



## BUSINESS PAPER

### ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 28 July 2021  
4pm

at

Armidale Council Chambers

#### **Members**

Councillor Ian Tiley (Mayor)  
Councillor Debra O'Brien (Deputy Mayor)  
Councillor Peter Bailey  
Councillor Jon Galletly  
Councillor Andrew Murat  
Councillor Margaret O'Connor  
Councillor Dorothy Robinson

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|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>6.1</b>   | <b>Ref: AINT/2021/24483</b>  |
| <b>Title:</b>              | <b>Mayoral Minute: Council submission to IPART regarding the review of the rate peg to include population growth</b> | <b>Container: ARC16/0025</b> |
| <b>Responsible Officer</b> | <b>General Manager</b>   |                              |
| <b>Author:</b>             | <b>Ian Tiley, Mayor</b>  |                              |
| <b>Attachments:</b>        | <b>Nil</b>   |                              |

### **1. Purpose**

The purpose of the Mayoral Minute is to obtain Council's support to lodge a submission to IPART in support of proposed changes to the method of rate peg calculations to include a factor for population growth.

### **2. OFFICERS' RECOMMENDATION:**

That Council, prior to the due date of 6 August 2021, make a submission to IPART in support of proposed changes to the method of rate peg calculations to include a factor for population growth in accordance with the IPART draft recommendation.

### **3. Background**

The Independent Pricing and Regulatory Tribunal (IPART) has been reviewing the current system for setting local government rates revenue to consider population growth and to enable councils to align their rates revenue with population growth.

A Draft report has been produced by IPART and submissions thereon are invited until 6 August 2021. The Draft recommendation in the report states: -

"Each council's general income on a per capita basis should be maintained as its population grows. The rate peg for each council should be increased by a population factor equal to the annual change in its residential population, using Australian Bureau of Statistics data, with an adjustment for income derived through supplementary valuations".

IPART acknowledges that council costs increase as population grows. It proposes to add a population factor to the rate peg to adjust for population growth. IPART proposes that councils with negative growth will have a population factor of zero.

### **4. Conclusion**

The proposal by IPART should be welcomed as it will provide an extra rate peg calculation factor which will reflect and assist the general revenue of Councils with growing populations such as Armidale Regional Council.

Cr Ian Tiley

Mayor

**14 July 2021**

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|                            |   |                              |
|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>6.2</b>  | <b>Ref: AINT/2021/24998</b>  |
| <b>Title:</b>              | <b>Mayoral Minute: Continuance of Performance Improvement Order Actions</b> | <b>Container: ARC16/0025</b> |
| <b>Responsible Officer</b> | <b>General Manager</b>  |                              |
| <b>Author:</b>             | <b>Ian Tiley, Mayor</b>   |                              |
| <b>Attachments:</b>        | 1. PIO Update June 2021   |                              |

### **1. Purpose**

The purpose of this Minute at the suggestion of Council's Financial Controller is to have Council request the incoming Council to continue with the Performance Improvement Order actions.

### **2. OFFICERS' RECOMMENDATION:**

That Council request the incoming Council to continue with the Performance Improvement Order actions and strongly emphasises to the incoming Council that it continues on the path of governance and financial reform which has been commenced through responding to the requirements of the PIO.

### **3. Background**

Councils Financial Controller Mr Rayner has recently expressed the view to me the need for the incoming Council to continue the good work Councillors and staff are doing in progressing the actions under the PIO.

Whilst it will be up to the incoming Council as to what it does with the actions under the PIO, Mr Rayner has expressed the hope that the new council may continue and build on the good work to date. The PIO doesn't roll over to the new Council but Mr Rayner advises that the current Council could request the 21/24 Council to continue with the PIO actions. As an attachment to this Minute is a PIO update document provided by Mr Rayner.

Mr Rayner has also provided me with the following documentation which I reproduce below in full for the benefit of Councillors. I emphasise that the remaining paragraphs of this Minute are the words of the Financial Controller - quote: -.

*"On 9th December 2020 the Minister for Local Government issued a Performance Improvement Order (PIO) on Council and appointed a Financial Controller/Temporary Advisor to oversee compliance with the Order. The PIO requires Council to undertake a range of actions to improve its performance in governance and its financial position. There is also a requirement on Council to periodically report on progress made."*

*The mayor, at the 14 December 2020 Council Meeting stated "We will adhere diligently to the Minister's Performance Improvement Order and to address the various discovered issues". It is pleasing to report that the Council has adhered to that commitment. The PIO remains in place until 4th September 2021 when the final compliance report is due to be submitted to the Minister. The Financial Controller/Temporary Advisor's term concludes on this date.*

#### **Performance Improvement Order Progress**

*Following years of neglect and the stripping of staff numbers Council has been exposed to serious non-compliance across its governance and property management responsibilities. The PIO requires numerous actions to address the many failures which were identified by reviews.*

*In regard to its financial situation Council has been adopting deficit budgets for a number of years even though it has boosted its income through land sales. The Minister requires Council to adopt a surplus budget and at the same time provide the General Manager with adequate funds for;*

- *Governance standards to be maintained*
- *The delivery of the operational plan*
- *Infrastructure maintenance, and;*
- *The improvement of financial ratios.*

*A surplus Budget was adopted by Council on 29th June 2021, although the General Fund surplus is only \$100,121 and this may be at risk as a result of the June/July lock down of Greater Sydney and the resultant loss of revenue at the airport.*

#### **Performance Improvement Order Progress**

*A summary of progress against the order was completed mid-June 2021 (and is an attachment). The Actions under the PIO can be classified as;*

- *Governance improvements with concurrence of Deputy Secretary Local Government, Planning and Policy*
- *Governance improvements*
- *Financial requirements Governance improvements with concurrence of Deputy Secretary Local Government.*

*Planning and Policy Actions requiring concurrence include;*

- *Terminating the General Manager's contract of employment*
- *Changing delegations*
- *Restructuring the organisation, and;*
- *Amending the councillor/staff interaction policy.*

*These requirements have been complied with and the General Manager is progressing the roll out of the adopted structure, adding skills and experience and rebuilding the organisation. This must be continued as stability and confidence is restored.*

#### **Governance Improvements**

*The PIO required a number of improvements to codes and systems. Council, in complying with the PIO has reviewed its Code of Meeting Practice and introduced a Councillor Request System to manage email requests. The General Manager has authority to impose limitations where excessive use of the system occurs. In addition, Council is required to implement recommendations made in the reports.*

#### **Review of Council's Land Management and Governance Practices**

*Many of the recommendations in these reports are aimed at ensuring legal compliance. Given the limited time and resourcing available there are a number of recommendations which have not been addressed. It is essential that that the recommendations be implemented to ensure good governance exists.*

#### **Financial Requirements**

*The report on the review of Council's Finances was presented to Council on 25 November 2020. Significant findings included;*

- *Council's working capital and reserves declined by \$11m in the first three years of the new Council*
- *Council adopted deficit budgets exceeding \$8.2m in total for FY 2017 to FY 2019*
- *Operating expenditure in FY 2017 and FY2018 exceeded budget by \$11.6m*
- *Redundancy and termination payments were \$2.1m*
- *Specific major capital projects exceeded the original estimates by \$4.2m.*

*The report contained 11 recommendations including;*

- *Council should adopt surplus budgets*
- *Council should adopt a policy that ensures a minimum of \$4-5m is set available as unrestricted cash to fund working capital requirements.*

*Council is actively working towards an improved financial position and the 2021/2022 budget creates a solid platform. However strict financial discipline by Council will be necessary if Council is to meet its obligations.*

*The PIO requires that Council implements the recommendations of this review and also to require "Council is to ensure that resources are provided to the General Manager so that adequate funds are provided for;*

- *Governance standards to be maintained*
- *The delivery of the operational plan*
- *Infrastructure maintenance; and*
- *The improvement of financial ratios."*

*Meeting these requirements will present significant ongoing challenges for the Council particularly given the deficiencies in corporate governance and in restoring infrastructure maintenance to a level where performance ratios are met. While some financial ratios are showing improvement, this is coming at the cost of the key infrastructure ratios due to the fact that Council does not have a sufficient level of funding to deliver required levels of service both from an asset maintenance and renewal perspective.*

### **Summary**

*Finances and capacity have been depleted. Therefore, to get the Council to a sound financial position with good governance processes and compliance, Council will need to go beyond the actions required under the PIO. It will require a highly disciplined approach over the coming years. There will be challenges, particularly through the service reviews which will be essential in assisting the Council and the community determine priorities. The organisation remains fragile but optimistic under the leadership of the General Manager. Councillors in their day-to-day activities need to recognise the limited capacity of a depleted organisation in terms of experience, expertise and numbers. The strength of the organisation will improve through the General Manager's rebuilding phase. There are a number of positives and good progress is being made in addressing governance shortfalls. However, a higher level of financial discipline is needed, by both Councillors and staff.*

**Recommendations**

*Whilst the PIO is only in place to 4 September 2021, it is essential that the thrust of the Order continues and is embraced by the incoming Council. It is recommended that Council strongly emphasises to the incoming Council that it continues on the path of governance and financial reform which has been commenced through responding to the requirements of the PIO”.*

- END OF FINANCIAL CONTROLLER REPORT -

Cr Ian Tiley

Mayor

**19 July 2021**



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|                            |   |                              |
|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>8.1</b>  | <b>Ref: AINT/2021/22926</b>  |
| <b>Title:</b>              | <b>Financial Improvement Plan</b>                   | <b>Container: ARC21/4461</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>       |                              |
| <b>Author:</b>             | <b>Kelly Stidworthy, Manager Financial Services</b> |                              |
| <b>Attachments:</b>        | 1. Financial Improvement Plan - July 2021           |                              |

## **1. Purpose**

The purpose of this report is to obtain Council's endorsement for a Financial Improvement Strategy that will ensure Council complies with the terms of the Performance Improvement Order, and also establishes a plan to undertake a range of activities to identify opportunities within Council's operations to improve productivity and efficiency and assist with improving Council's key financial indicators. The timeframe for the plan will extend beyond the deadline for the Performance Improvement Order and will likely take several years to fully achieve.

## **2. OFFICERS' RECOMMENDATION:**

That Council endorse the Financial Improvement Plan.

## **3. Background**

On 9 December 2020 the Minister for Local Government issued a Performance Improvement Order on Council which included a number of financial elements in the Reasons for the Order.

One of the actions required by the Minister to improve Council's "*financial monitoring and reporting*" is to "*prepare an improvement plan with advice and direction from the financial controller giving timeframes for each action and requiring all improvements to be implemented by 4 September 2021*".

The Financial Improvement Plan tabled at the attachment includes actions to be undertaken to meet the Minister's requirements within the Performance Improvement Order.

## **4. Discussion**

Council's poor financial position has been the subject of intense public scrutiny and, while it was not the reason Council was initially placed into Administration it has, along with other core public sector foundations (e.g. Governance) become a key focus of the Minister's Performance Improvement Order.

The extent of financial challenges faced by Council cannot be resolved through prudent budgeting and cost control. While this will assist, it is clear that Council's funding priorities require in depth review and difficult decisions will have to be made about where Council spends its scarce resources in future. A plan is necessary to guide the activities that need to be undertaken to determine and gather the information required to determine funding priority decisions.

## **5. Implications**

### **5.1. Strategic and Policy Implications**

The Financial Improvement Plan relates to Council's financial management and financial sustainability outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

The Financial Improvement Plan relates to:

- Council’s Community Strategic Plan 2017-2027 category of “Leadership for the Region” and related community outcome of “Council exceeds community expectations when managing its budget and operations.”
- Council’s Delivery Program 2018-2022 item “Financial Sustainability – to maintain financial sustainability through effective short, medium and long-term financial management.”
- Council’s Operational Plan 2020-21: asset management, budget management, financial operations.

**5.2. Risk**

The Financial Improvement Plan contains an extensive range of activities to be undertaken and Council will need to incorporate this workload into its existing resourcing capacity. This will likely create challenges with competing priorities and a large capital program also underway. However, it is clear that Council’s financial challenges are not just impacting on organisational service delivery, it is affecting staff morale and Council’s ability to meet statutory compliance.

**5.3. Sustainability**

The Financial Improvement Plan establishes the foundation for more sustainable decision-making to be made in relation to funding decisions, provided that the work identified within the Plan can be undertaken within available resourcing.

**5.4. Financial**

|                  |                    |                 |        |           |          |                            |                  |
|------------------|--------------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Financial Services |                 |        |           |          |                            |                  |
| Funding Source:  | Untied Revenue     |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description        | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| 210815           | Consultants        | \$150,000       | \$0    | \$10,000  | \$10,000 | \$10,000                   | \$140,000        |

A budget of \$150,000 is available for financial improvements in 2021-22. \$10,000 has been committed to the implementation of the Vendor Panel procurement system, which will assist with tracking procurement spend across Council and identify opportunities to make savings through procurement.

The remaining funding is proposed for commencement of a service review and reconfiguration of Council’s costing systems. 2021-22 spending priorities will be reviewed with the Executive Team and aligned with priority activities identified in the Financial Improvement Plan.

**6. Consultation and Communication**

The Financial Improvement Plan has been developed in consultation with the Financial Controller and Council’s Executive Team.

**7. Conclusion**

Council is required to develop and implement a Financial Improvement Plan. While this is a requirement under the Performance Improvement Order, Council has significant financial challenges and the plan is required to address Council’s long term financial sustainability.

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|----------------------------|---|-----------------------------|
| <b>Item:</b>               | <b>8.2</b>  | <b>Ref: AINT/2021/22581</b> |
| <b>Title:</b>              | <b>Local Government Elections 2021 - Caretaker Period</b> | <b>Container:</b>           |
|                            | <b>ARC21/4520</b>   |                             |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>             |                             |
| <b>Author:</b>             | <b>Stacey Drew, Executive Policy Advisor</b>              |                             |
| <b>Attachments:</b>        | 1. 21-17 OLG Council Circular                             |                             |

### **1. Purpose**

The purpose of this report is to advise council of their obligations under the provisions of the *Local Government Act* in making decisions leading up to the Local Government Elections during caretaker period.

### **2. OFFICERS' RECOMMENDATION:**

That Council receive and note Circular No 21-17 dated 8 July 2021 Reference A489192 issued by the NSW Office of Local Government regarding the Local Government Elections – Caretaker Provisions.

### **3. Background**

Clause 393B of the *Local Government (General) Regulation 2005* limits councils' ability to exercise some of their functions in the four weeks preceding the date of an ordinary local government election (the caretaker period).

### **4. Discussion**

The Regulations that the Council, the General Manager or any other delegate of Council (other than a Joint Regional Planning Panel or the Central Sydney Planning Committee) must not exercise the following functions during the caretaker period:

- Entering into any contract or undertaking involving an expenditure or receipt by the council of an amount equal to or greater than \$150,000 or 1% of the council's revenue from rates in the preceding financial year (whichever is the larger);
- Determining a "controversial development application", except where a failure to make such a determination would give rise to a deemed refusal, or such a deemed refusal arose before the commencement of the caretaker period;
- Appointing or reappointing the council's general manager (except for temporary appointments).

In certain circumstances, the above mentioned functions may be exercised with the approval of the Minister.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

This report contributes to the delivery of the Community Strategic Plan 2017-2027: Leadership for the Region Community Outcome 3 – being that Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency.

## 5.2. Risk

Councils are expected to assume a “caretaker” role during election periods to ensure that major decisions are not made which would limit the actions of an incoming council.

## 5.3. Sustainability

## 5.4. Financial

|                  |             |                 |        |           |          |                            |                  |
|------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     |             |                 |        |           |          |                            |                  |
| Funding Source:  | NIL         |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| NIL              | NIL         | NIL             | NIL    | NIL       | NIL      | NIL                        | NIL              |

## 6. Consultation and Communication

The Office of Local Government released Council Circular 21-17 “Council decision-making prior to the September 2021 local government elections” as seen in report attachment.

## 7. Conclusion

The caretaker period for the September 2021 ordinary local government elections commences on Saturday August 7, 2021 and ends on Saturday September 4, 2021.

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|----------------------------|--|--------------------------------|
| <b>Item:</b>               | <b>8.3</b>                                     | <b>Ref: AINT/2021/20898</b>    |
| <b>Title:</b>              | <b>Councillor and Staff Interaction Policy</b> | <b>Container: ARC17/2330-2</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>  |                                |
| <b>Author:</b>             | <b>Stacey Drew, Executive Policy Advisor</b>   |                                |
| <b>Attachments:</b>        | 1. Councillor and Staff Interaction Policy     |                                |

### **1. Purpose**

This purpose of this policy is to provide guidance and support for Councillors and Council Staff in the performance of their duties. It complements the Armidale Regional Council Model Code of Conduct and supports compliance with the 'Conduct and Interests' provisions in Part 4 of the Act.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Note the Draft Councillor and Staff Interaction Policy was referred to the Office of Local Government and the Minister for Local Government for review on 31 March 2021, as required under the Performance Improvement Order. No objections were received.
- b. Adopt the Councillor and Staff Interaction Policy.

### **3. Background**

This updated Councillor and Staff Interaction Policy intends to govern a respectful, transparent and constructive relationship between Councillors and Council Staff, by articulating their different but complementary roles, defining reasonable expectations, and establishing clear and effective communication protocols that facilitate good governance and Council's optimum performance.

The creation and utilisation of a Councillor Request Register, as per the Performance Improvement Order (PIO) issued by the Minister for Local Government, has also contributed to effective and transparent communication between Councillor and Staff.

### **4. Discussion**

Under the Local Government Act it is the responsibility of the Council to appoint the General Manager. The General Manager is then responsible for employing staff for the successful operation of the organisation. As Council does not employ the staff, Council, or individual Councillors, cannot direct or manage staff and are responsible for the performance of the General Manager only. Further to this, Councillors are prohibited under Section 76E of the Act from improperly directing or influencing Council Staff. A Councillor must not direct, or seek to direct, a member of Council staff:

- a. in the exercise of a delegated power, or the performance of a delegated duty or function of the Council; or
- b. in the exercise of a power or the performance of a duty or function exercised or performed by the member as an authorised officer under legislation; or
- c. in the exercise of a power or the performance of a duty or function the member exercises or performs in an office or position the member holds under legislation; or
- d. in relation to advice provided to the Council or a special committee, including advice in a report to the Council or special committee.

Improper or undue influence can include:

- Disrespecting the professional opinion, skills or expertise of staff through intimidatory, bullying, harassing or disrespectful behaviour;
- Using rank or position to seek information outside the processes outlined in this Policy;
- Pressuring staff to make a decision outside the formal Council decision making processes;
- Pressuring staff to provide information, services or assistance to one person, group or part of the community over another, outside a formal decision of Council;
- Pressuring staff to make a decision to take action outside normal business process timeframes;
- Pressuring staff to change a recommendation in a Council Report.

Council currently has an adopted Councillor and Staff Interaction Policy. To support Councillors in the conduct of their civic duties and meet the terms of the PIO, a Councillor Request Procedure was implemented in December 2020. Throughout January and February 2021 a total of 107 Councillor Requests were processed using the procedure. The PIO further requires that Council ensure the General Manager “can appropriately deal with any misuse of the system”.

The following recommendation was included in correspondence received from the Financial Controller/Governance Advisor:

“To be in a position to comply with the Minister’s suggestion that **“*should it be required ..... ensure that the General Manager can appropriately deal with any misuse of the system*”** Council’s Interaction Policy be reviewed and that Council delegate the necessary authority to the General Manager. At the same time the opportunity should be taken to give the General Manager similar authority to limit excessive use of Questions on Notice, Notices of Motion and the Committees”

Accordingly, it is recommended that the appropriate delegation be formally resolved:

That Council, taking into account the Minister for Local Government’s Performance Improvement Order, the current lack of resources, experience and expertise within the organisation and to assist in this period of consolidation and rebuilding, delegate to the General Manager authority to exercise the restrictions included in the Councillor and Staff Interaction Policy to impose limitations on, prioritise or delay response to disrespectful or excessive use of the councillor request system and excessive use of Questions on Notice, Notices of Motion and Committees.

## 5. Implications

### 5.1 Strategic and Policy Implications

This report contributes to the delivery the Community strategic Plan 2017-2027: Leadership for the Region Community Outcome 3– being that Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency.

Other relevant policies are the Code of Conduct and the Business Ethics Policy.

