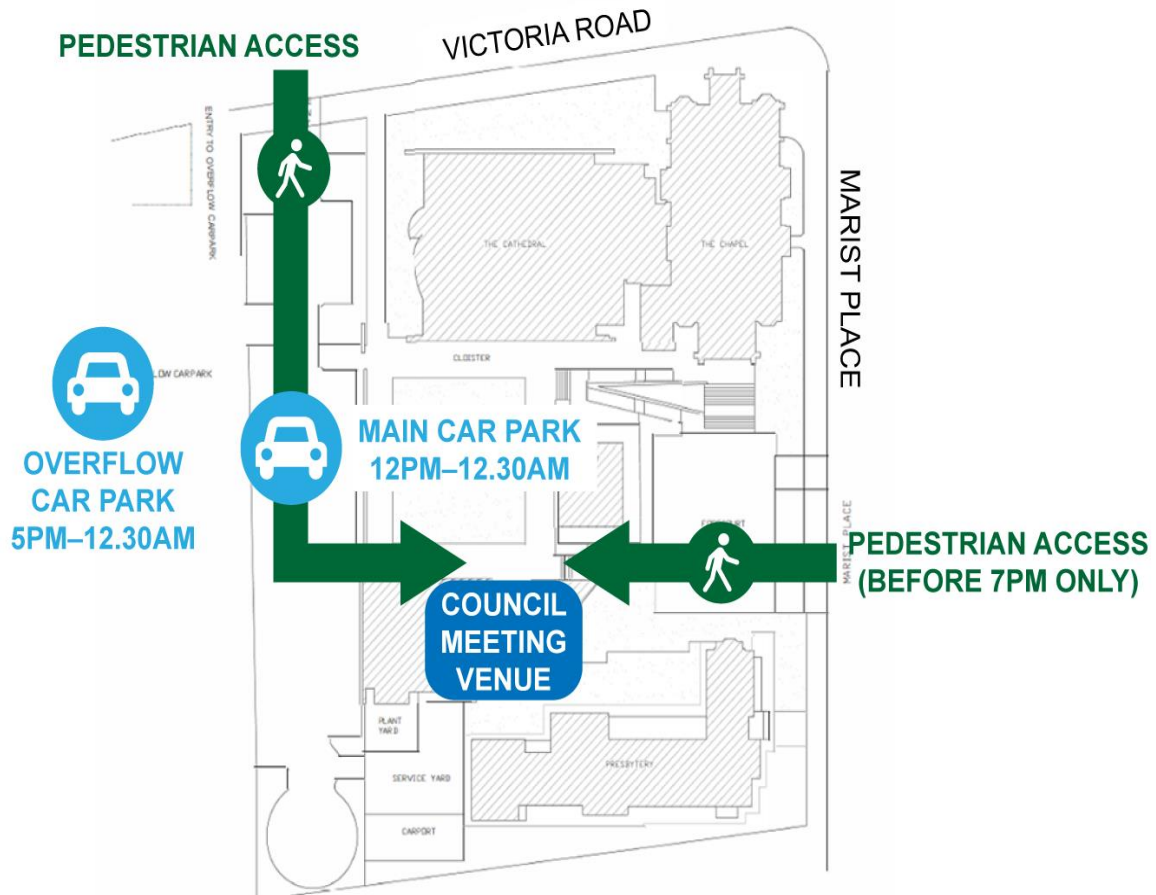


NOTICE OF EXTRAORDINARY COUNCIL MEETING

PUBLIC AGENDA

An Extraordinary Council Meeting of City of Parramatta Council will be held in the Cloister Function Rooms, St Patrick's Cathedral, 1 Marist Place, Parramatta on Monday, 21 March 2022 at 6:30pm.

Brett Newman
CHIEF EXECUTIVE OFFICER



Contact us:

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@cityofparramatta | PO Box 32, Parramatta, NSW 2124

ABN 49 907 174 773 | cityofparramatta.nsw.gov.au

COUNCIL CHAMBERS

Governance
Manager

Lord Mayor
Cr Donna
Davis

Chief
Executive
Officer

Minute Clerk

Cr Phil
Bradley

Cr Sameer
Pandey,
Deputy Lord
Mayor

Cr Paul
Noack

Cr Ange
Humphries

Cr Dr Patricia
Prociv

Cr Pierre
Esber

Cr Cameron
Maclean

Cr Lorraine
Wearne

Cr Donna
Wang

Cr Michelle
Garrard

Cr Dan
Siviero

Cr Henry
Green

Cr Kellie
Darley

Cr Georgina
Valjak

Sound

IT

Executive
Director City
Engagement &
Experience

Executive
Director
Community
Services

Executive
Director City
Planning &
Design

Group Manager
City Strategy

Executive
Director City
Assets &
Operations

Executive
Director
Corporate
Services

Executive
Director
Property and
Place

Press

Press

Public Gallery

STATEMENT OF ETHICAL OBLIGATIONS:

In accordance with clause 3.23 of the Model Code of Meeting Practice, Council is obligated to remind Councillors of the oath or affirmation of office made under section 233A of the Local Government Act 1993, and of their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest – the ethical obligations of which are outlined below:

Obligations	
Oath [Affirmation] of Office by Councillors	I swear [solemnly and sincerely declare and affirm] that I will undertake the duties of the office of Councillor in the best interests of the people of the City of Parramatta Council and the City of Parramatta Council that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgement.
Code of Conduct Conflict of Interests	
Pecuniary Interests	<p>A Councillor who has a pecuniary interest in any matter with which the Council is concerned, and who is present at a meeting of the Council at which the matter is being considered, must disclose the nature of the interest to the meeting.</p> <p>The Councillor must not be present at, or in sight of, the meeting:</p> <ul style="list-style-type: none"> a) At any time during which the matter is being considered or discussed, or b) At any time during which the Council is voting on any question in relation to the matter.
Non-Pecuniary Conflict of Interests	A Councillor who has a non-pecuniary conflict of interest in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.
Significant Non-Pecuniary Conflict of Interests	A Councillor who has a significant non-pecuniary conflict of interest in relation to a matter under consideration at a Council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.
Non-Significant Non-Pecuniary Interests	A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.

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6	APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE	
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*After the conclusion of the Council Meeting, and if time permits, Councillors
will be provided an opportunity to ask questions of staff.*

FOR NOTATION

21 MARCH 2022

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11.2	NOTE LATE REPORT: Pre-exhibition - Planning Proposal, draft Development Control Plan and draft Planning Agreement for 195 Church Street, 65-79 Macquarie Street, 38 and 45 Hunter Street, Parramatta (St John's Anglican Church) (Deferred Item)	56

FOR NOTATION

ITEM NUMBER	11.1
SUBJECT	Investment Report for February 2022
REFERENCE	F2022/00105 - D08439431
REPORT OF	Tax and Treasury Accountant
CSP THEME:	FAIR

PURPOSE:

The purpose of this report is to inform Council of the investment portfolio performance and compliance for the month of February 2022.

RECOMMENDATION

That Council receive and note the Investment Report for February 2022.

BACKGROUND

1. In accordance with clause 212 of the Local Government (General) Regulation 2005 (the Regulation), a report setting out details of all money invested must be presented to Council on a monthly basis.
2. The report must include a certificate as to whether or not the investments have been made in accordance with the Local Government Act 1993 (the Act), the Local Government (General) Regulation 2005 and Council's Investment Policy.

ISSUES/OPTIONS/CONSEQUENCES**Investment Portfolio Summary**

3. The investment portfolio closing balance as at 28 February 2022 was \$462.5m. The average portfolio holdings held throughout the month was \$458m.
4. The majority of Council's investment portfolio is in term deposits (68%). The portfolio also includes liquid floating rate notes (FRNs), cash, and the TCorp Long Term Growth Fund (LTGF).
5. Approximately 9.4% of the portfolio are less conservative long-term investments. The investment portfolio is well diversified and weighted towards higher-rated institutions.
6. The table below lists the diversified range of investments held by Council as at 28 Feb 2022.

Table 1: Summary of investment portfolio

Investment Product	000's	% Held	Monthly Return	Annualised Return
Term Deposits	314,469	0.68	0.11	1.28
Floating Rate Notes	22,820	0.05	0.09	1.13
Bonds	34,735	0.08	0.10	1.18
Cash at Call	39,845	0.09	0.03	0.34
31 Day Notice Funds	7,121	0.02	0.05	0.55
CFS Global Managed Funds (CFS)	14,147	0.03	-0.81	-10.07
TCorp Long Term Growth Fund (LTGF)	29,364	0.06	-3.02	-33.39
Total Investment Funds	462,502	1.00	-0.17	-2.25
Ausbond Bank Bill Index Benchmark				0.07
(Underperformance) / Outperformance				-2.32

Performance Summary

7. **Investment performance for the month.** The investment portfolio reported a monthly- annualised return of -2.25% in February, underperforming the AusBond Bank Bill Index benchmark by 232 basis points. The underperformance can be attributed to Councils Managed Funds portfolio.

Markets are now bracing an environment where central banks will move from their excessively loose policy measures to a tightening cycle (increasing official interest rates). Geopolitical risks have escalated after Russia's move to invade Ukraine in February, with markets now factoring the ramifications on global economic growth after various sanctions were imposed by Western countries around the world. This has seen a significant selloff across all risk markets over the past few months, which has impacted Council's investment portfolio (shares, bonds and credit assets).

City of Parramatta holds around \$30m in The T-Corp Long Term Growth Fund. This Fund has a 70% exposure to both international and domestic shares. The Sell-off in global markets has negatively impacted this fund, and therefore Councils budgeted income. The market value of the fund has dropped by approximately \$1.5m in the last 2 months.

It should be noted, that this fund has a longer performance duration over 5-7 years, and therefore will always be volatile against short horizon valuation. The Fund has performed at 9.5% over 3 years and has been a strong performing investment Asset in Councils portfolio.

8. Councils Floating Rate Notes/Bonds and term deposits account for approximately 80% of Councils portfolio and currently has a weighted average yield of 30-60 basis points above current market offers.
9. **Historical investment performance.** The table below provides year-to-date and historical investment performance compared to the Ausbond Bank Bill Index.

Table 2: Historical investment portfolio performance

Past and Present Performance	FYTD	1 Year	2 Year	3 Year
Total Portfolio	0.48	0.98	1.40	1.87
Ausbond Bank Bill Index Benchmark	0.03	0.03	0.12	0.51
Outperformance	0.45	0.95	1.28	1.36

10. **Investment income.** As at 28 Feb 2022, the cumulative actual interest earned was **\$2.6m**, falling below **the year-to-date budget by approximately -\$2.05m**. This is due largely to the significant sell off in shares over the last 2 months. The TCorp Long Term Growth Fund, and the CFS Global Credit Fund, has fallen by approximately \$1.49m over Jan-Feb 22. The investment interest budget will be adjusted at the March 22 quarterly review.

Table 3: Year-to-date cumulative interest income

Month-End	Cumulative Budget	Cumulative Interest	Difference (\$)
Jul 2021	\$583,333	\$1,016,808	\$433,475
Aug 2021	\$1,166,667	\$2,030,123	\$863,456
Sep 2021	\$1,750,000	\$1,819,096	\$69,096
Oct 2021	\$2,333,333	\$2,032,410	-\$300,923
Nov 2021	\$2,916,667	\$2,832,022	-\$84,645
Dec 2021	\$3,500,000	\$3,665,308	\$165,308
Jan 2022	\$4,083,333	\$3,412,974	-\$670,359
Feb 2022	\$4,666,667	\$2,615,086	-\$2,051,581
Mar 2022	\$5,250,000		
Apr 2022	\$5,833,333		
May 2022	\$6,416,667		
Jun 2022	\$7,000,000		

Maturities

11. Overall, the portfolio remains well diversified from a maturity perspective, with around 30% of assets directed to medium term (2-5 years). There is still capacity to invest in this horizon, and this is where Councils advisors believe the most attractive yields are along the curve. All minimum and maximum criteria meet the policy guidelines

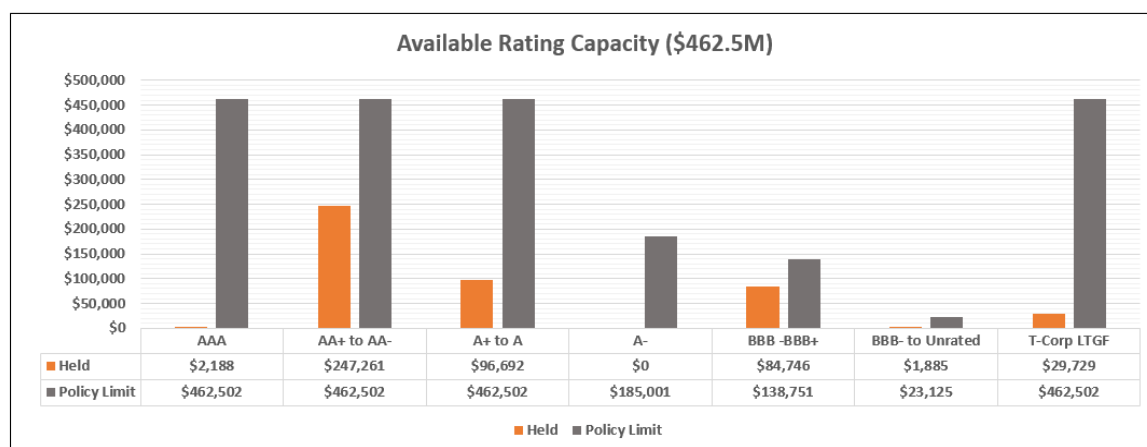
Table 8: Maturity profile

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$162,789,009	35.21%	20%	100%	\$299,513,354
✓	1 - 2 years	\$132,900,000	28.75%	0%	70%	\$190,711,654
✓	2 - 5 years	\$137,249,596	29.69%	0%	50%	\$93,901,585
✓	5 - 10 years	\$29,363,758	6.35%	0%	25%	\$86,211,833
		\$462,302,363	100.00%			

Compliance

12. The portfolio complies with Council's Investment Policy rating limits, with ample investment opportunity still available in A-rated institutions, and approx. \$75m capacity in BBB+/unrated institutions.

Graph 1: Investment Policy rating capacity



**BBB+/BBB limits combined under Council's investment policy.*

13. **Counterparty Limits.** All individual counterparty limits comply with council's investment policy, with the following exceptions:

Table 8: Exceptions to counterparty limits

Institution	Policy Limit (\$'000)	Held (\$'000)	Overweight (\$'000)	Reason	Compliance Date
-------------	-----------------------	---------------	---------------------	--------	-----------------

No
Exceptions

14. Council engage Imperium Markets for assistance in all investment matters relating to advice, risk and portfolio weighting. Imperium monitor the portfolio daily and conduct a monthly health check review. This confirms that Council's portfolio is being conducted in accordance with the Act, the Regulation and the Investment Policy.
15. Detailed investment performance commentary in relation to each investment product /type can be found in the Imperium comprehensive report attached.

Certification of Investments

16. I hereby certify that the investments for the month of February 2022 have been made in accordance with the Act, the Regulations and Council's Investment Policy:

John Angilley, Acting Chief Finance and Information Officer

CONSULTATION & TIMINGStakeholder Consultation

17. The following stakeholder consultation has been undertaken in relation to this matter:

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
28 Feb 2022	Imperium Markets	All Investments are within Policy guidelines and supported by Councils independent advisor. Refer Imperium Comprehensive Report	All Investments are within Policy limits and reconcile to the General Ledger as at 28 February 2022	John Angilley Acting Chief Finance and Information Officer Bruce MacFarlane Treasury & Tax Accountant

Councillor Consultation

18. The following Councillor consultation has been undertaken in relation to this matter:

Date	Councillor	Councillor Comment	Council Officer Response	Responsibility
N/A	N/A	N/A	N/A	N/A

FINANCIAL IMPLICATION FOR COUNCIL







19. Investment interest year to date has underperformed budget by \$2.05m. This significant fall in interest return is due to the significant sell off in shares during Jan-Feb 22, negatively impacting Councils Managed Funds (\$44m holdings). Investment interest will be adjusted accordingly as at the March 22 quarterly review.

Bruce MacFarlane
Tax and Treasury Accountant

John Angilley
Chief Finance and Information Officer

Brett Newman
Chief Executive Officer

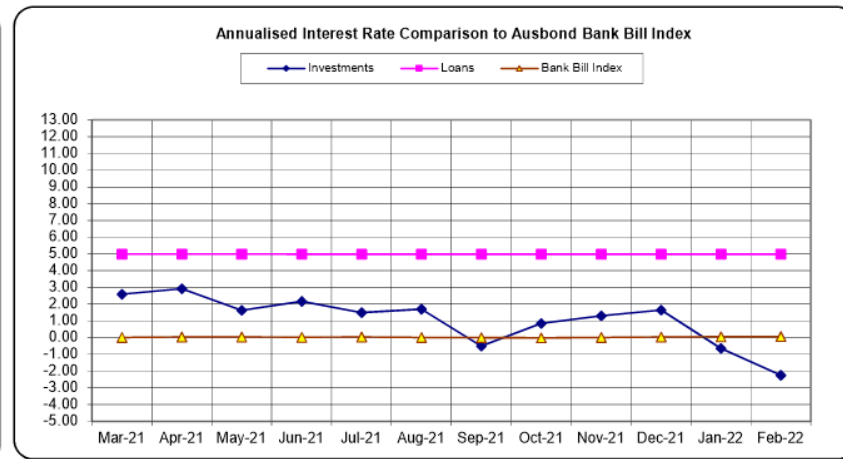
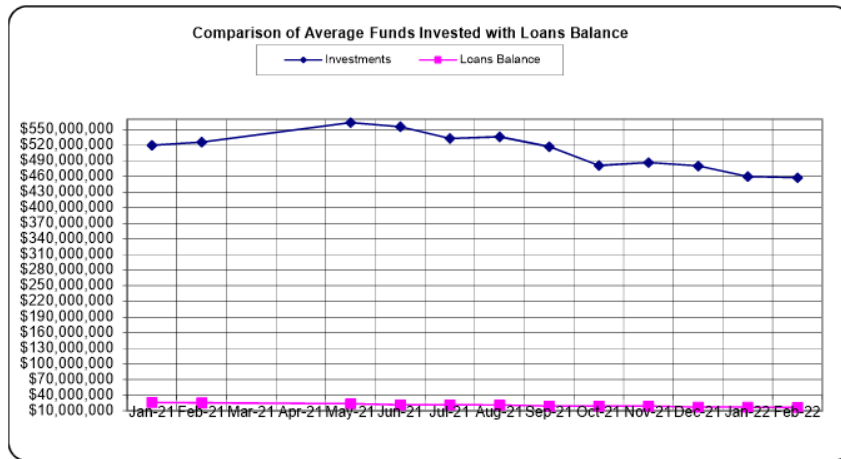
ATTACHMENTS:

- | | | |
|--|---|----------|
| 1  | Investment and Loans Performance Graph February 2022.pdf | 1 Page |
|  | | |
| 2  | Imperium Comprehensive Investment Report - February 22 .pdf | 35 Pages |
|  | | |
| 3  | List of Council Investments by maturity February 2022.pdf | 7 Pages |
|  | | |

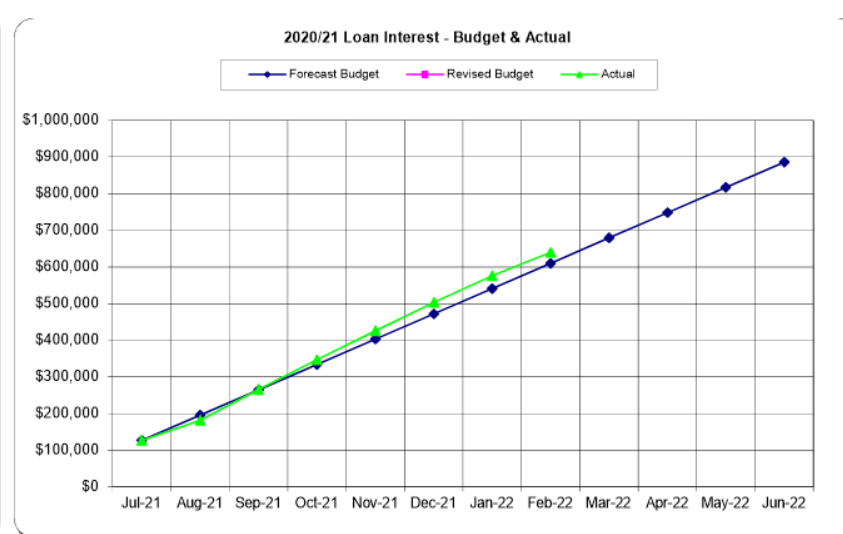
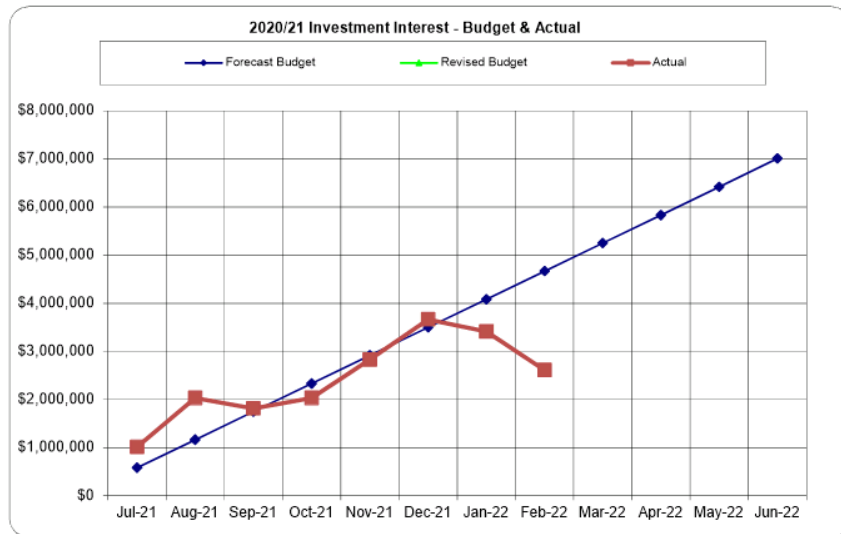
REFERENCE MATERIAL

ATTACHMENT 1

CL..... Governance & Corporate



Investments and Loans Interest - Year to Date Budget Performance





Monthly Investment Report

February 2022

 IMPERIUM MARKETS	Imperium Markets Pty Ltd ABN: 87 616 579 527 Authorised Representative of Libertas Financial Planning Pty Ltd AFSL 429 718 Phone: +61 2 9053 2987 Email: michael.chandra@imperium.markets Level 9 Suite 02, 3 Spring Street, Sydney NSW 2000



Summary

Market Update

COVID-19 has adversely impacted financial markets, which in turn, has also affected Council's investment portfolio. We provide a quick summary in this section.

The RBA cut rates to record lows on 3rd November 2020 to 0.10%, consistent with most global central banks resetting their official rates back to emergency levels. As global markets start to recover, inflationary pressures have emerged. This has resulted in longer-term bond yields to rise in recent months as central banks start to withdraw some of their other stimulatory policy measures (such as quantitative easing), whilst some have already started increasing official interest rates. **Markets are now bracing an environment where central banks will move from their excessively loose policy measures to a tightening cycle. Geopolitical risks have escalated after Russia's move to invade Ukraine in February**, with markets now factoring the ramifications on global economic growth after various sanctions were imposed by Western countries around the world.

Domestically, Governor Lowe has commented that interest rate rises starting later in 2022 were deemed *"a plausible scenario"*, but he also stated *"it's still quite plausible that the first increase...is a year or longer away"*.

Term Deposits

Term Deposits (fixed and floating) account for around 68% of the total investment portfolio at month-end.

Council's term deposit portfolio was yielding 1.13% p.a. at month-end, with a weighted average duration of around 509 days or ~1.4 years. The long average duration will provide some income protection against the low interest rate environment for the next 12 months. As existing deposits mature however, they will inevitably be reinvested at much lower prevailing rates.

- The highest deposit rate from any rated ADI in the market is now ~2.75% p.a. for 5 years;
- The highest deposit rates amongst the "AA-" rated ADIs (major banks) is now yielding between 0.80%-2.25% p.a. (for terms between 12m-5yrs);
- The highest deposit rates amongst the "A" rated ADIs was yielding between 0.90%-2.75% p.a. (for terms between 12m-5yrs);
- The highest deposit rates amongst the "BBB" and unrated ADIs was yielding between 0.90%-2.40% p.a. (for terms between 12m-5yrs).

With markets bringing forward expectations of official rate hikes, this has seen a significant shift in longer term deposit rates. Future investments above 1½% p.a. now appears likely if Council can continue to place the majority of its surplus funds for a minimum term of 2 years.



Senior FRNs

Council's senior floating rate notes (FRNs) make up around 5% of the total investment portfolio at month-end. The market valuation of Council's FRNs collectively marginally fell around **-0.11% (actual)** during February 2022 (or **-\$23,976 in dollar terms**).

Summary	31 Jan 2022	28 Feb 2022	Net Flow (\$)	Net Difference (%)
Face Value	\$22,650,000	\$22,650,000	\$0	0.00%
Market Value	\$22,816,896	\$22,792,920	-\$23,976	-0.11%

We highlight that Council's FRNs are senior ranked assets and high in the bank capital structure. We expect that, if held to maturity, the FRNs will pay back its original face value (\$100.00), along with its quarterly coupons throughout the life of the security. That is, we do not expect Council to lose any capital or interest payments from its current holding in its senior FRNs given all banks continue to maintain high capital buffers as required by APRA.

At month-end, Council's FRNs are now marked at an **unrealised capital gain of ~\$162,750** (noting some were purchased at a slight discount to par in the secondary market).

BBB rated senior FRNs

As per all FRNs, we have no issues with Council's investments in "BBB" rated senior FRNs given all counterparties continue to hold robust balance sheets with high levels of capital. On a mark-to-market basis, collectively they fell around **-\$7,375 in dollar terms or -0.07% (actual)** for the month:

Summary	31 Jan 2022	28 Feb 2022	Net Flow (\$)	Net Difference (%)
Face Value	\$11,000,000	\$11,000,000	\$0	0.00%
Market Value	\$11,062,828	\$11,055,453	-\$7,375	-0.07%

At month-end, Council's "BBB" rated FRNs are now marked at an **unrealised capital gain of ~\$68,33** (noting some were purchased at a slight discount to par in the secondary market).



Senior Bonds

Since September 2020, Council has collectively invested \$31m in Northern Territory Treasury Corporation (NTTC) fixed bonds rated AA- (same as the domestic major banks), locking in yields between 0.90%-1.40% p.a. The weighted average yield on these investments was 1.07% p.a., with a current weighted average duration of 3.39 years.

We believe these investments were sensible given the unprecedented low rate environment. We reiterate that the NTTC bonds are a 'retail' offering and not 'wholesale' issuances. Given the lack of liquidity and high penalty costs if they were to be sold/redeemed prior to the maturity date, they are considered to be a hold-to-maturity investment and will be marked at par value (\$100.00) throughout the term of investment.

During August 2021, Council purchased \$600k in the ING (AAA) covered fixed bond at a yield of 1.16% p.a., which we thought was an attractive yield given the super-senior and highly ranked asset. This is likely to be held for at least 3-4 years, with a view to reassess depending on the prevailing market conditions. Given it is now trading at a significant discount to par, we recommend buying additional units if available, to average-in at a more attractive yield.

TCorp Long-Term Growth Fund

The NSW TCorp Fund accounts for just under ~6½% of Council's total investment portfolio. **The Fund returned -3.07% (actual) during February.** International shares and bonds were sold-off, as markets reacted to Russia's invasion of Ukraine, while preparing for an environment of higher official interest rates and tightening policy measures from global central banks.

Summary	31 Jan 2022	28 Feb 2022	Investment (\$)	Net Return (\$)	Net Return (%)
Market Value	\$30,239,529	\$29,363,758	\$0	-\$929,771	-3.07%

February saw heightened volatility across risk markets. Geopolitical tensions will continue to impact financial markets as long as Russia's invasion of Ukraine persists and further financial sanctions are imposed. Inflation was already an issue, but the developments between Russian and Ukraine will further disrupt supply chains and accelerate the inflationary fears in the short-term, particularly amongst the energy industry. As more global central banks look to lift official interest rates, global equities and bonds continue to be sold-off (yields rose), while credit spreads have also widened (valuations fell).

The Fund should be looked at with a long-term view, with a minimum holding period of +7 years. Given the exposure to the volatile asset of shares, Council should expect to see, on average, a negative month once every 3 months over a long-term holding period.



CFS Global Credit Income

The CFS Global Credit Income Fund accounts for around 3% of Council's total investment portfolio. **The Fund returned -0.81% (actual) in February**, as the market valuation of the fund's assets in global credit securities (e.g. FRNs and bonds) fell on the back of credit margins moving wider.

Summary	31 Jan 2022	28 Feb 2022	Difference (\$)	Difference (%)
Market Value	\$14,263,043	\$14,147,379	-\$115,664	-0.81%

The Fund holds a diverse range of securities across the global credit market. It remains very well diversified by issuer in order to mitigate default risk. It invests in nearly 600 corporate bonds from issuers in various countries and industry sectors. Any spread contraction going forward allows credit and asset-backed holdings to enjoy significant capital gains.

