breakfast to be held on Level 6 and invite one representative from the numerous local churches/religious organisations to attend , so as to accommodate both the harmonious existence of the diverse communities which prevail in the local government boundaries of the City of Ryde and to foster closer ties between the Council(lors) and the churches/religious organisations .

6 SYDNEY WATER – Community consultation re sale of open space and development applications – Councillor Maggio**File Number:** GRP/10/5/001/6 - BP10/207

Motion:

That Council require Sydney Water to undertake an appropriate community consultation prior to the sale of any of its open space for the development and prior to the Council considering or making a decision on Sydney Water development applications.

7 SPORTS GRANTS PROGRAM – Councillor Maggio**File Number:** GRP/10/5/001/6 – BP10/208

Motion:

That the City of Ryde review the guidelines associated with the sports grant program to better reflect the intent of the original resolution of Council.

8 SPORTING FIELD FEES – Councillor Maggio**File Number:** GRP/10/5/001/6 – BP10/209

Motion:

That Council continues the freeze for another 12months of all sporting field fees as an interim prior to the best practice value review for sports facilities.

NOTICES OF RESCISSION**1 91-93 WHARF ROAD, MELROSE PARK - Expressions of Interest for Operation and Management – The Mayor, Councillor Butterworth and Councillors Li, Tagg and Salvestro-Martin**

That Council rescind the previous resolution in relation to Item 10, passed at the Committee of the Whole Meeting held on Tuesday 20 April 2010, namely:

- “(a) That all of the Expressions of Interest received be rejected as non-conforming as they do not meet the objectives of the EOI document.*
- (b) That the General Manager be delegated authority to sell this property by auction (first) then by private treaty if required. In addition, the General Manager be delegated authority to set the reserve price.”*

The following motion is foreshadowed:

- (a) That all of the Expressions of Interest received be rejected as non-conforming as they do not meet the objectives of the EOI document.
- (b) That the General Manager be delegated authority to enter into negotiations with the Ryde City and both the Districts Sub-branch of the Vietnam Veterans Association of Australia NSW Branch Inc (RCDS) and Community Transport with a view to establish a proposal that would fulfil the requirements as outlined in the EOI document.
- (c) That subject to (b), to enter into a 5 year licence agreement, subject to RCDS obtaining government funding for the necessary capital upgrading works and agreement being reached with the RCDS to undertake those works to minimum Building Code of Australia standards.
- (d) That subject to (c), the standard licence agreement of the City of Ryde be used and all legal costs be met by the licensee.
- (e) That all respondents to the EOI be informed of Council's decision.