### 5.2 Risk

Continuous review and enhancements of policies gently shapes Council into the kind of place that is not only compliant but that is close to its roots, the community, and the people it serves.

### 5.3 Sustainability

There are no sustainability impacts by implementing this recommendation.

#### 5.4 Financial

|                  |             |                 |        |           |          |                            |                  |  |
|------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|--|
| Budget Area:     | NIL         |                 |        |           |          |                            |                  |  |
| Funding Source:  | NIL         |                 |        |           |          |                            |                  |  |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |  |
| NIL              | NIL         | NIL             | NIL    | NIL       | NIL      | NIL                        | NIL              |  |

There are no financial impacts by implementing this recommendation.

#### 6. Consultation and Communication

The Performance Improvement Order states:

*Council can only amend its Councillor/staff interaction policy with the concurrence of the Deputy Secretary, Local Government, Planning and Policy (Schedule 2, Item 7).*

Accordingly, a copy of the draft policy was sent to the Office of Local Government for consideration.

Once adopted, this Policy will be published on Council's website, intranet and a copy provided to all Councillors.

#### 7. Conclusion

Amendments to this policy are to clarify and ensure the adherence to the current Performance Improvement order issued by the Minister for Local Government and recommendations provided by the Financial Controller/Governance Advisory as appointed by the OLG.

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|                            |   |                              |
|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>8.4</b>                                    | <b>Ref: AINT/2021/21729</b>  |
| <b>Title:</b>              | <b>Rescinding of Council Policies</b>         | <b>Container: ARC17/1770</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b> |                              |
| <b>Author:</b>             | <b>Stacey Drew, Executive Policy Advisor</b>  |                              |
| <b>Attachments:</b>        | Nil   |                              |

### **1. Purpose**

This purpose of this report is to propose to Council the rescinding of 21 Policies from Council's Policy Register.

### **2. OFFICER'S RECOMMENDATION:**

That Council rescind the following polices:

- a) POL099 Armidale Regional Airport - Car Rental Concessions
- b) POL098 Armidale Regional Airport - Fees and Charges
- c) POL085 Site Specific Contribution Plan
- d) POL059 Armidale Contribution Plan
- e) POL224 Motor Vehicle Assets Management
- f) POL169 Motor Vehicle Transitional
- g) POL201 Access to Information Under GIPA
- h) POL158 Enterprise Risk Management
- i) POL126 Supply and Consumption of Alcohol
- j) POL115 Records Management
- k) POL198 Information Technology Procedure and Security
- l) POL068 Landscaping and Tree Planting
- m) POL133 Footpath Vegetation and Landscaping Obstructions
- n) POL093 Dust Laying Seals on Public Roads
- o) POL178 Pesticides Notification
- p) POL113 Child Protection
- q) Amalgamation of Lots Straddling the former ADC & GCD LGA Boundary
- r) POL189 Use of Sports Grounds by Schools
- s) POL138 Armidale Greening Plan
- t) POL188 Armidale Dumaresq Regional Film Policy
- u) POL232 National Disability Standards Policy

### **3. Background**

Following recommendations contained in the 2020 Governance Review and its recommendations being included as part of the Performance Improvement Order issued by the Minister for Local Government a thorough review of Council's policies is being undertaken.



21 Council policies have been identified as no longer relevant, previously superseded or have been re-drafted as management policies. This report recommends that these policies rescinded.

#### 4. Discussion

Rationale for rescinding policies:

| Policy  | Rationale  |
|---|--|
| <ul style="list-style-type: none"> <li>Armidale Regional Airport – Car Rental Concessions</li> </ul>                    | Policy no longer relevant. Included in fees and charges.   |
| <ul style="list-style-type: none"> <li>Armidale Regional Airport – Fees &amp; charges</li> </ul>                        | Policy no longer relevant. Included in fees and charges.   |
| <ul style="list-style-type: none"> <li>Site Specific Contribution Plan</li> </ul>                                       | Previously repealed formally rescinding to remove from policy register.  |
| <ul style="list-style-type: none"> <li>Armidale Contributions Plan</li> </ul>   | Previously repealed formally rescinding to remove from policy register.  |
| <ul style="list-style-type: none"> <li>Motor Vehicle Assets Management</li> </ul>                                       | Management Policy  |
| <ul style="list-style-type: none"> <li>Motor Vehicle Transitional</li> </ul>  | Management Policy  |
| <ul style="list-style-type: none"> <li>Access to Information under GIPA</li> </ul>                                      | Refer to GIPA Act, policy not required.  |
| <ul style="list-style-type: none"> <li>Enterprise Risk Management</li> </ul>  | Previously superseded, rescinding to remove from policy register.  |
| <ul style="list-style-type: none"> <li>Supply and Consumption of Alcohol</li> </ul>                                     | Management Policy  |
| <ul style="list-style-type: none"> <li>Records Management</li> </ul>  | Refer to Records Management Act. Policy not required.  |
| <ul style="list-style-type: none"> <li>Information Technology Procedure &amp; Security</li> </ul>                       | Policy has never been formally adopted by council, and is also incomplete and in draft format. Rescinding to remove from policy register.                                    |
| <ul style="list-style-type: none"> <li>Landscaping and Tree planting</li> </ul>   | No longer relevant.  |
| <ul style="list-style-type: none"> <li>Armidale Greening Plan</li> </ul>  | Greening Plan was made obsolete in 2013. Rescinding to remove from the policy register.  |
| <ul style="list-style-type: none"> <li>Footpath Vegetation and Landscaping Obstructions</li> </ul>                      | Not required, Urban Streetscape Policy provides provisions and a procedure for landscaping on the road reserve to ensure that only authorised landscaping can be undertaken. |
| <ul style="list-style-type: none"> <li>Dust Laying Seals on Public Roads</li> </ul>                                     | Policy was suspended previously. Not an operation Council is able to facilitate.   |
| <ul style="list-style-type: none"> <li>Pesticides Notification</li> </ul>   | Not required refer to Pesticides Regulation 2017.  |
| <ul style="list-style-type: none"> <li>Child Protection</li> </ul>  | Not required refer to state legislation. Amendments made in the Code of Conduct regarding child protection.  |
| <ul style="list-style-type: none"> <li>Amalgamation of Lots Straddling the former ADC &amp; GCD LGA Boundary</li> </ul> | No longer required as of 30 June 2021.   |

|  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Use of Sports Grounds by Schools</li></ul>     | Policy is irrelevant as the Sportsground does not cater for all sports and is not large enough to accommodate multiple games.  |
| <ul style="list-style-type: none"><li>• Armidale Dumaresq Regional Film</li></ul>      | This policy was not formally adopted by council, and is a procedure for internal process. Rescinding to have removed from the register.                              |
| <ul style="list-style-type: none"><li>• National Disability Standards Policy</li></ul> | No longer deliver the Recreation Access Program within the Armidale community. This was a jointly funded program with the NSW State Government and has since ceased. |

## 5. Implications

The policy review seeks to streamline and simplify Council's current Policy framework making it simpler for staff to implement, easier to understand and more customer focussed.

### 5.1. Strategic and Policy Implications

Rationalisation of Council's policy framework is consistent with the directions contained in the Community Strategic Plan 2017-2027:

Leadership for the Region Community Outcome 3 – Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency.

The review also demonstrates action in relation items contained in Schedule 2 of the Performance Improvement Order relating to governance standards.

### 5.2. Risk

The purpose of Council policies is to provide clear consistent directions and expectations to Council staff and the broader community. A simple consistent and coherent policy framework is the foundation stone that enables risk to be effectively managed or even eliminated.

### 5.3. Sustainability

The simplified approach to the new policy framework and the reduction in the number of policies will ensure a more sustainable approach is taken to their regular, scheduled review and updating. This will in turn enhance not only the sustainability of Council, but also provide greater confidence in each policies being current, relevant and able to effectively and efficiently address the emerging challenges in each policy area.

### 5.4. Financial

A key goal of the policy review is to simplify the current policy framework. Streamlining and reducing the number of existing polices will be beneficial to staff and the community. The maintenance of policies and the number of policy reviews required will be drastically reduced whilst at the same time providing greater simplicity and enhancing the direction provided to the community. This will reduce the number of questions and enquiries that are likely to be generated reducing costs overall across Council' operations.

|                         |             |                 |        |           |          |                            |                  |
|-------------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| <b>Budget Area:</b>     | N/A         |                 |        |           |          |                            |                  |
| <b>Funding Source:</b>  | N/A         |                 |        |           |          |                            |                  |
| <b>Budget Ref: (PN)</b> | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
|                         | -           | -               | -      | -         | -        | -                          | -                |

## 6. Consultation and Communication

All Council policies are reviewed by relevant subject matter experts.

Where significant changes are made, the policies are subject to stakeholder consultation prior to presentation to Council which is then followed by a public exhibition process.

## 7. Conclusion

The policy review process is ongoing. The policies reviewed in this report have been identified as no longer relevant, previously superseded or have been re-drafted as management policies. Rescinding these policies will reduce their resource impacts on Council and provide a simpler more outward looking set of policies that are clearer and easier for the community to navigate.

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|                            |  |                              |
|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>8.5</b>                                       | <b>Ref: AINT/2021/24446</b>  |
| <b>Title:</b>              | <b>Business Continuity Policy - for Adoption</b> | <b>Container: ARC16/0392</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>    |                              |
| <b>Author:</b>             | <b>Stacey Drew, Executive Policy Advisor</b>     |                              |
| <b>Attachments:</b>        | 1. Business Continuity Policy                    |                              |

### **1. Purpose**

The purpose of this report is to adopt the Business Continuity Policy to enable the action required to maintain the provision of services during an undesirable event.

### **2. OFFICERS' RECOMMENDATION:**

That Council adopts the Business Continuity Policy.

### **3. Background**

The policy is required to ensure Council can define what assets and resources are required to achieve minimum operating performance and maintain uninterrupted availability of key business resources necessary to meet Council's strategic and operational objectives and legal obligations.

### **4. Discussion**

This policy covers disruptive incidents of such a scale as to otherwise be beyond the coping capability of an organisation's normal management system.

The General Manager will undertake appropriate action(s) necessary to assess, evaluate and respond to, and recover from, disruptive incidents.

Through the establishment of Business Continuity Plans (BCP) the policy provides a mechanism that enables Council and its officers to:

- Build resilience within Council's operations.
- Manage business interruption risks
- Develop resumption plans based on criticality of business functions rather than geographic location.
- Identify and document roles and responsibilities for key staff positions to plan, review and implement the Business Continuity Plan.
- Minimise the impact of function loss on Council's stakeholders and the community.
- Minimise the impact of function loss on Council's reputation.
- Minimise any risks associated with public health, safety and/or welfare.
- Ensure Council considers regulatory requirements and/or compliance with legally enforceable contracts during outages.
- Maintain control of expenditure and minimise extraordinary costs resulting from incidents.

## 5. Implications

The policy states the following Council officers are responsible for the implementation and the adherence to the policy:

- The Armidale Regional Council Business Continuity Plan is developed under the authority of the Executive Team. Prior to implementation the plan is reviewed and approved by that body.
- The General Manager or delegated Council Officer holds the authority to develop, assess, evaluate, and activate Council Business Continuity arrangements and procedures in response to incidents.
- A standing authority is given to the Sub-Plan owners by the Executive Team to implement the actions identified within the sub plans.

### 5.1. Strategic and Policy Implications

It is vital that Council have a policy in place to allow the General Manager to enact the Business Continuity Plan should an undesirable event occur for reasons outlined in the report.

### 5.2. Risk

This policy strengthens and forms part of the risk management framework to ensure all possible events that are likely to cause disruption and risk to the business are mitigated.

### 5.3. Sustainability

### 5.4. Financial

The adoption of this policy will assist in lessening adverse financial impacts caused by disruption to the organisation should the Business Continuity Plan be implemented.

|                  |             |                 |        |           |          |                            |                  |
|------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | NIL         |                 |        |           |          |                            |                  |
| Funding Source:  | NIL         |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
|                  |             |                 |        |           |          |                            |                  |

## 6. Consultation and Communication

This policy is not recommended to be placed on public exhibition as it is primarily operational functions that will allow Armidale Regional Council to continue to function should an undesirable event occur. The policy will enable the General Manager to enact the Business Continuity Plan without delay.

## 7. Conclusion

The Business Continuity Plan plays an integral part in strategic and operational planning, risk management, operational management and decision-making throughout the organisation. This policy is a supporting framework for the BCP.

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|----------------------------|---|-----------------------------|
| <b>Item:</b>               | <b>8.6</b>  | <b>Ref: AINT/2021/21205</b> |
| <b>Title:</b>              | <b>Procurement Policy - For Adoption (Post Public Exhibition) Container: ARC16/0522-3</b> |                             |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>   |                             |
| <b>Author:</b>             | <b>Tony McCarthy, Procurement &amp; Contracts Coordinator</b>                             |                             |
| <b>Attachments:</b>        | 1. Procurement Policy   |                             |

### **1. Purpose**

This purpose of this report is to provide back to Council the draft Procurement Policy following public exhibition and recommend that the policy now be adopted. The purpose of the Procurement policy is to define procurement principles and set out the standard by which Council will conduct its procurement activities to ensure value for money, efficiency, ethics and fair dealing are maintained in the procurement of goods and services.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Receive this report in relation to the updated Procurement Policy, noting no submissions were received from the public during the 28 day public exhibition period; and
- b. Adopt the Procurement Policy.

### **3. Background**

At the Ordinary Council Meeting held 26 May 2021, Council endorsed the draft Procurement Policy to be placed on public exhibition for 28 days. No public submissions were received during the public exhibition period, which concluded on 28 June 2021. The updated Procurement Policy is now ready to be adopted.

The Policy will take effect immediately and be supported by training and awareness sessions to Council staff and the general public as part of a communications strategy.

Council has recognised the economic benefit that its business and associated expenditure has in the Armidale Regional Council local government area and the policy includes provisions to encourage procurement with local industry, indigenous and community sectors.

Key statutory requirements included in the policy are management of risk, probity, governance and compliance with the *Local Government Act 1993* and *Local Government Regulations 2005*.

### **4. Discussion**

The Procurement Policy recognises the importance of various principles in relation to procurement including:

- value for money;
- open and fair competition;
- development of competitive local business and industry;
- accountability;
- risk management;

- responsible financial management;
- ethical behaviour, probity and transparency; and
- environmental protection.

The key purpose of a procurement process is ensure that the above principles are applied and that goods and services purchased on behalf of Council represent value for money and are fit for purpose. Accountability and transparency of procurement activities is important to ensure that the community are able to have confidence in the use of public funding.

Establishing a policy position on these matters ensures that there are clear established rules around how procurement will be undertaken by officers on behalf of Council and this is visible to both the public and also stakeholders in the procurement process.

## **5. Implications**

### **5.1. Strategic and Policy Implications**

The endorsement of the Procurement Policy relates to Council's financial management and financial sustainability outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

The Procurement Policy relates to:

- Council's Community Strategic Plan 2017-2027 category of "Leadership for the Region" and related community outcome of "Council exceeds community expectations when managing its budget and operations."
- Council's Delivery Program 2018-2022 item "Financial Sustainability – to maintain financial sustainability through effective short, medium and long-term financial management."
- Council's Operational Plan 2020-21: asset management, budget management, financial operations.

### **5.2. Risk**

The updated Procurement Policy contributes to Council's management of risk and represents Council's efforts to reduce and manage the implications associated with risk.

**Economic risk** is managed by compliance and evaluation to key requirements of the supplier's financial situation, qualifications and the suitability of key physical or capital works evaluation and standards of Council.

**Operational risk** will be managed by procurement strategies and operational procedures that maintain work health and safety compliance, correct insurance levels and high level contract management by Council of its contractors.

**Reputational risk** will be managed by policies, procedures, guidelines, tools and training provided to strengthen and ensure transparent procurement practices that provide fairness and public confidence.

**Corporate risk** is managed by internal systems of confirming funding is available and approved prior to going to the market for procurement. Additionally, the procurement process requires the issue of purchase orders or contract execution be conducted within approved financial delegations.

**Legislative and Regulatory risk** will be managed by policies, procedures, guidelines, tools and training.

### 5.3. Sustainability

Improved risk management and governance practices arising from Council's comprehensive review of Policies assists Council to improve its sustainability.

Council has included an 'Environmental Protection' clause (Reference Section 5.1.8, Page 6) in the Policy.

### 5.4. Financial

Adoption of Council's Procurement Policy does not of itself directly impact a budget line item, however the Procurement Policy refers to activities associated with income and expenditure budgets across Council.

|                  |             |                 |        |           |          |                            |                  |
|------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Finance     |                 |        |           |          |                            |                  |
| Funding Source:  | Procurement |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
|                  |             |                 |        |           |          |                            |                  |

The adoption of the updated Procurement Policy is expected to indirectly improve Council's financial position as a result of improved risk management and governance practices.

## 6. Consultation and Communication

At the Ordinary Council Meeting held on 26 May 2021, Council resolved to place the Procurement Policy on public exhibition commencing 28 May 2021 and ending 28 June 2021.

No public submissions were received and the Policy is now presented for endorsement.

After adoption of the Policy, further activities to be undertaken will include:

- Updating of Council's internet and intranet;
- Communications to the public;
- Training and awareness sessions within Council to key procurement staff;
- Workshops to the public in both Armidale and Guyra locations; and
- Promotion of online registration, tools and techniques in assisting suppliers to register for Council opportunities.

## 7. Conclusion

The Procurement Policy is an important tool in guiding Council and its staff on the appropriate methods of procurement of goods and services to ensure value for money, efficiency, ethics and fair dealing are maintained. The Policy has been updated and includes provisions to encourage procurement with local industry, indigenous and community sectors. The Policy has been placed on public exhibition with no submissions received and is now provided to Council for adoption.



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|                            |   |                              |
|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>8.7</b>  | <b>Ref: AINT/2021/22583</b>  |
| <b>Title:</b>              | <b>Feedback and Complaints Management Policy and Unreasonable Customer Conduct Policy - for Adoption (Post Public Exhibition)</b> | <b>Container: ARC21/4636</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>   |                              |
| <b>Author:</b>             | <b>Stacey Drew, Executive Policy Advisor</b>  |                              |
| <b>Attachments:</b>        | 1. Feedback & Complaints Management Policy<br>2. Unreasonable Customer Conduct Policy   |                              |

### **1. Purpose**

The purpose of this report is to present the draft Complaints Management Policy and the draft Unreasonable Customer Conduct Policy back to Council following public exhibition for adoption.

### **2. OFFICER'S RECOMMENDATION:**

That Council:

- a. Note no submissions were received during the exhibition period for the draft Feedback and Complaints Management Policy or the draft Unreasonable Customer Conduct Policy.
- b. Adopt the Feedback and Complaints Management Policy and the Unreasonable Customer Conduct Policy.
- c. Rescind POL202 Difficult Complaints Management Policy.

### **3. Background**

- The current Complaints Management Policy was reformatted in 2013 due to Council branding guideline requirements and the availability of an additional channel of submitting complaints via Online Services (through Facebook or ARC website.)
- Since policy adoption in 2013 there has been a significant turnover of staff at ARC and a lack of clarity and understanding of what the correct procedures and processes are for complaints handling.
- Changes to the ways in which feedback can be received and expected standards of response have resulted in a need to substantially amend internal processes.

### **4. Discussion**

In the current 2021 operating climate there is a need for a 'complete' Complaints Management System that provides staff with the tools and information needed to receive and respond to complaints from the public in a more effective and efficient way.

The complaints management system will empower staff to manage complaints with a clear process to follow, and the provision of tools and templates required to investigate and resolve complaints and a register to record and report on complaints to the Office of Local Government and the ARC Executive Leadership Team.

The Complaints Management Policy adopted on 28 February 2013 requires a revision to capture the wider lens of feedback (including compliments, suggestions and feedback) and to clearly define our complaint management system and procedures in accordance with the NSW Ombudsman's Office three tier approach to complaint handling.

The complaints management system will allow Council to provide accurate statutory reporting to the Office of Local Government, Council management and the governing body.

Additionally, since 2013 there is the need to include Social Media as a channel for receiving feedback about Council's operations.

## **5. Implications**

The review of the Feedback and Complaints policy and the addition of the Customer Conduct Policy involves identifying policy gaps and developing new policies and processes where none have existed.