With a running yield of around +2% p.a., we recommend Council retains this "grandfathered" Fund given the alternative to invest in cash and deposits (Council's approval list) are yielding comparably lower.

Cash Accounts

Cash accounts make up around 10% of Council's investment portfolio at month. Council's cash accounts are likely to yield up to 0.15% p.a. (at most) above the official cash rate over coming years i.e. yield up to 0.25% p.a. for the foreseeable future, at best (although balances up to \$10m can yield up to 0.40% p.a. from the Macquarie Bank 'accelerator' account). There is upside risk should the RBA deliver its first rate rise since 2010.



Council's Budgeted Income for FY2021-2022

Council's budgeted income for FY2021-2022 has been revised to \$7.0m. Based on an average total investment portfolio size of around \$500m, that equates to a budgeted yield of around 1.40% for the financial year.

As at the end of February 2022, the cumulative actual interest earned was below the revised budgeted income by around \$2.05m, due largely in part by the significant sell-off in shares over the past two months (TCorp Long-Term Growth Fund has fallen by -\$1.49m over Jan-Feb):

Month-End	Cumulative Budget	Cumulative Interest	Difference (\$)
Jul 2021	\$583,333	\$1,016,808	\$433,475
Aug 2021	\$1,166,667	\$2,030,123	\$863,456
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Mar 2022	\$5,250,000		
Apr 2022	\$5,833,333		
May 2022	\$6,416,667		
Jun 2022	\$7,000,000		

During the current financial year, we remain cautious in targeting a relatively high budget figure, given that risks remain, particularly if there is a continued selloff in equities.

The decision to adopt TCorp's Policy, whereby it has restricted the universe of complying investments and particularly the duration of investments - this has compounded and resulted in the significant drop in income generated over the past 18 months.

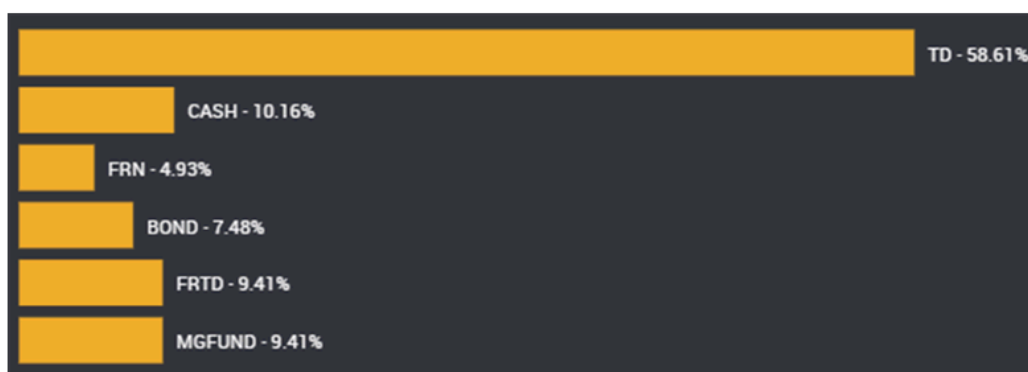


Council's Portfolio & Compliance

Asset Allocation

As at the end of February 2022, the portfolio was mainly directed to fixed and floating rate term deposits (68%). The remaining portfolio is directed to FRNs (5%), overnight cash accounts (10%), bonds (7%), and the managed funds with CFS Global Credit Income Fund and NSW T-Corp Long Term Growth Fund (9%, combined).

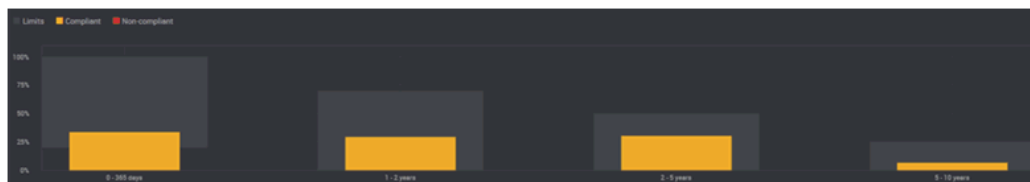
While FRNs appear relatively expensive on a historical basis, they are starting to become slightly more attractive as spreads have widened – new issuances should now be considered again on a case by case scenario. In the interim, fixed deposits and secondary market fixed bonds for 2-3 years now appear quite appealing following the spike in longer-term rates in recent months.





Term to Maturity

Overall, the portfolio remains well diversified from a maturity perspective with around 30% of assets directed to medium-term assets (2-5 years). There is still capacity to invest in the medium-term horizon and this is where we believe the most attractive value is along the curve. All minimum and maximum criteria meet within the Policy guidelines:



Where liquidity permits, we recommend new surplus funds be directed to 2-5 year horizons given this is where the most attractive value can be found. We suggest this be allocated to any remaining attractive fixed term deposits or secondary market bonds in the marketplace (refer to respective sections below).

Compliant	Horizon	Invested (\$)	Invested (%)	Min. Limit (%)	Max. Limit (%)	Available (\$)
✓	0 - 365 days	\$162,789,009	35.21%	20%	100%	\$299,513,354
✓	1 - 2 years	\$132,900,000	28.75%	0%	70%	\$190,711,654
✓	2 - 5 years	\$137,249,596	29.69%	0%	50%	\$93,901,585
✓	5 - 10 years	\$29,363,758	6.35%	0%	25%	\$86,211,833
		\$462,302,363	100.00%			



Counterparty

As at the end of February 2022, following the adoption of the Policy in mid-April 2020 (which was motivated by NSW Treasury Corporation), Council now has an immaterial overweight position to AMP (BBB). Overall, the portfolio is well diversified across the entire credit spectrum, including some exposure to the unrated ADIs.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	BoQ Covered	AAA	\$913,100	0.20%	100.00%	\$461,389,262
✓	Suncorp Covered	AAA	\$562,298	0.12%	100.00%	\$461,740,064
✓	ING Covered	AAA	\$713,012	0.15%	100.00%	\$461,589,350
✓	CBA (BankWest)	AA-	\$1,401,661	0.30%	100.00%	\$460,900,702
✓	NAB	AA-	\$129,244,011	27.96%	100.00%	\$333,058,351
✓	Northern Territory	AA-	\$34,000,000	7.35%	100.00%	\$428,302,362
✓	Westpac	AA-	\$2,516,028	0.54%	100.00%	\$459,786,335
✓	Citibank NA	A+	\$79,900,000	17.28%	100.00%	\$382,402,362
✓	Macquarie	A+	\$1,009,731	0.22%	30.00%	\$137,680,978
✓	Suncorp	A+	\$15,012,610	3.25%	30.00%	\$123,678,099
✓	UBS AG	A+	\$3,272,565	0.71%	30.00%	\$135,418,144
✓	CFS Global CI	A	\$14,147,379	3.06%	30.00%	\$124,543,329
✓	ICBC	A	\$47,250,000	10.22%	30.00%	\$91,440,709
✓	ING Bank Aus.	A	\$16,000,000	3.46%	30.00%	\$122,690,709
✓	Aus. Military Bank	BBB+	\$8,000,000	1.73%	10.00%	\$38,230,236
✓	BoQ	BBB+	\$25,081,798	5.43%	10.00%	\$21,148,438
✓	Bendigo-Adelaide	BBB+	\$1,767,497	0.38%	10.00%	\$44,462,740
✓	QT Mutual Bank	BBB+	\$1,001,631	0.22%	10.00%	\$45,228,605
✓	AMP Bank	BBB	\$22,122,589	4.79%	5.00%	\$992,529
✓	Auswide Bank	BBB	\$4,000,000	0.87%	5.00%	\$19,115,118
✓	CUA	BBB	\$1,772,535	0.38%	5.00%	\$21,342,583
✓	MyState Bank	BBB	\$16,000,000	3.46%	5.00%	\$7,115,118
✓	P&N Bank	BBB	\$5,000,000	1.08%	5.00%	\$18,115,118
✓	Judo Bank	BBB-	\$1,000,000	0.22%	0.22%	\$0
✓	QBank	BBB-	\$500,161	0.11%	0.22%	\$499,840
✓	Bank of Sydney	Unrated	\$250,000	0.05%	0.05%	\$0
✓	BNK Bank	Unrated	\$250,000	0.05%	0.05%	\$0
✓	Comm. First CU	Unrated	\$250,000	0.05%	0.05%	\$0
✓	TCorpIM LTG	Unrated	\$29,363,758	6.35%	100.00%	\$432,938,604
			\$462,302,362	100.00%		

Effective 15/09/2021, Judo Bank received a formal credit rating of BBB- (long-term) and A-3 (short-term) from ratings agency S&P. It cited its position as a newly formed and fast-growing business



in the SME lending sector, whilst having a well-capitalised balance sheet, allowing continued growth despite its limited profitability to date.

With regards to changes to the counterparty limits imposed by NSW Treasury Corporation, the major changes were as follows:

- A+ and A rated term deposits have maximum duration of 3 years;
- BBB+ rated assets have a maximum duration of 3 years;
- Limit of 5% to be placed with any BBB rated ADI with a maximum duration of 12 months;
- Limit of \$1m to be placed with any BBB- rated ADI with a maximum duration of 12 months;
- Limit of \$250k to be placed with any Unrated ADI with a maximum duration of 12 months;

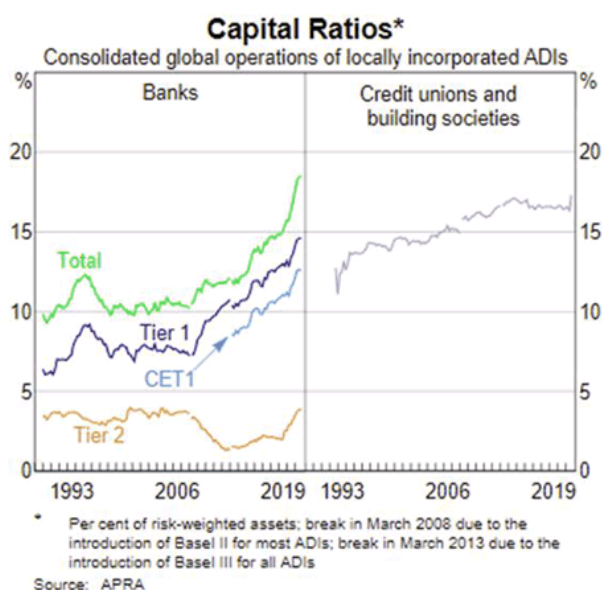
We remain supportive of the regional and unrated ADI sector (and have been even throughout the GFC period). They continue to remain solid, incorporate strong balance sheets, while exhibiting high levels of capital – typically, much higher compared to the higher rated ADIs. Some unrated ADIs have up to 25-40% more capital than the domestic major banks, and well above the Basel III requirements.

APRA's Chairman affirmed that the banks had satisfactorily moved towards an '*unquestionably strong*' capital position and that bank's stress testing contingency plans were now far better positioned than was previously the case years ago. ***RBA Governor Lowe has commented that they have not seen any signs of stress in the financial system and that unlike during the GFC, the banks now have cash, are well capitalised and are acting as "shock absorbers" in the current crisis.***

Overall, the lower rated ADIs (BBB and unrated) are generally now in a better financial position than they have been historically (see the Capital Ratio figure below). We believe that deposit investments with the lower rated ADIs should be continued going forward, particularly when they offer 'above market' specials. Not only would it diversify the investment portfolio and reduce credit risk, it would also improve the portfolio's overall returns.

In the current environment of high regulation and scrutiny, all domestic ADIs continue to carry high levels of capital, particularly amongst the lower ("BBB") and unrated ADIs. There is minimal (if any) probability of any ADI defaulting on their deposits going forward – this was stress tested during the GFC. ***APRA's mandate is to "protect depositors" and provide "financial stability".***

The biggest single risk that depositors face in the current low interest rate environment is not capital or credit risk, but reinvestment risk.



We do not understand the covenants imposed by NSW Treasury Corporation and their concerns surrounding the “BBB” and unrated ADIs. The adopted Policy will not only increase concentration risk, but also lead to lower returns on Council’s surplus investments over the long-term.

Given Council can only invest in senior-ranking assets with ADIs regulated by APRA, fundamentally, their concerns surrounding Council’s investment in “BBB” rated senior ranking assets and deposits with the local credit unions are unsubstantiated. RBA Governor Lowe has on multiple occasions highlighted the strength of all ADIs in the current crisis, saying that all banks are well capitalised (have cash), are acting as “*shock absorbers*” for the broader economy and that there are no signs of stress to the financial system.

While any potential future loans offered by TCorp are likely to be competitive against the traditional method through the major banks, any proposed recommendations led by TCorp needs to be weighed against the opportunity cost i.e. the loss of income throughout the term of which the covenants are imposed on Council. In the long-term, we believe the opportunity cost to Council in the form of lost interest would amount in the millions of dollars, per annum. This loss of income may also have a detrimental effect on the local community in terms of economic activity and employment.

(Other NSW Councils are in fact now getting a cheaper borrowing rate from the major banks compared to TCorp).



Domestic versus International

Noting Council's (internationally) demographic ratepayer base, we summarise where its investments are currently placed:

ADI Category by APRA / Country of Region	Amount Invested	Percentage
Australian Owned ADI	\$350,446,632	75.80%
Australia	\$350,446,632	75.80%
Branches of Foreign Bank	\$51,532,296	11.15%
China	\$47,250,000	10.22%
Switzerland	\$3,272,565	0.71%
United States	\$1,009,731	0.22%
Foreign Subsidiary Banks	\$16,812,298	3.64%
Lebanon	\$250,000	0.05%
Netherlands	\$16,562,298	3.58%
Global [^]	\$43,511,137	9.41%
International	\$43,511,137	9.41%
Total	\$462,302,362	100.00%

Source: <https://www.apra.gov.au/register-of-authorized-deposit-taking-institutions>

[^]Global: The NSW TCorpIM LTGF and CFS Global Credit Income Fund invests in hundreds of underlying securities globally, from which the portfolio composition is likely to change regularly.

Overall, approximately 76% of Council's total investment portfolio is placed with domestic ADIs, while the remaining 24% is placed with international banks and corporate entities.

In response to global financial crisis (GFC), the Financial Stability Board (FSB) came up with a range of financial metrics to ascertain which banks were effectively deemed "*too big to fail*". A list of Globally Systemic Important Banks (G-SIBs) was developed, in which these banks required to hold much higher levels of capital compared to their smaller peers to ensure their financial stability under various stress test scenarios (e.g. another GFC).

We note that Council's exposure to the international banks are generally with such Globally Systemic Important Banks (G-SIBs), including ICBC (China), ING Bank (Netherlands), UBS (Switzerland), Credit Suisse (Switzerland), HSBC (Hong Kong) and Citibank (US).

Overall, we have no concerns with Council's exposure to international banks given they are largely considered to be globally systematic important banks that are '*too big to fail*'.



Fossil Fuel Investments

What is Council's current exposure to institutions that fund fossil fuels?

Using the following link <http://www.marketforces.org.au/banks/compare>, based on the Council's investment portfolio balance as at 28/02/2022 (\$462.30m), we can roughly estimate that ~80% of the investments have some form of exposure. This is likely to drift higher given the new Policy limits imposed by NSW Treasury Corporation.

How would Council modify its Investment Policy to cater for divestment of fossil fuels?

If the major banks were withdrawn from investments, some members of the community may look at that remaining list of ADIs (banks) and say *"Why do we have all our money with those no-name institutions? I've never even heard of them. We don't want to take risks with our money after councils lost \$100's of millions speculating in the GFC"*. It will be difficult to please everyone. We suggest starting the discussion with all Councillors asking *"are you comfortable investing all the money with the lower rated regionals and credit unions?"* If not, then a full divestment campaign will be complicated.

Some ways to potentially 'make changes' to the policy, or at least have a discussion, includes:

- *"Where possible within policy and without compromising the risk and return profile, we favour..."*
- *"We have not yet made a decision to divest because it will have implications on credit quality, ratings and income, but we are actively discussing..."*

What would be implications on our portfolio credit rating?

By adopting a free fossil fuel policy or an active divestment strategy, this would eliminate the major banks rated "AA-" as well as some other "A" rated banks (AMP, Citigroup and ING). Council would be left with a smaller sub-sector of banks to choose to invest with.

What would be risks and implications on Council's portfolio performance?

Some implications include:

- High concentration risk – limiting Council to a selected number of banks;
- Increased credit/counterparty risk;
- May lead to a reduction in performance (most of the senior FRN issues are with the higher rated ADIs) which could result in a significant loss of income generated – could be in excess of hundreds of thousands of dollars per annum;
- Underperformance compared to other Councils.

It may actually be contrary to Council's primary objective to preserve capital as the investment portfolio's risk would increase (all things being equal). Council may not be maximising its returns – this is one of the primary objectives written in the Investment Policy.



Council's exposure is summarised as follows:

Counterparty	Credit Rating	Funding Fossil Fuel
BoQ Covered	AAA	Yes
Suncorp Covered	AAA	No
ING Covered	AAA	Yes
CBA (BankWest)	AA-	Yes
NAB	AA-	Yes
Northern Territory	AA-	Yes
Westpac	AA-	Yes
Citibank NA	A+	Yes
Macquarie	A+	Yes
Suncorp	A+	No
UBS AG	A+	No
CFS Global Credit^^	A	Yes
ICBC	A	No
ING Bank	A	Yes
Aus Military Bank	BBB+	No
BOQ	BBB+	Yes
Bendigo-Adelaide	BBB+	No
QT Mutual Bank	BBB+	No
AMP Bank	BBB	Yes
Auswide Bank	BBB	No
CUA	BBB	No
MyState Bank	BBB	No
P&N Bank	BBB	No
Judo Bank	BBB-	No
QBANK	BBB-	No
Bank of Sydney	Unrated	No
BNK Bank	Unrated	No
Comm. First CU	Unrated	No
T-CorpIM LTG Fund^^	Unrated	Yes

^^The underlying exposure in these managed funds includes the domestic major banks.

Source: <https://www.marketforces.org.au/info/compare-bank-table/>

Summary	Amount	Invested %
Yes	\$368,758,935	80%
No	\$93,543,427	20%
	\$462,302,362	100%



Credit Quality

Following the adoption of the Policy in mid-April 2020, in order to adhere to the prohibitive restrictions imposed by NSW TCorp, Council decided to forego extra yield and has subsequently redeemed deposit investments amongst the BBB and Unrated ADI ratings category over the past year (with the exception of government guarantee parcels of \$250k deposits).

All aggregate ratings categories are now within the Policy limits, except for the “BBB” category, which is slightly overweight by around \$2.665m (largely driven by a drop in the overall portfolio’s balances):

Compliant	Credit Rating	Invested (\$)	Invested (%)	Max. Limit (%)	Available (\$)
✓	AAA Category, TCorp	\$31,552,168	7%	100%	\$430,750,194
✓	AA Range	\$247,061,699	53%	100%	\$215,240,663
✓	A+ or A	\$96,692,285	21%	100%	\$365,610,077
✓	A-	\$0	0%	40%	\$184,920,945
✓	BBB+	\$35,850,926	8%	19%	\$53,944,659
X	BBB	\$48,895,124	11%	10%	-\$2,664,887
✓	BBB- & Unrated ADIs	\$2,250,161	0%	5%	\$20,864,958
		\$462,302,362	100.00%		

The main changes to the Credit Quality limits imposed by NSW Treasury Corporation were as follows:

- BBB+ rated assets: 30% less any BBB rated assets;
- BBB assets: maximum 10% of portfolio;
- Other (BBB- and Unrated ADIs): maximum 5% of portfolio;

With regards to the duration of each ratings category, based on weighted averages, the portfolio is within the Policy limits across all categories:

Compliant	Credit Rating	Invested (\$)	Invested (%)	Wgt. Avg. Duration (Yrs)	Max Term (Yrs)	Wgt. Avg. Yield (%)^
✓	AAA, TCorp	\$31,552,168	7%	4.90	n/a	0.08%
✓	AA Range	\$247,061,699	53%	1.64	5.00	0.88%
✓	A+ or A	\$96,692,285	21%	1.67	5.00	1.27%
✓	A-	\$0	0%	0.00	3.00	0.00%
✓	BBB+	\$35,850,926	8%	1.22	3.00	1.69%
✓	BBB	\$48,895,124	11%	0.50	1.00	1.08%
✓	BBB- & Unrated ADIs	\$2,250,161	0%	0.41	1.00	1.54%
		\$462,302,362	100.00%	1.71		0.99%

[^]Assuming TCorp LTGF is yielding 0.00% and CFS Fund (A rated) is yielding 2.00%.

We note the significant pick-up in yield in the “BBB” category and lower rated ADIs compared to the “A” or higher rated ADIs. All these assets are for the same type of investment (term deposits and senior FRNs) and rank the same in the bank capital structure (senior ranking, extremely low risk



assets). The weighted average duration of the “BBB” and lower rated ADIs is also much shorter than the higher rated ADIs.

As mentioned in the Counterparty section, we believe TCorp’s Policy increases concentration risk and significantly reduces the Council’s overall return over the long-term. If possible, Council should consider reviewing the Policy and potentially find alternative sources for a loan in the future given the substantial opportunity cost in the form of lost revenue (millions of dollars) through interest income.

We have been made aware that a handful of major banks were offering a lower borrowing rate than TCorp over the past few months to other NSW councils.



Performance

Council's performance (actual returns) for the month ending 28 February 2022 is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year	2 years	3 years
Official Cash Rate	0.01%	0.02%	0.05%	0.07%	0.10%	0.15%	0.45%
AusBond Bank Bill Index	0.01%	0.01%	0.02%	0.02%	0.03%	0.12%	0.51%
PCC Internal Benchmark*	-0.18%	-0.17%	-0.20%	0.09%	0.68%	0.96%	1.46%
PCC Cash Portfolio	0.03%	0.09%	0.16%	0.25%	0.44%	0.57%	0.91%
PCC T/D Portfolio	0.10%	0.30%	0.61%	0.81%	1.24%	1.50%	1.82%
PCC FRN Portfolio	0.09%	0.39%	0.86%	1.10%	1.61%	1.65%	1.90%
PCC Bond Portfolio	0.09%	0.27%	0.53%	0.70%	1.03%	-	-
PCC Credit Fund	-0.81%	-1.07%	-1.47%	-1.65%	-0.71%	0.74%	1.31%
PCC TCorp Growth Fund^^	-3.07%	-3.63%	-4.43%	-0.76%	7.75%	6.22%	7.28%
TCorp Benchmark	-3.02%	-4.03%	-4.50%	-1.21%	6.88%	6.25%	7.45%
PCC's Total Portfolio	-0.17%	-0.09%	0.05%	0.32%	0.98%	1.40%	1.87%
Outperf. (BBI)	-0.18%	-0.10%	0.03%	0.30%	0.94%	1.28%	1.36%
Outperf. (Int. Bench.)	0.01%	0.08%	0.25%	0.23%	0.30%	0.44%	0.41%

*The Internal Benchmark returns are based on Council's individual benchmarks across the various asset classes it invests within its own portfolio. The following individual benchmark's are used for each asset class that Council invests in:

Cash: RBA Cash Rate

Term Deposits: Deposit benchmark based on Council's weighted average duration using multiple ADIs average monthly rate

FRNs: AusBond Credit FRN Index

CFS Global Credit Income Fund: AusBond Credit Index

NSW TCorpIM Long-Term Growth Fund: NSW TCorpIM Internal Benchmark

^^ The 12 month returns are indicative as Council only started investing in the T-CorpIM Long-Term Growth Fund during October 2017.

For the month of February, the total investment portfolio (including cash) provided a return of -0.17% (actual) or -2.25% p.a. (annualised), underperforming the AusBond Bank Bill Index return of +0.01% (actual) or +0.07% p.a. (annualised), while outperforming Council's internal benchmark return of -0.18% (actual) or -2.33% p.a. (annualised). The TCorp Fund (-3.07% actual) and the CFS Fund (-0.81% actual) were the biggest detractors to performance again this month.

Over the past 12 months, the total portfolio (including cash) returned +0.98% p.a., outperforming bank bills by 0.94% p.a. and Council's internal benchmark by +0.30% p.a. This has been solid given deposit rates reached their all-time lows over the past 3 years.

The longer-term outperformance continues to be anchored by the handful of longer-dated deposits that were locked-in prior to the RBA's rate cuts, as well as the FRNs locked in at attractive margins, boosted by the strategic sales implemented over the past year. This is now reflected in the longer-term returns with the FRN portfolio now slightly ahead of fixed term deposits over 1-3 year time periods.



The annualised returns as of 28 February 2022 are shown in the following table:

Performance (% p.a.)	1 month	3 months	6 months	FYTD	1 year	2 years	3 years
Official Cash Rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.15%	0.45%
AusBond Bank Bill Index	0.07%	0.06%	0.04%	0.03%	0.03%	0.12%	0.51%
PCC Internal Benchmark*	-2.33%	-0.67%	-0.41%	0.13%	0.68%	0.96%	1.46%
PCC Cash Portfolio	0.34%	0.36%	0.33%	0.38%	0.44%	0.57%	0.91%
PCC T/D Portfolio	1.28%	1.22%	1.24%	1.22%	1.24%	1.50%	1.82%
PCC FRN Portfolio	1.13%	1.58%	1.74%	1.66%	1.61%	1.65%	1.90%
PCC Bond Portfolio	1.18%	1.09%	1.08%	1.05%	1.03%	-	-
PCC Credit Fund	-10.07%	-4.26%	-2.93%	-2.48%	-0.71%	0.74%	1.31%
PCC TCorp Growth Fund^^	-33.39%	-13.94%	-8.74%	-1.14%	7.75%	6.22%	7.28%
TCorp Benchmark	-32.95%	-15.36%	-8.87%	-1.81%	6.88%	6.25%	7.45%
PCC's Total Portfolio	-2.25%	-0.37%	0.10%	0.48%	0.98%	1.40%	1.87%
Outperf. (BBI)	-2.32%	-0.42%	0.06%	0.45%	0.94%	1.28%	1.36%
Outperf. (Int. Bench.)	0.08%	0.31%	0.51%	0.35%	0.30%	0.44%	0.41%



Council's Term Deposit Portfolio & Recommendation

As at the end of February 2022, Council's deposit portfolio was still yielding an attractive **1.13% p.a.** (down 7bp from the previous month), with a weighted average duration of around 509 days (~1.4 years). The current average yield remains very attractive given the dramatic falls in the official cash rate. We recommend Council extends or at least maintains the average duration of the deposit portfolio.

As the past decade has highlighted (post-GFC era), we have seen too many portfolios' roll a high proportion of their deposits less than 6 months (high turnover), resulting in their deposits being reinvested at lower prevailing rates. That is, depositors have overpaid for liquidity and generally not insured themselves against the low interest rate environment by diversify their funding across various tenors (out to 5 years) but rather placed all their 'eggs in one basket' and kept all their deposits short. **Reinvestment risk has collectively been and continues to be the biggest detriment to depositors' interest income over the post-GFC period.**

We are pleased to see that City of Parramatta Council remains amongst the top performing Councils in the state of NSW where deposits are concerned, earning on average, more than \$1,275,000 in additional interest income compared to its peers (as per our October 2021 rankings). We have been pro-active in our advice about protecting interest income and addressing reinvestment risk for many years and encouraged to maintain a long duration position. This is now reflected by the high performance of the investment portfolio. Of the 76 individual deposits Council held, 9 are still yielding higher than 2% p.a. That is, around 12% of outstanding deposits held is earning more than twenty times the prevailing cash rate of 0.10%. This will anchor future returns and will help mitigate the rapid fall in interest income from deposits after the RBA cut rates to all-time lows.

However, with the adoption of the Policy imposed by NSW TCorp in April 2020, we anticipate Council may fall in the deposit rankings going forward due to the restrictions imposed, not only on what counterparties Council can invest with, but also the term of investment. A further fall in interest income and returns may result if Council elects to direct the majority (if not all) of its very low risk assets (term deposits and senior FRNs) to the higher rated domestic banks and exclude foreign ADIs that are also regulated by APRA.



At the time of writing, we see value in:

ADI	LT Credit Rating	Term	T/D Rate
ICBC, Sydney	A	5 years	2.80% p.a.
ICBC, Sydney	A	4 years	2.60% p.a.
ICBC, Sydney	A	3 years	2.35% p.a.
MyState	BBB	3 years	2.25% p.a.
Westpac	AA-	4 years	2.23% p.a.
Westpac	AA-	3 years	2.01% p.a.
BoQ	BBB+	3 years	2.00% p.a.
ICBC, Sydney	A	2 years	1.85% p.a.
MyState	BBB	2 years	1.80% p.a.
BoQ	BBB+	2 years	1.70% p.a.
Westpac	AA-	2 years	1.65% p.a.

The above deposits are suitable for investors looking to provide some income protection and mitigate reinvestment/rollover risk for the next few years.