### **5.1. Strategic and Policy Implications**

This report contributes to the delivery of the Community Strategic Plan 2017-2027: Leadership for the Region Community Outcome 3 – being that Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency.

### **5.2. Risk**

The Feedback and Complaints Management Policy has been designed to focus on early resolution of complaints at the frontline or, if this is not possible, an appointed officer from the relevant Business Unit will be responsible for addressing, investigating and providing correspondence to the complainant, all within a documented time frame as set out by the NSW Ombudsman Three Tier model.

Implementing a clear and transparent process assists with the reputation Council seeks to develop to with the residents and rate payers of Armidale Regional Council's Local Government Area.

It ensures the complaints are dealt with in a timely manner, acknowledging the complaint and informing the complainant of responses and updates keeping the complainant informed at every step of the journey. Additionally, it is imperative to respond to compliments and suggestions to ensure feedback is provided to the department for actioning as appropriate.

### **5.3. Sustainability**

- Provide a more efficient and improved quality framework of complaints management to our community.
- Better communication with the community to manage their expectations and prevent the complaint escalating to an external agency which may cause delays in rectifying the matter.

There is a focus on continuous improvement to review systems, processes, procedures and outputs to identify opportunities for improvement.

Sustainability outcomes include:

- Promoting more efficient and improved service delivery through understanding of complaints, insights and trends that lead to business process improvement at Council;
- Efficiency gains in how Council communicates what it does as well as how it goes about what it does.

#### 5.4. Financial

Without a clear process for the Council Business Units and staff to follow, complaints will take additional time to investigate and resolve, in turn causing unnecessary financial impact to Council.

|                         |             |                 |        |           |          |                            |                  |
|-------------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| <b>Budget Area:</b>     | Nil         |                 |        |           |          |                            |                  |
| <b>Funding Source:</b>  | NIL         |                 |        |           |          |                            |                  |
| <b>Budget Ref: (PN)</b> | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
|                         |             |                 |        |           |          |                            |                  |

#### 6. Consultation and Communication

The policy was placed on public exhibition for a period for 21 days concluding on 21 June 2021, resulting in no submissions being received.

#### 7. Conclusion

An updated policy, process and procedure will allow council staff to handle complaints confidently and correctly and aligned with the NSW Ombudsman's three tier model of complaints handling.

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|                            |  |                              |
|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>9.1</b>                                     | <b>Ref: AINT/2021/22592</b>  |
| <b>Title:</b>              | <b>2020/21 Fourth Quarter Budget Review</b>    | <b>Container: ARC20/4361</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>  |                              |
| <b>Author:</b>             | <b>Melissa Dennison, Management Accountant</b> |                              |
| <b>Attachments:</b>        | 1. Fourth Quarter Budget Review 2020/2021      |                              |

### **1. Purpose**

The purpose of this report is to provide Council with information on the 2020/21 Revised Budget position and to obtain approval to amend the adopted budget for those amounts.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Note the 2020/21 Fourth Quarter Budget Review.
- b. Resolve to amend the 2020/21 budget in accordance with the Quarterly Budget Review Statement for the period 1 April 2021 to 30 June 2021 tabled at the attachment.

### **3. Background**

Section 203(1) of the *Local Government (General) Regulation 2005* requires Council's responsible accounting officer to prepare and submit a quarterly budget review statement within 2 months of the end of each quarter.

The document attached to this report provides a quarterly budget review statement in the format required by the Office of Local Government *Quarterly Budget Review Statement for NSW Local Government*, which outlines the minimum disclosure requirements. Council has the option to show the quarterly budget review statement at a consolidated level or by fund. For the purpose of transparency, the statement contains the impact of the quarterly budget review by fund. A consolidated result is also included.

As required by the Office of Local Government, the quarterly budget review statement is attached and includes the following documents in order:

1. Income Statement (containing operating income and expenses) by fund
  - 1.1 Operating budget adjustment by fund
2. Capital Budget by fund – the net impact on the funding from the capital program flows through to the income statement
  - 2.1 Capital budget adjustments by fund
3. Cash & Investments by fund – movement in unrestricted cash and internal and external reserves
4. Cash & Investments position
5. Key Performance Indicators by fund
6. Contracts entered into and Consultancy/Legal expenditure.

#### **4. Discussion**

The 2020/21 Fourth Quarter (Q4) Budget Review was conducted in order to review Council's current financial position to identify savings, deferral of expenditure and additional funding sources from the revised 2020/21 Third Quarter (Q3) Budget position in order to improve Council's financial sustainability under the Ministers Performance Improvement Order (see Financial Sustainability resolution ref *AINT/2020/42019*). Reviewing of revenue shortfalls, potential budget overruns and re-alignment of expenditure against budget was completed which has maintained the Council's forecast financial position for the remainder of the financial year.

##### 2020/21 Capital Program

Budget movements relating to the 2020/21 capital program are contained in the quarterly budget review report attached to this report. At the end of Quarter Three the capital program was forecasted to \$35.5m. A review was completed for Quarter four (Q4) however, only adjustments that affect the General Fund position have been included in this review. Of the \$35.5m Capital budget total expenditure as at 30 June 2021 was \$25m. There are still significant commitments outstanding and with it being end of financial year, we are still anticipating that this figure will be revised as we receive invoices that relate to the financial year 2020/2021 within the coming weeks. At completion of the year end financials, its projected that there will be a capital carry forward program of works to the value of around \$5m. An extensive review will be completed after the closure of the financial year 2020/21 and a full report submitted to Council for adoption.

#### **5. Implications**

##### **5.1. Strategic and Policy Implications**

The quarterly budget review process contributes to:

- Council's Community Strategic Plan 2017-2027 category of "Leadership for the Region" and related community outcome of "Council exceeds community expectations when managing its budget and operations."
- Council's Delivery Program 2018-2022 item "Financial Sustainability – to maintain financial sustainability through effective short, medium and long-term financial management."
- Council's Operational Plan 2020-21: asset management, budget management, financial operations.

##### **5.2. Risk**

The Q4 budget review and subsequent budget reviews provides the opportunity for Council to review the Council's position against adopted budget providing transparency and highlighting financial risks posed to Council.

The extensive Q4 budget review outcome at consolidated level remains positive should Council resolve the proposed amendments to the 2020/21 budget for the period 1 April to 30 June 2021. It is notable that the economic risks associated with the financial position and cash reserves for the future is highly dependent on 1) effective budget management and; 2) the continuation of maintaining services at existing levels to remain within the funding available as per the outcome of the approved Special rate variation (SRV).

##### **5.3. Sustainability**

Through an in-depth review process, managing areas reviewed the adopted Q4 budget against planned operational activities. The amendments to the budget are predominately movements

to re-align the budget to match actual expenditure. These adjustments have no impact to the overall budget adopted by Council at Q3. Other identified amendments outlined in the operating adjustments are partly due to:

1. Deferral of activities to the 2021/22 financial year;
2. Lack of staff resourcing and delivery of programmed works;
3. Review of operational activities against Council priorities;
4. Change in operations that have required additional funding sources;
5. The delay in the opening of the new landfill and ability to sort specialised contractors;  
and
6. Improved revenue funding streams that have been unpredictable i.e. Airport and Lease income

Furthermore, some minor operational budget overruns required attention. These overruns were managed and offset by identified savings and re-alignment of the budget with expenditure. Managers are aware that financial sustainability is a priority and will remain frugal in managing their respective budgets.

The recommendation for the Council to resolve to amend the 2020/21 budget in accordance with the budget review statement for period 1 April 2021 to 30 June 2021 as tabled at the attachment will contribute to the economic sustainability of the Council.

#### 5.4. Financial

| Budget Area:     | All – as per quarterly budget review attachments |                 |        |           |          |                            |                  |
|------------------|--|-----------------|--------|-----------|----------|----------------------------|------------------|
| Funding Source:  | N/A  |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description                                      | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| Nil              | Nil  | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

The Q3 budget review forecast a revised 2020/21 consolidated operating surplus of \$2.6m. Following an extensive review of the budget against planned operations, the Q4 budget review poses an improvement to the consolidated operating result of a \$3.7m surplus. There are a range of reasons for this and a detailed listing of budget adjustments are included in the attachment.

The General Fund continues to be a key focus of the budget review and an improvement in the operating result has been recognised from a forecast \$3m operating surplus as at Q3 to a forecast \$4.1m operating surplus.

The projected General Fund surplus position is supported by the forecast surplus position of waste operations (\$4.6 million) and revenue from Roads to Recovery (\$2.1 million). This is relevant as the surplus cash position for the waste business must be placed into reserve to provide funding for landfill rehabilitation liabilities and funding from Roads to Recovery is used in the capital program. If these were removed from the General Fund operating result, it would be in a significant deficit. There is still a large amount of work to be done to improve the 'underlying' General Fund position where the positive impacts of waste operations and grant funding spent in the capital program are removed.

While the improved operating surplus position is positive, it is largely attributable to the increased revenue received that has been unpredictable to forecast due to the Covid pandemic and the costs associated with the Performance improvement order yet to be realised. The unspent budget associated with the Performance Improvement Order has been carried forward into the new Performance Improvement reserve account to provide for expected future costs. Furthermore, in lieu of a funded Asset Management reserve and the awareness that the Executive have of the many unfunded organisational strategic priorities; a reserve has been established that will financially assist the future requirements with the asset renewal and maintenance backlog.

In addition to the above, the current position has resulted from a large amount of work being undertaken by Managers and key staff involved in budget preparation, including the Finance team. In addition to other activities, staff have undertaken in depth reviews of budget expenditure within a tight timeframe to achieve the favourable outcome.

Unrestricted cash remains at the same position as the Quarter Three budget review with the year end result forecast at \$3.375m to 30 June 2021.

### Impact

The overall financial results are summarised as follows:

| Operating Result<br>\$'000 | Fund      |         |         | Consolidated |
|----------------------------|-----------|---------|---------|--------------|
|                            | General   | Water   | Sewer   |              |
| Original Budget            | (\$1,456) | (\$621) | (\$205) | (\$2,283)    |
| Carry Forwards             | (\$1,547) | (\$621) | (\$205) | (\$2,373)    |
| Budget Review 1            | \$805     | (\$621) | (\$205) | (\$22)       |
| Budget Review 2            | \$2,858   | (\$601) | (\$205) | \$2,052      |
| Budget Review 3            | \$3,026   | (\$399) | (\$14)  | \$2,612      |
| Budget Review 4            | \$4,133   | (\$399) | 2       | \$3,736      |

| Cash Result<br>\$'000 | Fund                              |                        |                        | Consolidated<br>(Unrestricted<br>Cash) |
|-----------------------|-----------------------------------|------------------------|------------------------|--|
|                       | General<br>(Unrestricted<br>Cash) | Water<br>(Unallocated) | Sewer<br>(Unallocated) |  |
| Original Budget       | \$3,093                           | \$19,091               | \$17,025               | \$3,093                                |
| Carry Forwards        | \$3,093                           | \$18,991               | \$17,025               | \$3,093                                |
| Budget Review 1       | \$3,399                           | \$18,678               | \$16,725               | \$3,399                                |
| Budget Review 2       | \$3,329                           | \$18,968               | \$16,602               | \$3,329                                |
| Budget Review 3       | \$3,375                           | \$19,445               | \$16,792               | \$3,375                                |
| Budget review 4       | \$3,375                           | \$19,445               | \$16,809               | \$3,375                                |

## **6. Consultation and Communication**

The Q4 budget review entailed an extensive review of budgets at project level analysing data based on the current year to date expenditure; expenditure trends against previous year's actual expenditure and budgeted programs of work. Managers and Directors were consulted on areas that were identified as potential risks and/or savings. Likewise, Managers and Directors were provided with the opportunity to convey budgetary implications, risk areas and identified savings that would need to be considered and reported to Council within the Q4 budget review. Final proposed budget adjustments through the review have been reviewed and accepted by the General Manager.

## **7. Conclusion**

This report recommends that the 2020/21 Q4 Budget Review for the period 1 April 2021 to 30 June 2021 tabled in the attachment be endorsed by Council so that the approved budget and underlying financial results can be recognised.



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|                            |   |                              |
|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>9.2</b>  | <b>Ref: AINT/2021/22584</b>  |
| <b>Title:</b>              | <b>Local Strategic Planning Statement - Status Report June 2021</b> | <b>Container: ARC19/3364</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>                             |                              |
| <b>Author:</b>             | <b>Stewart McRae, Project Officer</b>                               |                              |
| <b>Attachments:</b>        | <b>Nil</b>  |                              |

### **1. Purpose**

The primary purpose of this report is to provide advice on the implementation status of each Planning Action contained in the current Local Strategic Planning Statement (LSPS) Action Plan and of any relevant Administrative Actions contained in the LSPS Implementation Plan.

### **2. OFFICERS' RECOMMENDATION:**

That Council receive and note this report in relation to Local Strategic Planning Statement - Status Report June 2021.

### **3. Background**

At the Ordinary Meeting of Council held on 28 October 2020, Council considered a report on "Adoption of Local Strategic Planning Statement" (Item 11.2) and resolved (277/20) in part that Council:

*b) Adopt the final Local Strategic Planning Statement;*

*e) Receive a further report on the resources (including both staff and budget) required to implement the short and medium term planning and administrative actions identified in the final Local Strategic Planning Statement.*

The final LSPS is available via:

<https://www.planningportal.nsw.gov.au/publications/local-strategic-planning-statements>

At the Ordinary Meeting of Council held on 24 March 2021, Council considered a report on "Local Strategic Planning Statement (LSPS) Implementation – Resourcing Intentions" (Item 11.1), addressing Item e) above, and resolved (113/21):

*That Council receive and note the report in relation to Local Strategic Planning Statement (LSPS) Implementation – Resourcing Intentions.*

The above-mentioned "resourcing intentions" report identified proposed changes to the timing of certain Planning and Administrative Actions reflecting the results from initial consultation with Council officers who have primary responsibility for undertaking each Action. Those changes have been carried forward as part of the following discussion.

### **4. Discussion**

LSPS Administrative Action 1. Report on LSPS Actions, states:

*Provide a status report on implementation of each planning action contained in the current LSPS Action Plan and any relevant administrative actions.*

*The status report should identify any rectification tasks required and/or proposed to address any planning or administrative actions at risk of non-completion within the nominated timeframe.*

Relevant Action timing is as follows:

*On six monthly basis (generally June and December), and/or in conjunction with reporting on Council's Delivery Program; first such report by June 2021.*

This is the first LSPS Status Report as required by Administrative Action 1, addressing the period from final document adoption to 30 June 2021. While not an essential requirement, it should be noted that a Progress Report on Council's Delivery Program 2018-2022 is included elsewhere on this Agenda.

LSPS Action Plan: Planning Actions

The LSPS states (p.21) that:

*Planning actions have been formulated to facilitate achievement of the LSPS planning priorities, having regard to relevant content in the State Government's New England North West Regional Plan 2036 and in the Council's Community Strategic Plan 2017-2017.*

*The planning actions should not be undertaken in isolation from each other but should rather be considered as an integrated suite of activities designed to advance land use planning for the local government area.*

The Table following summarises the main LSPS Planning Action(s) for each Planning Priority from Tables 2-5 within the LSPS Action Plan. It also identifies the proposed timing for completing each Planning Action; timing has been revised where appropriate to reflect the results from initial consultation with Council officers. Additional comments are provided identifying the primary responsibility for and the current status of each Action; comments have been added where appropriate to reflect work-in-progress and to build on existing LSPS content particularly relating to identification of related documents.

**Table 1: LSPS Planning Actions - Status**

| Theme and Planning Priority Strategy / Study   |  |  |
|--|--|--|
| <b>Theme 1. Community</b>  |  |  |
| Overview Comment(s):   |  |  |
| <ul style="list-style-type: none"> <li>o Existing (former) NESAC document - New England Development Strategy February 2010 (adopted OCM 04/05/2009 / endorsed State Government 16/03/2010) is relevant.</li> <li>o Relevant document content is to be used as background to inform various LSPS studies / strategies.</li> </ul> |  |  |
| <b>1a)</b>   | <b>Population Growth</b>   |  |
|  | Planning Action:<br>Use the current version of the NSW Population Projections as the basis for all Council strategic planning activities.  | Additional Comment(s):<br><ul style="list-style-type: none"> <li>o At the Ordinary Meeting of Council held on 28/10/20, Council resolved (277/20) to endorse the NSW Government Population Projections as the basis for all Council strategic planning activities.</li> </ul>  |
|  | Responsibility:<br>SP / All  | Timing:<br>Immediate (2020)  |
|  |  | Status:<br>Complete / Ongoing  |
| <b>1b)</b>   | <b>Settlement Network - Villages</b>   |  |
|  | Planning Action:<br>Prepare a place-based strategy to guide future growth and development of each of the following villages and immediate surrounds consistent with the desired future character of the relevant | Additional Comment(s):<br><ul style="list-style-type: none"> <li>o Further work is required to address the Planning Priority.</li> <li>o Initial Draft Place Reports have been prepared utilising ARMIDALE PLAN 2040 Final Report content (refer OCM 24/02/21 Item 12.6); Llangothlin is proposed to be added to Village list based on findings during the Armidale Regional LEP Merge Project.</li> <li>o Detailed whole-of-Council report review (and update) is required prior to release for community review and comment.</li> <li>o Administrative Action 8. Merge Existing LEPs, and 10. Merge</li> </ul> |

|            |  |  |                                     |
|------------|--|--|-------------------------------------|
|            | village: a) Ben Lomond;<br>b) Black Mountain; c) Ebor; d) Hillgrove; and e) Wollomombi.  | Existing DCPs, are being given priority over this Planning Priority / Action.<br>o A proposal is being developed to test relevant planning and engagement processes on one village.  |                                     |
|            | Responsibility:<br>SP / All  | Timing:<br>Likely delay to 2022 (was 2020/21)  | Status:<br>Pending / Likely delay   |
| <b>1b)</b> | <b>Settlement Network - Guyra</b>  |  |                                     |
|            | Planning Action:<br>Prepare a place-based strategy to guide future growth and development of Guyra and immediate surrounds consistent with the desired future character of the town. | Additional Comment(s):<br>o Further work is required to address the Planning Priority.<br>o An initial Draft Place Reports has been prepared utilising ARMIDALE PLAN 2040 Final Report content (refer OCM 24/02/21 Item 12.6).<br>o Detailed whole-of-Council report review (and update) is required prior to release for community review and comment.  |                                     |
|            | Responsibility:<br>SP / All  | Timing:<br>Possible delay subject to village test case and other Administrative Action priorities (was 2021/22) – refer above  | Status:<br>Pending / Possible delay |
| <b>1b)</b> | <b>Settlement Network - Armidale</b>   |  |                                     |
|            | Planning Action:<br>Prepare a place-based strategy to guide future growth and development of Armidale and immediate surrounds consistent with “regional city” status.                | Additional Comment(s):<br>o Further work is required to address the Planning Priority.<br>o An initial Draft Place Reports has been prepared utilising ARMIDALE PLAN 2040 Final Report content (refer OCM 24/02/21 Item 12.6).<br>o Detailed whole-of-Council report review (and update) is required prior to release for community review and comment.<br>o Existing State Government document – Armidale City Activation Plan September 2018 (adoption details to be confirmed) is to be used to inform various LSPS studies / strategies. |                                     |
|            | Responsibility:<br>SP / All  | Timing:<br>Possible delay subject to village test case and other Planning and Administrative Action priorities (was 2022/23) – refer above.  | Status:<br>Pending / Possible delay |
| <b>1c)</b> | <b>Land for Housing</b>  |  |                                     |
|            | Planning Action:<br>Identify land required and suitable for residential and related purposes within and/or as a logical extension to existing settlements.                           | Additional Comment(s):<br>o New work is required to address the Planning Priority in conjunction with Planning Priorities 3a) Infrastructure Delivery, and 1d) Housing Options, in particular.<br>o Existing ADC document – Armidale Dumaresq Rural Residential Study November 2004 (adoption details to be confirmed) is relevant.<br>o Document content is to be used as background to inform the new study / strategy.  |                                     |
|            | Responsibility:<br>SP  | Timing:<br>Short-term (i.e. 2024-26)   | Status:<br>Pending                  |
| <b>1d)</b> | <b>Housing Options</b>   |  |                                     |
|            | Planning Action:<br>Identify housing options designed to respond to existing and projected future community needs.   | Additional Comment(s):<br>o New work is required to address the Planning Priority in conjunction with Planning Priority 1c) Land for Housing, in particular.   |                                     |
|            | Responsibility:<br>SP / D+RS   | Timing:<br>Short-term (i.e. 2024-26)   | Status:<br>Pending                  |