For terms under 12 months, we believe the strongest value is currently being offered by the following ADIs (dependent on daily funding requirements):

ADI	LT Credit Rating	Term	T/D Rate
AMP Bank	BBB	11-12 months	1.00% p.a. [^]
BoQ	BBB+	12 months	0.90% p.a.
ME Bank	BBB+	12 months	0.90% p.a.
MyState Bank	BBB	12 months	0.90% p.a.
NAB	AA-	12 months	0.88% p.a.
ICBC	A	12 months	0.86% p.a.
Bank of Sydney	Unrated ADI	9-12 months	0.85% p.a.
Westpac	AA-	12 months	0.83% p.a.
CBA	AA-	12 months	0.80% p.a.

[^] AMP T/Ds – contact us to receive an additional 0.20% p.a. rebated commission on top of the rate shown above

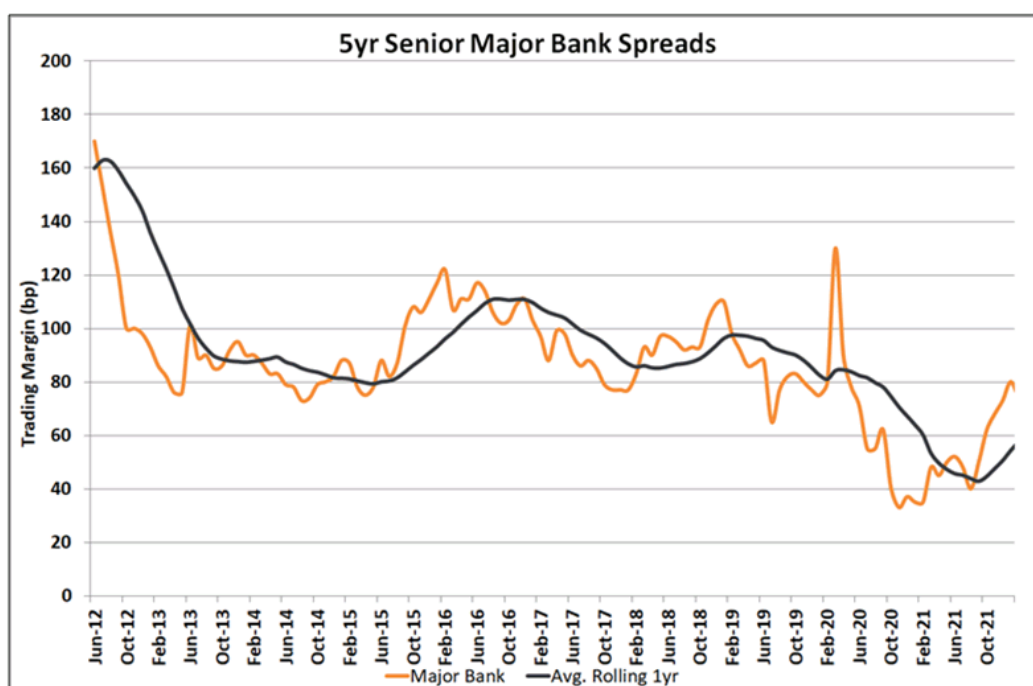
Amongst the investment grade sector, the majority of short-dated term deposits (maturing less than 12 months) are yielding under 0.90% p.a. Despite the uplift in outright rates recently, we generally believe there much better value in slightly longer-dated terms.

There is an upward pick-up in yield for investors that can take advantage of 2-3 year fixed T/Ds whilst official rates are stuck at very low levels at least for the next 12-18 months. For those investors that do not require high levels of liquidity and can stagger their investments longer-term, they will be rewarded over coming years if they roll for an average term of 18 months - 2 years (this is where we current value), yielding, on average, more than double the return compared to those investors that purely invest in short-dated deposits.



Senior FRNs Review

Over February, amongst the senior major bank FRNs, physical credit securities marginally tightened up to 5bp at the long-end of the curve. During the month, NAB (AA-) issued a dual 3 and 5 year deal at +47bp and +72bp respectively, printing \$4bn across the four tranches. This followed new 5 year issuances from WBC (AA-) and CBA (AA-) at +70bp in January. We anticipate ANZ (AA-) may follow suit over coming months looking to refinance their upcoming maturities at these historically cheap levels:



Source: IBS Capital

Amongst the "A" and "BBB" rated sector, the securities remained relatively flat at the long-end of the curve. For a second consecutive month, there was much more activity in the primary market, highlighted by new issuances from:

- Newcastle Permanent Building Society (BBB): 5 year senior FRN at +100bp
- United Overseas Bank, Sydney Branch (AA-): 5 year senior FRN at +72bp
- Mizuho, Sydney Branch (A): 3 year senior FRN at +60bp
- Société Générale, Sydney Branch (A): 5 year senior FRN at +100bp

While turnover in the secondary market is still predominately dominated by commonwealth, semi-government and major bank senior paper, given the lack of supply, we have started to observe that even a handful of regional bank senior paper has sometimes been trading inside "mid" levels over recent months.



The lack of supply from new (primary) issuances has played a major role with the strong rally in credit markets over 2020. This has now started to reverse as monetary policy easing measures are progressively being withdrawn.

FRNs will continue to play a role in investor's portfolios mainly on the basis of their liquidity and the ability to roll down the curve and gross up returns over ensuing years (in a relatively stable credit environment).

Senior FRNs (ADIs)	28/02/2022	31/01/2022
"AA" rated – 5yrs	+75bp	+80bp
"AA" rated – 3yrs	+49bp	+47bp
"A" rated – 5yrs	+88bp	+90bp
"A" rated – 3yrs	+60bp	+60bp
"BBB" rated – 3yrs	+70bp	+70bp

Source: IBS Capital

We now generally **recommend switches** ('benchmark' issues only) into new attractive primary issues (or longer-dated alternatives), out of the following senior FRNs that are maturing:

- **On or before early 2022 for the "AA" rated ADIs (domestic major banks);**
- On or before early-mid 2023 for the "A" rated ADIs; and
- Within 12 months for the "BBB" rated ADIs (consider case by case).

Investors holding onto the above senior FRNs ('benchmark' issues only) in their last few years are now generally holding sub-optimal investments and are not maximising returns by foregoing realised capital gains. In the current low interest rate environment, any boost in overall returns should be locked in when it is advantageous to do so, particularly as switch opportunities become available.

While FRNs appear relatively expensive on a historical basis, they are starting to become slightly more attractive as spreads have widened – new issuances should now be considered again on a case by case scenario.



Council FRNs – Recommendations for Sale/Switches

We now recommend selling out of the following FRN given it is yielding a low rate of return (less than 0.80% p.a.), if held to maturity, compared to other complying assets:

Issuer	Rating	Maturity Date	ISIN	Face Value	Trading Margin	Capital Price (\$)	Unrealised Gain (\$)
NAB	AA-	21/01/2025	AU3FN0052510	\$2,000,000	+50.0bp	\$100.763	~\$15,526

A switch into 2-3 year fixed deposits with ICBC (A) at 1.80%-2.30% p.a. would yield nearly triple the rate of return from which the above FRN is yielding (if placing for 3 years).

This strategy has worked very well the **previous financial year (2020-2021)**, with Council realising **capital gains over \$1,138,000**, which ultimately boosted the overall returns of the investment portfolio. A summary of the current financial year's sales are as follows:

Issuer	Maturity Date	Month Sold	Face Value	Trading Margin	Capital Price	Realised Capital Gains
ME (BBB+)	18/07/2022	Jul 2021	\$2,000,000	+15.0bp	\$100.813	\$16,260
TMB (BBB)	28/10/2022	Jul 2021	\$1,000,000	+23.0bp	\$100.839	\$8,390
NAB (AA-)	19/06/2024	Aug 2021	\$1,300,000	+18.25bp	\$102.081	\$27,053
ANZ (AA-)	29/08/2024	Aug 2021	\$1,500,000	+19.0bp	\$101.744	\$26,160
UBS (A+)	08/03/2023	Sep 2021	\$3,000,000	+23.0bp	\$100.963	\$28,890
B. Comm (A-)	28/10/2022	Sep 2021	\$1,500,000	+25.0bp	\$100.691	\$10,365
WBC (AA-)	16/08/2024	Sep 2021	\$1,600,000	+29.0bp	\$101.682	\$28,416
B. China (A)	17/10/2022	Oct 2021	\$1,000,00	+29.0bp	\$100.687	\$6,870
Soc. Gen. (A)	17/07/2023	Nov 2021	\$2,750,00	+33.0bp	\$100.992	\$27,280
C. Suisse (A+)	26/05/2023	Nov 2021	\$6,500,00	+32.0bp	\$101.252	\$81,380
B. Aust. (BBB)	2/12/2022	Jan 2022	\$1,000,000	+42.0bp	\$100.431	\$4,310
NPB (BBB)	6/02/2023	Jan 2022	\$400,000	+35.0bp	\$101.121	\$5,088
NPB (BBB)	6/02/2023	Jan 2022	\$1,000,000	+35.0bp	\$101.121	\$12,420
NPB (BBB)	6/02/2023	Jan 2022	\$2,500,000	+35.0bp	\$101.121	\$28,025
HSBC (AA-)	27/09/2024	Jan 2022	\$2,000,000	+40.0bp	\$101.140	\$22,800
Total Realised Capital Gains FY2021-2022						\$333,707



Council's Senior Fixed Bonds

Since September 2020, Council placed parcels in NTTC (AA-) fixed bonds as follows:

Investment Date	Maturity Date	Principal	Rate % p.a. [^]	Remaining Term (Yrs)	Interest Paid
10/09/2020	15/12/2022	\$2,000,000	0.90%	0.79	Annually
30/09/2020	15/12/2023	\$2,000,000	1.00%	1.79	Annually
24/11/2020	16/12/2024	\$1,000,000	0.90%	2.80	Annually
16/02/2021	16/06/2025	\$1,000,000	0.90%	3.30	Annually
16/02/2021	15/06/2026	\$5,000,000	1.00%	4.30	Annually
12/05/2021	17/06/2024	\$3,000,000	0.80%	2.30	Annually
12/05/2021	16/06/2025	\$3,000,000	1.10%	3.30	Annually
12/05/2021	15/06/2026	\$3,000,000	1.30%	4.30	Annually
20/05/2021	16/06/2025	\$3,500,000	1.10%	3.30	Annually
09/09/2021	16/12/2024	\$2,500,000	0.90%	2.80	Semi-Annually
09/09/2021	15/12/2026	\$5,000,000	1.40%	4.80	Semi-Annually
Totals / Wgt. Avg.		\$31,000,000	1.07%	3.39 yrs	

[^]Council has received the full rebated commission of 0.25% (plus GST) on the face value of investment on all these parcels (currently totalling \$48,125).

We believe these investments were prudent given the low rate environment and especially after the rate cut delivered in early November 2020 and its subsequent forward guidance on official interest rates. The NTTC bonds are a 'retail' offering and not 'wholesale' issuances. Given the lack of liquidity and high penalty costs if they were to be sold/redeemed prior to the maturity date, they are considered to be a hold-to-maturity investment and will be marked at par value (\$100.00) throughout the term of investment.

During August 2021, Council also purchased into the following AAA rated covered fixed bond with ING Bank Australia. With yields rising significantly in recent months, Council may consider purchasing additional units in this security in the secondary market at the current yield to 'average-in' a better overall purchase price.

Issuer	Rating	Maturity Date	ISIN	Face Value	Purchase Yield	Current Yield	Unrealised Gain / Loss (\$)
ING	AAA	19/08/2026	AU3CB0282358	\$600,000	1.16%	2.60%	-\$35,956



Senior Fixed Bonds – ADIs (Secondary Market)

As global inflationary pressures have emerged, this has seen a significant lift in longer-term bond yields (valuations fell) as markets have strongly factored in a tightening of global central bank policy measures (i.e. withdrawal of Quantitative Easing and lifting official interest rates).

This has resulted in some opportunities in the secondary market. We currently see value in the following fixed bond lines, with the majority now being marked at a significant discount to par (please note supply in the secondary market may be limited on any day):

ISIN	Issuer	Rating	Capital Structure	Maturity Date	~Remain. Term (yrs)	Fixed Coupon	Indicative Yield
AU3CB0265403	Suncorp	AA-	Senior	30/07/2024	2.49	1.85%	2.05%
AU3CB0265593	Macquarie	A+	Senior	07/08/2024	2.52	1.75%	2.05%
AU3CB0265718	ING	AAA	Covered	20/08/2024	2.55	1.45%	2.00%
AU3CB0266179	ANZ	AA-	Senior	29/08/2024	2.58	1.55%	1.85%
AU3CB0266377	Bendigo	BBB+	Senior	06/09/2024	2.60	1.70%	2.13%
AU3CB0268027	BoQ	BBB+	Senior	30/10/2024	2.75	2.00%	2.32%
AU3CB0269710	ANZ	AA-	Senior	16/01/2025	2.96	1.65%	2.12%
AU3CB0269892	NAB	AA-	Senior	21/01/2025	2.98	1.65%	2.15%
AU3CB0270387	Macquarie	A+	Senior	12/02/2025	3.04	1.70%	2.36%
AU3CB0280030	BoQ	BBB+	Senior	06/05/2026	4.26	1.40%	2.77%
AU3CB0282358	ING	AAA	Covered	19/08/2026	4.55	1.10%	2.60%



Senior Bonds - Northern Territory Treasury Corporation (NTTC)

Investors should be aware of the following senior retail bond offering from Northern Territory Treasury Corporation (NTTC) effective 21st February 2022:

Maturity Date	Rate % p.a. [^]	Interest Paid
15/06/2023	0.70%	Annually
15/06/2024	1.20%	Annually
15/06/2025	1.80%	Annually
15/06/2026	1.90%	Annually
15/06/2027	2.20%	Annually

^{^^}The rates offered in the above table can be reviewed and changed at any time from Treasury. The rate for broker sponsored applications will be dropped by 0.20% p.a. effective 1 October 2020.

Any investor interested in this product should avoid placing through the broker channel and contact Imperium Markets to receive the full commission of 0.25% (plus GST) on the face value of the investment, in the form of an additional rebate. If placed through the brokers, they are likely to keep the 0.25% commission (on the face value of the investment).

Overview	Description
Issuer	Northern Territory Government
Credit Rating	Aa3 (Moody's), which is AA- equivalent (S&P)
Type	Fixed senior (retail) bonds
Program	Territory Bonds Issue 112
Date for applications	01/01/2022 – 31/05/2022
Liquidity	Weekly redemptions available, subject to the prevailing market rate and administration costs ^{^^}

^{^^} Note given this is a retail bond offering (min. parcel size of \$5,000), for wholesale investors, we would not consider this to be a liquid investment (the largest redemptions to date have only been \$200-\$300k).

The product should be viewed as a hold-to-maturity product, noting there are significant penalty costs including admin fees, the prevailing market interest rate, and factors in any associate commissions that were previously paid. Given the longer-term outlook for official interest rates, any investor interested should invest through Imperium Markets to receive an effectively higher rate, once factoring in the rebated commission. *These offers will need to be compared to other complying assets at the time of investment – term deposits are currently a better alternative.*



CFS Global Credit Income Fund

For the month of February, the CFS Global Credit Income Fund returned -0.81% (actual), underperforming the AusBond Bank Bill Index return of +0.01% (actual), while outperforming the AusBond Credit Index return of -1.07% (actual).

Valuations in the underlying portfolio fell significantly during the month. Fixed income markets are acutely focused on the outlook for inflation and the reaction by central banks. The drivers of aggregate demand and aggregate supply suggests that the currently high inflation has been largely a product of a slow recovery in supply and demand being broadly back to the pre-pandemic trend. Moving forward, both monetary and fiscal policies are moving in the opposite direction from those of the past two years. Gradually, this action is likely to drag demand lower, with inflation also likely to trend lower as we progress into 2022. This should offer respite to investors surrounding central bank fears that inflation is a structural problem, but this path is not without risks from the virus, escalating geopolitical tensions and factors such as oil as well as policy (error).

Although it has been a relatively volatile environment for credit over the past few years, it has been one of Council's best performing assets over the longer-term. The portfolio continues to accumulate high running-income in excess of the benchmark across all corporate and financial sectors. The Fund holds a diverse range of securities across the global credit market. It remains very well diversified by issuer in order to mitigate default risk. It invests in nearly 600 corporate bonds from issuers in various countries and industry sectors. Any spread contraction going forward allows credit and asset-backed holdings to enjoy significant capital gains.

With a running yield of ~+2% p.a., we recommend Council to retain this investment given the alternative investments in complying fixed interest products are largely earning below this rate of return.

NSW T-CorpIM Growth Fund

The Growth Fund returned -3.07% (actual) for the month of February. The losses this month were led by the selloff in international shares (MSCI World ex-Australia fell -2.79%) and global bonds (yields continued to rise).

February saw heightened volatility across risk markets. Geopolitical tensions will continue to impact financial markets as long as Russia's invasion of Ukraine persists and further financial sanctions are imposed. Inflation was already an issue, but the developments between Russian and Ukraine will further disrupt supply chains and accelerate the inflationary fears in the short-term, particularly amongst the energy industry. As more global central banks look to lift official interest rates, global equities and bonds continue to be sold-off (yields rose), while credit spreads have also widened (valuations fell).

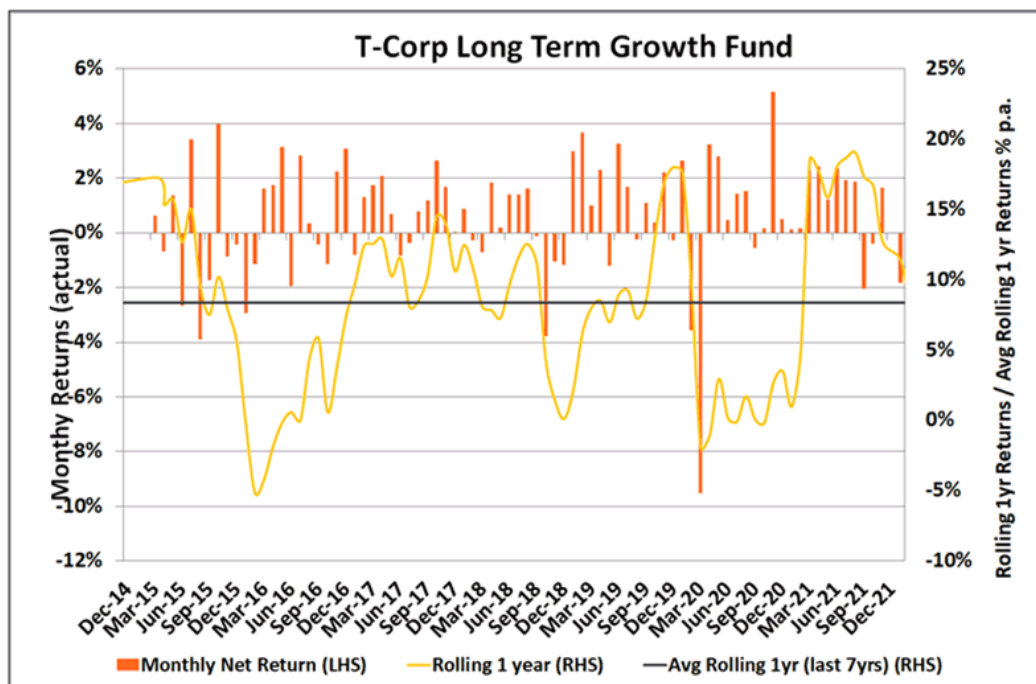
Overall, we remain cautious on the future performance of the T-Corp Growth Fund given the high volatility associated with a diversified growth fund, which generally allocates a range of 60%-80% in domestic and international shares. Investors are bracing for central banks to wind down their stimulus



and raise official rates, while fears are mounting about surging inflation, supply-chain bottlenecks, a global energy crunch and ongoing geopolitical risks.

The Fund should be looked at with a long-term view, with a minimum holding period of +7 years. Given the exposure to the volatile asset of shares, Council should expect to see, on average, a negative month once every 3 months over a long-term holding period.

Since Inception	T-Corp Long Term Fund
Negative Months	131 (~1 in 3 months)
Positive Months	261
Total Months	392 (32.7 yrs)
Average Monthly Return	+0.66% (actual)
Median Monthly Return	+1.02% (actual)
Lowest 1 year Rolling Return	-21.12% p.a. (Nov 2008)
Highest 1 year Rolling Return	+29.89% p.a. (Jan 1994)





Economic Commentary

International Market

Russia's invasion of Ukraine and US Fed policy expectations dominated the selloff in financial markets this month. Global leaders condemned the invasion and announced various sanctions, including (immediately) on Russian debt and to Russian banks, designed to cut the country off from accessing debt finance.

Unsurprisingly, the Rouble and Russian assets have collapsed with the Russian currency down as much as 24% on a single day in late February, while Russia's central bank doubled interest rates to 20% in attempt to stabilise the domestic economy.

Across US equity markets, the S&P 500 Index fell -3.14%, while the NASDAQ dropped -3.43%. Europe's main indices also fell led by Germany's DAX (-6.53%), France's CAC (-4.86%) and UK's FTSE (-0.08%).

US Fed rate hike pricing continues to see 6½ rate hikes still priced in 2022, while a 50bp move in March is around a 40% chance.

US CPI for both core and headline came in higher than expected by 0.1%. More importantly, price pressures were broad based. Core inflation was +0.6% m/m and +6.0% y/y, while headline was +0.6% m/m and +7.5% y/y, its highest since 1982.

The US unemployment rate rose by 0.1% to 4.0%, above the consensus of 3.9%. The increase in the unemployment rate was attributed to a rise in labour force participation, by a statistically significant 0.28%, to 62.2%. Meanwhile, average hourly earnings rose +0.7% m/m vs +0.5% expected. On annual basis, wage growth jumped to +5.7%, but the last three-month annualised rate was an astonishing +7.7%.

EU inflation surpassed expectations and printed a new record high (post-2000). CPI for January climbed 0.1% to +5.1% y/y. ECB President Lagarde shocked markets with a dramatic shift in language, opening up the possibility of a 2022 rate hike.

The Bank of England raised interest rates for a second time in three months, to 0.50%, as it warned that surging energy bills would push inflation higher than expected, to more than 7% by April.

The RBNZ increased rates by 25bp to 1.00%, which was much more hawkish than the headline. The terminal rate forecast in their Monetary Policy Statement was revised significantly higher to around 3.35% from 2.60%, while the Bank also said it was happy to move by 50bp increments in the future.

The MSCI World ex-Aus Index fell -2.79% for the month:

Index	1m	3m	1yr	3yr	5yr	10yr
S&P 500 Index	-3.14%	-4.23%	+14.77%	+16.25%	+13.10%	+12.34%
MSCI World ex-AUS	-2.79%	-4.08%	+9.45%	+12.79%	+10.31%	+8.89%
S&P ASX 200 Accum. Index	+2.14%	-1.72%	+10.19%	+8.43%	+8.48%	+9.56%

Source: S&P, MSCI



Domestic Market

In its meeting in February, there was an important shift in the RBA's inflation language, which opens up optionality for the Board. The Board is still *"prepared to be patient"* as they await more information on wages growth and the outlook and trajectory for inflation until they can conclude inflation is sustainably at target. The RBA's central scenario is consistent with discussing an interest rate increase later this year, with Governor Lowe indicating, *"but it is certainly plausible, if the economy tracks in line with our central forecast, that an interest rate increase will be on the agenda sometime later this year"*.

The RBA's QE program has now ended. Just over \$360bn of bonds have been purchased across all the bond buying operations of the past two years.

January labour market data was stronger than expected even with the disruptions caused from the Omicron variant. Employment rose +13k, with the unemployment rate coming in unchanged at 4.2%, while the participation rate rose by 0.1% to 66.2% (from 66.1%).

The wage price index (WPI) came in line with expectations at +0.7% q/q and +2.3% y/y. The result was on the soft side of +0.70% being +0.65% unrounded, with the detail of the release still only showing a gradual acceleration in base wages growth late last year.

Credit growth was +0.8% m/m in December, beating expectations for a +0.6% m/m rise but edging back from the upwardly revised +1.0% m/m increase in November.

Retail sales for January were much stronger than expected at +1.8% m/m (consensus +0.3%). The rise in January comes after a sharp fall in December (-4.4%), which followed an even sharper rise in November (+7.3%), driven by shifting seasonals and the bounce out of lockdowns.

The trade balance in December declined \$1.4bn to \$8.4bn surplus. That takes the trade surplus to its lowest level since March 2021, and around \$5bn below its recent peak of \$13.3bn in July 2021.

The Australian dollar rose +2.44%, finishing the month at US71.82 cents (from US70.11 cents the previous month).

Credit Market

The global credit indices widened significantly over February as financial markets continue to be sold off. The indices are back to their levels experienced in mid-2020:

Index	February 2022	January 2022
CDX North American 5yr CDS	66bp	60bp
iTraxx Europe 5yr CDS	68bp	59bp
iTraxx Australia 5yr CDS	88bp	75bp

Source: Markit



Fixed Interest Review

Benchmark Index Returns

Index	February 2022	January 2022
Bloomberg AusBond Bank Bill Index (0+YR)	+0.01%	+0.00%
Bloomberg AusBond Composite Bond Index (0+YR)	-1.21%	-1.02%
Bloomberg AusBond Credit FRN Index (0+YR)	-0.01%	+0.01%
Bloomberg AusBond Credit Index (0+YR)	-1.07%	-0.57%
Bloomberg AusBond Treasury Index (0+YR)	-1.31%	-1.03%
Bloomberg AusBond Inflation Gov't Index (0+YR)	-1.18%	-1.20%

Source: Bloomberg

Other Key Rates

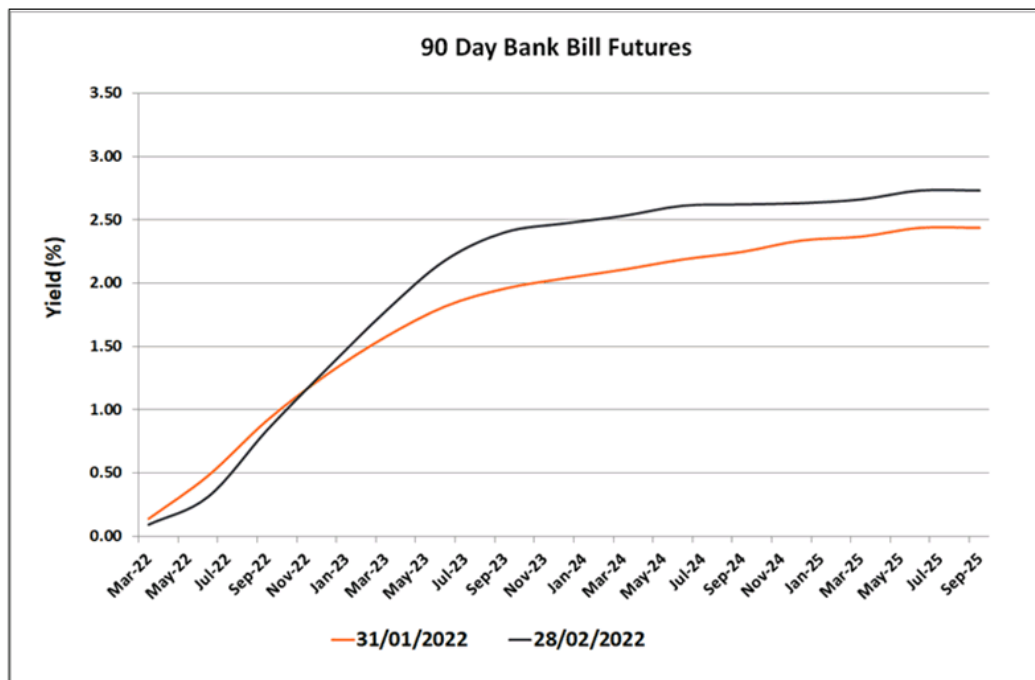
Index	February 2022	January 2022
RBA Official Cash Rate	0.10%	0.10%
90 Day (3 month) BBSW Rate	0.08%	0.08%
3yr Australian Government Bonds	1.50%	1.31%
10yr Australian Government Bonds	2.13%	1.94%
US Fed Funds Rate	0.00%-0.25%	0.00%-0.25%
10yr US Treasury Bonds	1.83%	1.79%

Source: RBA, AFMA, US Department of Treasury



90 Day Bill Futures

Over February, bill futures rose across the board as markets reacted to the US Fed accelerating their tightening cycle to control inflation:



Source: ASX

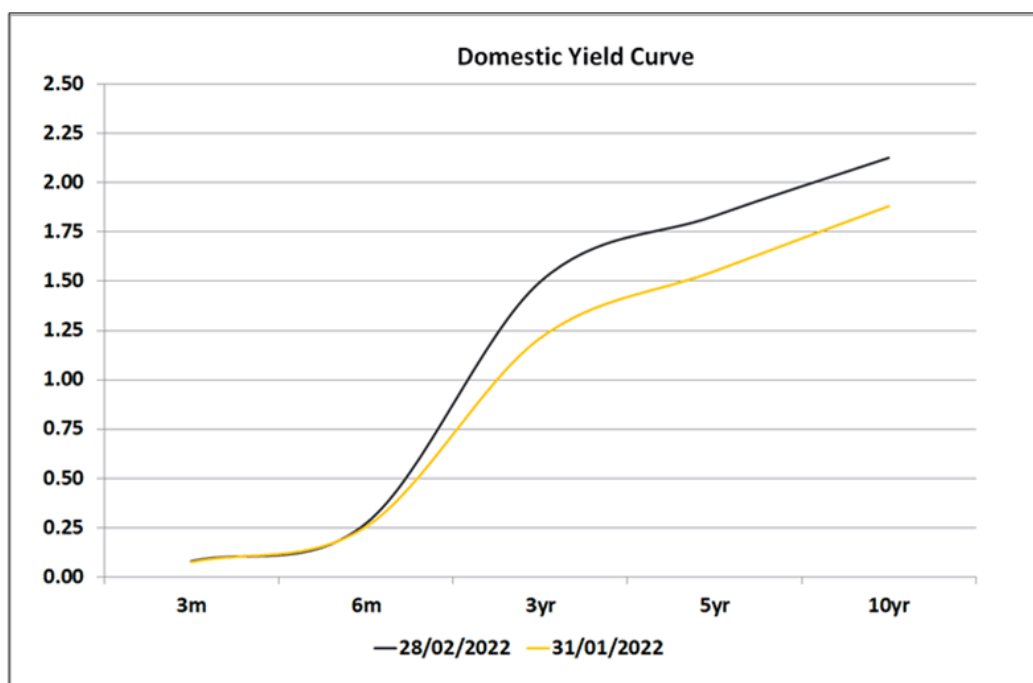


Fixed Interest Outlook

Despite the selloff in financial markets, central bank rate hike expectations continue to be well priced by markets. In the US, there is roughly 6½ hikes priced for 2022, with the first move in March now almost a certainty following the Fed's ongoing rhetoric (the market is still pricing in a chance of a 50bp hike in March). The Fed's long-term forecast remains unchanged at 2.5%. The Fed acknowledges that it has achieved its target for inflation given that it has *"exceeded 2% for some time"* and commentary suggest that rate hikes will begin once labour market conditions have reached levels consistent with the Committee's assessments of maximum employment.