|  |  |  |
|--|--|--|
| <b>Theme 2. Economy</b>  |  |  |
| Overview Comment(s):   |  |  |
| <ul style="list-style-type: none"> <li>o Existing ARC document – Armidale Region Economic Development Strategy 2017-2025 (adopted OCM 13/12/2017) is relevant.</li> <li>o Document content provides context for various LSPS studies / strategies.</li> <li>o ED advises that further work is proposed to review and update the existing document by end 2022, in the context of the Southern New England High Country Regional Economic Development Strategy 2018-2022 (adoption details to be confirmed).</li> </ul> |  |  |
| <b>2a)</b>   | <b>Armidale CBD</b>  |  |
|  | Planning Action:<br>Identify opportunities to facilitate revitalisation of the Armidale central business district consistent with “regional city” status.  | Additional Comment(s): <ul style="list-style-type: none"> <li>o Identified as community priority #2.</li> <li>o Further work is required to address the Planning Priority in conjunction with the Economic Development Strategy review and with Planning Priority 2d) Employment Land, in particular.</li> <li>o Existing ARC documents – Armidale City Mall Vibrancy Plan 2017-2021 (adopted OCM 22/03/2017) and Armidale CBD Revitalisation Project Parking &amp; Mobility Study Component June 2018 (adopted OCM 24/10/2018) are relevant.</li> <li>o ED advises that work is proposed to review and update the existing plan by 2023.</li> </ul> |
|  | Responsibility:<br>ED  | Timing:<br>Brought forward to 2023 (was 2024-26)   |
|  |  | Status:<br>Pending   |
| <b>2b)</b>   | <b>Agricultural Land</b>   |  |
|  | Planning Action:<br>Identify areas of important or potentially important agricultural land.  | Additional Comment(s): <ul style="list-style-type: none"> <li>o Identified as community priority #3.</li> <li>o New work is required to address the Planning Priority in conjunction with Planning Priority 2c) Agribusiness Facilities, in particular.</li> <li>o Work is also to be undertaken in light of the current State Government initiative to prepare a NSW Agricultural Land Use Planning Strategy.</li> </ul>  |
|  | Responsibility:<br>SP  | Timing:<br>Short-term (i.e. 2024-26)   |
|  |  | Status:<br>Pending   |
| <b>2c)</b>   | <b>Agribusiness Facilities</b>   |  |
|  | Planning Action:<br>Identify opportunities to develop agribusiness and related facilities, and the appropriate circumstances for such development.         | Additional Comment(s): <ul style="list-style-type: none"> <li>o New work is required to address the Planning Priority in conjunction with the Economic Development Strategy review and with Planning Priority 2b) Agricultural Land, in particular.</li> <li>o ED advises that work is proposed to prepare a new study / strategy by 2023.</li> </ul>  |
|  | Responsibility:<br>ED  | Timing:<br>Brought forward to 2023 (was 2024-26)   |
|  |  | Status:<br>Pending   |
| <b>2d)</b>   | <b>Employment Land</b>   |  |
|  | Planning Action:<br>Identify land required and suitable for commercial or industrial and related purposes to support diversification of the local economy. | Additional Comment(s): <ul style="list-style-type: none"> <li>o Identified as community priority #5.</li> <li>o Further work is required to address the Planning Priority in conjunction with the Economic Development Strategy review and with Planning Priority 3a) Infrastructure Delivery, in particular.</li> <li>o Existing ADC documents – Armidale Industrial Land Study November 2012 (adopted OCM 26/11/2012 / endorsed State Government 18/04/2013) and Armidale Dumaresq Bulky Goods Retail and Industrial Lands Study and Addendum May 2010 (adoption details to be confirmed / endorsed State Government</li> </ul>                    |

|  |  |   |                        |
|--|--|---|------------------------|
|  |  | 28/07/2010) are relevant.   |                        |
|  | Responsibility:<br>SP / ED   | Timing:<br>Brought forward to 2023 (was 2024-26)  | Status:<br>Pending     |
| <b>2e)</b>   | <b>Tourism Facilities</b>  |   |                        |
|  | Planning Action:<br>Identify opportunities to develop tourism and related facilities, and the appropriate circumstances for such development.  | Additional Comment(s):<br><ul style="list-style-type: none"> <li>○ Further work is required to address the Planning Priority preferably in conjunction with the Economic Development Strategy review.</li> <li>○ Existing ARC document – Armidale Regional Tourism Strategy 2018-2020 (adopted OCM 27/02/2019) is relevant.</li> <li>○ C+M advises that work has commenced to review and update the existing strategy.</li> </ul>   |                        |
|  | Responsibility:<br>C+M / ED  | Timing:<br>Brought forward to 2021 (was 2027-32)  | Status:<br>In Progress |
| <b>Theme 3. Infrastructure</b>   |  |   |                        |
| Overview Comment(s):<br><ul style="list-style-type: none"> <li>○ Existing ARC documents – Armidale Asset Management Strategy October 2020 (not yet adopted) and Asset Management Policy 2021 (adopted OCM 23/06/21) are relevant.</li> </ul> |  |   |                        |
| <b>3a)</b>   | <b>Infrastructure Delivery</b>   |   |                        |
|  | Planning Action:<br>Identify existing and likely future infrastructure requirements to achieve desired standards of service and to service projected growth and related development. | Additional Comment(s):<br>Further work is required to address the Planning Priority across various infrastructure types as follows -<br>-----<br><b>Water and Sewer Systems:</b><br><ul style="list-style-type: none"> <li>○ Proposed ARC document – Integrated Water Cycle Management Strategy is relevant.</li> <li>○ Util advises that work is expected to be completed by end 2021.</li> </ul> -----<br><b>Waste:</b><br><ul style="list-style-type: none"> <li>○ The Waterfall Way Regional Landfill was designed, approved and constructed to service the LGA for the next 50 years. The Landfill commenced operation in October 2020. Infrastructure at the Long Swamp Road Transfer Station and other transfer stations (Ebor and Guyra) are planned to enable the desired level of waste service, integration with the new Regional landfill and projected growth of the LGA.</li> </ul> -----<br><b>Road Network:</b><br><ul style="list-style-type: none"> <li>○ Existing ARC document – Road Management Strategic Plan November 2017 (adopted OCM 22/11/2017) is relevant.</li> <li>○ R+P advises that work is proposed to prepare a Roads Management Plan by 2022.</li> </ul> -----<br><b>Bicycle Network:</b><br><ul style="list-style-type: none"> <li>○ Existing ADC document – Armidale Bicycle Strategy and Action Plan 2012 (adopted 25/06/2012) and existing GSC document – Guyra Shire Bike Plan (adopted 23/05/2016) are relevant.</li> <li>○ R+P advises that work is proposed to prepare a Bicycle Network Strategy by 2022, subject to grant funding.</li> </ul> -----<br><b>Pedestrian Network:</b><br><ul style="list-style-type: none"> <li>○ RP advises that work is proposed to prepare a Pedestrian Access Mobility Plan by 2022, subject to grant funding.</li> </ul> ----- |                        |

|            |  |  |                                |
|------------|--|--|--------------------------------|
|            |  | <p>Cemeteries:</p> <ul style="list-style-type: none"> <li>o Existing ADC document – Armidale Cemetery Business Plan 2012 to 2022 (adopted OCM 28/05/2012) is relevant.</li> <li>o P+TS has indicated an intent to review and update the business plan by 2023.</li> </ul> <p>Library:</p> <ul style="list-style-type: none"> <li>o Existing ARC document – Library Strategic Plan 2020-2027 (adopted OCM 24/06/2021) is relevant.</li> </ul> <p>Other:<br/>e.g. Saleyards to be confirmed.</p> |                                |
|            | Responsibility:<br>Util / R+P / PMO  | Timing:<br>Short-term (2024-26)  | Status:<br>Various (as above). |
| <b>3b)</b> | <b>Transport Corridors</b>   |  |                                |
|            | <p>Planning Action:<br/>Identify the existing and likely future operational requirements of major transport corridors and related infrastructure.</p>  | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o New work is required to address the Planning Priority in conjunction with Planning Priority 3a) Infrastructure Delivery.</li> <li>o Council collaborates with the New England Joint Organisation to identify and advocate for major transport corridors and funding of infrastructure.</li> </ul>   |                                |
|            | Responsibility:<br>R+P   | Timing:<br>Medium-term (i.e. 2027-32)  | Status:<br>Pending             |
| <b>3c)</b> | <b>Regional Airport</b>  |  |                                |
|            | <p>Planning Action:<br/>Identify the existing and likely future operational requirements of Armidale Regional Airport.</p>   | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o Further work is required to address the Planning Priority.</li> <li>o Existing ARC document – Armidale Regional Airport Master Plan June 2016 (adopted ECM 20/12/2016) is relevant.</li> <li>o ARA advises that work is proposed to review and update the existing master plan by 2023.</li> </ul>  |                                |
|            | Responsibility:<br>ARA   | Timing:<br>Brought forward to 2023 (was 2024-26)   | Status:<br>Pending             |
| <b>3d)</b> | <b>Armidale Hospital</b>   |  |                                |
|            | <p>Planning Action:<br/>Identify whether opportunities exist to cluster development related to the Armidale Rural Referral Hospital near the Hospital site, and if so, under what circumstances.</p> | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o New work is required to address the Planning Priority.</li> </ul>   |                                |
|            | Responsibility:<br>SP  | Timing:<br>Medium-term (i.e. 2027-32)  | Status:<br>Pending             |
| <b>3e)</b> | <b>Education Facilities</b>  |  |                                |
|            | <p>Planning Action:<br/>Identify opportunities to develop education and related facilities, and the appropriate circumstances for such development.</p>  | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o New work is required to address the Planning Priority.</li> </ul>   |                                |
|            | Responsibility:<br>SP  | Timing:<br>Medium-term (i.e. 2027-32)  | Status:<br>Pending             |
| <b>3f)</b> | <b>Facilities for Arts and Culture</b>   |  |                                |

|  |  |  |                                     |
|--|--|--|-------------------------------------|
|  | <p>Planning Action:<br/>         Identify opportunities to develop facilities that promote arts and culture, and the appropriate circumstances for such development.</p> | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o Identified as community priority #4.</li> <li>o Further work is required to address the Planning Priority.</li> <li>o Existing ARC document – Armidale Arts and Cultural Strategic Plan 2017-2022 (adopted OCM 25/10/2017) is relevant.</li> <li>o C+M advises that work is proposed to review and update the existing strategy by 2023.</li> <li>o Bringing this item forward is consistent with the relevant community survey results.</li> </ul> |                                     |
|  | <p>Responsibility:<br/>         C+M</p>  | <p>Timing:<br/>         Brought forward to 2023 (was 2027-32)</p>  | <p>Status:<br/>         Pending</p> |
| <b>3g)</b>   | <b>Open Space and Recreation</b>   |  |                                     |
|  | <p>Planning Action:<br/>         Identify opportunities to develop open space and recreation facilities, and the appropriate circumstances for such development.</p>     | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o Further work is required to address the Planning Priority.</li> <li>o Existing ADC document – Armidale Dumaresq Recreation Plan September 2011-2021 (adopted OCM 26/09/2011) is relevant.</li> <li>o R+P advises that work is proposed to prepare a new strategy / study by 2023.</li> </ul>  |                                     |
|  | <p>Responsibility:<br/>         R+P / P+TS</p>   | <p>Timing:<br/>         Brought forward to 2023 (was 2027-32)</p>  | <p>Status:<br/>         Pending</p> |
| <b>3h)</b>   | <b>Renewable Energy</b>  |  |                                     |
|  | <p>Planning Action:<br/>         Identify whether opportunities exist to develop renewable energy production facilities, and if so, under what circumstances.</p>        | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o New work is required to address the Planning Priority.</li> <li>o ED advises that work is proposed to prepare a study by 2023.</li> <li>o The GM is participating in regional fora aimed at optimising benefits from the new New England Renewable Energy Zone for the residents of the LGA.</li> </ul>   |                                     |
|  | <p>Responsibility:<br/>         ED</p>   | <p>Timing:<br/>         Brought forward to 2023 (was 2027-32)</p>  | <p>Status:<br/>         Pending</p> |
| <b>Theme 4. Environment</b>  |  |  |                                     |
| <p>Overview Comment(s):</p> <ul style="list-style-type: none"> <li>o Nil.</li> </ul> |  |  |                                     |
| <b>4a)</b>   | <b>Natural Environment</b>   |  |                                     |
|  | <p>Planning Action:<br/>         Identify areas of high or potential high natural environmental value.</p>   | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o Identified as community priority #1.</li> <li>o New work is required to address the Planning Priority.</li> </ul>   |                                     |
|  | <p>Responsibility:<br/>         Sust</p>   | <p>Timing:<br/>         Short-term (i.e. 2024-26)</p>  | <p>Status:<br/>         Pending</p> |
| <b>4b)</b>   | <b>Cultural Heritage</b>   |  |                                     |
|  | <p>Planning Action:<br/>         Identify sites or potential sites of cultural heritage value.</p>   | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o Further work is required to address the Planning Priority.</li> <li>o D+RS advises that work may be able to be undertaken during 2022 in conjunction with the DCP Merge Project (i.e. Administrative Action 10.).</li> </ul>  |                                     |
|  | <p>Responsibility:<br/>         SP / D+RS</p>  | <p>Timing:<br/>         Short-term (i.e. 2024-26)</p>  | <p>Status:<br/>         Pending</p> |
| <b>4c)</b>   | <b>Natural Hazards</b>   |  |                                     |
|  | <p>Planning Action:<br/>         Identify areas impacted or potentially impacted by natural hazards,</p>   | <p>Additional Comment(s):</p> <ul style="list-style-type: none"> <li>o Further work is required to address the Planning Priority.</li> <li>o Existing ADC document – Armidale Flood Study Review and Update – Stage 3 July 2014 (adopted OCM 28/09/2015) is relevant.</li> </ul>   |                                     |

|            |   |   |                    |
|------------|---|---|--------------------|
|            | including flooding and bushfire.  | o CD+R advises that a grant has been sought to update the 2015 Armidale Flood Study (refer OCM 24/03/21 Item 12.3).   |                    |
|            | Responsibility:<br>PMO  | Timing:<br>Short-term (2024-26)   | Status:<br>Pending |
| <b>4d)</b> | <b>Contaminated Land</b>  |   |                    |
|            | Planning Action:<br>Identify sites impacted or potentially impacted by contamination. | Additional Comment(s):<br>o Further work is required to address the Planning Priority.<br>o D+RS advises that work may be able to be undertaken during 2022 in conjunction with the DCP Merge Project (i.e. Administrative Action 10.). |                    |
|            | Responsibility:<br>SP / D+RS  | Timing:<br>Short-term (2024-26)   | Status:<br>Pending |

Abbreviations:

ARC = Armidale Regional Council; ADC = Armidale Dumaresq Council; GSC = Guyra Shire Council; NESAC = New England Strategic Alliance of Councils; SP = Strategic (Land Use) Planning; Sust = Sustainability; R+P = Manager Roads and Parks; ED = Principal Advisor Economic Development; ARA = Acting Manager Armidale Regional Airport; C+M = Manager Communications and Marketing; PMO = Project Management Office – Manager; Util = Acting Manager Utilities; D+RS = Manager Development and Regulatory Services; P+TS = Coordinator Public and Town Spaces; All = whole-of-Council; CD+R = Coordinator Design and Resourcing; OCM = Ordinary Council Meeting.

The Table shows that:

- relevant aspects of Planning Actions 1a) and 3a) (relating to libraries), are complete consistent with the LSPS Action Plan;
- Planning Action 2e) is in progress;
- the initial elements of Planning Action 1b) are likely to be delayed; and
- the balance Planning Actions are pending primarily due to relevant Action timing.

The Table also identifies:

- that a large number of the existing Council strategy documents are past or are nearing the end of their intended validity period; in addition, most do not address the current New England North West Regional Plan and others do not apply across the whole of the local government area; and
- select Council officers have expressed an intent to undertake a number of strategy review and update or strategy preparation processes on a shorter timeframe than included in LSPS; further work is required to confirm these arrangements.

LSPS Implementation Plan: Administrative Actions

Most of the LSPS Administrative Actions are legislative requirements linked to provisions in either the Environmental Planning and Assessment Act or the Local Government Act.

The LSPS states (pp.35-36) that:

*An implementation plan has been formulated to identify how Council will monitor and report on the status of planning and other actions contained in the LSPS, in a manner consistent with the provisions of relevant legislation. ... The implementation plan also addresses the inter-relationships between the LSPS and other relevant State and Council documents, consistent with the Integrated Planning and Reporting Framework under the Local Government Act.*

The Table following reproduces the Administrative Actions from Table 6 within the LSPS Implementation Plan. It also summarises the proposed timing for completing each Action. Additional comments are provided identifying primary responsibility for and the current status of each Action.



**Table 3: LSPS Administrative Actions – Status**

| Administrative Actions  |  |  | Timing                                | Resp.        | Status                |
|---|--|--|---------------------------------------|--------------|-----------------------|
| <b>Local Strategic Planning Statement (LSPS) Related Actions:</b>           |  |  |                                       |              |                       |
| 1.  | <b>Report on LSPS Actions</b>              | Provide a status report on implementation of each planning action contained in the current LSPS Action Plan and any relevant administrative actions.                     | By June'21 then six monthly           | LSPS Officer | In Progress / Ongoing |
| 2.  | <b>Prepare LSPS (7 years)</b>              | Prepare and make a new LSPS consistent with relevant State legislation and guidelines.   | By 2027                               | LSPS Officer | Pending               |
| 3.  | <b>Review LSPS (CSP)</b>                   | Review and amend (if required) the current LSPS to ensure ongoing alignment with the relevant Community Strategic Plan.  | As required (c.2023)                  | LSPS Officer | Pending               |
| 4.  | <b>Review LSPS (RP)</b>                    | Review and amend (if required) the current LSPS to ensure ongoing alignment with the relevant Regional Plan.   | As required (c.2023)                  | LSPS Officer | Pending*              |
| * Note: The New England North West Regional Plan is currently under review. |  |  |                                       |              |                       |
| 5.  | <b>Review LSPS (EP&amp;A Act + LG Act)</b> | Review and amend (if required) the current LSPS to ensure ongoing alignment with relevant State legislation.   | As required                           | LSPS Officer | Ongoing               |
| <b>Community Strategic Plan (CSP) Related Actions:</b>                      |  |  |                                       |              |                       |
| 6.  | <b>Amend CSP (LSPS)</b>                    | Amend the current CSP to identify that the LSPS is the primary tool for implementing those aspects of the CSP community outcomes related to land use planning.           | After 2021 L.Gov't election (c. 2022) | CSP Officer  | Pending               |
| 7.  | <b>Review CSP (RP)</b>                     | Review and amend (if required) the current CSP to ensure ongoing alignment with the relevant Regional Plan.  | After 2021 L.Gov't election (c. 2023) | CSP Officer  | Pending               |
| <b>Local Environmental Plan (LEP) Related Actions:</b>                      |  |  |                                       |              |                       |
| 8.  | <b>Merge Existing LEPs</b>                 | Merge the current Armidale Dumaresq LEP 2012 and the current Guyra LEP 2012 to produce a single LEP for the Armidale Regional Council (ARC) local government area (LGA). | 2020 - 2021                           | LSPS Officer | In Progress*          |
| * Refer: OCM 24/02/2021 Item 12.5 and OCM 23/06/2021 Item 9.1.              |  |  |                                       |              |                       |
| 9.  | <b>Amend Merged LEP</b>                    | Review and amend (as required) the merged LEP to address the outcomes arising from the implementation of each LSPS planning action.                                      | As required                           | LSPS Officer | Pending               |
| <b>Development Control Plan (DCP) Related Actions:</b>                      |  |  |                                       |              |                       |
| 10.   | <b>Merge Existing DCPs</b>                 | Merge the current Armidale Dumaresq DCP 2012 and the current Guyra DCP 2015 to produce a single DCP for the ARC LGA.   | 2021 - 2022                           | LSPS Officer | In Progress           |
| 11.   | <b>Undertake DCP Amendments</b>            | Undertake amendments (as required) to the merged DCP to address outcomes arising from the implementation of each LSPS planning action.                                   | As required                           | LSPS Officer | Pending               |

The Table shows that Administrative Actions 1., 8. and 10. are “in progress” consistent with the LSPS Implementation Plan. The balance Administrative Actions are shown as “pending” primarily because they are dependent on other activities e.g. finalisation of the current State Government review of the New England North West Regional Plan.

## 5. Implications

### 5.1. Strategic and Policy Implications

There are no known policy implications arising from the matters addressed in this Report. Any policy implications arising from LSPS implementation will be addressed in future reports relating to specific Planning or Administrative Actions.

While the LSPS is not explicitly referenced in the Council's current Delivery Program (DP) 2018-2022, it is referenced in the recently adopted Operational Plan and Budget 2021-2022 as follows:

|                          |  |
|--------------------------|--|
| <i>Title:</i>            | <i>LSPS implementation</i>   |
| <i>Action:</i>           | <i>Implement relevant Local Strategic Planning Statement (LSPS) planning and administrative actions.</i>   |
| <i>Origin of Action:</i> | <i>Operational Plan</i>  |
| <i>Link to DP:</i>       | <i>G1.1, G1.2, G1.3, G1.4</i>  |
| <i>Department:</i>       | <i>Development and Regulatory</i>  |
| <i>Measures:</i>         | <i>Progress on LSPS implementation is reported on a six monthly basis as per LSPS Implementation Plan.</i> |

### 5.2. Risk

There are no known legal and/or risk implications directly arising from the matters addressed in this Report. Any legal and/or risk implications arising from LSPS implementation will be addressed in future reports relating to specific Planning or Administrative Actions. In addition, it should be noted that risks may arise should Council not undertake the Planning or Administrative Actions in accordance with the LSPS Action and Implementation Plans, subject to any rectification measures identified in the required status reports.

### 5.3. Sustainability

There are no known sustainability implications directly arising from the matters addressed in this Report. Any sustainability implications arising from LSPS implementation will be addressed in future reports relating to specific Planning or Administrative Actions.

### 5.4. Financial

| Budget Area:     | Nil         |                 |        |           |          |                            |                  |
|------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Funding Source:  |             |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| N/A              |             | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

There are no financial implications arising from the matters addressed in this Report. Any financial implications arising from LSPS implementation will be addressed as part of future reports relating to specific Planning or Administrative Actions.

## **6. Consultation and Communication**

This Report has been prepared in consultation with select Council officers as appropriate in respect of each Planning or Administrative Action. Advice received from each officer is referenced above. Further internal consultation processes are planned (refer OCM 24/03/21 Item 11.1) to improve the integration of Council's strategic planning activities.

## **7. Conclusion**

This report provide advices on the status of each Planning Action contained in the current Local Strategic Planning Statement (LSPS) Action Plan and of any relevant Administrative Actions contained in the Implementation Plan.

While the LSPS was adopted by Council in late October 2020, work did not commence on relevant Action implementation until February / March 2021 due to the need to address other priorities e.g. finalisation of the ARMIDALE PLAN 2040 Project. Despite this, all relevant Planning Actions are complete or in progress consistent with the LSPS Action Plan, however it is likely that proposed place-based planning activities will be delayed. In addition, all relevant Administrative Actions are in progress consistent with the LSPS Implementation Plan.

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|----------------------------|--|--------------------------------|
| <b>Item:</b>               | <b>9.3</b>   | <b>Ref: AINT/2021/23246</b>    |
| <b>Title:</b>              | <b>Public Exhibition of Draft Tourism Strategy 2021-2023</b>       | <b>Container: ARC16/0575-2</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>                      |                                |
| <b>Author:</b>             | <b>Katrina George, Acting Principal Advisor Tourism and Events</b> |                                |
| <b>Attachments:</b>        | 1. Armidale Tourism Strategy Draft 2021-2024                       |                                |

### **1. Purpose**

The purpose of this report is to place the draft tourism Strategy 2021-2023 on public exhibition. The strategy provides a framework for planning and decision making in regards to the development of the visitor economy in the Armidale Region.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Adopts the draft Tourism Strategy as presented
- b. Places the 2021-2023 Tourism Strategy on public exhibition for a period of 28 days for comment.

### **3. Background**

The draft Tourism Strategy 2021-2023 was developed following the collation of inputs from industry and key stakeholders. This included receiving feedback from the Economic Development Committee (refer minutes 10 June 2021), members of the Armidale Arts & Culture Advisory Committee and a review by Destination Country and Outback. This feedback has been consolidated and recommendations have been included in the strategy.

### **4. Discussion**

This purpose of this Tourism Strategy is to develop a plan that will:

- Advance the tourism industry in the Armidale Region
- Increase visitor numbers, overnight stays and visitor expenditure
- Provide economic and social benefits to the community
- Assist the community during economic recovery post drought, bushfire and the COVID19 pandemic.

The Tourism Strategy has been developed for implementation over the next 3 years and is comprised of 7 key pillars:

- **Collaboration:** To build a cohesive tourism community and grow the visitor economy for the benefit of all operators and the community.
- **Marketing:** To create contemporary marketing assets and undertake consistent marketing activity to raise the Armidale region's profile as a visitor destination.
- **Nature and Outdoors:** To take advantage of the natural environment and distinct seasons to position the Armidale region as a destination for people who enjoy nature-based and outdoor activities.

- Festivals and Events: to build a calendar of events and festivals that will attract visitors to the Armidale region.
- Sports Tourism: To use sports-related events to increase overnight visitation in the Armidale region.
- Art and Culture: To raise the profile of the Armidale region's art and cultural attractions to increase visitation and length of stay.
- EduTourism: To make use of Armidale's education reputation to diversify the visitor profile.

A detailed three year action plan contained within, providing timeframes for the implementation of the Tourism Strategy. The successful outcome of many of these actions will require ongoing commitment and resourcing.

## 5. Implications

### 5.1. Strategic and Policy Implications

This document satisfies the Armidale Council's Operational Plan 2020-2021.

G3.1 Develop a Tourism Strategy and branding to attract visitors to stay in the region longer, and enhance the economic and cultural offerings and attractions of the region.

This document also aligns with the Destination Management Plan developed by Destination Country and Outback and references the NSW Visitor Economy Strategy 2030.

### 5.2. Risk

The outcomes of the Tourism Strategy will be dependent upon budgetary approval.

### 5.3. Sustainability

The Tourism Strategy 2021-2023 will ensure clear deliverable outcomes than will need to be resourced accordingly.

### 5.4. Financial

|                  |  |                 |        |           |          |                            |                  |
|------------------|--|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Tourism and Events                                       |                 |        |           |          |                            |                  |
| Funding Source:  | A combination of Armidale Regional Council & Grant Funds |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description  | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
|                  | Nil  | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

## 6. Consultation and Communication

It is recommended that this policy be placed on public exhibition for a period of not less than 28 days to seek input from the community, and submissions be considered before the final policy is returned to council for adoption.

## 7. Conclusion

This Tourism Strategy provides a practical way forward for the development and promotion of tourism in the Armidale region. Adoption of this Tourism Strategy will provide key deliverables and outcomes for the Armidale Regional Council's Tourism and Events team.

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|                            |   |                                |
|----------------------------|---|--------------------------------|
| <b>Item:</b>               | <b>9.4</b>  | <b>Ref: AINT/2021/22924</b>    |
| <b>Title:</b>              | <b>Debt Recovery Policy and Hardship Policy - For Adoption (Post Public Exhibition)</b> | <b>Container: ARC17/1727-5</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>   |                                |
| <b>Author:</b>             | <b>Kelly Stidworthy, Manager Financial Services</b>                                     |                                |
| <b>Attachments:</b>        | 1. Debt Recovery Policy<br>2. Hardship Policy<br>3. Policy Submission                   |                                |

### **1. Purpose**

This report provides Council with a new Debt Recovery policy and updated Hardship Policy and recommends that the policies be adopted.

The purpose of the Debt Recovery policy is to outline Council's debt recovery framework and considerations to be used in recovering monies owed to Council.

The purpose of the Hardship Policy is to establish guidelines for the assessment of hardship applications applying the principles of fairness, integrity, appropriate confidentiality and compliance with relevant statutory requirements.

At the Ordinary Council Meeting held 26 May 2021, Council resolved to place the Debt Recovery and Hardship policies on public exhibition for 28 days.

One submission was received during the public exhibition period, which concluded on 28 June 2021.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Receive this report in relation to the Debt Recovery Policy and Hardship Policy, noting one submission was received during the 28 day public exhibition period;
- b. Adopt the Debt Recovery Policy and Hardship Policy; and
- c. Rescind POL160 Interim Hardship Policy, POL190 Hardship due to Valuation Changes and POL191 Writing off Accrued Interest as they have been superseded by the Debt Recovery Policy and Hardship Policy.

### **3. Background**

A Debt Recovery Policy has not previously been adopted by the merged Council and an existing interim Hardship Policy was last updated on 28 October 2020.

At any point in time, Council has outstanding debts as a result of:

- Legislative mechanisms that prescribe the way Council must levy rates and annual charges;
- The provision of water services that result in billing for water usage;
- The carrying out of regulatory functions that result in fees and charges levied as a debt;
- The provision of access to community buildings and facilities by way of lease and licence arrangements; and

- A range of services and operations that result in charges levied as debts, including waste and private works.

These various mechanisms that result in the recognition of debts mean that Council is managing up to 25,000 individual debtor accounts at all times.

#### **4. Discussion**

The Debt Recovery Policy provides a framework for the efficient and effective collection of outstanding debts balanced with a respectful and sensitive approach to ratepayers and other debtors suffering genuine financial hardship.

The Hardship Policy establishes an effective, accountable and transparent framework for managing the circumstances under which Council will assess requests for relief due to financial hardship.

Council issues approximately 80,000 rates and water notices per year and from this subsequently issues around 15,000 reminder notices. The rate of payment on receipt of the first notice is around 82%. This leaves around 2,200 rates accounts and 1,500 water accounts in arrears at any point in time requiring a level of debt recovery to be undertaken.

In considering the formation of the recommended policy positions, Council staff were mindful of the volume of debtor accounts under management and limited staff resourcing available. It is therefore important to maintain efficient debt recovery processes in order to maintain the cost of debt recovery at low levels.

In reviewing the policies many other local government policy positions were reviewed and the recommended policy positions are consistent with industry practice.

Council's preferred outcome for hardship is to have the ratepayer or debtor enter into a suitable payment arrangement that sees all debt paid down within a 12 month period. This is so that debt remains manageable and does not build up to levels that may contribute to stress. This will also help avoid escalated debt recovery processes and associated costs. However, the proposed Hardship Policy does contain provision for alternative outcomes.

Under current debt recovery processes, very few ratepayers or debtors reach the stage of legal action or sale of land action being undertaken and Council officer's view this as a positive outcome; however, it does require the application of timely, fair and consistent debt recovery practices in order to achieve this result.

Council officers have identified suitable content for the website to provide information to ratepayers and debtors on potential financial assistance providers. This content will be established at: [www.armidaleregional.nsw.gov.au/hardship-support](http://www.armidaleregional.nsw.gov.au/hardship-support).

Managing debt recovery effectively is important so that Council's cash flow is not negatively impacted through an increase in outstanding debt levels. A reduction in the level of cash flow available would negatively impact Council planned service delivery and programs as this would have to be taken into account when preparing budgets and forecasts.

#### **5. Implications**

##### **5.1. Strategic and Policy Implications**

The update of the Debt Recovery Policy and Hardship Policy relate to Council's financial management and financial sustainability outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

The Debt Recovery Policy and Hardship Policy relate to:

- Council’s Community Strategic Plan 2017-2027 category of “Leadership for the Region” and related community outcome of “Council exceeds community expectations when managing its budget and operations.”
- Council’s Delivery Program 2018-2022 item “Financial Sustainability – to maintain financial sustainability through effective short, medium and long-term financial management.”
- Council’s Operational Plan 2020-21: budget management, financial operations.

## 5.2. Risk

The updated Debt Recovery Policy and Hardship Policy contribute to Council’s management of risk and represents Council’s efforts to reduce and manage the implications associated with risk.

## 5.3. Sustainability

Improved risk management and governance practices arising from Council’s comprehensive review of Policies assists Council to improve its sustainability.

## 5.4. Financial

An update to Council’s Debt Recovery Policy and Hardship Policy does not of itself directly impact a budget line item, however the Debt Recovery Policy and Hardship Policy refer to activities associated with income budgets across Council.

|                  |   |                 |                |           |          |                       |                  |
|------------------|---|-----------------|----------------|-----------|----------|-----------------------|------------------|
| Budget Area:     | Finance   |                 |                |           |          |                       |                  |
| Funding Source:  | Rates and Annual Charges, Water User Charges and User Charges |                 |                |           |          |                       |                  |
| Budget Ref: (PN) | Description   | Approved Budget | Actual         | Committed | Proposed | Total Forecast Income | Remaining Budget |
| Various          | Rates and Annual Charges, Water User Charges and User Charges | (\$47,282,885)  | (\$46,634,344) | \$0       | \$0      | (\$46,634,344)        | \$648,541        |

The adoption of the updated Debt Recovery Policy and Hardship Policy is expected to indirectly improve Council’s financial position as a result of improved risk management and governance practices.

Council’s policy position also directly impacts the “Rates, annual charges, interest and extra charges outstanding percentage” and any increase in this performance measure would negatively impact available cash balances.

Under the Performance Improvement Order Council must pro-actively manage cash flows so that unrestricted cash remains at acceptable levels and does not deteriorate.

## 6. Consultation and Communication

The Policy was placed on public exhibition for 28 days to enable the community to have input into its content. The Policy was also tabled at the meeting of the Community Wellbeing Committee held 27 May 2021. The public exhibition period concluded on 28 June 2021 and one submission was received. The submission is tabled at the attachment and is from Veronica Mortell who attended the Community Wellbeing Committee and has provided the submission



on behalf of the Committee. The feedback provided has been taken into account in revised policy wording.

## **7. Conclusion**

Council has embarked on a comprehensive review of its Policy Register. Work is being undertaken to ensure Council has up-to-date policies to lead good governance at Council. The intent of the updated Debt Recovery Policy and Hardship Policy is to reflect current business and industry practices. Feedback provided by way of the public exhibition period on behalf of the Community Wellbeing Committee has also been taken into consideration and the policy wording amended to reflect the Committee's sentiment.

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|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>9.5</b>   | <b>Ref: AINT/2021/22927</b>  |
| <b>Title:</b>              | <b>Financial Reserves Policy - For Adoption (Post Public Exhibition)</b> | <b>Container: ARC17/2058</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>                            |                              |
| <b>Author:</b>             | <b>Kelly Stidworthy, Manager Financial Services</b>                      |                              |
| <b>Attachments:</b>        | 1. Financial Reserves Policy   |                              |

### **1. Purpose**

This purpose of this report is to provide Council with a new Financial Reserves Policy and recommends that the policy be adopted. The purpose of the Financial Reserves Policy is to:

- define Council's restricted cash reserves;
- establish a policy position for unrestricted cash; and
- set out the requirements that must be met for any new reserves to be established.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Receive this report in relation to the Financial Reserves Policy; and
- b. Adopt the Financial Reserves Policy.

### **3. Background**

At the Ordinary Council Meeting held 23 June 2021, Council resolved to place the draft Financial Reserves Policy on public exhibition commencing 24 June 2021 and ending 22 July 2021.

At the date of writing this report, there have been no public submissions received.

Council's total cash and investments portfolio falls into three (3) categories:

- Externally Restricted Cash Reserves;
- Internally Restricted Cash Reserves; and
- Unrestricted Cash

Externally restricted cash reserves are held for the purpose for which they were received. The use of externally restricted cash reserves is not optional, and Council must continue to manage these reserves to ensure that these funds are expended in accordance with their intended purpose and, where applicable, relevant legislation.

Internally restricted cash reserves are different from externally restricted cash reserves in that their existence is controlled by the Council. These reserves are for specific works, services or initiatives that have been included in the Annual Budget or Long Term Financial Plan (LTFP).

- 1.** Unrestricted cash are funds that Council has earned but have not been allocated to specific expenditure in the past or future and are held as Council's savings. These act as a buffer against unanticipated future costs and/or can be used to provide flexibility to take advantage of opportunities that may arise.

#### **4. Discussion**

Armidale Regional Council's cash position, including reserves, has been the subject of intense scrutiny and subject to a number of reviews. Key issues identified through the Review of Council Finances performed by Finch Consulting identified that:

- Net Current Assets (working capital and reserves) declined by \$11m in the first three years of Armidale Regional Council's establishment;
- Reserves (Internal Restrictions) established in FY2017 and FY2018 were either unfunded or relied on limited working capital cash for funding; and
- Projects were initiated on the assumption that Reserves existed but in fact they had been extinguished.

The above issues were not assisted by the dissolution of internal reserves (other than employee leave entitlements) at merger with these reserves not re-established by the new Council.

As a result of the above findings, the recommendations from the Review of Council Finances included:

- Council should adopt a Reserves policy that ensures a minimum of \$4-5m is available as unrestricted cash to fund working capital requirements before setting aside funds as Internal Restrictions; and
- Establishment and funding of Reserves should be supported by Council resolutions.

The recommendations from the Review of Council Finances are required to be implemented by the Minister for Local Government's Performance Improvement Order issued 9 December 2020.

Local government reserves policies typically contain an outline of the reserves that the Council holds and define for what reasons reserves will be held for.

As a result of the above recommendations, Council's policy also includes a recommended policy position on the unrestricted cash position. The recommended policy position of \$4-5m of unrestricted cash will assist with ensuring that:

- there is a level of funding available to manage cashflow impacts of unexpected events; and
- there is certainty that reserve balances are cash-backed and do not result in a potential negative working capital position when reserves are included.

Apart from this, the policy also outlines the current reserves held by Council and establishes a number of new reserves should cash be received or become available that should be restricted. These include:

- Airport Business Park land sale proceeds
- Asset replacement
- Financial improvement plan
- Performance improvement order
- Special Rate Variation
- Strategic priorities
- Technology strategy

#### **5. Implications**

##### **5.1. Strategic and Policy Implications**

The Financial Reserves Policy relates to Council's financial management and financial sustainability outlined in the Community Strategic Plan, Delivery Program and Operational Plan.

The Financial Reserves Policy relates to:

- Council’s Community Strategic Plan 2017-2027 category of “Leadership for the Region” and related community outcome of “Council exceeds community expectations when managing its budget and operations.”
- Council’s Delivery Program 2018-2022 item “Financial Sustainability – to maintain financial sustainability through effective short, medium and long-term financial management.”
- Council’s Operational Plan 2020-21: asset management, budget management, financial operations.

### 5.2. Risk

The Financial Reserves Policy contributes to Council’s management of risk and represents Council’s position in managing high risks associated with cashflows by the responsible management of reserves.

### 5.3. Sustainability

The Financial Reserves Policy establishes Council’s position on reserves and will assist with ensuring appropriate budgetary control measures are implemented to improve Council’s sustainability. The priority is financial sustainability and this will lead to improved asset management outcomes.

Establishment of new reserves outside of those already contained in the policy will either need to be required by legislation or be for strategic purposes to avoid creating unnecessary reserves and creating an inefficient administration burden.

### 5.4. Financial

Adoption of Council’s Financial Reserves Policy does not of itself directly impact a budget line item, however the Financial Reserves Policy refers to activities associated with income and expenditure budgets across Council.

| Budget Area:     | Finance                                     |                        |               |                  |                 |                                   |                  |
|------------------|---|------------------------|---------------|------------------|-----------------|-----------------------------------|------------------|
| Funding Source:  | Reserves – 2021/22 Revised Budget Movements |                        |               |                  |                 |                                   |                  |
| Budget Ref: (PN) | Description                                 | Approved Budget \$’000 | Actual \$’000 | Committed \$’000 | Proposed \$’000 | Total Forecast Expenditure \$’000 | Remaining Budget |
| Various          | Transfers from Cash Reserves                | \$10,004               | \$0           | \$0              | \$10,004        | \$10,004                          | \$0              |
| Various          | Transfers to Cash Reserves                  | (\$9,201)              | \$0           | \$0              | (\$9,201)       | (\$9,201)                         | \$0              |

## 6. Consultation and Communication

The Policy was placed on public exhibition for 28 days to enable the community to have input into its content. The public exhibition period concludes on 22 July 2021. No submissions were have been received from the public at the date of writing this report. If any submissions are received they will be tabled at the meeting.