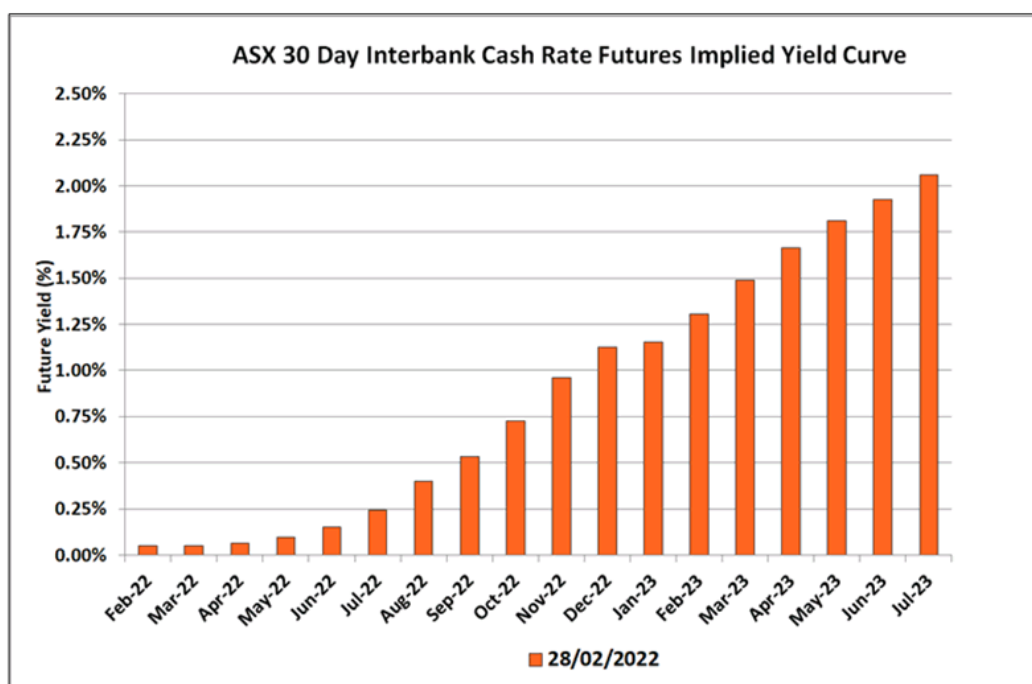
Domestically, there was an important shift in the RBA's inflation language in its February meeting, which opens up optionality for the Board. The Board is still *"prepared to be patient"* as they await more information on wages growth and the outlook and trajectory for inflation until they can conclude inflation is sustainably at target. Interest rate rises starting later in 2022 were deemed *"a plausible scenario"*, but Governor Lowe commented *"it's still quite plausible that the first increase...is a year or longer away"*.

The domestic bond market continues to suggest a prolonged low period of interest rates. Over the month, yields rose up to 25-30bp at the long-end of the curve:



Source: AFMA, ASX, RBA

Markets have brought forward RBA rate hike pricing following moves offshore with a full rate hike now priced by July 2022 and four hikes priced by December 2022, against the RBA's 'plausible' scenario of not seeing conditions for a hike at least until late 2022 or early 2023:



Source: ASX

Disclaimer

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Investment Report

01/02/2022 to 28/02/2022



Portfolio Valuation as at 28/02/2022

Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
BOQ	BBB+	TD	GENERAL	At Maturity	28/02/2022	01/03/2022	0.1000	2,069,378.08	5.67	5.67
ING Direct	A	TD	GENERAL	At Maturity	23/02/2021	10/03/2022	0.5400	3,000,000.00	16,466.30	1,242.74
Macquarie Bank	A+	TD	GENERAL	At Maturity	23/02/2021	10/03/2022	0.5400	1,000,000.00	5,488.77	414.25
BNK Bank	Unrated	TD	GENERAL	At Maturity	16/12/2021	17/03/2022	0.8000	250,000.00	410.96	153.42
Macquarie Bank	A+	TD	GENERAL	At Maturity	25/02/2021	17/03/2022	0.5400	1,000,000.00	5,459.18	414.25
QBank	BBB-	FRN	GENERAL	Quarterly	25/03/2019	25/03/2022	1.4618	500,160.50	1,241.53	560.69
AMP Bank	BBB	FRN	GENERAL	Quarterly	30/05/2019	30/03/2022	1.1174	3,000,726.00	5,602.31	2,571.55
AMP Bank	BBB	FRN	GENERAL	Quarterly	01/11/2018	30/03/2022	1.1174	2,000,484.00	3,734.87	1,714.37
Macquarie Bank	A+	TD	GENERAL	At Maturity	04/03/2021	01/04/2022	0.4900	1,000,000.00	4,859.73	375.89
Auswide Bank	BBB	TD	GENERAL	At Maturity	04/03/2021	07/04/2022	0.5000	4,000,000.00	19,835.62	1,534.25
ING Direct	A	TD	GENERAL	At Maturity	04/03/2021	14/04/2022	0.4200	4,000,000.00	16,661.92	1,288.77
Macquarie Bank	A+	TD	GENERAL	At Maturity	04/03/2021	14/04/2022	0.4900	1,000,000.00	4,859.73	375.89
ING Direct	A	TD	GENERAL	At Maturity	04/03/2021	21/04/2022	0.4200	4,000,000.00	16,661.92	1,288.77
MyState Bank	BBB	TD	GENERAL	At Maturity	31/03/2021	28/04/2022	0.5000	5,000,000.00	22,945.21	1,917.81
MyState Bank	BBB	TD	GENERAL	At Maturity	05/11/2021	05/05/2022	0.4500	4,000,000.00	5,720.55	1,380.82
MyState Bank	BBB	TD	GENERAL	At Maturity	05/11/2021	12/05/2022	0.4500	4,000,000.00	5,720.55	1,380.82
RACQ Bank	BBB+	FRN	GENERAL	Quarterly	23/05/2019	23/05/2022	1.1250	1,001,631.00	184.93	184.93
BOQ	BBB+	TD	GENERAL	Annual	29/05/2019	02/06/2022	2.4000	5,000,000.00	90,082.19	9,205.48



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
Westpac	AA-	FRTD	GENERAL	Quarterly	02/06/2017	02/06/2022	1.1585	2,000,000.00	5,649.67	1,777.42
BOQ	BBB+	TD	GENERAL	Annual	30/05/2018	02/06/2022	3.5000	3,000,000.00	78,821.92	8,054.79
Westpac	AA-	FRTD	GENERAL	Quarterly	16/06/2017	16/06/2022	1.1150	2,000,000.00	4,582.19	1,710.68
Westpac	AA-	TD	MAAS	Quarterly	25/06/2020	30/06/2022	0.9700	25,000,000.00	41,856.16	18,602.74
Community First	Unrated	TD	GENERAL	At Maturity	14/12/2021	14/07/2022	0.9000	250,000.00	474.66	172.60
Westpac	AA-	FRTD	GENERAL	Quarterly	14/07/2017	14/07/2022	1.1228	1,000,000.00	1,415.04	861.33
Westpac	AA-	FRTD	GENERAL	Quarterly	17/08/2017	17/08/2022	1.1300	3,000,000.00	1,114.52	1,114.52
Westpac	AA-	FRTD	GENERAL	Quarterly	07/09/2017	07/09/2022	1.0579	6,000,000.00	14,607.72	4,869.24
MyState Bank	BBB	TD	GENERAL	At Maturity	16/09/2021	15/09/2022	0.5000	3,000,000.00	6,821.92	1,150.68
Macquarie Bank	A+	TD	GENERAL	At Maturity	23/09/2021	23/09/2022	0.4200	1,000,000.00	1,829.59	322.19
BOQ	BBB+	TD	GENERAL	At Maturity	23/09/2021	23/09/2022	0.4200	3,000,000.00	5,488.77	966.58
JUDO BANK	BBB-	TD	GENERAL	Annual	25/09/2019	26/09/2022	2.1000	1,000,000.00	8,917.81	1,610.96
AMP Bank	BBB	TD	GENERAL	At Maturity	01/10/2021	29/09/2022	0.8000	3,000,000.00	9,928.77	1,841.10
P&N Bank	BBB	TD	GENERAL	Annual	03/12/2018	02/12/2022	3.2500	2,500,000.00	19,589.04	6,232.88
Westpac	AA-	FRTD	GENERAL	Quarterly	05/12/2017	05/12/2022	1.0050	3,000,000.00	7,021.23	2,312.88
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/12/2019	08/12/2022	1.6000	4,000,000.00	14,378.08	4,909.59
BOQ	BBB+	TD	GENERAL	Annual	08/12/2021	08/12/2022	0.7000	1,000,000.00	1,591.78	536.99
Bank of Sydney	Unrated	TD	GENERAL	At Maturity	16/12/2021	15/12/2022	0.8000	250,000.00	410.96	153.42
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	10/09/2020	15/12/2022	0.9000	2,000,000.00	3,747.95	1,380.82
AMP Bank	BBB	TD	GENERAL	At Maturity	17/02/2022	17/02/2023	1.0000	2,000,000.00	657.53	657.53



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
AMP Bank	BBB	TD	GENERAL	At Maturity	17/02/2022	17/02/2023	1.0000	2,000,000.00	657.53	657.53
NAB	AA-	TD	GENERAL	Annual	30/03/2021	30/03/2023	0.5500	5,000,000.00	25,315.07	2,109.59
AMP Bank	BBB	TD	GENERAL	Annual	05/04/2019	05/04/2023	2.8000	3,000,000.00	75,715.07	6,443.84
NAB	AA-	TD	GENERAL	Annual	30/03/2021	06/04/2023	0.5500	5,000,000.00	25,315.07	2,109.59
BOQ	BBB+	TD	GENERAL	Annual	03/05/2019	03/05/2023	2.7000	3,500,000.00	78,189.04	7,249.32
Westpac	AA-	FRTD	GENERAL	Quarterly	30/05/2018	30/05/2023	1.0798	2,000,000.00	59.17	59.17
ICBC Sydney Branch	A	TD	GENERAL	Annual	02/06/2020	01/06/2023	1.4600	4,000,000.00	43,520.00	4,480.00
ICBC Sydney Branch	A	TD	GENERAL	Annual	01/06/2020	01/06/2023	1.4500	5,000,000.00	54,226.03	5,561.64
Westpac	AA-	TD	MAAS	Quarterly	25/06/2020	29/06/2023	1.0400	11,400,000.00	20,463.78	9,095.01
NAB	AA-	TD	MAAS	Annual	25/06/2020	29/06/2023	1.1500	18,600,000.00	145,920.82	16,408.77
ING Direct	A	TD	MAAS	Annual	25/06/2020	29/06/2023	1.1000	5,000,000.00	37,520.55	4,219.18
NAB	AA-	TD	GENERAL	Annual	25/06/2020	29/06/2023	1.1500	7,000,000.00	54,916.44	6,175.34
BOQ	BBB+	TD	GENERAL	Annual	03/09/2020	07/09/2023	1.0500	3,000,000.00	15,447.95	2,416.44
P&N Bank	BBB	TD	GENERAL	Annual	05/10/2018	05/10/2023	3.4500	1,500,000.00	20,841.78	3,969.86
Australian Military Bank	BBB+	TD	GENERAL	Annual	11/10/2019	10/10/2023	1.8200	3,000,000.00	21,092.05	4,188.49
P&N Bank	BBB	TD	GENERAL	Annual	19/10/2018	18/10/2023	3.4800	1,000,000.00	12,680.55	2,669.59
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/11/2021	09/11/2023	1.2200	3,000,000.00	11,230.68	2,807.67
ICBC Sydney Branch	A	TD	GENERAL	Annual	19/11/2021	23/11/2023	1.3200	4,500,000.00	16,599.45	4,556.71
NAB	AA-	TD	GENERAL	Annual	30/11/2020	30/11/2023	0.6800	12,000,000.00	20,344.11	6,259.73
NAB	AA-	TD	GENERAL	Annual	26/11/2020	30/11/2023	0.7000	4,000,000.00	7,287.67	2,147.95



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
ICBC Sydney Branch	A	TD	GENERAL	Annual	10/12/2021	14/12/2023	1.3900	4,000,000.00	12,338.63	4,265.21
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	30/09/2020	15/12/2023	1.0000	2,000,000.00	4,164.38	1,534.25
NAB	AA-	TD	GENERAL	At Maturity	17/12/2020	18/12/2023	0.7000	1,400,000.00	11,786.85	751.78
NAB	AA-	TD	GENERAL	Annual	21/12/2020	21/12/2023	0.7000	4,000,000.00	5,369.86	2,147.95
NAB	AA-	TD	GENERAL	Annual	17/12/2020	21/12/2023	0.7000	5,000,000.00	7,095.89	2,684.93
NAB	AA-	TD	GENERAL	Annual	20/01/2021	25/01/2024	0.7000	15,000,000.00	11,506.85	8,054.79
Westpac	AA-	FRTD	GENERAL	Quarterly	05/04/2019	05/04/2024	1.0650	12,000,000.00	19,257.53	9,803.84
Westpac	AA-	FRTD	GENERAL	Quarterly	08/04/2019	08/04/2024	1.0683	3,000,000.00	4,390.27	2,458.55
Australian Military Bank	BBB+	TD	GENERAL	Annual	13/04/2021	17/04/2024	0.7600	5,000,000.00	33,523.29	2,915.07
NAB	AA-	TD	GENERAL	Annual	13/04/2021	18/04/2024	0.7700	5,000,000.00	33,964.38	2,953.42
BOQ	BBB+	TD	GENERAL	Annual	03/05/2019	03/05/2024	2.8000	3,500,000.00	81,084.93	7,517.81
NAB	AA-	TD	GENERAL	At Maturity	12/05/2021	16/05/2024	0.7600	3,000,000.00	18,302.47	1,749.04
Westpac	AA-	FRTD	GENERAL	Quarterly	30/05/2019	30/05/2024	1.0398	6,000,000.00	170.93	170.93
Westpac	AA-	FRTD	GENERAL	Quarterly	06/06/2019	06/06/2024	1.0450	3,500,000.00	8,517.47	2,805.75
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	12/05/2021	17/06/2024	0.8000	3,000,000.00	17,030.14	1,841.10
Suncorp	AA-	FRN	GENERAL	Quarterly	15/08/2019	30/07/2024	0.8550	2,516,027.50	1,698.29	1,639.73
Bendigo and Adelaide	BBB+	FRN	GENERAL	Quarterly	06/09/2019	06/09/2024	1.0250	1,767,496.50	4,177.23	1,376.03
ICBC Sydney Branch	A	TD	GENERAL	Annual	21/10/2021	21/10/2024	1.3000	4,000,000.00	18,663.01	3,989.04
Great Southern Bank	BBB	FRN	GENERAL	Quarterly	24/10/2019	24/10/2024	1.1850	1,772,534.75	2,045.34	1,590.82
ICBC Sydney Branch	A	TD	GENERAL	Annual	29/10/2021	29/10/2024	1.6500	1,000,000.00	5,560.27	1,265.75



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
BOQ	BBB+	FRN	GENERAL	Quarterly	30/10/2019	30/10/2024	1.1750	1,012,420.00	933.56	901.37
ICBC Sydney Branch	A	TD	GENERAL	Annual	15/11/2021	14/11/2024	1.7900	3,000,000.00	15,595.07	4,119.45
ICBC Sydney Branch	A	TD	GENERAL	Annual	09/11/2021	14/11/2024	1.6800	3,000,000.00	15,465.21	3,866.30
Citibank, N.A.	A+	FRN	GENERAL	Quarterly	15/11/2019	14/11/2024	0.9544	1,009,731.00	392.22	392.22
ICBC Sydney Branch	A	TD	GENERAL	Annual	19/11/2021	21/11/2024	1.7500	4,750,000.00	23,229.45	6,376.71
ICBC Sydney Branch	A	TD	GENERAL	Annual	13/12/2021	12/12/2024	1.8600	3,000,000.00	11,924.38	4,280.55
ICBC Sydney Branch	A	TD	GENERAL	Annual	10/12/2021	12/12/2024	1.8200	4,000,000.00	16,155.62	5,584.66
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	01/10/2021	16/12/2024	1.0000	3,000,000.00	6,246.58	2,301.37
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	09/09/2021	16/12/2024	0.9000	2,500,000.00	4,684.93	1,726.03
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	24/11/2020	16/12/2024	0.9000	1,000,000.00	1,873.97	690.41
NAB	AA-	FRN	GENERAL	Quarterly	21/01/2020	21/01/2025	0.8449	2,015,256.00	1,805.54	1,296.28
Suncorp	AAA	FRN	GENERAL	Quarterly	27/04/2020	24/04/2025	1.1850	713,012.30	818.14	636.33
BOQ	AAA	FRN	GENERAL	Quarterly	14/05/2020	14/05/2025	1.1444	913,100.40	423.27	423.27
NAB	AA-	TD	GENERAL	Annual	12/05/2021	15/05/2025	1.0500	3,000,000.00	25,286.30	2,416.44
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	20/05/2021	16/06/2025	1.1000	3,500,000.00	27,319.18	2,953.42
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	12/05/2021	16/06/2025	1.1000	3,000,000.00	23,416.44	2,531.51
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	16/02/2021	16/06/2025	0.9000	1,000,000.00	6,386.30	690.41
UBS AG	A+	FRN	MAAS	Quarterly	30/07/2020	30/07/2025	0.9450	3,272,564.75	2,440.17	2,356.03
NAB	AA-	TD	GENERAL	At Maturity	04/03/2021	05/03/2026	1.3400	3,000,000.00	39,869.59	3,083.84
NAB	AA-	TD	GENERAL	Annual	12/05/2021	14/05/2026	1.3000	3,000,000.00	31,306.85	2,991.78



Issuer	Rating	Type	Alloc	Interest	Purchase	Maturity	Rate	Capital Value	Accrued	Accrued MTD
NAB	AA-	TD	GENERAL	Annual	20/05/2021	21/05/2026	1.3000	3,500,000.00	35,527.40	3,490.41
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	12/05/2021	15/06/2026	1.3000	3,000,000.00	27,673.97	2,991.78
Northern Territory Treasury	AA-	BOND	GENERAL	Annual	16/02/2021	15/06/2026	1.0000	5,000,000.00	35,479.45	3,835.62
ING Direct	AAA	BOND	GENERAL	Semi-Annual	19/08/2021	19/08/2026	1.1000	562,297.80	144.66	144.66
Northern Territory Treasury	AA-	BOND	GENERAL	Semi-Annual	09/09/2021	15/12/2026	1.4000	5,000,000.00	14,575.34	5,369.86
Commonwealth Bank	AA-	FRN	GENERAL	Quarterly	14/01/2022	14/01/2027	0.7728	1,297,775.70	1,266.12	770.68
NSW Treasury Corp	AA+	CASH	GENERAL	Monthly	28/02/2022	28/02/2022	0.0000	0.29	-	-
Macquarie Bank	A+	CASH	GENERAL	Monthly	28/02/2022	28/02/2022	0.4000	10,012,609.96	1,975.89	1,975.89
NAB	AA-	CASH	GENERAL	Monthly	28/02/2022	28/02/2022	0.2500	29,728,755.08	4,595.43	4,595.43
CFS WGCIF	A	FUND	GENERAL	Monthly	30/06/2016	03/03/2025	0.0000	14,147,379.19	-	-
NSWTC IM LTGF	Unrated	FUND	GENERAL	Annual	31/10/2017	04/03/2027	0.0000	29,363,757.86	-	-
AMP Bank	BBB	CASH	GENERAL	Monthly	28/02/2022	28/02/2022	0.5500	7,121,378.87	3,033.65	3,033.65
Commonwealth Bank	AA-	CASH	GENERAL	Monthly	28/02/2022	28/02/2022	0.0000	103,885.01	-	-
TOTALS								462,302,362.54	1,822,682.71	316,176.86

FOR NOTATION

ITEM NUMBER	11.2
SUBJECT	NOTE LATE REPORT: Pre-exhibition - Planning Proposal, draft Development Control Plan and draft Planning Agreement for 195 Church Street, 65-79 Macquarie Street, 38 and 45 Hunter Street, Parramatta (St John's Anglican Church) (Deferred Item)
REFERENCE	RZ/5/2018 - D08446631
APPLICANT/S	Jattca Pty Ltd
OWNERS	St John's Parramatta Endowment Fund
REPORT OF	Team Leader –Land Use Planning
CSP THEME:	INNOVATIVE

DEVELOPMENT APPLICATIONS CONSIDERED BY SYDNEY CENTRAL CITY PLANNING PANEL Nil**PURPOSE**

To seek Council's endorsement to publicly exhibit a draft site-specific Development Control Plan and draft Planning Agreement for land at 195 Church Street, 65-79 Macquarie Street, 38 and 45 Hunter Street, Parramatta (St John's Anglican Church), in conjunction with the Planning Proposal previously endorsed by Council.

RECOMMENDATION

That Council note that a late report will be included in a supplementary agenda and distributed to Councillors prior to the Council Meeting.

BACKGROUND

1. A report on this matter will be included in a supplementary agenda to be circulated to Councillors prior to the Council Meeting.

ISSUES/OPTIONS/CONSEQUENCES

2. A report on this matter will be included in a supplementary agenda to be circulated to Councillors prior to the Council Meeting.

CONSULTATION AND TIMINGStakeholder Consultation

3. The following stakeholder consultation has been undertaken in relation to this matter:

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
Full details to be provided in				

supplementary report.				
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Councillor Consultation

4. The following Councillor consultation has been undertaken in relation to this matter:

Date	Councillor	Councillor Comment	Council Officer Response	Responsibility
Full details to be provided in supplementary report.				

LEGAL IMPLICATIONS FOR COUNCIL

5. A report on this matter will be included in a supplementary agenda to be circulated to Councillors prior to the Council Meeting.

FINANCIAL IMPLICATIONS FOR COUNCIL

6. A report on this matter will be included in a supplementary agenda to be circulated to Councillors prior to the Council Meeting.

Janelle Scully

Team Leader –Land Use Planning

Robert Cologna

Group Manager, Strategic Land Use Planning

John Angilley

Chief Finance and Information Officer

Bryan Hynes

Executive Director Property & Place

Jennifer Concato

Executive Director City Planning and Design

Brett Newman

Chief Executive Officer

ATTACHMENTS:

REFERENCE MATERIAL

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FOR COUNCIL DECISION

21 MARCH 2022

12.1	Minutes of the Aboriginal and Torres Strait Islander Advisory Committee Meetings held on Various Dates	60
12.2	Endorsement of the "Prevention of Domestic and Family Violence Action Plan"	86

FOR COUNCIL DECISION

ITEM NUMBER	12.1
SUBJECT	Minutes of the Aboriginal and Torres Strait Islander Advisory Committee Meetings held on Various Dates
REFERENCE	F2022/00105 - D08411586
REPORT OF	Community Capacity Building Officer

CSP THEME: FAIR

WORKSHOP/BRIEFING DATE: Nil

PURPOSE:

The Aboriginal and Torres Strait Islander Advisory Committee met on 28 September, 26 October and 23 November 2021. This report provides a precis of the minutes of these meetings.

RECOMMENDATION

- (a) **That** Council note the minutes of the Aboriginal and Torres Strait Islander Advisory Committee Meetings held on 28 September, 26 October and 23 November 2021.
- (b) **Further, that** Council thank the members of the previous Aboriginal and Torres Strait Islander Advisory Committee for their contributions to Council and for their longstanding commitment and advocacy on behalf of the local First Nations community.

BACKGROUND

- 1. Council's Aboriginal and Torres Strait Islander Advisory Committee meets monthly (February-November) and comprises eight members.
- 2. The sitting term of the current Committee was extended in line with the postponement of Council elections until 4 December 2021, in accordance with a prior Council decision of 28 September 2020. The Committee met on 28 September, 26 October and 23 November 2021. Minutes for these meetings can be found at Attachments 1-3, noting that the September meeting was inquorate and is therefore not discussed below.

ISSUES/OPTIONS/CONSEQUENCES

Review of the Terms of Reference of the Aboriginal and Torres Strait Islander Advisory Committee

- 3. Ngurra Advisory (consultant) attended the 26 October meeting to present on the Aboriginal and Torres Strait Islander Advisory Committee Terms of Reference Review that the consultancy had undertaken. The review was commissioned to apply a critical lens to the structure, operation and influence of the Advisory Committee as the formal body of Council reflecting the needs, issues and concerns of First Nations communities. The review was initiated to

ensure the Committee provides the most appropriate platform to foster effective engagement between First Nations communities and Council.

4. Council officers informed the Committee of Council staff's proposed responses to the recommendations but noted that any changes to the Terms of Reference would need to be approved by Council in the new year. The Committee provided initial feedback and questions regarding the recommendations.
5. Although not a specific agenda item, the recommendations of the review were also heavily discussed at the November meeting. In particular, views of existing Committee members were split regarding their support for the recommendation that membership of the Committee be open to First Nations people only. Some members spoke strongly against this recommendation.

Officer comment: *The views of Advisory Committee members have been considered in the recommendations for change to the Terms of Reference put forward by Council staff. These recommendations will be considered by Council at its meeting of 28 March 2022.*

Reflections on the work of the Advisory Committee

6. At the November meeting, members and Council officers were invited to reflect on the achievements and challenges of the Committee over the course of the previous term and prior. Highlights included the role of the Committee in development of Council's Reconciliation Action Plan, the growth of the WARAMI program and its engagement of the local community, input to the Westmead Redevelopment, the Memorial to Indigenous Service Personnel, and elevating expressions of First Nations heritage in Parramatta Square. The Committee has also played a significant role in the increased recognition of Aboriginal heritage by Council and it was noted that Parramatta has potential to be the centre of Aboriginal culture in Australia

CONSULTATION & TIMING

Stakeholder Consultation

7. The following stakeholder consultation has been undertaken in relation to this matter:

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
28 September, 26 October and 23 November	Members of the Aboriginal and Torres Strait Islander Advisory Committee	As recorded in the minutes.	Views of the Committee were considered in the finalisation of a recommendation for the new First Nations Advisory Committee	Group Manager Social and Community Services

Councillor Consultation

8. The following Councillor consultation has been undertaken in relation to this matter:

Date	Councillor	Councillor Comment	Council Officer Response	Responsibility
28 September, 26 October and 23 November	Councillor Phil Bradley	The minutes reflect Councillor Bradley's participation in the Advisory Committee meetings.	N/A	N/A

LEGAL IMPLICATIONS FOR COUNCIL

9. There are no legal implications for Council associated with this report.

FINANCIAL IMPLICATIONS FOR COUNCIL

10. There are no financial implications for Council associated with this report.
11. The table below summarises the financial impacts on the budget arising from approval of this report.