## **7. Conclusion**

The Financial Reserves Policy is a requirement of the Performance Improvement Order issued 9 December 2020, which states the following:

*6. Council must implement the recommendations made in the report of the review of Council finances*

The key requirement from the Review of Council Finances was to:

*Adopt a Reserves policy that ensures a minimum of \$4-5m is available as unrestricted cash to fund working capital requirements before setting aside funds as Internal Restrictions*

The Financial Reserves Policy complies with this requirement. It also establishes a framework for the responsible management of existing and new reserves that will assist in implementation of appropriate budgetary controls and manage cashflow risks.

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|                            |  |                             |
|----------------------------|--|-----------------------------|
| <b>Item:</b>               | <b>9.6</b>   | <b>Ref: AINT/2021/22493</b> |
| <b>Title:</b>              | <b>Cash and Investment Report 30 June 2021 Container: ARC16/0001-6</b> |                             |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>                          |                             |
| <b>Author:</b>             | <b>Deborah Walls, Accountant</b>                                       |                             |
| <b>Attachments:</b>        | Nil  |                             |

### 1. Purpose

The Cash and Investment report provides an overview of cash and investments for the month to 30 June 2021 and certifies compliance with Council's Investment Policy and the *Local Government Act 1993* and Regulations.

### 2. OFFICERS' RECOMMENDATION:

That Council note the Cash and Investment Report for June 2021

### 3. Background

As at 30 June 2021, Council held \$57,614,104 in investments (market value) and \$24,052,464 in cash, giving a combined total of \$81,666,568.

### 4. Discussion

#### Cash and Investments

Balances were as follows:

| <b>Item/Account</b>  | <b>June 2021</b>    | <b>May 2021</b>     | <b>Movement</b>    |
|--|---------------------|---------------------|--------------------|
| <b><u>Cash at Bank</u></b>                                     |                     |                     |                    |
| NAB General Account  | -                   | -                   | -                  |
| NAB High Interest Cash At Call                                 | \$20,605,914        | \$18,145,472        | \$2,460,442        |
| AMP Saver Account  | \$2,005,955         | \$2,005,156         | \$799              |
| NAB Trust Fund   | \$1,440,595         | \$1,440,421         | \$174              |
| <b>Total Cash</b>  | <b>\$24,052,464</b> | <b>\$21,591,049</b> | <b>\$2,461,415</b> |
| <b><u>Investments</u></b>                                      |                     |                     |                    |
| NSW Treasury Corp (T-Corp)<br>Investment Management (IM) Funds | \$15,330,580        | \$15,322,980        | \$7,600            |
| Term Deposits  | \$42,283,524        | \$42,257,877        | \$25,647           |
| <b>Total Investments</b>                                       | <b>\$57,614,104</b> | <b>\$57,580,857</b> | <b>\$33,247</b>    |
| <b>Total Cash &amp; Investments</b>                            | <b>\$81,666,568</b> | <b>\$79,171,906</b> | <b>\$2,494,662</b> |

Summary of investment movements for June 2021:

| <b>Investment Maturities</b>                |               |
|---|---------------|
| <b>Institution</b>                          | <b>Amount</b> |
| Term Deposits<br>(no maturities this month) | \$0           |
| <b>Total</b>                                | <b>\$0</b>    |

| <b>New Investments</b>                                 |                 |
|--|-----------------|
| <b>Institution</b>                                     | <b>Amount</b>   |
| Movement in Interest<br>Receivable on Term<br>Deposits | \$25,647        |
| Market Movement T-Corp<br>IM Funds                     | \$7,600         |
| <b>Total</b>   | <b>\$33,247</b> |

The funds from investment maturities are currently held in the NAB High Interest Cash At Call account, which is currently earning 0.40% pa (no change since Nov 2020). In this current low interest rate environment, Council has reduced its administration time in managing investments by reducing the number of smaller term deposits and making larger term deposits along with increasing funds invested with NSW TCorp IM Funds.

Investment Revenue Earned

|                           | <b>June 2021</b> | <b>May 2021</b> | <b>Movement</b> |
|---------------------------|------------------|-----------------|-----------------|
| NAB General Cash Account  | \$2              | \$0             | \$2             |
| Term Deposits             | \$25,647         | \$27,864        | (\$2,217)       |
| NSW T-Corp IM Funds       | \$7,600          | \$3,133         | \$4,467         |
| NAB High Interest Account | \$6,449          | \$5,336         | \$1,113         |
| AMP Saver Account         | \$824            | \$851           | (\$27)          |
| NAB Trust Account         | \$473            | \$489           | (\$16)          |
| <b>Total</b>              | <b>\$40,995</b>  | <b>\$37,673</b> | <b>\$3,322</b>  |

Investments are diversified across a range of institutions, with no one institution exceeding 30% of funds invested to ensure the portfolio is in line with the Investment Policy.

| <b>Issuer</b>           | <b>Short Term Rating</b> | <b>Market Value</b> | <b>% Total Value</b> |
|-------------------------|--------------------------|---------------------|----------------------|
| AMP Bank                | A2                       | \$8,040,482         | 13.95%               |
| Bank Of Queensland      | A2                       | \$10,078,918        | 17.49%               |
| Bendigo & Adelaide Bank | A2                       | \$5,021,370         | 8.72%                |
| Regional Australia Bank | Unrated                  | \$1,005,370         | 1.75%                |
| ING Bank                | A1                       | \$6,008,438         | 10.43%               |
| National Australia Bank | A1+                      | \$12,128,946        | 21.05%               |
| NSW T Corp – IM Funds   | A                        | \$15,330,580        | 26.61%               |
| <b>Total</b>            |                          | <b>\$57,614,104</b> | <b>100%</b>          |

Investment Yield

| Term of Investment | June 2021 |              |                | May 2021 |              |                |
|--------------------|-----------|--------------|----------------|----------|--------------|----------------|
|                    | ARC       | 3m BBSW rate | Outperformance | ARC      | 3m BBSW rate | Outperformance |
| 6 months           | 0.80%     | 0.07%        | 0.73%          | 0.84%    | 0.07%        | 0.77%          |
| 12 months          | 0.98%     | 0.08%        | 0.90%          | 1.05%    | 0.04%        | 1.01%          |

The Armidale Regional Council Community Strategic Plan 2017-2027 identifies the importance of Leadership for the Region. In particular:

L2 – Council exceeds community expectations when managing its budget and operations

L2.1 – Financial sustainability is maintained through effective short and long term financial management

L2.1.3 – Develop effective financial management systems

## 5. Implications

### 5.1. Strategic and Policy Implications

All of Council’s investments for the period are in accordance with:

- Council Investment Policy
- *Local Government Act 1993* – Section 625
- *Local Government Act 1993* – Order of the Minister dated 12 January 2011
- *The Local Government (General) Regulation 2005* – Reg 212

The investment of surplus funds must remain in line with Council’s Investment Policy. This will ensure sufficient working capital is retained and restrictions are supported by cash and investments that are easily converted into cash. Cash management complies with the *NSW Local Government (General) Regulation 2005*.

The Investment Policy relates to:

- Council’s Community Strategic Plan 2017-2027 category of “Leadership for the Region” and related community outcome of “Council exceeds community expectations when managing its budget and operations.”
- Council’s Delivery Program 2018-2022 item “Financial Sustainability – to maintain financial sustainability through effective short, medium and long-term financial management.”
- Council’s Operational Plan 2020-21: asset management, budget management, financial operations

### 5.2. Risk

Council invests in Term Deposits, Cash and NSW Treasury Corporation Investment Management (IM) Funds. Rates of return on these investments are higher than the 30 Day BBSW Index.

Council’s investments have out-performed the RBA Cash rate and the 3 month BBSW index.

Council’s responsibility is to ensure working capital is retained and restrictions are supported by cash.



Council considers effective risk management practices exist over its cash and investment holdings.

### 5.3. Sustainability

Council utilises an online Portfolio Platform to manage its investments and investment register. The number of investments has been rationalised allowing for more efficient internal investment management to be performed. Communication is performed by electronic means, resulting in efficiencies of processes and a reduction in the use of paper.

### 5.4. Financial

|                  |  |                               |           |           |          |                            |                             |
|------------------|--|-------------------------------|-----------|-----------|----------|----------------------------|-----------------------------|
| Budget Area:     | FINANCE  |                               |           |           |          |                            |                             |
| Funding Source:  | General Fund, Water Fund, Sewer Fund, Trust Fund |                               |           |           |          |                            |                             |
| Budget Ref: (PN) | Description                                      | Approved Budget               | Actual    | Committed | Proposed | Total Forecast Expenditure | Remaining Budget            |
| 210815           | Interest Income on Investments                   | Consolidated income \$580,000 | \$589,752 | Nil       | Nil      | Nil                        | Consolidated Income \$9,752 |
| 210815           | Subscriptions                                    | \$11,800                      | \$10,623  | \$0       | Nil      | Nil                        | \$1,177                     |

#### Comparison of Actual Interest Income Earned with Budget

2020-21 Budget Interest Income \$895,000 (revised).

| Interest Income | YTD Actual | YTD Budget | Difference |
|-----------------|------------|------------|------------|
| YTD June 2021   | \$589,752  | \$580,000  | \$9,752    |
| YTD May 2021    | \$548,757  | \$531,167  | \$17,590   |
| Movement        | \$40,995   | \$48,833   | (\$7,838)  |

There is a YTD favourable Budget Variance of \$9,752 to 30 June 2021. At the Quarter 3 budget review, the forecast for revenue from interest on investments was revised down from \$895,000 to \$580,000, representing a consolidated loss of revenue of \$315,000.

Over the past 12 months, the Commonwealth Government has provided many cash incentives to stimulate growth during the economic decline and global pandemic. This has supplied the economy with 'cheap money', placing downward pressure on interest rates and interest returns on investments. Savings and Term Deposit rates being offered by the banks are at all-time lows. Council has progressively increased its investments in the NSW Treasury Corporation Cash and Short Term Income Funds. These funds have generated positive returns over extended time periods, while some inflationary expectations have caused negative returns in recent months. The current environment of historically low interest rates and credit spreads mean that the future returns for investments will be lower.

Restricted & Unrestricted Funds

As at 30 June 2020, total Restricted and Unrestricted funds were fully funded by Cash and Investments. From the quarter 4 budget review, it is projected that there will be a decrease in Restricted Cash and an increase in Unrestricted Cash. The current Cash and Investment position at 30 June 2021 sufficiently covers the projected totals.

**Balance at 30 June 2020 (Audited Position)**

|                           | General             | Water               | Sewer               | Trust              | Total               |
|---------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| External Restrictions     | \$15,772,526        | \$24,828,266        | \$17,922,780        | \$1,466,934        | \$59,990,506        |
| Internal Restrictions     | \$10,020,353        | \$ -                | \$ -                | \$ -               | \$10,020,353        |
| <b>Total Restrictions</b> | <b>\$25,792,879</b> | <b>\$24,828,266</b> | <b>\$17,922,780</b> | <b>\$1,466,934</b> | <b>\$70,010,859</b> |
| Unrestricted              | \$2,140,752         | \$ -                | \$ -                | \$ -               | \$2,140,752         |
| <b>Total Funds</b>        | <b>\$27,933,631</b> | <b>\$24,828,266</b> | <b>\$17,922,780</b> | <b>\$1,466,934</b> | <b>\$72,151,611</b> |

**Projected Year End Result at 30 June 2021 (Q4 Budget Review Forecast)**

|                           | General             | Water               | Sewer               | Trust              | Total               |
|---------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| External Restrictions     | \$11,709,000        | \$21,722,111        | \$18,549,022        | \$1,466,934        | \$53,447,067        |
| Internal Restrictions     | \$14,522,000        | \$ -                | \$ -                | \$ -               | \$14,522,000        |
| <b>Total Restrictions</b> | <b>\$26,231,000</b> | <b>\$21,722,111</b> | <b>\$18,549,022</b> | <b>\$1,466,934</b> | <b>\$67,969,067</b> |
| Unrestricted              | \$3,375,081         | \$ -                | \$ -                | \$ -               | \$3,375,081         |
| <b>Total Funds</b>        | <b>\$29,606,081</b> | <b>\$21,722,111</b> | <b>\$18,549,022</b> | <b>\$1,466,934</b> | <b>\$71,344,148</b> |

**Movement from June 2020 to Forecast June 2021**

|                           | General            | Water                | Sewer            | Trust       | Total                |
|---------------------------|--------------------|----------------------|------------------|-------------|----------------------|
| External Restrictions     | (\$4,063,526)      | (\$3,106,155)        | \$626,242        | \$ -        | (\$6,543,439)        |
| Internal Restrictions     | \$4,501,647        | \$ -                 | \$ -             | \$ -        | \$4,501,647          |
| <b>Total Restrictions</b> | <b>\$438,121</b>   | <b>(\$3,106,155)</b> | <b>\$626,242</b> | <b>\$ -</b> | <b>(\$2,041,792)</b> |
| Unrestricted              | \$1,234,329        | \$ -                 | \$ -             | \$ -        | \$1,234,329          |
| <b>Total Funds</b>        | <b>\$1,672,450</b> | <b>(\$3,106,155)</b> | <b>\$626,242</b> | <b>\$ -</b> | <b>(\$807,463)</b>   |

**6. Consultation and Communication**

An Investment Report is required to be tabled at the monthly Ordinary Meeting of Council.

**7. Conclusion**

The Cash and Investment Report provides an overview of cash and investments as at and for the month ended 30 June 2021 and demonstrates compliance with Council policy.

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|                            |   |                             |
|----------------------------|---|-----------------------------|
| <b>Item:</b>               | <b>10.1</b>   | <b>Ref: AINT/2021/21342</b> |
| <b>Title:</b>              | <b>Kempsey Road Recovery Update and Future Works<br/>ARC20/3770</b> | <b>Container:</b>           |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>                             |                             |
| <b>Author:</b>             | <b>Mark Wilson, Coordinator Design and Resourcing</b>               |                             |
| <b>Attachments:</b>        | 1. Kempsey Road - Site Images                                       |                             |

### **Purpose**

The purpose of the report is to provide a status update of the Kempsey Road recovery works to date and to advise on the coming works in 2021-2022 and onward.

### **1. OFFICERS' RECOMMENDATION:**

That Council:

- a. Note the status report for Kempsey Road Recovery works.
- b. Delegate authority to the General Manager to certify funding deed documents for the change in scope of RNSW2296 Kempsey Road Armidale – Big Hill section.
- c. Delegate authority to the General Manager to certify funding deed documents for the variation in scope for Fixing Local Roads Round 2 Blackbird Flat / Flying Fox Gully project.
- d. Delegate authority to the General Manager to certify funding deed documents for EPARW Application 2: AGRN898 Six Corners & Corn Patch Culvert.
- e. Delegate authority to the General Manager to certify funding application documents and deeds for Kempsey Road Natural Disaster Recovery Works – Application 3 - AGRN898 Essential Public Asset Restoration Works (EPARW).
- f. Undertake a workshop with the elected Councillors as soon as practical after the 4<sup>th</sup> September local government elections to consider the project scope and funding agreements for Kempsey Road projects.

### **2. Background**

The Kempsey Road Recovery Project team continues with the recovery and rehabilitation of Kempsey Road following the natural disaster events in 2020.

To date all works on Kempsey Road have been classified as emergency work. The formal restoration work has not yet commenced. Initial disaster recovery works have been completed and moneys claimed against the emergency funding sources.

Work is now moving into the Essential Public Asset Restoration Works (EPARW) phase, also funded by Disaster Recovery Funding Arrangements (DRFA).

The EPAR phase requires design, cost estimates and approval from the administering agency, Transport for NSW (TfNSW), prior to the start of work.

In addition we have other grant funded works approved prior and post the disaster which are planned to be undertaken in conjunction with the EPARW phase.

### 3. Discussion

The Kempsey Road Recovery and Rehabilitation is now moving into the Essential Public Asset Restoration (EPARW) phase, with initial emergency funded works completed.

The coming works will include additional funded works under other grant programs sought and gained by council prior and post the disaster events of 2020.

- AGRN898 & AGRN960 Disaster Recovery Works – emergency repair work
- EPAR Application 1 AGRN898 Big Hill Slip Restoration Project
- RNSW2296 Kempsey Road Armidale – Big Hill section
- Fixing Local Road Round 2 - Blackbird Flat / Flying Fox Gully section
- EPARW Application 2 - AGRN898 Six Corners & Corn Patch Culvert
- EPARW Application 3 - AGRN898 Essential Public Asset Restoration Project

Currently Kempsey Road has a 15 tonne load limit for traffic and is not considered suitable for use by RV's, caravans or trailers. This has been noted and confirmed by the Local Area Traffic Committee of Armidale Regional Council.

#### 3.1 AGRN898 & AGRN8960 Disaster Recovery Works – Emergency Repair Status

The initial emergency works have been completed under the disaster recovery funding with no financial contribution from council.

| Emergency works Description                | Status   | Value        |
|--|----------|--------------|
| Hazardous Tree Removal & Associated works  | Complete | \$1.3 M      |
| Safety Re-sheeting and Grading             | Complete | \$1.2M       |
| Drainage Inspection and Clearing           | Complete | \$0.5 M      |
| Environmental & Engineering Assessments    | Complete | \$0.2 M      |
| Other emergency road works                 | Complete | \$1.5 M      |
| Project Management & Professional Services | Complete | \$0.3 M      |
| <b>Total</b>                               |          | <b>\$5 M</b> |

#### 3.2 Big Hill Slip Restoration Project

The Big Hill Restoration Project is funded under DRFA. Tenders were approved by council for this work, no financial contribution to this project is required from council.

Works have commenced and is planned for completion in August 2021.

#### 3.3 RNSW2296 Kempsey Road Armidale – Big Hill Section

A NSW Government Restart grant was announced in 2019 to upgrade a series of curves and locations on The Big Hill section of Kempsey Road, with the original intent to make the road B-double accessible. Works commenced on the project with \$238,247 of expenditure occurring prior to the disaster events of 2020. All works associated with this project were halted as a result of the disaster event of fire and storm.

The feasibility of the goals of the grant have been re-assessed by the project team including Transport for NSW) for Kempsey Road and deemed unachievable.

An application has been made to Restart NSW to vary the scope of the grant to apply the balance of the grant funding to other works on the Big Hill. The scope variation “focuses on improving priority areas on Big Hill that will provide suitable access for 19m long semi-trailers including the provision of guard rail to improve safety”. No financial contribution to this project is required from council.

Subject to approval of the scope variation, the balance of the funds will be expended in conjunction with the other EPAR funded works to maximise use of the funds and efficiencies to the overall project.

Scope change approval will necessitate a new deed to be formalised between council and Restart NSW.

### **3.4 Fixing Local Road Round 2 - Blackbird Flat / Flying Fox Gully**

A package of works was prepared to make a submission to NSW Government’s Fixing Country Roads Round 2 for additional grant funding to enhance the rectification of four locations on Kempsey Road. Of the four projects applied for only one was successful in gaining funding, (Blackbird Flat) with no financial contribution to this project required from council.

Following review by the project team and consultation with the Local Area Committee, the project team has been seeking to transfer the funding allocation from Black Bird Flat to Flying Fox Gully. The second location is deemed to be of greater benefit to the overall road and will achieve better value for money.

Subject to the funding authority approval of the variation in scope, the grant deed will be formalised between council and the funding body prior to commencement of works, with the intent of the commencing late 2021 and completion of works in early 2022.

Works will be tendered following approval of the grant and a report submitted to the new council for approval to proceed.

### **3.5 EPARW Application 2 - AGRN898 Six Corners & Corn Patch Culvert**

A formal EPARW submission has been prepared and submitted to TfNSW, to rectify six corners on the Big Hill and Corn Patch Culvert. The locations were devastated by the disaster events. The project team is seeking to restore the locations to current standards, enhancing safety, and enhancing asset durability and performance.

The cost of the works requires no financial contribution by council to this project. It is planned that this work is to be undertaken prior to the main restoration, for construction efficiency and maximising benefit of the expenditure of the funds.