	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Revenue				
Internal Revenue				
External Revenue				
Total Revenue	Nil			
Funding Source				
Operating Result				
External Costs				
Internal Costs				
Depreciation				
Other				
Total Operating Result				
Funding Source				
CAPEX				
CAPEX				
External				
Internal				
Other				
Total CAPEX				

Tarina Rubis
Community Capacity Building Officer

Rodrigo Gutierrez
Group Manager Social & Community Services







David Moutou
Group Manager Social and Community Services

John Angilley
Chief Finance and Information Officer

Jon Greig
Executive Director Community Services

Brett Newman
Chief Executive Officer

ATTACHMENTS:

- | | | |
|--|--|---------|
| 1  | Aboriginal and Torres Strait Islander Advisory Committee meeting | 7 Pages |
|  | - 28 September 2021 Final Minutes | |
| 2  | Aboriginal and Torres Strait Islander Advisory Committee meeting | 5 Pages |
|  | - 26 October 2021 Final Minutes | |
| 3  | Aboriginal and Torres Strait Islander Advisory Committee Meeting | 10 |
|  | - Draft - 23 November 2021 | Pages |

REFERENCE MATERIAL



MINUTES

Meeting Name	Aboriginal & Torres Strait Islander Advisory Committee	F2017/00358
Date	Tuesday 28 September 2021 (DRAFT MINUTES)	Time 6.09pm
Venue	Online - Microsoft Teams	QUORUM 5
Participants	John Robertson (Chairperson) Phil Russo OAM	
Present	<p>COUNCILLORS Councillor Phil Bradley</p> <p>STAFF (CITY OF PARRAMATTA) Su Cram (Senior Project Officer Strategy) – left meeting at 6.49pm Dayne Glinkowski (Corporate Strategy Manager) – left meeting at 7.04pm Rodrigo Gutierrez (Community Capacity Building Manager) – left meeting at 7.04pm Chloe Ho (Project Officer City Strategy) – left meeting at 6.49pm Paul Kennedy (Convenor Heritage Advisory Committee) – left meeting at 7.13pm Victoria Molson (Student Project Officer, City Strategy) – left meeting at 6.49pm David Moutou (Group Manager Social & Community Services) Amanda Rutherford (Corporate Planner) – left meeting at 6.49pm Stephen Pearson (Administration Support Manager) Steven Ross (Community Capacity Building Officer – First Peoples Engagement & Strategy) – left meeting at 6.55pm Tarina Rubis (Community Capacity Building Officer)</p>	
Leave of Absence	Donna-Lee Astill	
Chaired by	John Robertson	

1. Confirming Access to Microsoft Teams with participants
2. Welcome and Acknowledgement of the Traditional Custodians – The Darug People

John Robertson welcomed everyone to the meeting.

John made an Acknowledgement of Country, recognising that participants may be coming to the meeting from different lands but that the land upon which the meeting is usually held is Burrumattagal and he paid his respects to Darug Elders past, present and to those under instruction who will be Elders in the future.

3. Introductions and Apologies

APOLOGIES

Apologies were received and noted from Committee Members, Doug Desjardines and Bruce Gale.

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LACK OF QUORUM

It was noted that there was no quorum of Committee members present at the meeting and that the meeting is therefore unable to make any recommendations to Council.

REQUEST FOR LEAVE OF ABSENCE

At this stage, the Committee considered a request for LEAVE OF ABSENCE from Committee Member, Donna-Lee Astill for all meetings for the remainder of the Committee's term for the reason that she needs to care for a family member who has a long-term illness. Considering that a quorum was not present, it was agreed to circulate this request to Committee members out-of-session seeking agreement to the request.

4. Conflict of Interest Declarations

There were no declarations of interest made at this meeting.

5. Update on the Community Strategic Plan & Delivery Program & Operational Plan Guest Speakers:

Su Cram Senior Project Officer Strategy

Dayne Glinkowski, Corporate Strategy Manager

Chloe Ho, Project Officer City Strategy

Victoria Molson, Student Project Officer, City Strategy

Amanda Rutherford, Corporate Planner

In view of the limited number of Committee members present, David Moutou sought the permission of members and staff present to record this presentation to enable it to be made available to members not present. Permission was granted.

Su Cram, Senior Project Officer Strategy and Dayne Glinkowski, Corporate Strategy Manager gave a presentation providing an Update on the Community Strategic Plan & Delivery Program and Operational Plan.

The presentation covered the following:

Purpose

To provide the Aboriginal and Torres Strait Islander Advisory Committee with an update on:

- The review and update of the **City of Parramatta Community Strategic Plan (CSP) 2028-2038 Butbutt Yura Barra Ngurra**
- The preparation of the Council's next **Delivery Program and Operational Plan**

To seek the Committee's guidance and advice on the refresh of the CSP.

Community Strategic Plan

The Community Strategic Plan (CSP) outlines the community's long-term vision and aspirations for the future and strategies for achieving these goals and is the highest level of plan a Council prepares. The CSP was developed following extensive consultation with over 15,000 people over 2 years, including with the Committee. The CSP was endorsed by Council in June 2018. It's Six Community Goals are: Fair; Accessible; Green; Welcoming; Thriving; Innovative.

Requirements in summary:

- The Community Strategic Plan (CSP) must be for a minimum of 10 years
- A report on the progress on the implementation of the CSP must be presented to Council (22 Nov 2021)
- Each newly elected Council must complete a review of the CSP by 30 June in the year following the local government elections (30 June 2022)

New Delivery Program and Operational Plan

Delivery Program: 2022/23 – 2025/26

- Turns the strategic goals from the CSP into actions for Council
- A four-year plan for each elected Council term
- All plans, projects and activities of Council must be directly linked to the Delivery Program

Operational Plan 2022/23

- Details which specific projects, programs and services will be delivered in the financial year
- Includes detailed budgets

Next Steps

- Community survey on-line (October)
- Advice on the refresh of the Community Strategic Plan

Members were then given an opportunity to ask questions. The following questions were raised:

Question 1

What is the update regarding the new Aquatic Centre as this is a great community need?

Response (provided by staff following guest presentations): There have been some big developments in the last couple of months. The ground has been broken at the Mays Hill site and excavations are underway. There is still no clear indication on what impact the COVID restrictions have had on the construction timeframe in terms of its delivery. Opening is planned for early 2023. The pool will be owned, operated and managed by Council. The Aquatic Centre will have a strong focus on community well-being aspects and will provide opportunities for targeted programming, learn-to-swim programs and employment for Aboriginal & Torres Strait Islander people, refugees and disadvantaged communities.

Question 2

Does the appointment of the Local Planning Panel come into the Community Strategic Plan and who appoints the Panel?

Response: Whilst there may be some general comment on the Local Planning Panel in one part of the Delivery Program, it is a State Government program, not a Council program. Councillor Bradley noted that the Council resolved on 27 September 2021 to reappoint the current seven community representative members of the Parramatta Local Planning Panel until 31 March 2022 and that appropriate actions be taken to commence the recruitment and selection and appointment of community representatives immediately to seek volunteers for the Planning Panel with a list of suitable applicants to be reported to the next term of Council.

Question 3

As this is a 20-year Plan and given recent experiences, has the Plan been amended to take into account unforeseen future emergencies?

Response: In terms of infrastructure that supports community resilience in preparation for emergencies, this is being looked at in the long-term strategic asset management plans which are under review at the moment and which will be going out for separate engagement in the upcoming months. Council has appointed a Local Emergency Management Officer who looks at various issues of emergency situations and Council does have general emergency plans with quite a bit of detail in the planning documents regarding potential emergencies.

Question 4

(Councillor Phil Bradley) In the last release of the Delivery Program/Operational Plan (DPOP), only the major projects were listed but there are a lot of smaller works projects that were detailed in previous DPOP that are not mentioned such as the Richill Park Yarning Circle at Constitution Hill. This inclusion of smaller projects would be a useful addition for the consultations that surround the DPOP and Budget.

Response: The Finance Team is working to reshape how the budget is presented next year so as to align focus areas with the projects that are actually budgeted down below and have a one-to-one representation.

Question 5

Can the Committee's request for advocacy regarding the appointment of an Aboriginal Community Liaison Officer for the Parramatta Police Local Area Command be included in the CSP?

Response: It was suggested that this could be a point for consideration in Council's Community Strategic Plan under the Community Goal of 'Fair'. However, Su Cram pointed out that the Community Strategic Plan (CSP) is a higher level document and does not get down to the level of individual actions.

Steven Ross advised that an extensive presentation was received from Edwina Crawford, Director, Aboriginal Services Branch, Department of Communities and Justice NSW, who had been given an open invitation to come back to the Committee to provide updates about the broad suite of support that exists and to work better with the local community. Steven also referred to the pillar of 'Closing the Gap' under the First Nations Strategy which will also address justice.

The Committee pointed out that there is very effective Aboriginal community liaison within the Court system but not within the local Police system.

For the purposes of summarising the discussion, David Moutou felt that this matter could be considered under the broad objective of the advocacy role that the Council might take for securing resourcing from the State Government to meet the community's needs. Councillor Phil Bradley added that it would appropriately fit under the CSP strategy of 'Empowering communities to be resilient' and community liaison with diverse groups.

Tarina indicated that she will send the survey to members when it opens. The Chairperson, John Robertson thanked the Corporate Strategy team for their presentation.

Su Cram, Dayne Glinkowski, Chloe Ho, Victoria Molson and Amanda Rutherford left the meeting at this stage, the time being 6.49pm.

6. Heritage Advisory Committee: Seeking views on waterhole at the junction of Darling Mills Creek and Toongabbie Creek

Guest Speaker: Paul Kennedy, Project Officer Land Use

Paul Kennedy, Project Officer Land Use, gave a presentation to the Committee on the Heritage Assessment of Governor Phillip's Camp Site at the junction of Toongabbie and Darling Mills Creeks. Paul gave his consent to the recording of his presentation to share with members of the Aboriginal & Torres Strait Islander Committee who were unable to be present at the meeting.

The information in the presentation was compiled in 2011 and it was historically verified that Governor Phillip camped on this land on 24 April 1788. The campsite was located near a waterhole at the junction of the two creeks.

Following investigation by Council staff in 2012, the Council's heritage advisor recommended against listing Governor Phillip's Camp Site as a heritage site, as the site did not meet the NSW Heritage Office's listing criteria. At the time, the Heritage Advisory Committee reinforced its support for the interpretation and listing of Governor Phillip's Camp Site and requested that Council continue its efforts to have the site

recognised. The Heritage Advisory Committee's current Chairperson considers that the waterhole is still an enormously important geographical, geological and environmental marker in the City, bringing together those creeks and the birth of the Parramatta River.

Paul indicated that the report by the heritage advisor in 2012 noted that the site is not showing evidence of the event of Governor Phillip having camped there; the association of this site with Governor Phillip is not significant; and the site has virtually no research potential. The heritage advisor did recommend however that historical events on the site should be commemorated through interpretative signage. Council's Interpretation Coordinator had advised that the former Parramatta Park Trust was believed to be considering a sign in association with the walkway that runs from Wistaria Gardens along river to the water hole.

Paul said that he was requested to put this information to the Aboriginal & Torres Strait Islander Advisory Committee to seek the Committee's views on the issues of interpretation, Aboriginal cultural significance and heritage importance of the site.

Feedback from Committee

- the Chairperson, John Robertson, expressed his disappointment on reading all of the heritage advisor's assessments on the way in which they are written from a white European perspective;
- the site may not necessarily be significant by itself, but it is significant in that it forms part of Governor Phillip's overall expedition, with his party comprising about 13-14 people and they all camped at this location on the third night of their expedition;
- the site is significant to the Aboriginal people of Parramatta because this was the prelude to the settlement of Parramatta;
- Councillor Phil Bradley understood that part of the purpose of the expedition was to find a better continuous source of fresh water supply and that was what was found trickling over the rocks over a series of cascades from higher ground from Darling Mills Creek at the intersection of Toongabbie Creek and Parramatta River, which is a significant geographic location. Councillor Bradley said that the site could also have had significance if it was a regular camping ground for Aboriginal people and a source of continuous reliable fresh water for them;
- the Committee felt that the site should not be listed, but there could be some recognition of the site in the way of signage and interpretation.

Paul advised that he will take the Committee's comments back to Heritage Advisory Committee Meeting in October.

Paul Kennedy left the meeting at this stage, the time being 7.13pm.

7. Confirmation of Previous Minutes:

Tuesday 22 June 2021 (circulated out-of-session)

Tuesday 27 July 2021 (circulated out-of-session)

Tuesday 24 August 2021

Tarina Rubis, Committee Convenor advised that the minutes of the meetings of the Aboriginal & Torres Strait Islander Advisory Committee were circulated to members out-of-session in an attempt to obtain confirmation, but not all members have responded.

The option of presenting draft minutes of the meetings to Council was also discussed, as Council only needs to note the minutes in which case there would need to be a notation saying that they are "draft minutes not yet confirmed by a quorate meeting" and are presented to keep Council informed of the issues being discussed.

Tarina indicated that she will endeavour to obtain confirmation of the three sets of minutes over the next few days, and if necessary, John Robertson indicated that he is willing to follow up if Tarina is not successful.

8. Business Arising from Previous Minutes

Item 9 Committee Meeting 24 August 2021 – Passing of Uncle Richard Green

In view of the absence of a quorum, the proposed Resolution to acknowledge the passing of Uncle Richard was DEFERRED for consideration to the next Committee meeting to be held on 26 October 2021.

Item 8 Committee Meeting 24 August 2021 – Proposed Advocacy for a Aboriginal Community Liaison Officer in Parramatta

In view of the absence of a quorum, the members' proposal to advocate to the NSW Government to provide a dedicated Aboriginal Community Liaison Officer attached to the Parramatta Police Local Area Command was DEFERRED for consideration to the next Committee meeting to be held on 26 October 2021.

Item 9 Committee Meeting 24 August 2021 – Update on the renaming of the Marcia Donovan Memorial Garden

The Chairperson John Robertson confirmed that a sign has now been erected showing the new name - 'Marcia Donovan Memorial Garden'. Tarina circulated a photo of the new sign to members out-of-session.

9. Report of Steven Ross, Community Capacity Building Officer – First Peoples Engagement and Strategy

Nil

10. General Business

Meeting Reminder

It was suggested that a general notice be sent to members reminding them of upcoming meetings 24 hours prior to the meetings.

Interpretative Signage

Tarina Rubis reported that she sent an email to members in regard to their enquiry at the last meeting as to the current status of Council's interpretative signage project. Tarina indicated that this project has been budgeted for this financial year but implementation has been delayed due to extended COVID lockdowns. Internal scoping is expected to commence in late October 2021.

Proposed Motion to 2021 LGNSW Annual Conference on Aboriginal Deaths in Custody

Tarina Rubis reported that in regard to the proposed motion to be submitted to the 2021 LGNSW Annual Conference on Aboriginal Deaths in Custody, that the Conference has been split into two separate components following delays due to COVID – one session being held in November dealing with Standing Orders and adoption of Reports and the other session being held in late February/early March 2022 which will consider motions put forward by councils.

David Moutou clarified that the proposed Motion in regard to Aboriginal Deaths in Custody, including the required pre-amble, will be presented to Council, and if endorsed, it will be considered by the Conference at the second session in late February/early March 2022.

11. Requests for Upcoming Agenda Items

Nil

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12. Next Meeting

6:00pm Tuesday 26 October 2021

The Meeting closed at 7.35pm.



MINUTES

Meeting Name	Aboriginal & Torres Strait Islander Advisory Committee	F2017/00358
Date	Tuesday 26 October 2021 (FINAL MINUTES)	Time 6.07pm
Venue	Online - Microsoft Teams	QUORUM 5
Participants	John Robertson (Chairperson) Bruce Gale (Deputy Chairperson) – arrived 6:12pm Lyn Leerson OAM – left 7:36pm Phil Russo OAM Mick Scarcella Elizabeth Sheppard	
Present	COUNCILLORS Councillor Phil Bradley STAFF (CITY OF PARRAMATTA) Rodrigo Gutierrez (Community Capacity Building Manager) David Moutou (Group Manager Social & Community Services) Stephen Pearson (Administration Support Officer) Steven Ross (Community Capacity Building Officer – First Peoples Engagement & Strategy) – left 7:47pm Tarina Rubis (Community Capacity Building Officer) GUESTS Mathew Cornwell (Managing Director, Ngurra Advisory) – left 7:43pm	
Leave of Absence	Donna-Lee Astill	
Chaired by	John Robertson	

1. CONFIRMING ACCESS TO MICROSOFT TEAMS WITH PARTICIPANTS

2. WELCOME AND ACKNOWLEDGEMENT OF THE TRADITIONAL CUSTODIANS – THE DARUG PEOPLE

John Robertson, Chairperson, welcomed everyone to the meeting.

John made an Acknowledgement of Country, recognising that participants may be coming to the meeting from different lands but that the land upon which the meeting is usually held is Burrumattagal and he paid his respects to Darug Elders past, present and to those under instruction who will be Elders in the future.

3. INTRODUCTIONS AND APOLOGIES

APOLOGIES

Apologies were received and noted from Committee Member, Doug Desjardines.

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REQUEST FOR LEAVE OF ABSENCE FROM COMMITTEE MEMBER, DONNA-LEE ASTILL

At this stage, the Committee considered a request submitted to the last meeting on 28 September 2021 for LEAVE OF ABSENCE from Committee Member, Donna-Lee Astill for all meetings for the remainder of the Committee's term.

The request could not be determined at that meeting considering that a quorum was not present. It was therefore agreed to circulate the request to Committee members as an out-of-session item.

Committee Convenor, Tarina Rubis reported that Donna-Lee Astill's request for Leave of Absence has been circulated to all members as an out-of-session item, and as a result, the request has been granted.

4. CONFLICT OF INTEREST DECLARATIONS

There were no declarations of interest made at this meeting.

5. RESULTS OF TERMS OF REFERENCE REVIEW**GUEST SPEAKER: MATHEW CORNWELL, MANAGING DIRECTOR, NGURRA ADVISORY**

Mathew Cornwell, Managing Director, Ngurra Advisory joined the meeting for consideration of this item. He firstly acknowledged Country, indicating that he is standing on Gadigal and Bidjigal land. Mathew indicated that he is a proud Wiradjuri man from Cootamundra, South Western New South Wales and he acknowledged Elders past, present and emerging, and also the ongoing connections that the Dharug people have with Country waters and skies.

Mathew gave a presentation to the Committee on the Aboriginal & Torres Strait Islander Advisory Committee Terms of Reference Review undertaken by Ngurra Advisory.

The Review was commissioned to apply a critical lens to the structure, operation and influence of the City of Parramatta Council's Aboriginal and Torres Strait Islander Advisory Committee as the formal body of Council reflecting the needs, issues and concerns of First Nations communities. The Review was also required to ensure the Committee provides the most appropriate platform to foster effective engagement between First Nations communities and Council.

Mathew outlined key considerations for best practice in Aboriginal and Torres Strait Islander Advisory Committees. He provided an overview of the review and community engagement processes undertaken and then explained each of the findings and recommendations.

The review process drew out two distinct forms of recommendations:

1. Recommendations that related directly to the Terms of Reference and/or key governance arrangements of the Advisory Committee, including:
 - Limits to the number of consecutive membership terms
 - Membership criteria being amended to only include First Nations people
 - Subcategories to support diverse membership
 - Sitting fees for members
 - Rotating meeting locations across the LGA and opportunities for community information sessions
 - Subcommittees to carry out in-depth work
 - Annual strategic planning processes
 - Renaming of the Committee
 - Local First Nations input into the selection process.

2. Strategic recommendations that relate to either the operations of the Council or the support mechanisms that wrap around the Advisory Committee that are considered critical to its ongoing success, including:
- Developing processes for meaningful Councillor engagement
 - Merging functions of the Committee with the Dharug Reference Panel (which no longer meets)
 - The Committee's role in driving the First Nations Strategy
 - The Committee being supported by a strong Aboriginal staffing structure
 - Reviewing the membership's understanding of Council decision making
 - Cultural Protocols being central to the Committee's governance and purpose
 - An extensive communications campaign required to promote changes to the Committee among the Parramatta First Nations community.

Tarina Rubis, Community Capacity Building Officer, thanked Mathew Cornwell and the team at Ngurra Advisory for undertaking the Review and working with staff on this important piece of work. Tarina said that it was a good process and showed a real commitment to and an understanding of both Council and community. Tarina informed the Committee of Council staff's proposed responses to the recommendations but noted that any changes to the Terms of Reference will need to be approved by Council in the new year.

Committee members were then given the opportunity to make comments and raise questions as follows:

- there has been a lack of success over the years in recruiting Dharug people to join the Committee (*Mathew suggested that an approach be made to the Dharug Strategic Management Group, which is an overarching body made up of three individual groups*);
- it was suggested that a member of the Advisory Committee attend Council Meetings when Aboriginal and Torres Strait Islander matters are being considered by Council with Council granting permission for the Committee member to speak if necessary;
- there is a disconnect on the part of most Councillors from being involved with the Advisory Committee;
- there is a need for the City of Parramatta to endorse the Uluru Statement;
- the work of the Advisory Committee needs to be aligned with Council's First Nations Strategy;
- it is considered critical that First Nation's people lead the Committee and in this regard, there should be a really strong social media campaign implemented to encourage expressions of interest;
- high schools in the LGA could be approached with a view to seeking nomination of an Aboriginal student to sit on the Committee – Council could sponsor them;
- Cllr Phil Bradley indicated that the Committee is presently unable to make a direct recommendation to Council and this needs to be addressed, and that there should be an opportunity provided to Aboriginal people to participate in meetings on-line;
- there is need for self-determination and a unified voice for Aboriginal people - engagement from the community on the Advisory Committee is limited when they find out that there are non-Aboriginal people on the Committee. Encouragement of Dharug involvement would be an important part of the recruitment strategy for the Committee;
- it is desirable that Aboriginal staff support the work of the Committee, including in the role of Convenor;
- it is considered important to build connections between community members and the Committee and to have informal meet and greet conversations from time to time so that the community gets to know the Committee members (*it was suggested that these 'meet and greets' take place prior to formal Committee meetings*);
- an Aboriginal person should be engaged to manage Strategic Planning Sessions (*Elizabeth Sheppard advised that she can suggest the name of an appropriate Aboriginal person who could lead the Sessions*);
- the need to recognise cultural expertise of Advisory Committee members was identified as a high priority (*"Elizabeth Sheppard requested that it be noted in the Committee's Minutes that the prior cultural accreditation and experience of our Aboriginal and Torres Strait Islander Advisory Committee Members, that we supplied to Council in our Expression of Interest, has not been recognised or respected during our term of office. Aboriginal Council Staff helped to assess our experience and qualifications before we were appointed. We were taught by authorised Aboriginal Elders, and our prior qualifications and our ongoing involvement with Aboriginal communities, are not possessed by non-Aboriginal trainers. All governance training supplied either to Councillors or Advisory Committee Members, should be delivered by Aboriginal qualified Aboriginal instructors, and should show respect for Aboriginal protocols and languages."*)

- Cllr Phil Bradley indicated that Councillors cultural competency training should be compulsory during induction and seen as a standard component of induction.
- there is a need for future ongoing liaison between staff responsible for the Strategic Plan and the Advisory Committee.

In regard to an extensive communications campaign that is recommended to be undertaken to promote the changes made to the Advisory Committee to the broader Parramatta and Dharug communities, Mathew suggested that Council engage an Aboriginal Communications Specialist to do this work who understands community and who understands how Aboriginal people access information.

Tarina Rubis indicated that the review has been undertaken as an internal Council process and Council will make further decisions on its response from this point on. The feedback of Committee members is most welcome.

In conclusion, Tarina advised that at the last meeting of the Committee to be held on 23 November 2021, that opportunity will be given to members to reflect on the activities and achievements of the Committee during its term. Elizabeth Sheppard indicated that she has prepared some appropriate material which she will share at the next meeting.

Mathew Cornwell left the meeting at this point, the time being 7.43pm.

6. CONFIRMATION OF PREVIOUS MINUTES – TUESDAY 28 SEPTEMBER 2021

Tarina Rubis, Community Capacity Building Officer, reported that she has been able to obtain acceptance of the Minutes of the following meetings from either a quorum or 100% members who attended inquorate meetings, namely:

- Tuesday 22 June 2021
- Tuesday 27 July 2021
- Tuesday 24 August 2021

The Minutes of these meetings have therefore been confirmed.

A copy of the Minutes of the Aboriginal & Torres Strait Islander Advisory Committee Meeting held on Tuesday 28 September 2021 had previously been forwarded to each member.

RESOLUTION (Russo OAM/Robertson)

That the Minutes of the Aboriginal and Torres Strait Islander Advisory Committee Meeting held on Tuesday 28 September 2021 be received and noted as a true record of the meeting.

7. BUSINESS ARISING FROM PREVIOUS MINUTES

Passing of Uncle Richard Green (Russo OAM/Sheppard)

That the Committee acknowledge Uncle Richard Green's passing with sadness, and the Committee's condolences be conveyed to his family and the wider community, acknowledging Uncle Richard's marvellous contribution to the Dharug peoples and particularly to his knowledge of the Dharug language.

8. REPORT OF STEVEN ROSS, COMMUNITY CAPACITY BUILDING OFFICER – FIRST PEOPLES ENGAGEMENT AND STRATEGY

Nil

Steven Ross reported that the internal First Nations Strategy Working Group is meeting this week to progress some of the framework for the Strategy.

Steven also reported that he recently gave a presentation on the First Nations Strategy to:

- Dharug Strategic Management Board; and
- Parramatta Koori Interagency

Steven proposes to report to the November meeting of the Committee on the milestones for 2022 and proposed engagement activities, including engagement with the Committee.

9. GENERAL BUSINESS

A. Myall Creek Commemoration Service

Phil Russo OAM informed the Committee that he recently attended the Myall Creek Commemoration Service to remember the Indigenous lives lost as a result of an assassination which took place at Myall Creek Station on 10 June 1838. He said that the Service was a very moving and spiritual experience and that it was very well attended.

B. Views of Heritage Advisory Committee on waterhole at the junction of Darling Mills Creek and Toongabbie Creek

The possibility of heritage listing of this site was discussed at the last Aboriginal & Torres Strait Islander (ATSI) Advisory Committee, when the Committee felt that the site should not be listed, but that there could be some recognition given to the site in the way of signage and interpretation. Paul Kennedy indicated at that meeting that he proposed to take the Committee's comments back to the Heritage Advisory Committee.

Clr Phil Bradley reported that the Heritage Advisory Committee has since considered the matter at its meeting held on 21 October 2021.

Stephen Pearson, Administration Support Officer, reported on the resolution of the Heritage Advisory Committee as follows:

- The Committee noted the views of the Aboriginal & Torres Strait Islander Advisory Committee, but nevertheless, it sees the site as important from the European heritage point of view and it still pursue the possibility of listing, with consultation continuing with the ATSI Advisory Committee.*
- That in light of the recent work that Committee member, Chris Betteridge, has been speaking about, the Committee, through Paul Kennedy, ask Council's Heritage Advisor to review the decision to not list this site.*

10. REQUESTS FOR UPCOMING AGENDA ITEMS

Nil

11. NEXT MEETING

6:00pm Tuesday 23 November 2021 – Hybrid Meeting (In-Person & Remote)

The Meeting closed at 7.55pm.



MINUTES

Meeting Name	Aboriginal & Torres Strait Islander Advisory Committee	F2017/00358
Date	Tuesday 23 November 2021 (DRAFT MINUTES)	Time 6.14pm
Venue	Level 12 Boardroom & Remote (Microsoft Teams)	QUORUM 5
Participants	John Robertson (Chairperson) Doug Desjardines Lyn Leerson OAM Phil Russo OAM Elizabeth Sheppard – arrived at 6:26pm	
Present	COUNCILLORS Councillor Phil Bradley STAFF (CITY OF PARRAMATTA) Jon Greig (Executive Director Community Services) Rodrigo Gutierrez (Community Capacity Building Manager) David Moutou (Group Manager Social & Community Services) Stephen Pearson (Administration Support Officer) Steven Ross (Community Capacity Building Officer – First Peoples Engagement & Strategy) Tarina Rubis (Community Capacity Building Officer) Jeffrey Stein (Events & Festivals Manager) Miah Wright (Senior Event Officer)	
Leave of Absence	Donna-Lee Astill	
Chaired by	John Robertson	

1. CONFIRMING ACCESS TO MICROSOFT TEAMS WITH PARTICIPANTS
2. DINNER
3. WELCOME AND ACKNOWLEDGEMENT OF THE TRADITIONAL CUSTODIANS – THE DARUG PEOPLE

John Robertson, Chairperson, welcomed everyone to the meeting.

John made an Acknowledgement of Country, recognising that the meeting is being held on Burrumattagal land and he paid his respects to all of his ancestors, current Darug Elders and to the youth who will be the emerging Elders in the future.

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4. INTRODUCTIONS AND APOLOGIES

APOLOGIES

RESOLVED (Russo/Sheppard)

That the apologies received from Committee Members, Bruce Gale and Mick Scarcella and from Staff Member, Michelle Desailly, be received and accepted.

Committee Member, Donna-Lee Astill was previously granted Leave of Absence for this meeting.

5. CONFLICT OF INTEREST DECLARATIONS

There were no declarations of interest made at this meeting.

6. REFLECTIONS ON THE WORK OF THE ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COMMITTEE

Jon Greig, Executive Director Community Services thanked the Committee for the invitation to attend the meeting. Jon acknowledged the work that has been done during the term by Committee members and by staff who have supported the Committee. Jon said that the Committee has provided valuable insight, advice and guidance to Council on some difficult subjects. He emphasised the importance of the Committee and of its work and indicated that the Committee does have a significant impact.

David Moutou, Group Manager Social & Community Services, said that the Committee last met in face-to-face meetings in June 2021, and at that meeting, he gave a presentation on the legacy of the Reconciliation Action Plan (RAP). He considers that legacy is an important piece when you think about the work that has been done by the Committee to consult and share the thoughts and concerns of the Aboriginal & Torres Strait Islander community. A lot of projects have been influenced by the Committee. The RAP is the long-term legacy of the Committee, both for their role in its creation and support for its ongoing success. David also acknowledged the contribution of a number of members who found it necessary to step down from the Committee during its term.

David gave a reflection on how much has changed in the community since 2018, namely:

- received the Uluru Statement from the Heart in 2018 and coming to terms with what this Statement means for Council and for the local community;
- the Westmead Hospital Redevelopment in 2018 and ongoing engagement by the Hospital with the Committee;
- 'Black Lives Matter' and a range of happenings in 2020 to advance and change the conversation around the legacy of Aboriginal history and the principles of autonomy and respect;
- the Memorial for Indigenous Service Personnel
- Keeping Place at 5 Parramatta Square

Committee Member, Phil Russo OAM reflected that he was a Councillor on Parramatta City Council from 1983-2000 and in 1983, he indicated that there was no mention made at that time of Aboriginal or Indigenous history in Parramatta. In 1993-94, the Lord Mayor set up some Committees, including a small Indigenous committee. The Committee built up over time and there was a vision that Parramatta could be one of the leading Councils in Australia in Reconciliation with the Aboriginal people. He hopes that the enthusiasm and reconciliation will continue with ongoing advocacy and enlightenment. Phil said that Council staff have been very supportive in giving the Committee guidance and leadership. Phil also said that he has appreciated Council's support for NAIDOC and Sorry Day celebrations - these events are getting better every year, with better involvement and increased community participation.

Elizabeth Sheppard arrived at this stage, the time being 6.26pm.

Tarina Rubis, Convenor of the Committee/Community Capacity Building Officer, acknowledged that a lot of history and stewardship rests with the few members present at the meeting, who have contributed over decades. Tarina indicated that she has only convened the Committee for a few years but she has learnt from member's approach to issues, their different modes of advocacy between members and the number of different strategies utilised in the interests of advancing the situation of First Nations people in the local community. Tarina specifically mentioned the deaths in custody issue which arose this year and the willingness of members to try different approaches to address this issue.

Tarina passed on to Committee members the thanks of Michelle Desailly, Interpretation and Strategy Coordinator, for what they have given to the community and particularly for their efforts in expression of a First Nations perspective in the heritage of Burrumatta. Michelle specifically mentioned:

- Parramatta Square heritage interpretation
- Dharug Circle in Parramatta Square
- 5 Parramatta Square interpretation
- The bicentenary (held in 2014) to commemorate/remember the children and families that were caught up in the conferences and the Parramatta Native Institution introduced by Governor Macquarie in 1814
- Eels Cultural Program by the river

Miah Wright, Senior Event Officer, said that it has been an honour to have worked with the Committee since she commenced work with Council in 2018 as a curator for NAIDOC Day and to work with the Committee to make Council events stronger. She said that by getting to know the members, she has been informed of the issues that they are facing which have been taken into account in regard to event management. Miah is looking forward to future events and everyone coming back together.

Jeffrey Stein, Events & Festivals Manager, journey with the Committee has spanned a period of over 10 years during which time Indigenous culture has been positioned as a rich source of culture and as a huge asset to the community that needs to be acknowledged and celebrated. Jeffrey said that a new brand of welcome ('Warami') has been created in this term of the Committee with the whole principle of welcoming being inclusive, with an emphasis on 'meeting place' being at the forefront of the new city. The language speaks to who the Indigenous people are, and it goes a long way to understanding Indigenous culture and what it means as a Nation and a place.

Steven Ross, Community Capacity Building Officer – First Peoples Engagement & Strategy, indicated that he has been with Council for nearly 10 years. He has appreciated the advocacy of the Committee being a collective of people to keep issues in the minds of staff and the leadership and in keeping Council accountable. Steven referred to the Reconciliation Action Plan (RAP) which was developed largely in the term of the current Advisory Committee. Some Committee members assisted in organising community on the ground to attend the early consultation sessions for the RAP. Steven also referred to the invaluable partnership with Reconciliation for Western Sydney, which resulted in obtaining some very good material for the RAP.

Steven mentioned the Committee's advocacy in the early days for a Keeping Place which has now come to fruition. Steven referred to other more recent achievements influenced by the Committee including:

- cultural awareness training
- employment strategy
- cultural infrastructure work

Steven indicated that one of the main tasks of the next Advisory Committee will be to carry on the key work of developing the First Nations Strategy.

Committee Member, Elizabeth Sheppard echoed the words of Steven Ross and she referred to the many debates of the Reconciliation for Western Sydney group which set the stage for what was going to happen. Elizabeth referred to the huge multicultural population of the City of Parramatta local government area and of the challenge of communicating with them in many languages. Elizabeth is amazed at how far the Committee has come and how it has kept a balance between different groups and set the groundwork in going forward.

Elizabeth reflected on the Committee's advocacy for establishment of Maria Lock Park, Marcia Donovan Sorry Day Garden and the Dreaming Circle, and to her own Indigenous music work, which presents many challenges. Elizabeth also acknowledged the work of Council staff.

Committee Member, Doug Desjardines paid his respects to the Committee, particularly to Phil Russo OAM and Lyn Leerson OAM for their many years of service. Doug thanked the Committee and Council for the naming of Marcia Donovan Sorry Day Garden and said that this is a great honour which he will treasure.

John Robertson, Chairperson, joined the Committee in March 1998 through the efforts of Doug Desjardines and Dot and Wayne Parker. John said that the Committee has had highs and lows, but that it has come a long way over the years, particularly when considering that when the Committee first started, there was no recognition given to Aboriginal heritage. John said that it is his vision that Parramatta could be the centre of Aboriginal culture in Australia. John thanked the staff for supporting the Committee at all levels all the way through regardless of the level of support from Council.

John said that sometimes things do not go as smoothly as hoped, such as the proposed opening of the Memorial for Aboriginal servicemen and servicewomen, which should have opened in November 2018, and is still awaiting an official opening.

John expressed his disappointment regarding the proposed changes to the structure of the Committee and he pointed out that if the changes go ahead and are retrospective, it will mean that that no one presently on the Committee will qualify to be on the new Committee. There will be a loss of many years of work by existing Committee members.

Tarina Rubis clarified that there will be places on the new Committee for current members, but the point about only First Nations members being represented on future Committees is something that will be recommended for consideration by Council.

Committee Member, Lyn Leerson OAM said that she is particularly proud of the Memorial for Indigenous Service Personnel. She recalls that Jamie Eastwood was a young man when the Committee was looking at his drawings for the paintings beside the river and she is so proud of his progress over the years to the point where he is now seen as an overseer of the architectural investigation of Parramatta.

Councillor Phil Bradley echoed the comments made by others in relation to the great support received from Council staff and members of the Committee over a long period. During his time on the Committee as a non-Aboriginal member from Reconciliation for Western Sydney, and later as a Councillor, he has seen some wonderful achievements and great progress such as the development of a Reconciliation Action Plan; input into Parramatta Square and Westmead Hospital developments; NAIDOC and Reconciliation Week events; and promotion of Burramatta lands as a meeting place. Councillor Bradley noted that unfortunately, many of the Committee's efforts have fallen well short of member's hopes.

Stephen Pearson informed the Committee that he is retiring from Council's staff next year and he said that he will not see too much of the new Committee. Stephen said that it has been a pleasure working with the current Committee members over the years and that it has given him a greater understanding of Aboriginal and First Nations issues that has been to his benefit and that he will take with him into the future.

7. CONFIRMATION OF PREVIOUS MINUTES – TUESDAY 26 OCTOBER 2021

A copy of the Minutes of the Aboriginal & Torres Strait Islander Advisory Committee Meeting held on Tuesday 26 October 2021 had previously been forwarded to each member.

RESOLUTION (Russo OAM/Sheppard)

That the Minutes of the Aboriginal and Torres Strait Islander Advisory Committee Meeting held on Tuesday 26 October 2021 be received and noted as a true record of the meeting subject to the

comments attributed to Committee Member Elizabeth Sheppard in Item 5 being deleted and replaced with the following amended statement:

"Elizabeth Sheppard requested that it be noted in the Committee's Minutes that the prior cultural accreditation and experience of our Aboriginal and Torres Strait Islander Advisory Committee Members, that we supplied to Council in our Expression of Interest, has not been recognised or respected during our term of office. Aboriginal Council Staff helped to assess our experience and qualifications before we were appointed. We were taught by authorised Aboriginal Elders, and our prior qualifications and our ongoing involvement with Aboriginal communities, are not possessed by non-Aboriginal trainers. All governance training supplied either to Councillors or Advisory Committee Members, should be delivered by Aboriginal qualified Aboriginal instructors, and should show respect for Aboriginal protocols and languages."

NOTES:

1. David Moutou sought further clarification from Elizabeth in regard to her statement about "All governance training supplied to Councillors or Advisory Committee Members, should be delivered by Aboriginal qualified Aboriginal instructors". Elizabeth indicated that for the future, there is a whole course available at Macquarie University for Aboriginal Governance Training of Aboriginal Communities, with many qualified Aboriginal people able to deliver the training, such as Adam Cryer.
2. Tarina Rubis indicated that this was a matter raised in the Terms of Reference Review of the need for consistent governance training across Councillors and Advisory Committees so that the messaging and understanding is the same. Tarina believed Elizabeth's reflection was that Aboriginal Governance is as equally important as Council Governance when the Committee meets together in this kind of forum.

The Committee expressed concerns that moving forward, the recommendation of the Terms of Reference Review would mean that only Indigenous people could be members of the Committee which would lead to the exclusion of non-Indigenous people from the Committee.

David Moutou said that he was very grateful to previous and existing Committee members for their involvement in establishing and nurturing the Committee over a period of time, and that the setting up of a First Nations Advisory Committee that seeks to hear the needs and views of First Nations communities isn't the only opportunity available to advocate, speak up and talk in partnership with Aboriginal and Torres Strait Islander people. He indicated that there are many other avenues and opportunities to participate, such as Reconciliation for Western Sydney and many Consultative Forums of Council.

David said that the legacy has been to establish an Aboriginal and Torres Strait Islander Advisory Committee and to obtain the support of Council over time to the point where Council is now looking to the future where this space can be about First Nations voices that is a reserved space for members to be of Aboriginal and Torres Strait Islander or First Nations status. David emphasised that observer status will still be available in the Terms of Reference of the new First Nations Committee to enable the Committee to invite non-Aboriginal people who have had a legacy and a relationship with the Committee/s to observe and participate in discussions.

The Committee pointed out that for many years it has tried to encourage Dharug and First Nations membership of the Committee and that there has been a very limited take up. Doubts were raised as to whether it will be possible to obtain a new First Nations Committee that is completely Indigenous.

Jon Greig pointed out that a report on the Terms of Reference Review still needs to go through a review process and then to Council and he considers it important that when the report is presented to Council, that the views of the existing Committee and individual Committee members is made clear to the new Councillors alongside the proposals. Ultimately, the endorsement or otherwise will sit with the new Council.

Councillor Phil Bradley expressed his concern about the viability of the new Committee under the proposed structure. Whilst he is sympathetic with the view that there should only be First Nations members on the new Committee if this will encourage further Indigenous membership, he considers that it may not result in encouraging further nomination and membership along the lines being proposed and it could present a problem in terms of reaching a quorum. This is because of the great demands placed on First Nations people

to their communities and their commitment to assist their communities where there are often great pressures and needs that they have to address rather than attend a Council Committee that has a patchy record of delivering the needs of their communities.

Councillor Bradley, whilst appreciating the efforts of staff, recognises that Council's Advisory Committees are often constrained by the composition of Councillors on the Council who are entirely non-Aboriginal and make decisions without a greater depth of knowledge and experience.

Councillor Bradley sought information as to whether there is an alternative plan (Plan B) in the event that there are insufficient nominations to make the First Nations Committee viable and over what period of time an alternative structure can be developed allowing for a larger Committee of invited members of First Nations communities with allowance for a 'lower than half' quorum because of the likely absence of some members from time to time attending to the needs of Aboriginal people and their communities.

Councillor Bradley advocated that the new Councillors should be properly briefed on:

1. the proposed structure of the First Nations Advisory Committee and the viability of the structure - by Aboriginal community members; and
2. the workings of past Committees over the years – by experienced members of the existing Committee from an Aboriginal and non-Aboriginal perspective.

The Committee made further comments as follows:

- often Aboriginal workers are so overwhelmed with the immediate problems that they have to deal with that they are not particularly keen on the long-term planning involved with the Council organisation, nor with the time taken for matters to come to fruition - they want to get their problems solved as quickly as possible in their own communities
- the idea of buddy relationships for the new Committee between non-Aboriginal and Aboriginal people was raised to enable non-Aboriginal people to become familiar with Aboriginal culture and to be corrected if they do anything wrong – this would keep the Committee on track and give authenticity to the new Committee.

Councillor Bradley also raised the following questions regarding the new Committee:

- will the new Committee have appropriate First Nations staff, including the Convenor and administrative support staff? John Robertson (Chairperson) responded indicating that one of the recommendations of the Terms of Reference review is that the Committee Convenor be an Aboriginal person. David Moutou indicated that this recommendation is being considered along with the others.
- what is the situation if there are not a sufficient number of applicants for the membership of the new Committee? David Moutou responded indicating that this question would have to be taken on notice, but that some good alternative suggestions have been raised by Committee members for consideration.

Examples of successful all-Aboriginal groups operating in the area were raised being the University of Western Sydney Campus Elder's Group and the Parramatta Koori Interagency.

The Committee stressed the importance of Council's new First Nations Committee being heard and the importance of the Committee being led by a competent articulate Aboriginal leader if full Aboriginal membership of the Committee cannot be achieved.

Councillor Bradley suggested that an option be considered for a 6-month's trial of the new model with a review at the end of this period and if it is not successful, with options presented to return to a different model until the new model is further refined.

Jon Greig agreed that risks associated with the recommendations should be taken into account including consideration of the plans around transitional and supporting arrangements of the new model. He also noted that we won't know if the new model can be successful unless we try.

The new Council's consideration of this matter is now awaited and how the Council responds to the Terms of Reference Review recommendations.

Jeffrey Stein and Miah Wright left the meeting at this stage, the time being 7:32pm.

8. REPORT OF STEVEN ROSS, COMMUNITY CAPACITY BUILDING OFFICER – FIRST PEOPLES ENGAGEMENT AND STRATEGY

Steven Ross, Community Capacity Building Officer – First Peoples Engagement & Strategy reported on the following matters:

Proposed Elder's Council

Steven reported that an email has been received and referred to John Robertson, Chairperson from Edwina Crawford, Director Aboriginal Services Unit, NSW Department of Communities and Justice. The email outlines the Department's intention to establish an Elder's Council with a view to mentoring young people in the Justice system.

A Workshop is to be held to acquaint people with the process that is to be used and Edwina encourages Committee members to participate.

Advocacy for Aboriginal Cultural Heritage Materials and involvement of Dharug in Keeping Place

Steven reported that Ngurra Advisory has been engaged to develop an operational and governance framework in regard to keeping of Aboriginal Cultural Heritage materials coming out of the ground of Parramatta Square, of the River foreshore, of the North Parramatta Heritage Precinct and from the Australian Museum.

Engagement has taken place with the three main Dharug organisations in drafting key documents to support operational governance of the cultural collection which will add the value of a Dharug cultural lens in how to look after the materials; and in developing some sort of ceremony as people enter the Keeping Place.

Steven indicated that he has been liaising with key stakeholders, including the Australian Museum; considering the layout and use of the Keeping Place; and preparing a job description for a Keeping Place Officer (who will potentially be a Dharug person).

Steven will report back to the First Nations Advisory Committee when it is convened in the new year, to keep the Committee up-to-date with the development of a First Nations Strategy and the development of the Keeping Place and its governance framework.

9. GENERAL BUSINESS

A. 2020-2021 Annual Report

Tarina Rubis mentioned that the Committee Chair, John Robertson and Committee Member, Elizabeth Sheppard have jointly prepared an Annual Report reflecting on the Committee's work over the past year. The report is attached to the Minutes.

RESOLUTION (Russo OAM/Desjardines)

That the 2020-2021 Annual Report be Adopted (report attached to the Minutes).

B. Aboriginal Flag

Attention was drawn to the absence of an Aboriginal flag in Parramatta. The Committee asked if a flag can be flown in an appropriate location to show respect to First Nations people.

ACTION

David Moutou agreed to continue his ongoing advocacy regarding the number of times the Aboriginal flag is flown in the City.

C. Memorial to Indigenous Service Personnel

Tarina Rubis reported that Council's heritage team is working on the content for a sign for the Memorial to Indigenous Service Personnel and it is proposed to have a launch event during Reconciliation Week.

D. Uluru Statement from the Heart**RESOLUTION (Sheppard/Russo OAM)**

That the Committee recommend to Council that it consider endorsing the Uluru Statement from the Heart.

Note: David Moutou pointed out that a First Nations Strategy is being developed at the moment and the Uluru Statement provides some of the framework for this Strategy. He indicated that staff will be having conversations with the new Council about the First Nations Strategy through the normal processes.

E. Marcia Donovan - Sorry Day Garden at Lake Parramatta

It was reported that there is an excellent clip on YouTube (<https://www.youtube.com/watch?v=ToTinHoASVo>) on Lake Parramatta and the Marcia Donovan – Sorry Day Garden.

F. Training Session for Councillors

Councillor Phil Bradley raised the possibility of including some training for the new Council on the Uluru Statement and Aboriginal First Nations perspectives and the significance of these to the City of Parramatta.

Note: David Moutou indicated that he has been speaking with the staff Executive Team about at least including a Welcome to Country at the beginning of the first Councillor Briefing and it is proposed to schedule in some training for Councillors on First Nations, the Uluru Statement and cultural awareness.

G. Proposed Retirement of Committee Clerk, Stephen Pearson

The Committee Clerk, Stephen Pearson had previously indicated that he will be retiring from Council during 2022.

The Committee wished Stephen well in his pending retirement. The Committee also placed on record its appreciation for Stephen's ongoing work.

10. PROCESS FOR RECONVENING THE COMMITTEE IN 2022

Tarina Rubis advised that once the new Council meets, staff will present to Council a report and recommendation regarding the new Terms of Reference following which Expressions of Interest will be invited for the new Committee. Tarina indicated that all existing members will be informed when Expressions of Interest are called.

The Meeting closed at 7:50pm.

ITEM 9A - 2020-2021 ANNUAL REPORT - ATTACHMENT TO MINUTES**The City of Parramatta Council
Aboriginal and Torres Strait Islander Advisory Committee**

2020 - 2021 Annual Report, Tuesday 23 November 2021

The City of Parramatta Aboriginal and Torres Strait Islander (ATSI) Advisory Committee was appointed by the Council to advise on the views, needs and interests of Aboriginal and Torres Strait Islander peoples in the Parramatta LGA, and to provide advice, input and feedback on Council's business and affairs as they relate to ATSI people within Parramatta. Since its inception it has consistently and ethically acted within its Terms of Reference, to fulfil its cultural and civic responsibilities, in peaceful cooperation with the City of Parramatta and Councillors, staff and the ATSI residents of Parramatta. This 2020-2021 Annual Report summarises the activities and achievements of this Advisory Committee over the past year, which have continued with assistance from Council staff, despite onerous social, cultural and Committee meeting disruptions caused by necessary Covid pandemic lockdowns and intermittent Public Health Orders.

Our Advisory Committee's Terms of Reference require our Members to advise Council (and to concurrently advise many organisations referred to the Committee by Council) on ATSI cultural and heritage matters. This includes archaeological investigations of Parramatta's Aboriginal heritage, cultural program management, and on other matters of concern to ATSI residents. We have done our utmost to fulfil these duties, which often entail diplomatic negotiation of sensitive cultural matters.

Over recent years, our advice has been provided to Council during a period of rapid urban restructuring of the City of Parramatta Central Business District. 2020-2021 was no exception, requiring many consultations with Darug Elders on projects involving Darug Aboriginal heritage land, continued unabated. Since the Covid pandemic lockdowns intervened, the pace of change has slowed. Vast social changes are taking place in Parramatta, and public awareness of the potential benefits of Council's ATSI Advisory Committee's cultural advice is increasing. This gives us hope that in future, Council will take increased notice of the Committee's advice, to embed productive community and corporate partnerships with appropriately trained Aboriginal and Torres Strait leaders into its programs, through its future ATSI Advisory Committee.

Councillor Phil Bradley, Reconciliation Movement members in Western Sydney, and Council Staff, have supported and endorsed the advice contained in our 2020-2021 ATSI Advisory Committee Minutes and Reports. We have persisted with our work, and succeeded in calming community anxiety and disputes, promoting intercultural understanding, and maintaining awareness of and support for the ancestral, foundational and continuing cultural presence of Aboriginal Traditional Owners of the Parramatta area. With the consent and support of Elders, we have also provided advice to Council on the Aboriginal histories, scientific, artistic and musical expertise, economic and cultural resources, human rights and needs of many peoples of Darug and non-Darug Aboriginal heritage. Our input has facilitated the compilation, publication and distribution of Council funded Aboriginal educational materials, music and festival merchandise.

Regionally, the stance taken by the Committee has been affirmed by the passing of the 2017 NSW Aboriginal Languages Act, the NSW Government's Ochre programs for Aboriginal youth, and by local Reconciliation Movement endorsement of the 2017 Uluru Statement from the Heart. We encourage a future Council to consider endorsement of this Statement. Sadly, a recent increase in Aboriginal Deaths in Custody that directly affected Parramatta Aboriginal residents, required our Committee to compile and submit a detailed Report on this matter to Council, which was noted, but has not been adopted or endorsed by Council.

Positive outcomes of our Committee's advice in 2020-2021 and previously, have included inclusion of culturally appropriate Aboriginal architectural and landscape design elements and art in many locations, i.e. in the new Parramatta Square, along the Parramatta River Walk, in the redesigned Arthur Phillip High School, new Council signage, in Maria Lock Reserve, at Lake Parramatta's Marcia Donovan Sorry Day Garden, in Parramatta Park, and in the redesigned Westmead Hospital buildings.

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These physical signs of Aboriginal cultural presence have increased awareness amongst non-Aboriginal residents of Parramatta, of the ancient history, identity and culture of the land they are living on, and of the fact that Darug Aboriginal descendants, and many other Australian Aboriginal peoples, live in Parramatta today. This dawning non-Aboriginal awareness catalysed Council to withdraw from an inappropriate proposal to honour Arthur Phillip, with a memorial statue. We thank the Lord Mayor and Councillors for this sensitive and ethical decision.

Much of our advice has been accepted and implemented by Council, and much remains for consideration by future Councillors. Whenever our advice was not accepted by Council, we recorded our objections or disappointment in our Committee Minutes. We consulted the Aboriginal and Torres Strait Islander residents we represent, proposed and sustained ongoing consultations with Councillors and Council Staff, and continued to request respectful acceptance, consideration of, and implementation of any and all of our advice.

During 2020-2021 and throughout our term of office, Council's ATSI Advisory Committee has advised Council to implement increased cultural competency training for Councillors, employ more Aboriginal staff, respect, document and repatriate Aboriginal artefacts, and implement many practical justice and social welfare reforms. These include the provision of green spaces and parks, landcare conservation projects, library and archive collections, song and language revival projects, meeting spaces and keeping places.

Our Committee was also active in the establishment of the Memorial to Aboriginal Service Men and Women. This was completed in 2020-2021 but is yet to be officially opened.

Our Committee also provided advice that initiated the establishment and continuing celebration of significant annual Aboriginal events such as Sorry Day, Burramatta NAIDOC, Reconciliation Week, and the Burramatta Eel Festival. We were also consulted on Aboriginal cultural programs and architectural elements at the redesigned Westmead Hospital, including the Aboriginal Children's Memorial Garden, and cultural events at local clubs, religious venues, and Parramatta schools. By cooperating with Reconciliation for Western Sydney Inc., we also promoted Council sponsorship for community education seminars and cultural tours that build understanding of the Aboriginal history and ongoing Aboriginal heritage of Parramatta. Our Committee's input is evidenced by the three City of Parramatta Reconciliation Action Plans. Having completed these three plans in conjunction with Reconciliation Australia, the City of Parramatta is now fully equipped to embark on its own locally specific First Nations Strategy in 2022. Our Committee considers this a major step forward that could not have been completed without Council assistance, and we thank Council and staff that have brought this to fruition.

Our Committee has succeeded, with the valued assistance of Council staff, in sustaining delivery of Aboriginal and Torres Strait Islander culturally appropriate advice to the City of Parramatta Council. We have always taken care to coordinate our cultural advice, through Committee Member and Darug Elder Uncle Bruce Gale, other Darug Traditional Custodians and from the diverse diaspora Aboriginal residents of the Parramatta Local Government Area.

We confidently stand by our long and faithful record of providing well considered, often productive, culturally appropriate advice, to the City of Parramatta Council, for the benefit of the combined communities of Parramatta.

Signed

John Robertson, Chairman

City of Parramatta Aboriginal and Torres Strait Islander Advisory Committee

22 November 2021

FOR COUNCIL DECISION

ITEM NUMBER	12.2
SUBJECT	Endorsement of the "Prevention of Domestic and Family Violence Action Plan"
REFERENCE	F2022/00105 - D08426032
REPORT OF	Community Capacity Building Officer - Family and Domestic Violence

CSP THEME: INNOVATIVE**WORKSHOP/BRIEFING DATE:** 16 February 2022**PURPOSE:**

To seek approval of the City of Parramatta's Prevention of Domestic and Family Violence Action Plan. Domestic and family violence is a significant community, social and legal issue. City of Parramatta's Prevention of Domestic and Family Violence Action Plan outlines how Council will address and seek to prevent the issue within its business and within the community.

RECOMMENDATION

That Council approve City of Parramatta's Prevention of Domestic and Family Violence Action Plan for implementation.

BACKGROUND

1. The Prevention of Domestic and Family Violence Action Plan 2022-2025 (the Action Plan) fulfils the commitment made in the 2018-2022 Delivery Program and Operational Plan: "Tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence" (Strategy 6.2.2).
2. The theory underpinning the Action Plan is based on Change the Story: The National Framework for Primary Prevention of Violence Against Women and their Children (Change the Story). Change the Story identifies gender inequality as a driving factor in the prevalence of violence against women. Within that framework, domestic and family violence is identified as a form of violence against women.
3. The document outlines Council's commitment to preventing domestic and family violence (DFV) and goals for strengthening Council, community groups, services, and businesses' capacity to respond to the violence:
 - a. Goal 1: Gender equality in the community is promoted
 - b. Goal 2: Gender equality within Council's workplace is promoted
 - c. Goal 3: Capacity within Council's workplace and within the community to respond effectively to domestic and family violence is increased.
4. The Commonwealth Government recognises the role of local governments in the primary prevention of DFV within the *2010-2022 National Plan to Reduce Violence against Women*. At a State level, there is recognition within 2017-2021 NSW Domestic and Family Violence Blueprint for Reform for a capacity building

approach within communities and the not-for-profit sector to enhance support for people experiencing violence.

5. The Action Plan is situated within this context, and it focuses on Council's capacities to lead actions to prevent domestic and family violence, provision of training and support to other local stakeholders, engaging a diversity of stakeholders and fostering opportunity for innovative responses and partnerships.
6. The Action Plan's goals, objectives and activities are in alignment with other endorsed Council Action Plans and strategic documents:

Document	Endorsed Objective, Outcomes and Actions
Community Strategic Plan 2018-2038	Goal: Innovative We collaborate and champion new ideas to create a better future. Strategy 6.2 Support collaboration and partnerships to deliver key outcomes for our City
Socially Sustainable Parramatta Framework	Goal: We trust each other, are welcoming and feel good about being here together Facilitate social connections to foster socially and culturally diverse, inclusive and empowered communities. Goal: We Lead by Example Improve Council's policies and practices to enable a more socially sustainable City of Parramatta
Homelessness Action Plan 2019-2023	Objective 1: Contribute to the prevention of homelessness Outcome 1.1 Groups at risk of homelessness receive targeted support Actions: 1.1.2 Prioritise, and support initiatives aimed at the primary prevention of gender-based violence. 1.1.3 Apply a gender lens to consider specific needs of women in decision making on social infrastructure in Parramatta.
Crime Prevention Plan 2019-2023	Objective 1: Reducing crime and anti-social behavior Actions: 1.10 Continue Council's commitment to gender equity by continuing to trial the domestic and family violence toolkit, resourcing the local prevention committee, and providing community grants to programs. 1.11 Continue to develop and support gender inclusion policies internally including promoting programs aimed at reducing violence against women.