Subject to the funding authority approval, the grant deed will be formalised between council and the funding body prior to commencement of works.

If approved, the works are planned to commence late 2021 with completion in early 2022.

Works will be tendered following approval of the grant and a report submitted to the new council for approval to proceed.

### **3.6 EPARW Application 3 - AGRN898 Essential Public Asset Restoration Project**

The work on Kempsey Road is now moving into the Essential Public Asset Restoration (EPARW) phase, also funded by DRFA.

The EPARW phase to restore the road, required concept design and cost estimate to formulate a formal submission to the administering agency, TfNSW, prior to the start of work. This work has been completed and the submission made to TfNSW.

The major EPAR work involves restoration of down slope slips, replacement of culverts and drains, repair of scouring at bridge abutments and gravel re-sheeting. Some sealing work may be undertaken to meet current engineering standards on steep graded sections but this will be subject to approval.

The estimated cost of the work including contingency and escalation is over \$200 million, with no financial contribution to this project required from council.

The DRFA guidelines requires an independent review of work in excess of \$25 million. This process has commenced and we are awaiting the outcome of that review, with an expectation of an outcome in September 2021.

This is an extremely large commitment to be made by the state government to restore Kempsey Road to its pre disaster condition. The proposal does in essence not upgrade the road beyond its original state albeit that works will adhere to current engineering standards. The additional grant funding sort as part of 3.2-3.5 will achieve improvements, however expectations should be measured in terms of the outcome. Potential synergies with other development such as the proposed Hydro Scheme are being explored at higher levels of government. We expect advice on the submission in September 2021.

If the application is successful it is expected that due to the complexity and scale of the works, it will require the engagement of a single major contractor, through a tender process. This would be undertaken following the certification of the deed of agreement and fall within the tenure of the new council.

Construction is aimed at commencing mid 2022 and completing the works by the end of 2024.

A workshop is proposed with the newly elected council in September 2021 to review the scope and costing of the project.

#### **4. Implications**

##### **4.1. Strategic and Policy Implications**

Armidale Regional Council is the road authority for Kempsey Road and as such is required to maintain a suitable standard of road for the local community. This aligns with the Community Strategic Plan Section 5 Environment and Infrastructure Community Outcomes 3 “The Community is provided with the essential and resilient infrastructure it requires for daily life and has access to a prioritised schedule of infrastructure works” and Community Outcome 4 “The community has access to transport which enables connectivity both locally and outside the region.

The works required on Kempsey Road are in addition to the planned Operational Plan having resulted from Disaster Declared events in 2020 and are to be fully funded by external sources. TfNSW has provided some resource to assist with the project in addition to the disaster and grant funding.

##### **4.2. Risk**

The estimated costs to return Kempsey Road to its original condition are substantial. There is some level of risk that the State Government may deem the project of questionable viability and seek alternate options to reinstatement of the road.

The local community has been substantially affected by the disaster events and the resulting impacts on the transport links from the community to Armidale and to Kempsey. Restoration of the road is key to ensuring the ongoing viability of farming and other enterprises in the area.

#### 4.3. Sustainability

The works on Kempsey Road are being planned to seek the best value for money options that will achieve long term asset sustainability. Additional grant funding applications sought will, at critical locations, allow for more than returning the road to its former state improving safety, use and integrity of the asset. All works will be constructed to current engineering standards.

Environmental assessments have been undertaken to inform the design options and inform methods of work to ensure least impact on the natural environment.

#### 4.4. Financial

|                            |   |                 |        |             |          |                            |                  |
|----------------------------|---|-----------------|--------|-------------|----------|----------------------------|------------------|
| Budget Area:               | Project Management Office   |                 |        |             |          |                            |                  |
| Funding Source:            | Essential Public Asset Restoration Works (EPARW)<br>Disaster Recovery Funding Arrangements (DFRA)<br>RESTARTNSW Grant |                 |        |             |          |                            |                  |
| Budget Ref: (PN)           | Description   | Approved Budget | Actual | Committed   | Proposed | Total Forecast Expenditure | Remaining Budget |
| 270444<br>270442<br>270456 | Kempsey Road Natural Disaster Restoration   | \$15,000,000    | \$0    | \$1,250,000 | \$0      | \$2,304,905                | \$12,695,095     |

The Kempsey Road works are all to be externally funded through Essential Public Asset Restoration Works (EPARW), Disaster Recovery Funding Arrangements (DFRA) and RESTART NSW. The funding requests have been set with considerable contingency and escalation to ensure that council has no financial liability. Actual breakdown figures are to be withheld in order not to have a market influence to the tendering process for the works.

A report on the scope and costs will be presented to a workshop with the newly elected council in September where such commercial in confidence information may be discussed.

It is expected that budget variation will be required as the works progress subject to application approval under the recovery programs.

In order to deliver the works additional resourcing will be required in terms of personnel. The project team will be scaled up as the funding commitments are confirmed by the approval authority and will be fully funded under the external income for the life of the project.

#### 5. Consultation and Communication

The project team for Kempsey Road has and continues to undertake extensive consultation with the Kempsey Road Local Area Committee (KRLAC), public updates to the residents and the broader community, internal engineering staff, Kempsey Shire Council higher levels of government particularly TfNSW.

The residents and property owners in the Big Hill and Lower Creek area are key stakeholders in the rehabilitation of Kempsey Road. Key grant funded projects considered to need scope variation for best outcome has been discussed and endorsed by the KRLAC prior to submission

to the funding authority. Continued communication and support to the local community will be key to a successful delivery of these works.

## **6. Conclusion**

The project to return Kempsey Road to its full operational status is vital to the local community. This reports seeks the council approval to delegate authority to the General Manager to avoid delay to the works during the caretaker period of council. Until the road is fully restored, continued interruption and reduction in use will remain to the detriment of the local community. A workshop is proposed with the incoming council in September 2021 to fully brief the new council on the project.



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|                            |  |                                |
|----------------------------|--|--------------------------------|
| <b>Item:</b>               | <b>10.2</b>  | <b>Ref: AINT/2021/23389</b>    |
| <b>Title:</b>              | <b>Refund of bond monies in relation to road closure required under DA-69-2016/A</b> | <b>Container: DA-69-2016/A</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>  |                                |
| <b>Author:</b>             | <b>John Goodall, Coordinator Development</b>   |                                |
| <b>Attachments:</b>        | <b>Nil</b>   |                                |

### **1. Purpose**

The purpose of this Report is to recommend Council consider a request by the owners of 930 Puddledock Road, for a bond amount of \$10,000 currently being held by Council, to be refunded.

### **2. OFFICERS' RECOMMENDATION:**

That Council

- a. Endorse the Officer's recommendation that the bond of \$10,000.00 paid by Mr and Mrs Clark to effect the closure of a Council unformed road traversing 930 Puddledock Road held by Armidale Regional Council be refunded on the adoption of this report.
- b. Notes the owners of 930 Puddledock Road have agreed to continue to pursue the road closure to rectify the current encroachments over the road reserve. Any costs to close the road reserve will be borne by the owners of 930 Puddledock Road and there is no liability to Armidale Regional Council.

#### **NOTE TO COUNCILLORS:**

1. In accordance with the provisions of S375A of the Local Government Act 1993, a Division is to be called whenever a motion for a planning decision is put to the meeting, for the purpose of recording voting on planning matters. Pursuant to clause 2(a) under the heading Matters to be Included in Minutes of Council.
2. Under Council's adopted Code of Meeting Practice (as amended) a Division will be deemed to have been called by the mover and seconder of all motions relating to this report.

### **ASSESSMENT REPORT**

|  |  |
|--|--|
| <b>DA Number</b>   | DA-69-2016/A                                       |
| <b>Proposed Development</b>  | New Dwelling                                       |
| <b>Street Address</b>  | 930 Puddledock Road, Puddledock                    |
| <b>Applicant/Owner</b>   | Applicant: Mr & Mrs Clark<br>Owner: Mr & Mrs Clark |
| <b>DA Lodgement Date:</b>  | 7/7/2016   |
| <b>Number of Submissions</b>   | Nil  |
| <b>Names and Address of Submitters</b>   | N/A  |
| <b>List of all relevant s4.15(1)(a) matters</b>                                      | N/A  |
| <b>List all documents submitted with this report for the Council's consideration</b> | N/A  |
| <b>Estimated Construction Value of Development:</b>                                  | \$306,000  |

#### **Reason For Report:**

This application is referred to Council because the owners of 930 Puddledock Road have recently requested that Council refund a bond amount of \$10,000, which is currently being held in relation to DA-69-2016/A, for the closure of an unformed portion of Council Road which currently transects their property, refer Figure 1 below.

The owners of the subject property have requested the refund of the bond given some hardships they have encountered. A refund of the bond of \$10,000 currently being held by Council would provide significant benefit to Mr & Mrs Clark at this time. The Clarks have acknowledged the encroachment of the buildings onto Council road reserve remains unresolved and this may impact the disposal of their property. Council Officers advised Mrs Clark they expect the Clarks would continue to resolve the encroachment irrespective of the proposed bond refund.

#### **Description of Proposal:**

The proposed development is for a replacement dwelling at 930 Puddledock Road. Council initially granted consent to DA-69-2016 on 8 June 2016.

Modification A was lodged with Council on 7 July 2016 seeking to amend condition 18.

Condition 18 stated:

*To ensure that legal access is available to the site, access is to be gained directly from Puddledock Road or the access handle located within the Crown Road reserve located along the north-western boundary of the site. In this sense, the internal access is to be relocated to be wholly within the property boundary and clear of the unformed Council Road prior to the occupation of the manufactured home.*

Council granted consent to DA-69-2016/A on 14 July 2016, amending condition 18 to read:

***The applicant is required to provide legal access to 930 Puddledock Road (Lot 128 DP 661884) from a public road as per the requirements in Council's DCP. This may be achieved by one of the following three options:***

**Option 1:**

- ***Access to Lot 128 DP 661884, is to be gained directly from Puddledock Road or the access handle located within the unformed Road reserve directly adjacent to the north-western boundary of the site. Furthermore, the current access road to the dwelling site is to be decommissioned and a new private access constructed wholly within the property boundary of Lot 128 DP 661884 and clear of the unformed Council road reserve.***

***Completed works are to be inspected and approved by Council's Development Engineer or nominee, to ensure that the access has been constructed to a safe and effective standard before occupation of the manufactured home on the site.***

**Option 2:**

- ***Full construction of all unformed sections of Council/Crown road reserve to the property access point. Construction to be in accordance with Council's standard rural road design as per Council's Engineering Code.***

***Detailed design (including survey) drawings for road construction within the road reserve are to be submitted for the approval of Council's Development Engineer or his nominee before the issue of a Construction Certificate. Completed works are to be inspected and approved by the Council's Development Engineer or nominee, to ensure that the road has been constructed to a safe and effective standard before occupation of the manufactured home on the site.***

**Option 3:**

- ***Application is to be made by the property owners of Lot 128 DP 661884 for the purchase and closure of the unformed road reserve which currently traverses the Lot, and for this area to be amalgamated with Lot 128 DP 661884 to ensure that the use of the land as one allotment is legally recognised and to prevent separate dealings in the allotments after the use commences.***

***In this regard, and given the time delays in the purchase and closure of a road reserve and the eventual transfer of ownership, the owners of Lot 128 DP 661884 are to lodge a bond amount of \$10,000.00 with Council which is to be held as surety until the road reserve is closed and purchased by the subject property owners and ownership transferred into their name/s and subsequently consolidated with Lot 128 DP 661884.***

***Please note that all fees/costs associated with the road closure, including any costs incurred by either Council and/or the Crown in the process, will be the sole responsibility of the owners of Lot 128 DP 661884. The bond amount is to be held separately by Council, and can not be accessed by the owners of Lot 128 DP 661844 for any fees/costs incurred with the purchase and closure of the road reserve.***

***The bond amount will be retained until such time as all fees associated with the road closure are paid in full and the Title transferred and consolidated with Lot 128 DP 661884. In this regard, Council reserves the right to access and utilised the bond in the event that any fees associated with the road closure remain unpaid.***

***Additionally, it will remain the responsibility of the owners of Lot 128 DP 661884 to actively pursue the closure of the subject road reserve in a timely manner to ensure that legal access to the lot is obtained and provided for in perpetuity.***

***In the event that the road closure is not actively pursued by the owners of Lot 128 DP 661884 and continues to remain unresolved for an extended period of time, to be determined at Council's discretion, Council reserves the right to commence enforcement action for the removal of the internal access road which is located with the unformed road reserve and for it to be relocated to be sited wholly within the property boundary to which it serves.***

***Details of preferred option are to be provided to the satisfaction of the Local Consent Authority prior to occupation of the manufactured home on the site.***

In a letter to Council dated 16 July 2016, refer **attachment 1**, Mr & Mrs Clark elected to pursue number 3 as their preferred option and a bond of \$10,000 was lodged with Council on 18 July 2016.

### **Site Description and Locality**

The site is located at 930 Puddledock Road, Puddledock.



**Figure 1- Site Plan**

The site is made up of two lots being Lot 2 DP 1220442, refer Figure 2 below, and the much larger lot on which the dwelling and infrastructure is located being Lot 128 DP 661884, refer Figure 3 below.



**Figure 2 – Location of Lot 2 DP 1220442**



**Figure 3 – Location of Lot 128 DP 661884**

**Permissibility:**

The subject development is permissible in the RU1 Primary Production zone with consent.

The proposed development which replaces an existing dwelling on the site will not result in any conflict between existing rural land-uses as there will be no fragmentation of rural land as it replaces a like with like land-use.

**Background:**

The following comments were made in regards to the access to the subject site during the assessment of DA-69-2016:

*The existing vehicular access and driveway to the site are proposed to be retained.*

*However, this option is not considered to be appropriate given that access to the site is currently gained over an unformed Council road.*

*Discussions have been held with Council's Engineers to determine the most appropriate conditions to ensure that legal and properly formed access is available to the site.*

*It was concluded that the best course of action is to Condition the Development Consent to ensure that separate legal access is available to Puddledock Road via relocating the internal access to be clear of the Council unformed road. Refer to Condition of Consent.*

*The section of Crown road on the northern side of the site which the property owners already gain access over is to be constructed to Council's standard as a result of a new dwelling being approved at No. 932 Puddledock Road under DA 208-12. This work has been bonded to the amount of \$14,000 that Council currently holds.*

*Following receipt of the consent, the applicants obtained a quote from a civil construction firm for the construction of a new internal access road to the dwelling to be sited clear of the unformed road reserve.*

*Advice provided by the applicant was that the cost of constructing a new internal road was in the vicinity of \$25,000.00. This is in comparison to the alternative option of closing and purchasing the road reserve which is believed to be below \$20,000.00. Given the current good condition of this internal access, the property owners have requested Council's consideration for a variation.*

*In this regard, given that a road closure can take anywhere up to 2-3 years to complete the applicant has suggested that the owners pay a bond amount of \$10,000.00 as surety and as a gesture of authenticity of their intentions to pursue the road closure once the dwelling is installed on the property.*

*Discussed options with Council's Road Manager Steve Finch given that any bond amount held was only a gesture of goodwill that the owners would close the road and that the amount would probably be inadequate to pay for all costs related to the purchase and ultimate closure.*

*Given that the existing access to the dwelling currently on the lot has been in place for many years and that it does not service or provide access to any other properties, it is considered that the continued use of the unformed section of road reserve even if not strictly in accordance with the DCP would have minimal impacts on the locality. Furthermore, it is considered that by allowing this variation in this instance would be unlikely to set an undesirable precedent,*

*particular if the rewording of condition 18 gave Council the ability to take enforcement action in the future if the road closure was not pursued by the owners.*

**Executive Summary and Key Issues:**

A detailed Section 4.15 Planning Assessment Report was undertaken during the assessment of DA-69-2016/A and is contained within **attachment 2**. The key issues are summarised below:

- DA-69-2016/A was issued on 14 July 2016, requiring the owners to elect one of three options to provide legal access to the dwelling on 930 Puddledock Road;
- On 16 July 2016 the owners of 930 Puddledock Road advised Council that they had elected to pursue option 3 under condition 18;
- A bond amount of \$10,000 was paid to Council on 18 July 2016, as surety that the road closure would be pursued by Mr & Mrs Clark and that it would be eventually closed, given the sometimes significant time delays in actually closing a public/crown road;
- On 18 November 2016, Council's Works Engineer advised Mr & Mrs Clark in writing that Council had no objections to the subject road closure;
- Additionally, on 18 November 2016 Council's Works Engineer sent another letter to Mr & Mrs Clark advising the following

*"I have recently had discussions with an officer from the NSW Department of Industry – Lands, who advises that the closure of that section of road could be effected by yourselves applying to the department using the following link.*

*My primary reason for advising this is that your neighbours to the east, are also wishing to close a road adjacent there property being Lot 6 DP 626576 at 922 Puddledock Road.*

*Advice from the NSW Department of Industry – Lands, is that both closures could be effected under the one application and there would be some savings for both parties if they occurred simultaneously.*

*I have enclosed a copy of the application form for you and Mr and Mrs Murray to complete, and send to";*

*Department of Industry – Lands  
PO Box 2155  
DANGAR 2309*

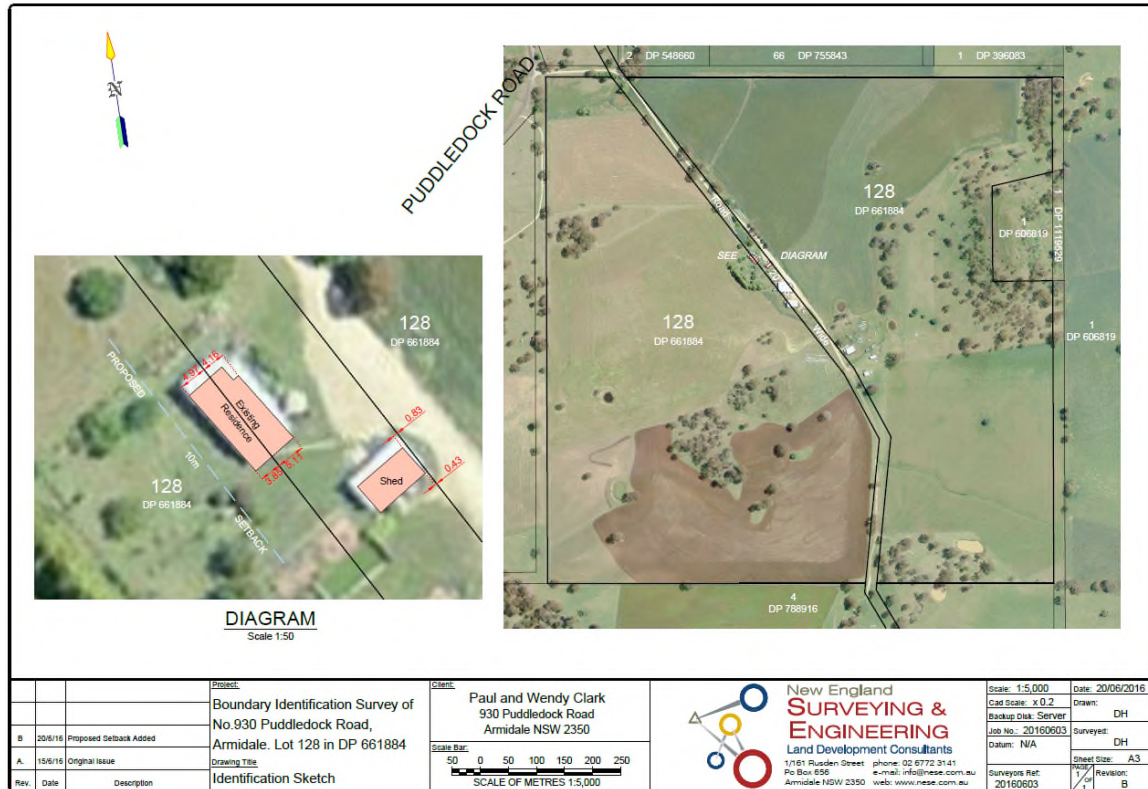
- On 18 May 2021, Mrs Clark contacted Council advising that the road closure had been lodged with the Department of Industry and that she had received correspondence from them dated 2 June 2017 acknowledging that the Application to close the road had been received and had been assigned an account number. The Department advised Mr & Mrs Clark at that time that due to the number of applications on hand, that it could take anything up to five years for the closure to be completed;
- Following Council's discussion with Mrs Clark on 18 May 2021, contact was made to the Department of Industry, to try and establish what stage the application was at;
- Following further investigation by the Department of Industry, advice was provided to Council on 21 May 2021, that the section of road transecting 930 Puddledock Road was not Crown Road but was an unformed section of Council Road. Given this he advised that he was organising a refund of any fees paid.
- Following this, advice was forwarded to Council's Road Manager to consider the closure of this section of unformed road;

- Advice was provided that Council could pursue the closure of this section of road on behalf of Mr & Mrs Clark, but the costs of this would be approximately of \$17,500 and that there was no guarantee of success as an application for a road closure would be subject to notification to adjoining property owners and they may object to the closure which would further complicate and delay the process;
- A meeting was held with Mrs Clark to discuss these matters and highlight the process and potential uncertainties;
- At this meeting Council Officers agreed to pursue the refund of the \$10,000 bond in consideration of the financial hardships currently being faced by Mr & Mrs Clark and acknowledging that there is very little liability for Council on behalf of the public in refunding the bond, as the current status of 930 Puddledock Road being transected by the unformed road reserve had been in place for many years. In this regard, Mrs Clark advised that the property had been in the Clark Family for over one hundred years and as such some of the properties infrastructure, including the original dwelling had actually been constructed over the property boundary and within the road reserve, refer figures 4 & 5 below, showing encroachments over the boundary;
- Given this, whilst it is considered to be of very little liability to Council, advice was provided to Mrs Clark that it would be in their best interests, to pursue the closure and consolidation of the unformed road reserve with their property as this encroachment could potential impact them in the future if they decided to sell and the conveyancer identified the anomaly;
- Mrs Clark acknowledged this and advised that they would continue to pursue the closure when financially able.