7. Goals, objectives and activities related to Council staff and operations in the Action Plan are in alignment with the 'Gender Goal' in Council's 2021-2023 Diversity, Inclusion and Equity Strategy.

ISSUES/OPTIONS/CONSEQUENCES

8. There is community expectation that Council be seen to be actively responding to the issue of domestic and family violence with the dual goals of reducing impact/harm within the community and supporting staff who are experiencing violence. The Action Plan provides a framework for practical implementation and communication regarding Council's efforts in this area.
9. Endorsement of the Action Plan will enable Council to be transparent about its activities on how it will address and prevent domestic and family violence. Without a plan, there is a reputational risk of appearing not to have vested interest in addressing and preventing domestic and family violence.

CONSULTATION & TIMING

Stakeholder Consultation

10. The Action Plan was subject to a 'peer review' by colleagues who either have expertise in addressing DFV or the primary prevention of DFV. This included Council staff from the City Strategy team, colleagues at Inner West Council and consultants from the peak bodies Domestic Violence NSW and Australian National Research Organisation for Women's Safety (ANROWS). Their most significant input shaped the development of the Action Plan's 'Outcomes Measurement Framework', refined the structure of the report and provided guidance on the inclusion of LGBTQIA+ communities in the Action Plan.
11. A consultation process was undertaken with external and internal stakeholders to gain a localised picture of the impact of DFV and the experiences of services and community groups who are working to address and prevent it. The full details of the outcomes and recommendations of that consultation process is outlined in the Action Plan. The table below is a summary of those findings:

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
2019	14 External Service Providers (such as): * DFV Response Service Providers *Volunteer lead Community Organisations *CatholiCare *AngliCare	Identified issues: social isolation and loneliness in older women; the adverse impact of precarious partner visas disproportionately affect women and LGBTQIA+ communities; and LGBTQIA+ communities face significant levels of discrimination. Shortage of DFV casework	Objectives and Activities in the Action Plan have developed to address these issues, some examples are: - Activity to explore the impact of social isolation in older women - Activity to implement a research project in Dowry Abuse in the community	Community Capacity Building Team

	<p>* Parramatta Local Area Command- NSW Police</p> <p>*ACON</p> <p>*Parramatta Koori Interagency members</p>	<p>services within the LGA; a shortage of support services for women on temporary visas, LGBTQIA+ people and those seeking asylum; unclear referral pathways to DFV services; and need for ATSI cultural competency and LGBTQIA+ inclusive practice training.</p>	<p>- An objective and associated activities focused on the LGBTQIA+ community</p> <p>“Goal 3 of the Action Plan with its associated objectives and activities have been developed, taking into account the scope of Council operations and responsibilities, to address the service delivery issues identified.</p>	
2019	External - Young People	<p>Need for information about healthy relationships and counselling services to support young people impacted by mental illness and/ or family violence.</p>	<p>Added two activities to the Action Plan that center on delivering a healthy relationship program in the local high schools and supporting healthy relationships within families.</p>	Community Capacity Building Team
2020	Internal – People and Culture Business Partners	<p>Council support for staff is governed by the Domestic and Family Violence Policy.</p> <p>Response to DFV staff disclosures could be strengthened. Managers should be priority group for training.</p>	<p>Added as an Activity in the Action Plan- DFV Awareness and Response training for Council managers/ leaders.</p>	People and Culture with Community Capacity Building Team
2021	Internal- People and Culture	<p>Staff self-determination is vital for true</p>	<p>Plan adjusted to reflect feedback</p>	People and Culture

	Organisational Capability Team Chairs of the <i>Gender Diversity Committee</i>	organisational change and commitment		
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Councillor Consultation

12. The following Councillor consultation has been undertaken in relation to this matter:

Date	Councillor	Councillor Comment	Council Officer Response	Responsibility
20 Oct 2022	Clrs. Bradley, Davis, Pandey, Prociv, Wearne, Wilson, Zaiter	Development of the plan noted. Completed draft to be presented to new Council.	Continue development of plan	Community Capacity Building Team
9 Feb 2022	Lord Mayor and Cllr Darley	Update on actions and broader discussion of Council's role	Continue to plan for Councillor workshop	Community Capacity Building Team
16 Feb 2022	Lord Mayor and Clrs. Bradley, Darley, Esber, Green, Humphries, Maclean, Noack, Pandey, Prociv, Siviero, Valjak, Wang, Wearne	Council can take a more active role in advocacy in issues related to domestic and family violence space	Inclusion of following activity in the Action Plan, under Goal 1, Objective 1.4: 1.4.4 Council advocates for legislative reforms service and funding increases, as appropriate, to improve responses to DFV and increase primary prevention efforts.	Lord Mayor's Office

LEGAL IMPLICATIONS FOR COUNCIL

13. There are no legal implications for Council associated with this report.

FINANCIAL IMPLICATIONS FOR COUNCIL

14. If Council resolves to approve this report in accordance with the proposed resolution, there are no unbudgeted financial implications for Council's budget.
15. The Action Plan has been fully costed. The staffing expenses and the project costs are fully within existing and approved budgetary allotments in the Social and Community Services Business Unit, and within People and Culture.

16. Council investment in 2022/23 for the staff expertise that drives our primary prevention approach is \$165,483. These staff costs are complemented by an annual programming budget of \$21,000, which supports community workshops, projects and events. This ongoing investment is a core reason that Council is acknowledged as a leader in this field.
17. The table below summarises the financial impacts on the budget arising from approval of the actions in this report.

	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Revenue				
Internal Revenue				
External Revenue				
Total Revenue	Nil	Nil	Nil	Nil
Funding Source				
General revenue				
Operating Result				
External Costs				
Internal Costs				
Depreciation				
Other				
Total Operating Result	Nil	Nil	Nil	Nil
Funding Source				
CAPEX				
CAPEX				
External				
Internal				
Other				
Total CAPEX	Nil	Nil	Nil	Nil

Sharmila Falzon

Community Capacity Building Officer - Family and Domestic Violence

David Moutou

Group Manager Social and Community Services

John Angillely

Chief Finance and Information Officer

Jon Greig

Executive Director Community Services

Brett Newman

Chief Executive Officer

ATTACHMENTS:

1  Action Plan of the Prevention of Domestic and Family Violence 40 Pages

REFERENCE MATERIAL



PREVENTION OF DOMESTIC & FAMILY VIOLENCE ACTION PLAN

2022-2025

Action Plan on Prevention of Domestic and Family Violence

cityofparramatta.nsw.gov.au



Prevention of Domestic & Family Violence Action Plan

2022-2025

Action Plan on Prevention of Domestic and Family Violence

cityofparramatta.nsw.gov.au

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Prevalence and Impact of Domestic and Family Violence

Prevalence in City of Parramatta:

776

776 recorded incidences of DFV
(Domestic Family Violence)
in the City of Parramatta

(NSW Bureau of Crime Statistics and Research, 2020)



308 incidences per 100,000 people
in the City of Parramatta

(NSW Bureau of Crime Statistics and Research, 2020)

Impact in the Community:



At any point in their lifetime, **17% of women**
and **6% of men** would have experienced
domestic and/or family violence

(Australian Institute of Health and Welfare, 2018)



An analysis of health outcomes for women
and men has shown that DFV is the
**highest risk factor for death, disability
or illness for a woman aged 18–44**

(Webster, 2016)



50% of incidences of DFV
not reported to the police; the true
rate of violence is likely much higher

(Birdsey, 2013)



DFV costs employers
\$2.1 billion dollars in lost productivity

(Price Waterhouse Coopers, 2015)



Women with a disability or
a long-term health condition are
twice as likely to experience abuse from
a partner compared to other women

(Australian Institute of Health and Welfare, 2018)

32x

Aboriginal and Torres Strait Islander
women are **32 times more likely** to be
hospitalised due to family violence in
comparison to non-Aboriginal and Torres
Strait Islander women

(Australian Institute of Health and Welfare, 2018)

2. Introduction

City of Parramatta Council's (Council) Prevention of Domestic and Family Violence Action Plan (Action Plan), is a three-year plan that outlines Council's commitment to preventing domestic and family violence (DFV) and strengthening community groups, services and businesses' capacity to respond to the violence.

The theory underpinning the Action Plan is Change the Story: The National Framework for Primary Prevention of Violence Against Women and their Children (Change the Story). There is no single factor that causes violence against women, but international evidence consistently indicates that higher levels of violence against women is associated with lower levels of gender equality in personal relationships and public life. Change the Story outlines this evidence base; and identifies gender inequality as a driving factor in the prevalence of violence against women. Within that framework, DFV is identified as a form of violence against women (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015).

The Action Plan acknowledges that there are commonalities between the drivers of violence for women and communities who identify as lesbian, gay, transgender, intersex and asexual (LGBTQIA+). However, Change the Story does not encapsulate all forms of violence experienced by LGBTQIA+ communities, nor does it seek to. Therefore, the Action Plan, informed by an intersectional approach, will work closely with local LGBTQIA+ communities to develop community lead, initiatives to address the violence experienced by LGBTQIA+ communities (Our Watch and Rainbow Health Victoria 2017).

The Action Plan was developed in response to Council's Delivery Program and Operational Plan in that it details how Strategy 6.2.2 of the 2018-2022 Delivery Program and Operational Plan will be implemented:

"Tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence"

The Action Plan contributes to and compliments Council's Crime Prevention Plan 2019-2023 and Homelessness Action Plan 2019-2023; as DFV has far-reaching impacts within our community – it is a crime and is the leading cause of homelessness for women and children (Homelessness Australia, 2016).

The Action Plan also contributes to Council's Diversity and Inclusion Strategy, which has been developed for Council staff and operations. The Action Plan recognises that firstly, gender inequality is experienced by Council staff and secondly, it is interrelated with other forms of discrimination and inequality that are also experienced by Council staff. The Diversity and Inclusion Strategy seeks to address all these forms of discrimination and inequality within Council with an approach that is cohesive and strategic.

The Action Plan operates within the context of New South Wales and Federal Government Plans. In the Federal Government's 2010-2022 National Plan to Reduce Violence against Women and their Children the role of local governments in prevention and community capacity building is recognised and supported (Department of Social Services, 2016). At a State level, response to DFV is largely lead by the 2017-2021 NSW Domestic and Family Violence Blueprint for Reform (the Blueprint). The Blueprint recognises the importance of capacity building within communities and the not-for-profit sector enhancing support for people experiencing violence.

The Action Plan was also informed by community consultations and discussions with various Council business units. Conducted with local funded service providers, community groups, community members and young people—the community consultations covered a range of issues and concerns about institutional and community responses to DFV and community attitudes towards inclusion and gender equality. The process gave insight into what projects Council needs to prioritise. The contribution provided by Council staff formed the basis for the internal Council actions. Their thoughts also helped refine the Action Plan's monitoring and measurement framework. The underpinning theoretical framework Change the Story provided the basis for the Action Plan's goals and objectives.

3. Theory and Definitions

The underpinning theory of the Action Plan is Change the Story: the National Framework for Primary Prevention of Violence Against Women and their Children. Even though there is no single factor that causes violence against women, Change the Story outlines the international evidence that consistently indicates that higher levels of violence against women is associated with lower levels of gender equality in personal relationships and public life. Therefore, central to Change the Story is the identification of gender inequality as a driving factor in the prevalence of violence against women, which includes DFV.

Domestic and family violence is identified as a pattern of abuse within interpersonal and familial relationships, where one person seeks to exert power and control over another; and in doing so causes physical and/or psychological harm. The violence can be in the form of physical, sexual, psychological, emotional, or verbal abuse. It can also take the form of economic abuse and include harassment and/or stalking. (City of Parramatta, 2015) Dowry abuse is also recognised as a form of economic abuse within this definition (City of Parramatta, 2015).

Gender inequality can be defined as "where women and men do not have equal social status, power, resources or opportunities, and their voices, ideas and work are not valued equally by society" (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015). It is driven by social, cultural and structural norms; and perpetuated through our attitudes and belief systems (Women NSW, 2016, Commonwealth of Australia (Department of Social Services), 2016).

Change the Story (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015) identifies particular expressions of gender inequality that lead to higher rates of violence against women in our community. Labelled as "gendered drivers", these expressions of inequality are:

The condoning of violence against women.

- Men's control of decision-making and limits to women's independence in public and private life.
- Rigid gender roles and stereotyped constructions of masculinity and femininity; and
- Male peer relations that emphasise aggression and disrespect towards women.

Change the Story outlines eight essential actions that must be taken by wide range of stakeholders and government bodies to address these "gendered drivers". The Action Plan has incorporated these essential actions into the objectives of the plan; but in summary they are:

- Challenge condoning of violence against women.
- Promote women's independence and decision making.
- Strengthen positive, equal, and respectful relations; and
- Foster positive personal identities and challenge gender stereotypes in personal and public life.

Change the Story does not include a systemic examination of the drivers of family and partner violence against LGBTQIA+ communities. However, there is now an understanding that violence against women and violence against LGBTQIA+ people share a common driver, i.e. 'rigid gender roles and stereotyped constructions of masculinity and femininity'. This driver also encompasses values around heterosexuality and how it is constructed and perpetuated as a 'norm' (Our Watch and Rainbow Health Victoria 2017).

Change the Story highlights the fact that many communities experience DFV in combination with other forms of discrimination and inequality. Furthermore, the statistical evidence demonstrates that the consequence of the combined experience of gender inequality with other forms of discrimination increases the probability and severity of violence for the women in these communities (Our Watch 2018b). Local community and stakeholder consultations have shown that these experiences remain true for the Parramatta community. Therefore, to adequately prevent DFV, other forms of inequality and exclusion must also be addressed (Our Watch, 2018). To that end, several of the Action Plan's objectives are also focused on increasing the inclusion and visibility of diverse communities.

4. History and Context

Since the 1990s, Council has been committed to taking concrete action to address DFV. At that time, Council's community development functions included coordination or networking with community services sector and providing support to those experiencing DFV.

Council's journey to understand, develop and implement a primary prevention framework began in 2015 when Council developed an internal DFV Policy for staff, relating to the impact of DFV on employees. It was also the year that Council was approached by a local organisation to assist in a grant application for a focused collaboration on DFV. Although that grant application was ultimately unsuccessful, through the process of working on it Council became aware of Change the Story and the primary prevention framework. It led to further conversations about the role Council could play to prevent DFV on a community wide level.

In 2016, Council received a grant from the Department of Social Services under the Building Safer Communities for Women grants program. This project led to the delivery of the 2017 round of Preventing Violence Against Women grants program; Change the Story training workshops delivered by Our Watch; and the commencement of what would become the Parramatta Primary Prevention of DFV Network. The grant also enabled Council to undertake significant training and capacity building activities with funded and non-funded community organisations, other government agencies and internal Council departments.

In 2018, Council was nominated by Local Government NSW and selected by the Commonwealth Government to become a trial site to test the Prevention Toolkit for Local Government (the Toolkit). Council was one of five local government areas chosen nationally to trial the resource. During the Toolkit trial, a second round of the Preventing Violence Against Women grants program was delivered; and 80 people in total attended three Change the Story workshops. The evaluation of Council's activities demonstrated the success

of the trial, with many Council lead projects being utilised as case studies within the Toolkit.

The 2018-2021 Council Delivery and Operational Plan stated in one of its focus areas that Council would “tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence”. Through this work, Council would define the actions it would take consistent with the framework to reduce DFV within the community.

Changes to other relevant internal Action Plans has also impacted on the development of this work. With the revisions to the Stretch Reconciliation Action Plan and the Disability Inclusion Action Plan in 2017; Council has committed to furthering a Diversity and Inclusion Strategy for staff and operations. The 2021 - 2023 Diversity and Inclusion Strategy looks to implement its actions via several Employee Reference Groups that are focused on one particular dimension of Diversity and Inclusion, one of which is gender. In parallel, in 2019 a Gender Diversity Committee was convened by the CEO, which has identified a number of 'quick wins' for furthering gender equality within Council.

5. Consultation Process, Findings and Recommendations

Further to *Change the Story*, the actions and activities within the Action Plan are informed by consultations with external stakeholders, internal stakeholders and community members. Additional research included a literature review of relevant DFV action plans, study of international best practice and an analysis of local Australian Bureau of Statistics data on the status of women. The process, though not exhaustive, was undertaken to gain a better understanding of what strategies would work best in the Parramatta Local Government Area.

5.1. Consultation Process

5.1.1 External Stakeholders

A total of fourteen external stakeholder interviews were held. Individual interviews were held with the NSW Police; local DFV services for women, men and families; and multicultural services. Group consultations were held with community legal services, service providers for both Aboriginal and Torres Strait Islander communities, and communities who identified as lesbian, gay, and/or transgender. Some of these service providers were volunteer organisations.

4.1.2 Young People

Young people aged 12-17 years were consulted at Council's 2019 Youth Forum. The consultation structure and purpose were informed by a review of the current literature on young people's attitudes towards violence against women and respectful relationships. The review highlighted that young people in Australia, aged 12-18 years, are aware of DFV and what it is. Therefore, at the 2019 Youth Forum, young people were asked:

- How the community could support them to have healthy relationships; and
- Those who were in senior years were asked if they were aware of the online website developed by Our Watch "The Line"-- which is a website for young people, 12 to 20 yrs., to promote healthy, respectful and consensual relationships.

4.1.3 Internal Stakeholders

Internally, two teams within Council's People and Culture Business Unit were consulted at two different time points. In 2020, we consulted Business Partners about their experiences in supporting staff who are victims and/or perpetrators of DFV; and the current support provisions for staff experiencing DFV.

In 2021, we had discussions with the Organisational Capability team. These discussions situated the Action Plan within Council's proposed 2021-2023 Diversity and Inclusion Strategy and the implementation of organisational wide DFV Awareness Training. Also, in 2021, discussions were had with chairs of the *Gender Diversity Committee*. These discussions were centred on potential opportunities to lead the internal strategies outlined in Action Plan.

5.2. Findings and Recommendations

There were several themes that emerged from the consultation findings which likely apply beyond the Parramatta Local Government area. Despite this lack of local specificity, the consultation findings reflected the experiences and priorities of our local communities, and therefore Council has a role in addressing them.

5.2.1 Internal Stakeholders

The key findings that emerged from consultations with internal stakeholders were:

- At present, the support available to staff is governed by the Domestic and Family Violence Policy. The current policy provides DFV leave; the right to flexible work conditions to address abuse; access to the Employment Assistance Scheme; and dictates that staff experiencing DFV shall not be disadvantaged in their employment.
- Opportunities exist to improve the implementation of Council's Domestic and Family

Violence Policy (2016) and there is growing support to make the necessary changes.

- The Action Plan is seen as one piece of work that is situated within the larger strategic frameworks; and
- Staff Self-determination is vital. It was communicated that for true organisational change and commitment, it is important for the Gender Diversity Committee and the Employee Reference Group to plan and initiate its own actions.

Recommendations:

- DFV awareness and response training to be provided first to those People and Culture staff (including Business Partners) who have yet to receive it and then to managers within the business as a priority.
- Resources to be provided to general staff about DFV, either in the form of a pamphlet or intranet page.
- Action Plan to demonstrate how it is situated within the proposed 2021-2023 Diversity and Inclusion Strategy.
- Action Plan to not be overtly prescriptive on staff activities; and
- Action Plan to detail minimum organisational outcomes or best practice indicators, as contained in *Change the Story* and other sources.

5.2.2 Young People and Healthy Relationships

The findings from the 2019 Youth Forum consultation fell into three broad categories.

Young people wanted:

- Spaces and/ or opportunities to connect with other young people outside of school.
- information about healthy relationships via school-based workshops, social media posts/pages and events; and
- Counselling services to support young people who are struggling with the impacts of mental illness and family violence.

5.2.3 External Stakeholders

External stakeholders identified systemic, mental health and social issues that were specific to the Action Plan:

- Social isolation and loneliness were key issues experienced by women in the community. Women from (Culturally and Linguistically Diverse) CALD backgrounds were more likely to be affected by social isolation whereas loneliness was more likely to be experienced by older women and women with disabilities.
- Participation in community-based activities and connection to community was important to those recovering from DFV.
- Several case studies were also provided, which demonstrated how the immigration system is being utilised by partners to perpetuate abuse against women in precarious migration situations; and
- Other examples given demonstrated that there are several Western Sydney based LGBTIQ+ community groups that provide social support; that LGBTIQ+ communities still face significant levels of discrimination; and that there are very few Western Sydney based services to support them.

A range of systemic and funding issues were identified, and can be categorised as:

- Issues with service provision and coordination:
 - A perceived shortage of DFV casework services within the LGA.
 - Significant gaps in service provision for women on temporary visas and for women seeking asylum; and
 - A need to improve referral pathways to domestic and family violence services from primary health care services, businesses and volunteer groups;
- Professional development and networking:
 - A need for networking and low-cost professional development opportunities.
 - A need for Aboriginal Cultural Awareness and Competency training, particularly targeted to not-for-profit organisations, government agencies and community members to improve access to supports for Aboriginal and Torres Strait Islander communities.
 - A need to deliver LGBTIQ+ inclusive practice training and training about abuse in

LGBTIQA+ relationships, that was targeted to not-for-profit organisations, government agencies and community members; and

- An opportunity exists to undertake community capacity building work with Aboriginal and Torres Strait Islander women who live and work in the City of Parramatta.

5.2.4 Intersectionality

Applying an intersectional lens to strategies to preventing and addressing DFV was identified as a key theme to delivering effective services. In this Action Plan, an intersectional lens or intersectionality is identified as the phenomenon of experiencing gendered drivers of violence in combination with other forms of discrimination and inequality (Our Watch, 2018b).

It is the recognition that even though gender inequality is a driving factor for DFV; it is not always the most prominent or the only factor driving violence against women (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015). Case studies provided by the stakeholders highlighted how other forms of discrimination and inequality, such as poverty, racism, ableism, homophobia and transphobia amplified the violence experienced by the women in the Parramatta community. City of Parramatta is a diverse community; therefore, applying an intersectional lens to DFV work is essential.

6. Goals and Objectives

The goals, objectives, and activities of the Action Plan demonstrate how the *Change the Story* framework can be applied locally in a way that addresses local needs and issues. The goals and objectives of the Action Plan reflect the theoretical foundation of the Action Plan—that primary prevention of DFV and the activities of the Action Plan should address the issues, opportunities and concerns outlined in the Community and Organisational consultation and statistics.

6.1. Goals of the Action Plan

Goal 1: Gender equality in the community is promoted

Goal 2: Gender equality within Council's workplace is promoted

Goal 3: Capacity within Council's workplace and within the community to respond effectively to domestic and family violence is increased.

6.2. Action Plan Glossary

Activities: Individual actions detailing what will be done in the community/workplace.

Lead Responsibility: Business/service unit with primary responsibility for delivery

Objectives: How Council will meet the goals of the Action Plan.

Socially Sustainable Parramatta Framework (SSPF) Tools: Selected from Council's tools for social sustainability as per the SSPF.

Support Responsibility: Business/service unit with auxiliary roles in delivery

Symbols Clarifying Type of Activity:

Δ **Refocused Activity:** Existing activity that has been changed to increase effectiveness

○ **New action:** Completely new activity for Council

ℵ **Continuing Activity:** Existing activity that is aligned with the Action Plan

Timeframe: Year the activity will start/commence. Activities may not finish the year they start. Activities with multi-year commitments indicate on-going activity.





7. Domestic and Family Violence Action Plan

Goal 1: Gender Equality within the Community is Promoted







Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
1.1 Women's leadership and independence in private and public life is supported.	1.1.1  Coordinate the celebration of <i>International Women's Day</i> in March each year by: <ul style="list-style-type: none"> Delivering one LGA wide activity, and Supporting grassroots celebrations 	Partnership	Community Capacity Building (CCB)		Years 1, 2 & 3
	1.1.2  Celebrate and increase understanding of Dharug women's connection to Country by elevating and amplifying the role of women in Dharug communities through interpretation works and other projects.	Partnership Awareness Raising	CCB	Major Events Open Space	Years 1, 2 & 3
	1.1.3  Identify appropriate strategies to address the City of Parramatta LGA's higher than average unemployment rate for women.	Partnership Awareness Raising	CCB	Social Outcomes	Year 2
	1.1.4  Deliver small business workshops for women to address specific issues particular to women (e.g.	Partnership Research	CCB	Economic Development	Year 3

	starting a small business, networking and securing capital).				
	1.1.5 △ Capture insights from the <i>Girls in Sports Festival</i> to share with a wider audience.	Partnership Awareness Raising	Recreation & Facilities		Years 1, 2 & 3
	1.1.6 △ Implement a capacity building workshop for Aboriginal and Torres Strait Islander women.	Service Provision	CCB		Year 2
	1.1.7 ○ Promote the social and cultural visibility of women with disabilities by delivering a project that is co-designed community members and local disability service provider.	Partnership	CCB	Community Care	Year 2
1.2 Lesbian, gay, transgender, intersex, queer and asexual (LGBTQIA+) people's leadership, visibility, and participation in community life is promoted.	1.2.1 ○ Develop a discussion paper addressing Council's role in supporting the development, growth, and engagement of LGBTQIA+ community groups and their grassroots projects, with a particular focus on groups that represent the following communities: <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander people People who are from CALD (Culturally And Linguistically Diverse) backgrounds People who are gender diverse 	Partnership Engagement	CCB		Year 1
	1.2.2 △ Work in partnership with the <i>Parramatta Queer Forum</i> to: <ul style="list-style-type: none"> Build its capacity to maintain and grow the network Implement actions to celebrate <i>Sydney Gay and Lesbian Mardi Gras Festival</i> in February/March each year 	Partnership	CCB		Years 1, 2 & 3





	<ul style="list-style-type: none"> • Commemorate <i>International Day Against Homophobia, Bi-phobia and Transphobia</i> in May each year • Support <i>Pride Picnic Day</i> in June each year 				
1.3 Equal and respectful relationships between young people, men, women and within families is promoted.	1.3.1 ○ Test the feasibility of delivering the <i>Love Bites</i> program in local high schools, community organisations; with the aim of developing a sustainable model of program delivery.	Partnership	CCB		Year 1
	1.3.2 △ Work with <i>Shine for Kids</i> to support local Aboriginal and Torres Strait Islander families who have a parent incarcerated at Silverwater Corrections Complex, with a particular focus on healing activities	Partnership	CCB		Year 3
	1.3.3 𐄂 Celebrate fatherhood and men as carers in the community via: <ul style="list-style-type: none"> • One LGA wide activity for Father's Day in September each year • One community campaign to promote men in caring roles activities 	Partnership	CCB		Years 1, 2 & 3
1.4 Awareness of the systemic barriers that perpetuate violence against women is increased.	1.4.1 𐄂 Investigate the impact and prevalence of dowry abuse in the community; develop resources to address the issue and promote the research findings to advocate for change in NSW legislation.	Partnership Research Advocacy	CCB		Year 1
	1.4.2 ○ Co-design, with a disability service, resources for service providers that increase knowledge about identifying and assisting women with a disability experiencing DFV.	Partnership Training	CCB	Community Care	Year 3

	1.4.3  Coordinate the 16 Days of Activism Against Gender Based Violence campaign in November each year with Parramatta Cumberland DFV Prevention Interagency to deliver: <ul style="list-style-type: none"> • One LGA wide activity • Social media communication; and • Support grassroots activities 	Partnership	CCB		Years 1, 2 & 3
1.5 Knowledge and application of the national Primary prevention of violence against women framework (i.e. <i>Change the Story</i>) is increased.	1.5.1  Lead interagency partnerships to develop strategic projects and drive advocacy on the <i>Change the Story</i> framework via: <ul style="list-style-type: none"> • Convening the <i>Parramatta Primary Prevention of Violence Against Women Network</i> • Co-convening the <i>NSW Collaboration on the Primary Prevention of Gender Based Violence</i>; and • Facilitating the <i>Consortium for Take the Lead- Preventing Violence Against Women in Cumberland and Parramatta</i> 	Partnership	CCB		Years 1, 2 & 3
	1.5.2  Deliver <i>Change the Story</i> training to not-for-profit organisations, government agencies, businesses, and community members.	Training	CCB		Years 1, 2 & 3
	1.5.3  Utilising Our Watch's Workplace Equity & Respect Program; run workshops for small/medium business on how to implement businesses practices and procedures that decrease the perpetuation of gender inequity.	Training	CCB	Economic Development	Year 3

Goal 2: Gender Equality within Council's Workplace is Promoted

Objective	Activity	SSPF Tools	Responsibility		Timeframe
			Lead Team	Support Team	
2.1 Workplace actions and strategies to increase gender equality are implemented.	2.1.1  Council develops and implements a Diversity and Inclusion strategy, that prioritises 'Gender; as one of the diversity dimensions.		Gender Employee Reference Group	People & Culture	Year 1
	2.1.2  Council will leverage existing employee engagement survey data around diversity and inclusion to identify key themes and insights on workplace attitudes gender, diversity, and inclusion.	Research Strategic Partnerships	Gender Employee Reference Group	People & Culture	Year 1, with repeat determined by People & Culture
	2.1.3  Council will celebrate men as carers through workplace activities; flexible working conditions; and creating an awareness of policies and options available.	Awareness Raising	Gender Employee Reference Group/ People and Culture	CCB	Years 1, 2 & 3
2.2 Women's leadership within the workplace is supported.	2.2.1  Council's <i>Women's Network</i> is supported, including the meetings and its associated events	Engagement	Gender Employee Reference Group	CCB	Years 1, 2 & 3
	2.2.2  Council scopes the potential for a mentoring and leadership program for women and LGBTIQ+ people?	Research	People and Culture/ Gender Employee Reference Group		Years 2 and 3
	2.2.3  Council celebrates <i>International Women's Day</i> in March via an activity for Council staff	Awareness Raising	Gender Employee Reference Group	CCB	Years 1, 2 & 3

Goal 3: Capacity within Council's Workplace and within the Community to Respond effectively to Domestic and Family Violence is Increased.

Objective	Activities	Tools	Responsibility		Timeframe
			Lead Team	Support Team	
3.1 Networks and interagency partnerships to improve responses to DFV are strengthened.	3.1.1  Support DFV inter-agencies to implement capacity building projects, strategic partnerships, and drive advocacy on identified issues: <ul style="list-style-type: none"> Parramatta-Cumberland DFV Prevention Interagency LGBTIQA+ DFV Interagency 	Partnership	CCB		Years 1, 2 & 3
	3.1.2  Develop resources for small/medium businesses to increase their skills and knowledge on how to assist staff experiencing DFV.	Partnership	CCB	Economic Development	Year 2
	3.1.3  Develop and trial referral pathway protocols between volunteer organisations and the funded DFV response service sector.	Partnership	CCB		Years 2 & 3
3.2 Knowledge and application of inclusive and culturally appropriate	3.2.1  Provide training to not-for-profit organisations, government agencies, businesses and community members on how to support the LGBTIQA+ community regarding: <ul style="list-style-type: none"> LGBTIQA+ Inclusive practice training Intimate partner violence and family violence experienced by LGBTIQA+ communities 	Training	CCB		Years 1, 2 & 3

practice is increased.	3.2.2. ○ Investigate the feasibility of running cultural supervision for Aboriginal and Torres Strait Islander workers with the goal being to develop partnerships to provide this service.	Service Provision	CCB		Years 2 & 3
3.3 Knowledge of domestic and family violence amongst Council staff and managers is increased.	3.2.3 △ Council delivers DFV Awareness and Response Training workshops for People and Culture teams and leaders.	Awareness and Training	Funding: CCB Coordination : People and Culture	CCB	Years 1, 2 & 3
	3.2.3 △ Council develop and maintain an Insite page of DFV resources and information targeted for staff and leaders.	Awareness and Training	People & Culture	CCB	Years 1, 2, & 3

8. Outcomes Measurement Framework

8.1. Purpose and Scope

The purpose of this outcome measurement framework is to provide Council with an understanding of the impact of the Action Plan; and document how Council is contributing to reducing DFV. Therefore, this framework only covers the duration of the Action Plan (three years). Along with tracking impact of the Action Plan, the framework also seeks to provide a basis for:

- monitoring the progress of its activities.
- identifying results and, therefore, enabling improvement in its implementation; and
- providing accountability for its implementation (Women's Health West, 2018).

The outcomes framework seeks to answer these measurement questions:

- To what extent has the Action Plan impacted individual attitudes, knowledge, and behaviours?
- To what extent has the Action Plan changed the practices within Council's workplace and other external organisations and community groups?
- To what extent has the Action Plan increased collaboration, collective learning, and integration of primary prevention practice?
- To what extent has the Action Plan increased collaboration within DFV response sector and between the DFV response sector and other community groups, organisations and businesses? (Women's Health West, 2018)

8.2. Theory of Change

The Action Plan works towards the following community and societal changes:

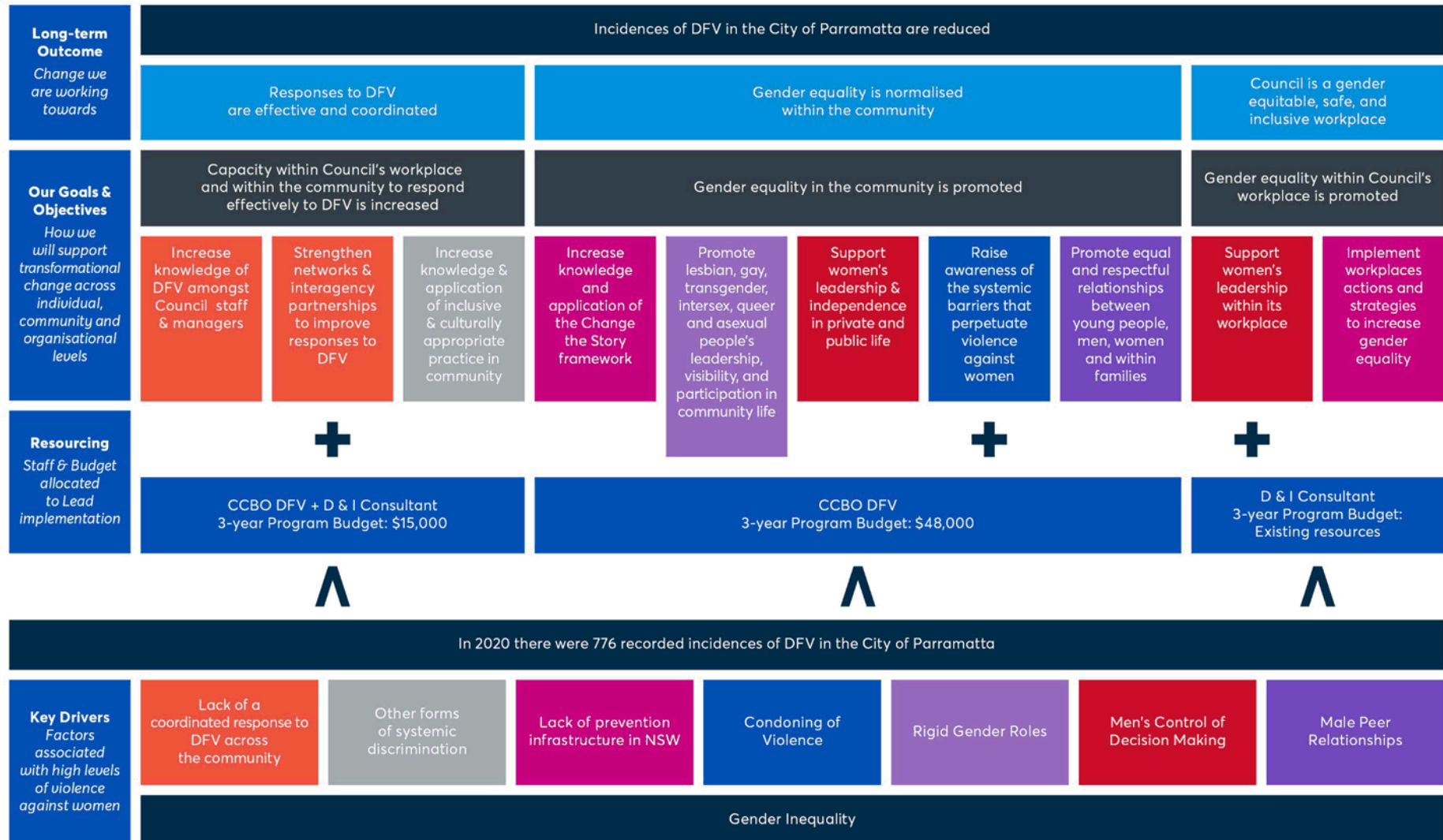
- That gender equality is normalised within the community.
- That Council is a gender equitable, safe workplace; and
- That DFV responses are effective and coordinated.

To achieve this change in the community and workplace the goals, objectives, and activities of the Action Plan have been designed based on the following assumptions:

- That a change in knowledge and skills will lead to a change in attitude and behaviours that challenge gender inequity.
- That social modelling through media campaigns, events and workshops will lead to a change in attitude and behaviours that challenge gender inequity.
- That increasing collaboration and networks will lead to the integration and proliferation of primary prevention practice.
- That a targeted change to workplace practices will lead to increase participation of women in leadership and decision-making roles.
- That strengthening of networks and partnerships will lead to an improvement in DFV responses (Women's Health West, 2018).

The Action Plan was designed to address the norms, practices and structures that perpetuate domestic and family violence at multiple levels—within the individual, within organisations, in the community, and within institutions. The *Change the Story* framework (Our Watch, 2017) identifies this as the approach required to achieving lasting, transformational change. To this end, Council has also added capacity building and support for the local DFV response sector. Therefore, within the Action Plan there are multiple pathways to change and these pathways can be mutually reinforcing.

8.3. Theory of Change: Model



(Women's Health West, 2018)

8.4. Indicators

8.4.1 Headline Indicators

The Socially Sustainable Parramatta Framework (SSPF) is Council's primary policy instrument which outlines how Council will create a more socially sustainable Parramatta (City of Parramatta 2019). The Action Plan, as one of several Council plans to improve social and community well-being, is informed by the SSPF. As an example, the Action Plan utilises the SSPF's tools for Social Sustainability. The SSPF Indicator Framework (City of Parramatta 2019) tracks Council's progress in this work; and thereby provides indicators which demonstrate Council's impact at the whole of population and organisational level.

DFV is a whole of population issue and the Action Plan encompasses activities, objectives and goals that address the whole of population and Council as a workplace. Therefore, the Action Plan requires whole of population and whole of Council indicators that provide a measure of accountability for the Action Plan at those levels.

It is, however, a challenge to align the Action Plan's Outcomes Framework with the SSPF Indicators. Best practice dictates that population level and organisational change for primary prevention of domestic and family violence work needs to be tracked utilising gender specific data (Our Watch and Australia's National Research Organisation for Women's Safety 2017). However, such data sets are not readily available to us at a local government level in Parramatta. The SSPF Indicator Framework, at this stage does not track gender specific data (City of Parramatta 2019) as it was developed prior to the Action Plan.

Despite these short comings, the SSPF Indicator Framework reflects best practice in outcomes measurement (City of Parramatta 2019). it therefore remains the best way to track the Action Plan at a community and organisational level. If we see the Action Plan as furthering community well-being and inclusion—by increasing gender equality and reducing DFV—then there is a clear alignment between the Action Plan and the SSPF Indicators.

In this context, the Action Plan's Outcomes Framework aligns with the following SSPF Indicators (City of Parramatta 2019):

- Facilitate social connections to foster socially and culturally diverse, inclusive, and

- empowered communities; and
- Improve council's policies and practices to enable a more socially sustainable City of Parramatta.

These SSPF Indicators (City of Parramatta 2019) therefore become the Action Plan's 'Headline Indicators' within the Action Plan's Outcomes Framework, and the activities tracked by the Action Plan's Monitoring and Measurement Indicators contribute to the progression of these Headline Indicators.

8.4.2 Monitoring and Measurement Indicators

The 'Monitoring and Measurement Indicators' track the implementation of the Action Plan's activities and address the measurement questions posed the beginning of this segment. These indicators were developed from a variety of best practice sources, with the major contributor being INCEPT by Inner West Primary Care Partnership (2021).

Evidence to verify the Monitoring and Measurement Indicators were derived from sources that could provide the most relevant, verifiable data at a local government/local community level. As this is the first iteration of the Action Plan, there is a challenge in obtaining relevant data sets for all the Monitoring and Measurement Indicators. Therefore, there are new data sets which will be created, including targets for success, as the Action Plan is implemented.

8.5. Monitoring and Measuring

The table below provides the detailed explanation of how the Action Plan will be monitored and its progress measured.

Action Plan Goal	Monitoring Objective <i>What change do we want to see?</i>	Indicators for Measurement <i>What are we tracking for change?</i>	Target <i>How do we know we have been successful?</i>	Data Source• <i>Where will we get data from?</i>
Goal 1: Gender equality in the community is promoted.	1.1 There is increased knowledge and practice of the <i>Change the Story</i> framework	1.1.1 Percentage of training participants who demonstrate an increase of knowledge of the Change the Story framework 1.1.2 Percentage of project partners undertake a primary prevention project	1.1.1 >75% of training participants who demonstrate an increase in knowledge of the Change the Story framework 1.1.2 >50% of project partners undertake a primary prevention project	<ul style="list-style-type: none"> • Post-activity/event/ workshop surveys via paper and online platforms • Meeting minutes with community partners to collect participant observational data; and event partner feedback and reflections • CCB's Client Satisfaction Survey
	1.2 There is increased awareness of the harmful impacts of rigid gender roles/ stereotypes	1.2.1 Percentage of event participant or community workshop participants that have an increased knowledge of the consequences of rigid gender roles or stereotypes	1.2.1 >75% of event participant or community workshop participants that have an increased knowledge of the consequences of rigid gender roles or stereotypes	Post-activity/event/ workshop surveys via paper and online platforms

	1.3 There is increased support for female leadership	1.3.1 Percentage of event participants or workshop participants who have increased their thinking "both women and men can be good community leaders in (insert situation)"	1.3.1 >75% of participants who think "both women and men can be good community leaders in (insert situation)"	<ul style="list-style-type: none"> • Post-activity/event/workshop surveys via paper and online platforms • Metrics from social media and websites
	1.4 There is increased knowledge of systemic barriers that perpetuate abuse against women	1.4.1 Percentage of participants that have an increased knowledge of the types of behaviour that constitute dowry abuse 1.4.2 Percentage of participants that report an increased confidence to support a woman with a disability experiencing DFV	1.4.1 >75% of participants have an increased knowledge of the types of behaviour that constitute dowry abuse 1.4.2 >75% of participants report an increased confidence to support a woman with a disability experiencing DFV	<ul style="list-style-type: none"> • Post-activity/event/workshop surveys via paper and online platforms • Metrics from social media and websites
	1.5 There is an increase in skills in young people, men and women to negotiate respectful relationships	1.5.1 Percentage of participants that feel more confident negotiating respectful relationships in their personal and public spheres 1.5.2 Percentage of participants that feel more confident promoting respectful relationships in their personal and public spheres	1.5.1 >75% of participants feel more confident negotiating respectful relationships in their personal and public spheres 1.5.2 >75% of participants that feel more confident promoting respectful relationships in their personal and public spheres	<ul style="list-style-type: none"> • Post-activity/event/workshop surveys via paper and online platforms • Metrics from social media and websites

Goal 2: Gender equality within Council's workplace is promoted.	2.1 Council increases positive perceptions of diversity and inclusion amongst staff	2.1.1 Percentage of staff with a 'Positive Perception' in the Diversity Dimensions of the Staff Engagement Survey	2.1.1 Increase from the 2021 Result—the percentage of staff with a 'Positive Perception' on the following statements: <i>a) "I feel like I belong here"</i> Baseline: 54% <i>b) "I feel it is safe to speak up without fear of adverse consequences"</i> Baseline: 39% <i>c) "We have a work environment that is accepting of diverse backgrounds and ways of thinking"</i> Baseline: 57%	<ul style="list-style-type: none"> Council's Staff Engagement Survey
	2.2 Council increases its actions and strategies that promote gender equality for staff	2.2.1 >Percentage of male Council staff who indicate that they have knowledge of Council's flexible work conditions, the relevant policies, and options available. 2.2.2 Percentage of male staff who take parental leave and/or take flexible leave options	2.2.1 >50% of male Council staff indicate that they have knowledge of Council's flexible work conditions, the relevant policies, and options available. 2.2.2 Data not currently available, target to be developed.	<ul style="list-style-type: none"> Post-workshop surveys via paper and online platforms Council staff engagement survey People and Culture

Goal 2: Gender equality within Council's workplace is promoted.	2.2 Council increases its actions and strategies that promote gender equality for staff	2.2.2# of policy and/ or procedure changes/improvements that have occurred to promote gender equity	2.2.2 Data not currently available, target to be developed.	People and Culture
Goal 3: Capacity within Council's workplace and within the community to respond effectively to DFV is increased.	3.1. There is an increase in knowledge and application of inclusive practice.	3.1.1 Percentage of training participants who demonstrate: an increase of knowledge in how to support LGBTQIA communities experiencing DFV.	3.1.1 >75% of training participants who demonstrate: an increase of knowledge in how to support LGBTQIA communities experiencing DFV.	<ul style="list-style-type: none"> • Post-workshop surveys via paper and online platforms
		3.1.2 Percentage of training participants who demonstrate an increase in knowledge of how to make their services accessible for LGBTQIA communities	3.1.2 >75% of training participants demonstrate an increase in knowledge of how to make their services accessible for LGBTQIA communities	<ul style="list-style-type: none"> • Meeting minutes with community partners to collect participant observational data, and event partner feedback and reflections
		3.1.3 The number of download and page hits on Council's LGBTQIA website	3.1.3 Data not currently available, target to be developed.	<ul style="list-style-type: none"> • Council website metrics (external)
	3.2 There is increased knowledge of domestic and family violence	3.2.1 Percentage of participants that demonstrate an increased understanding of the types of behaviour that constitute DFV	3.2.1 >75% of participants that demonstrate an increased understanding of the types of behaviour that constitute DFV	<ul style="list-style-type: none"> • Postworkshop surveys via paper and online platforms • Council Connect webpage metrics (internal)

Goal 3: Capacity within Council's workplace and within the community to respond effectively to DFV is increased.	3.2 There is increased knowledge of domestic and family violence	3.2.2 The number of download and page hits on: <ul style="list-style-type: none"> • Council Connect DFV Resource Page (internal) and • Council's DFV Resource Pages (external) 	3.2.2 Data not currently available, target to be developed	<ul style="list-style-type: none"> • Council webpage metrics (external)
	3.3 Partnership between DFV response services and non-DFV services is increased	3.3.1 DFV response services report an increase in partnerships/ relationships with non-DFV services	3.3.1 Data currently not available, target to be developed.	<ul style="list-style-type: none"> • Meeting minutes with community partners to collect participant observational data; • CCB's Client Satisfaction Survey

8.6. Reporting

The outcomes framework provides a basis to monitor the Action Plan's activities and its impact. Consistent monitoring of the Action Plan will ensure activities are completed in a timely manner and challenges to implementation are addressed appropriately.

The DFV Community Capacity Building Officer (CCBO DFV) will coordinate the monitoring of the Action Plan. CBBO DFV will work with relevant staff within People and Culture to appropriately report on the Action Plan's internal activities. CCBO DFV will also ensure that that Council meets its reporting obligations for the Action Plan for the Delivery Plan and Operational Plan; and will provide progress reports to the Group Manager Social and Community Services and Executive Director Community Services as needed; as well as an annual report to Council.

8.7. Governance

Governance of the Action Plan will be shared between the Community Capacity Building Team and People and Culture. The Action Plan is complimentary to Council's proposed 2021 - 2023 Diversity and Inclusion Strategy. Therefore, governance of the goal, objective and activities that are focused on staff will be led by People and Culture. External community-based goals, objectives and activities will be led the Community Capacity Building Team. The Diversity and Inclusion Consultant and CCBO DFV will work in partnership to ensure that the Action Plan is delivered in a timely fashion.

9. Appendix

9.1. Definition

To ensure consistency with internal and external outcomes and activities; the Action Plan utilises the Council's DFV Policy definition of a 'family' and 'DFV'. Thus, DFV is identified as a pattern of abuse within interpersonal and familial relationships, where one person seeks to exert power and control over another; and in doing so causes physical and/or psychological harm. The violence can be physical, sexual, psychological, emotional or verbal abuse. It can also take the form of economic abuse, harassment and/or stalking. Dowry abuse is also recognised as a form of economic abuse within this definition (City of Parramatta, 2015).

Family structures within the City of Parramatta are diverse. However, when we refer to families, we mean those who are related to one another through blood; marriage or de facto partnerships; through adoption and fostering relationships, sibling and extended family relationships. Families also includes the full range of kinship ties in Aboriginal and Torres Strait Islander communities, extended family relationships, and families within lesbian, gay, bisexual, transgender, intersex or queer (LGBTIQA+) communities (City of Parramatta, 2015).

9.2. Prevalence, Community Impact and Crime Statistics

From January to December 2020, there were 776 recorded incidences of DFV in the City of Parramatta. This is a rate of 308 incidences per 100,000 people (NSW Bureau of Crime Statistics and Research, 2020). With up to 50% of incidences of DFV not reported to the police; the true rate of violence is likely much higher (Birdsey, 2013). Other social, health and economic data highlights the significant impact the issue has on the community.

DFV is prevalent in communities across Australia. At any point in their lifetime, 17% of women and 6% of men would have experienced domestic and/or family violence. Analysis of the social research and crime records demonstrate that the perpetrators of this violence are

mostly male and that the victims are mostly female (Australian Institute of Health and Welfare, 2018). Thus, DFV is a gendered issue which disproportionately affects women and the children who are in their care.

DFV also has significant health and economic impacts. An analysis of health outcomes for women and men has shown that DFV is the highest risk factor for death, disability or illness for a woman aged 18-44 (Webster, 2016). DFV costs employers \$2.1 billion dollars in lost productivity (Price Waterhouse Coopers, 2015). It is also the leading cause of homelessness both within NSW and nationally (Homelessness Australia, 2016).

Furthermore, multiple forms of discrimination can increase the impact of DFV. Women with a disability or a long-term health condition are twice as likely to experience abuse from a partner compared to other women. Whereas Aboriginal and Torres Strait Islander women are 32 times more likely to be hospitalised due to family violence in comparison to non-Aboriginal and Torres Strait Islander women (Australian Institute of Health and Welfare, 2018).

Therefore, strategies to prevent DFV also need to address the other forms of discrimination and exclusion experienced by women in the community.

9.3. The Primary Prevention of DFV Framework

The framework clarifies that this form of gender inequality is expressed in four ways within Australian society:

- The Condoning of violence against women.
- Men's control of decision-making and limits to women's independence in public life and relationships.
- Rigid gender roles and stereotyped constructions of masculinity and femininity; and
- Male peer relationships or 'male bonding' that emphasises aggression and disrespect towards women (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015).

Therefore, to reduce the impact of gender inequality and to stop its perpetuation, the following actions need to be undertaken to transform cultural, social and structural values, norms and practices:

- Foster positive personal identities and challenge gender stereotypes in personal and

public life.

- Challenge condoning of violence against women.
- Promote women's independence and decision making; and
- Strengthen positive, equal and respectful relations.

These actions need to be undertaken in a variety of settings to be effective. This includes such locations as workplaces, places of worship, education institutions, places of care, health services or sport and recreation organisations (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015).

A multifaceted, tailored approach to the communities and organisations that are engaged is required. Local governments are well placed to lead the primary prevention of DFV at the local level with the variety of relationships that they have across their communities.

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NOTICES OF MOTION

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NOTICE OF MOTION

ITEM NUMBER	13.1
SUBJECT	CBD Planning Proposal and DPE's GML Heritage Report Concerns
REFERENCE	F2022/00105 - D08443680
FROM	Councillor Phil Bradley

MOTION

That Council write urgently to the Department of Planning and Environment (DPE) requesting an immediate reconsideration of the CBD Planning Proposal previously referred to the DPE, given that insufficient consideration was previously given to the DPE's own independent peer review GML Heritage Studies 2018 Report, which recommended inter alia there should be:

- a. *"no additional overshadowing of Prince Alfred Square, of St Patrick's Cathedral and School, All Saints Church or the North Parramatta, South Parramatta and Sorrell Street heritage conservation areas at any time",*
and
- b. *"no additional height or incentive FSRs adjacent to heritage items and conservation areas".*

BACKGROUND

1. The Department of Planning and Environment's own independent peer review GML Heritage Studies 2018 Report was included in Council business papers in early 2019, as an Attachment to the CBD Planning Proposal report "DPE Gateway Determination, Gateway Assessment Report and DPE Heritage Studies prepared by GML".
2. The CBD Planning Proposal leaves the overwhelming majority of the CBD in shadows during winter and the few remaining parks in or near the CBD in increased shadow for at least part of the day during the year. The benchmark for an open space area is to achieve at least four hours of sunlight access to at least 50% of the open space area between 9 am and 3 pm on 21 June and for Heritage Conservation Areas not to be overshadowed for more than two hours (non-contiguous) between 9 am and 3 pm on 21 June. This is in stark contrast to the DPE's GML Heritage Report recommendations.

Phil Bradley
Councillor

EXECUTIVE DIRECTOR, CITY PLANNING & DESIGN RESPONSE

1. A written response will be included in a supplementary agenda and distributed to Councillors prior to the Council Meeting.

FINANCIAL AND RESOURCE IMPLICATIONS

2. A written response will be included in a supplementary agenda and distributed to Councillors prior to the Council Meeting.

Phil Bradley
Councillor

Jennifer Concato
Executive Director City Planning and Design

John Angilley
Chief Finance and Information Officer

Brett Newman
Chief Executive Officer

ATTACHMENTS:

There are no attachments for this report.

NOTICE OF MOTION

ITEM NUMBER	13.2
SUBJECT	CBD Planning Proposal Concerns Regarding Infrastructure Funding, Flooding and Design
REFERENCE	F2022/00105 - D08443717
FROM	Councillor Phil Bradley

MOTION

That Council write urgently to the Department of Planning and Environment requesting them to give careful consideration to the Parramatta CBD Planning Proposal in regard to:

1. Council's estimated best-case 40 year funding gap of \$1,373 million for related local infrastructure, even with Council's proposed development contributions plan being approved;
2. The Department's Environment, Energy and Science Group's submission that the endorsement by the State Emergency Services (SES) of the CBD flood evacuation plans "is considered essential";
3. Deferring finalisation of the CBD Planning Proposal until the more realistic Parramatta River flood modelling study project is available in 2022 with consideration of the extensive flooding of the Parramatta River catchment that has occurred over the last 20 years; and
4. Government policies promoting quality urban design and good place-making such as Better Placed 2007, NSW Public Places Charter, the evolving Design and Place SEPP 2022-23 improvements and Greater Sydney Commission Central City District Plan Priorities especially in regard to liveability and sustainability.

BACKGROUND

1. Council's \$1,373 million infrastructure funding gap was reported in the 7 February 2022 Council Item 13.8 staff report paragraph 18 and results from an accumulation in my view of insufficient developer contributions for site specific LEP variations (planning proposals) mostly if not always consistent with the Draft CBD Planning Proposal. In my view it is not acceptable that Council usually only received from 0% to 20% public value share of the CBD land value uplift for local infrastructure from higher FSR windfalls for land owners/developers. Our amended CBD infrastructure contribution plan (if approved by the Planning Minister) will provide an increase, but still leaves this big infrastructure funding deficit of \$1,373 million, while developers are estimated to profit by an Internal Rate of Return of at least 20%.
2. Submissions on the Parramatta CBD planning proposal raising flood issues included the following submission from the Environment Energy and Science (EES) Group (State Government Agency): "EES highlights that all matters regarding flood evacuation, community education and awareness, and sheltering in place are the primary responsibility of the NSW SES and its endorsement is considered essential." The group also states that "EES

recommends Council ensures its relevant Flood Studies and Floodplain Risk Management Studies and Plans incorporate the likely impact of climate change due to sea level rise and rainfall intensity". This is another reason why the 2022 updated Parramatta River Flood Modelling Study needs to be awaited and considered.

In the Parramatta CBD, it is likely in an extreme weather flood, that hundreds of people or more will need to shelter-in-place (SIP) sometimes for more than 8 hours and potentially for much longer.

With the City of Parramatta I understand described as 'the most flash flood affected major CBD in Australia' in correspondence to the then Chief Commissioner for the Greater Sydney Commission Lucy Turnbull, the SES highlights the inherent risks where SIPs are relied on. Similarly, the risks for the floodplains in Sydney's west and northwest are indicated in the SES A/Deputy Commissioner's letter to the GSC: <https://bit.ly/3huziOi>

This letter also states in reference to "a relatively frequent flood event" in 2017, that:

"There were times when emergency service personnel could not attend to the community needs due to the severity of the flood and inability to access the community. This is likely to be more significant with more severe flood events, and especially when demand is greater in areas such as the Greater Sydney Area, leading to potential large-scale loss of life."

Critically in the case of Parramatta, especially given recent climate change fuelled East Coast record floods, the completion of the City's 2022 Flood Study for the purpose of updating data (now about 15 years old), is still outstanding, despite the proposed Planning Proposal significantly upzoning its CBD building heights up to 67 storeys.

3. The draft Design and Place SEPP is subject to a draft Council submission in Item 13.7 of the 14 March 2022 Council. The SEPP when finally approved by the NSW government for operation in early 2023 introduces many significant changes, some of which could cause reconsideration of parts of the CBD Planning Proposal. It could be advisable to review the CBD PP in the context of the new SEPP.

Phil Bradley
Councillor

EXECUTIVE DIRECTOR, CITY PLANNING & DESIGN RESPONSE

1. A written response will be included in a supplementary agenda and distributed to Councillors prior to the Council Meeting.

FINANCIAL AND RESOURCE IMPLICATIONS

2. A written response will be included in a supplementary agenda and distributed to Councillors prior to the Council Meeting.

Phil Bradley
Councillor

Jennifer Concato
Executive Director City Planning and Design

John Angilley
Chief Finance and Information Officer

Brett Newman
Chief Executive Officer

ATTACHMENTS:

There are no attachments for this report.