**Figure 4 – Showing building encroachments over boundary**





**Figure 5 – Survey required for new dwelling to ensure it was located within property boundary, showing existing dwelling and shed over boundary**

**The Public Interest and Financial implications:**

The recommendation put forward in this Report is not considered to be detrimental to the public interest nor is it considered that there would be any financial implications for Council in this instance.

**Conclusion:**

The owners of 930 Puddledock Road have approached Council, for consideration of the refund of a bond of \$10,000 which was lodged with Council as surety for the closure of the unformed section of road reserve that transects their property.

This process was commenced approximately four and a half years ago and has not progressed, at no fault of Mr & Mrs Clark.

Mr & Mrs Clark have requested a refund of this money at this time as they are currently facing some hardships.

Council Officers have considered this request and consider that at this time it is appropriate in the circumstances of the case that the bond be returned to Mr & Mrs Clark, and that they actively pursue the road closure, so as to rectify the encroachments which could potentially affect the sale of their property in the future.

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| <b>Item:</b>               | <b>10.3</b>   | <b>Ref: AINT/2021/22350</b>  |
| <b>Title:</b>              | <b>Leasing part of Guyra Prisk Hill water supply reservoir site to NSW Teclso and the FM Radios</b>                               | <b>Container: ARC19/3162</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>   |                              |
| <b>Author:</b>             | <b>Arun Gautam, Project Engineer</b>  |                              |
| <b>Attachments:</b>        | 1. New England Broadcasters Proposal - Guyra reservoir site lease<br>2. NSW Telco Authority Proposal - Guyra reservoir site lease |                              |

### **1. Purpose**

The purpose of this report is for Council to consider the proposals from NSW Telco Authority, Armidale 2AD radio and Vision Christian Media to lease the part of Guyra Prisk Hill Water Supply Reservoir site.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a) Note the proposal from NSW Telco Authority to lease portion of Guyra Prisk Hill reservoir site to erect a monopole for antennas and a shelter to house telecommunication equipment.
- b) Note the proposal from Armidale 2AD FM radio to install antennas and associated telecommunication equipment.
- c) Note the current presence of Vision Christian Media at the reservoir site for their FM transmission equipment.
- d) Delegate authority to the General Manger to negotiate with NSW Telco Authority, Armidale 2AD and Vision Christian Media and sign off on lease agreements.
- e) Delegate authority to the General Manger to negotiate with Vision Christian Media a suitable Lease for their ongoing occupancy.

### **3. Background**

The NSW Telco Authority (NSW Government) is responsible for the overall coordination of radio telecommunication services for the NSW Government, including public safety, law enforcement and essential services. The Telco authority has asked Council if they can install their telecommunication equipment at Guyra Prisk Hill reservoir site to enhance government radio networks in the region.

Armidale 2AD / FM100.3 has also requested they install radio broadcast equipment at the Guyra reservoir site.

Guyra Shire Council resolved on 25<sup>th</sup> February 2013 to allow Vision Christian Media to have their antennas and transmitting equipment for a Christian radio service at the Guyra water supply reservoir for six months as a trial to see if any radio interference occurs. The radio has operated since 2013 and they are not paying any fees.

### **4. Discussion**

The NSW Telco Authority (NSW Government) is responsible for the overall coordination of radio telecommunication services for the NSW Government and leads and manages the Public Safety

Network (PSN), supporting frontline services such as Police, Fire, Ambulance, SES, and Rural Fire Service. The authority launched a major project across the state to deliver an enhanced, Government Radio Network to improve emergency and day-to-day operational communications for a wide range of NSW Government agencies, including public safety, law enforcement and essential services under Critical Communications Enhancement Program. Guyra water supply reservoir site was one of the sites chosen by the Telco authority to improve the government radio network within Armidale LGA. The Telco approached Council towards the end of 2018 for the installation of telecommunication equipment at Guyra Prisk Hill reservoir but the project was put on hold because the site is not flat and the cost associated with foundation works may be significant. Now NSW Telco want to proceed with their proposal.

Armidale 2AD and FM100.3 is a local broadcasting radio station. The Australian Communications and Media Authority has asked Armidale 2AD radio to move from its current AM radio frequency to a new FM transmission as a part of a nationwide project converting commercial radio stations in regional areas from AM to FM. The local radio wants to install their telecommunication equipment at Guyra reservoir site so that their FM radio frequency covers the region.

The NSW Telco proposal requires an area of about 12 metre by 8 metre lease area of the North West corner of the reservoir site for a tower and a hut to house telecommunication equipment. The Armidale radio prefers to have antenna attached to the concrete reservoir or to a separate monopole. The NSW Telco and the Armidale radio have been asked to negotiate with each other so that the local radio can use NSW Telco tower for their antennas. Council's draft Water Policy doesn't allow any third party infrastructure directly attached to the reservoir. Water supply reservoirs are an important barrier preventing the contamination of drinking water quality and an operational monitoring location for the ongoing verification of drinking water quality. The Armidale radio is concerned about their deadline to move to the FM radio. If that becomes an issue, they will be allowed to have their antennas on the concrete reservoir on a temporary basis that the antennas need to be relocated to NSW Telco tower when it is installed.

Vision Christian Media is a registered 'not-for-profit' charity which produces Vision Christian Radio services. Council has been advised that their goal is to provide every Australian with the opportunity to access Christian radio through the Vision format of 100% Christian music and programming. They approached the then Guyra Shire Council to establish their broadcast in Guyra. Guyra Shire Council resolved on 25<sup>th</sup> February 2013 to allow Vision Christian Media to have their antennas and associated equipment on the concrete reservoir and inside the existing hut. It was allowed for six months as a trial period to see if any radio interference can occur. The radio has operated since 2013 but there is no formal agreement or rental fees.

## **5. Implications**

### **5.1. Strategic and Policy Implications**

CSP 2017-2027 – Our People, Our Community – Culture – P2.1 – Deliver and support local programs and events which meet the social and cultural needs of the community.

CSP 2017-2027 – Environment and Infrastructure – Infrastructure – E3.2 – Supply water and waste water services to meet the community needs in Armidale and Guyra, as well as environmentally appropriate impoundment, distribution and disposal infrastructure.

As per the Draft Water Supply Policy – *'third party infrastructure is not allowed to be directly attached to the water supply reservoir'*.

## 5.2. Risk

Additional telecommunication equipment and associated electromagnetic energy on site provide some constraint and Work Health and Safety issues however, the licensee will be required to provide a report stating compliance with the Electro Magnetic Radiation Safety Standards as set by the Australian Radiation and Nuclear Protection Agency and regulated by the Australian Telecommunications and Media Authority (ACMA).

Additional telecommunication equipment and associated electromagnetic energy on site provide some constraint to operate Council's asset and the installation of antennas must not restrict council's ability to install additional reservoirs at the site in the future.

Having antennas on reservoirs is a potential point of contamination (bird droppings) to the potable water supply and is NOT recommended by NSW Public Health. This risk will be mitigated by Council approving antennae location that is approved by Armidale Regional Council to avoid bird droppings entering the stored water.

Risk of damage to the reservoir structure during installation or servicing said antennas. This risk will be mitigated by a project plan that is approved by Armidale Regional Council.

## 5.3. Sustainability

The NSW Telcos proposal will support frontline law enforcement, public safety and essential services personnel to communicate across agencies improving service levels and response outcomes for the community. The shared network has also potential for progressive connectivity to networks in other jurisdictions improving national interoperability.

## 5.4. Financial

|                  |                               |                 |            |           |                  |                            |                  |
|------------------|-------------------------------|-----------------|------------|-----------|------------------|----------------------------|------------------|
| Budget Area:     | Water                         |                 |            |           |                  |                            |                  |
| Funding Source:  | Water Fund                    |                 |            |           |                  |                            |                  |
| Budget Ref: (PN) | Description                   | Approved Budget | Actual     | Committed | Proposed Revenue | Total Forecast Expenditure | Remaining Budget |
| 280010           | Water Business Administration | (\$37,648)      | (\$37,648) | 0         | \$(11,000)       | 0                          | (\$48,648)       |

No direct cost to Council other than staff and Council's solicitor time to draft the lease agreement. There would be some revenue generated from rental fees.

## 6. Consultation and Communication

There has been consultation with the parties involved but no intention of engaging community because of its operational nature. Most of the water supply reservoir site have telecommunication equipment simply because of its geographical advantage.

## 7. Conclusion

The NSW Telco Authority, Armidale 2AD radio and a Christian radio want to lease part of the Guyra Prisk Hill water supply reservoir site for their telecommunication equipment. It is requested that Council delegate authority to the General Manger to negotiate and sign off on lease agreements with the parties while minimising the impact to operations, maintenance and future upgrade of the water supply asset at the site.

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| <b>Item:</b>               | <b>10.4</b>   | <b>Ref: AINT/2021/22485</b>  |
| <b>Title:</b>              | <b>Fixing Local Roads Round 3 Applications</b>          | <b>Container: ARC20/4302</b> |
| <b>Responsible Officer</b> | <b>General Manager</b>                                  |                              |
| <b>Author:</b>             | <b>Scot MacDonald, Director Businesses and Services</b> |                              |
| <b>Attachments:</b>        | 1. Fixing Local Roads - Round 3 Submissions             |                              |

### **1. Purpose**

This Report provides details of the Applications by Armidale Regional Council to Round 3 of the NSW Government Fixing Local Roads program. The applications focus on rehabilitation works; sealing the final section of Lagoon Road and upgrading the Blackbird Flat section of Kempsey Road.

### **2. OFFICERS' RECOMMENDATION:**

That Council notes the applications to the NSW Government Fixing Local Roads Round 3 program.

The applications are:

- a. Kellys Plains Road, Armidale rehabilitation \$980,000
- b. Lagoon Road, Black Mountain rehabilitation and seal 1.4 kilometres gravel \$1,600,000
- c. Moredun Road, Ben Lomond rehabilitation \$2,210,000
- d. Tubbamurra Road, Guyra rehabilitation \$1,150,000
- e. Kempsey Road, Location 1- Blackbird Flat \$2,996,000

### **3. Background**

The NSW Government's Fixing Local Roads program aims to "provide support to councils to repair, maintain or seal priority or important Local Roads."

Council was successful in Round 2 with \$4.9million submission for works on Kempsey Road. These submissions total \$8,936,000 and align with the program outcomes and Council's Asset management priority program.

### **4. Discussion**

The proposed projects meet the program eligibility guidelines and include project management and contingency estimations. Council is challenged by rapidly rising construction costs and have used 25% to 35% contingency on all applications.

Council anticipates a decision and announcement of the successful applications in February 2022 and have nominated the commencement of construction within the required 6 months for all projects. The projects are expected to be completed by the end of 2022. A final seal of the Lagoon Road may occur in early 2023 subject to weather. Final project handover is expected by the first quarter of 2023 for all projects.

The projects nominate a mix of internal and external services. Council's regular work program can accommodate its share of the project plans. The long lead time enables Council to book contractors to meet the schedule of works. In addition to the sealing of the 1.4 kilometres of Lagoon Road, these proposed works support and accelerate Council's maintenance program.

These works would have been programmed in the next 5 years and these grants enable Council to fast track the rehabilitation program.

The Asset Management team identify these roads as the highest priorities for rehabilitation. The sealing of the final section of Lagoon Road has been nominated given its use as a heavy vehicle route for transporting gravel from a quarry on that road and previous undertakings by former Councils to finish sealing Lagoon Road.

## 5. Implications

### 5.1. Strategic and Policy Implications

The grant applications align with Council’s 2017-2027 Community Strategic Community Plan.

Environment and Infrastructure. Community Outcome #3

- Partner with all levels of government to support the provision of improved infrastructure for the region.
- Allocate resources and investigate opportunities to access grants and funding to improve infrastructure across the region.

Community Outcome #4

- Maintain safe and effective road network through appropriate resourcing...

These applications assist Council to deliver its Operational Plan. The 2021-2022 Operational Plan:

“Grant Applications – Apply for grants that align with Council’s strategic plans, to fund projects to support the facilities, infrastructure and lifestyle of the Local Government Area. L4.2

Rural Reseal program – Complete the 2021-22 Rural Reseal program to the nominated projects in the 10 Year plan and that have been prioritised through asset inspections. E4.1”

### 5.2. Risk

Operational Risk – key risk identified is procurement of suitable contractors due to high demand for civil and road construction. This risk will be mitigated by early procurement. Construction costs are inflating at approximately 10% per annum. Contingency has been included in the applications. However the projects will have to be designed, costed and procured with the knowledge costs are rapidly changing.

Any works on Kempsey Road are faced with high risks of weather induced delays. The proposed project includes a high contingency element. The risk is mitigated by engaging contractors experienced in construction in this environment; planning works outside of seasonal storms and preparedness to vary the scope of works if there is an anticipated cost overrun.

### 5.3. Financial

|                                      |   |                 |        |           |          |                            |                  |
|--------------------------------------|---|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:                         | Roads                                     |                 |        |           |          |                            |                  |
| Funding Source:                      | NSW Government Fixing Local Roads Round 3 |                 |        |           |          |                            |                  |
| Budget Ref: (PN)<br>Capital Projects | Description                               | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |

|        |  |           |   |   |           |           |   |
|--------|--|-----------|---|---|-----------|-----------|---|
| 270414 | Kempsey Rd to Black Bird Creek Bridge Seal | 2,500,000 | - | - | 2,500,000 | 2,500,000 | - |
| 270471 | Rural Road Reseals FY20-21                 | 1,621,838 | - | - | 1,621,838 | 1,621,838 | - |
| 270259 | Urban Reseals FY20-21                      | 1,200,000 | - | - | 1,200,000 | 1,200,000 | - |

## 6. Consultation and Communication

These applications have been informed by Council's Asset management processes based on technical assessments of its road infrastructure. However Council undertook a round of consultations with Local Area Committees in 2021. Residents of Black Mountain stated the former Guyra Shire Council and Armidale Regional Council had previously committed to the sealing of the final section of Lagoon Road. The inclusion of Blackbird Flat section of Kempsey Road has been informed by engagement with the Lower Creek community.

## 7. Conclusion

Armidale Regional Council submitted five projects under the NSW Government Fixing Local Roads Round 3 program. The submissions focussed on road rehabilitation works prioritised by Council's Asset Management assessment. The submissions include the sealing of the final 1.4 Klm section of Lagoon Road, Black Mountain and works on the Blackbird Flat section of Kempsey Road.

The projects align with Council's Operational plan and fiscal target of funding maintenance through grant program where possible.

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| <b>Item:</b>               | <b>10.5</b>   | <b>Ref: AINT/2021/23695</b>  |
| <b>Title:</b>              | <b>Climate Emergency Australia: Memorandum of Understanding</b> | <b>Container: ARC16/0864</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>                         |                              |
| <b>Author:</b>             | <b>Mandy McLeod, Sustainability Officer</b>                     |                              |
| <b>Attachments:</b>        | 1. Climate Emergency Australia: Memorandum of Understanding     |                              |

### **1. Purpose**

The purpose of this report is to provide information to Council on Climate Emergency Australia and delegate authority to the General Manager to sign off on the Memorandum of Understanding.

### **2. OFFICERS' RECOMMENDATION:**

That Council

- a) Review information on Climate Emergency Australia as provided; and
- b) Delegate authority to the General Manager to approve and sign the Memorandum of Understanding.

### **3. Background**

Darebin City Council commissioned the Northern Alliance for Greenhouse Action (NAGA) to consult with councils across Australia with a view to setting up a mechanism to enable local government to work together on the climate emergency. NAGA worked with councils from across the country to set up Climate Emergency Australia for a 12 month pilot period. Climate Emergency Australia became operational in June 2020, it is hosted by the City of Melbourne, run by NAGA and funded by 13 founding councils.

Climate Emergency Australia is a network of local governments working together to have all levels of government acknowledge and respond to the climate emergency, based on scientific evidence. Climate Emergency Australia hosted by the City of Melbourne has been providing services at no cost during the 12 month pilot period, including a series of monthly to quarterly webinars that Council staff have been able to attend.

Armidale Regional Council declared a Climate Emergency on the 23rd October 2019.

### **4. Discussion**

Climate Emergency Australia advocates on behalf of its member councils, supports networking and information exchange to build the capacity of individual member councils and develops and implements projects. The Executive exists to ensure sound and effective decision-making; incorporate processes for accountability as an entity, to individual member councils; and maintain effective communication and information exchange between member councils.

In Armidale Regional Council's 2021-2022 Operational Plan there is provision for Council to be a member of Climate Emergency Australia. It provides Council with: "Capacity building for Council: understanding impacts on council assets, services and communities, actions to be undertaken to reduce emissions and provide maximum protection for council."



Benefits of membership of Climate Emergency Australia are provided in Item 9 in the attached document and Memorandum of Understanding. They include providing information in the form of online training to Councillors.

## 5. Implications

### 5.1. Strategic and Policy Implications

The Delivery Program 2018–2022 E2.1. Climate Changes states; Promote or provide educational programs to increase community awareness of climate change risks and enable the community to implement climate change adaptation and mitigation actions in daily life.

The Operational Plan 2021 – 2022 states Climate Emergency Australia: Capacity building for Council: understanding impacts on council assets, services and communities, actions to be undertaken to reduce emissions and provide maximum protection for council.

### 5.2. Financial

|                  |  |                 |        |           |          |                            |                  |
|------------------|--|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Sustainability                           |                 |        |           |          |                            |                  |
| Funding Source:  | Council                                  |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description                              | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| 250203           | Climate Emergency Australia member -ship | \$1,000         |        |           | \$1,000  | \$1,000                    | 0                |

## 6. Consultation and Communication

The draft Operational Plan and Budget were on public exhibition for a period of 28 days. Information concerning this expenditure was within this budget pack.

## 7. Conclusion

That Council review the information provided in the attachment and this report on the stated outcomes of Climate Emergency Australia, and delegate authority to the General Manager to sign the attached Memorandum of Understanding.

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| <b>Item:</b>               | <b>10.6</b>  | <b>Ref: AINT/2021/18868</b> |
| <b>Title:</b>              | <b>Public Exhibition of New Fees for Food Vans Container: ARC19/3612</b> |                             |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>                                  |                             |
| <b>Author:</b>             | <b>Richard Morsley, Coordinator Public and Town Spaces</b>               |                             |
| <b>Attachments:</b>        | <b>Nil</b>   |                             |

### **1. Purpose**

To place a proposed new fee for the operation of food vans on Council land on public exhibition.

### **2. OFFICERS' RECOMMENDATION:**

That Council

- a) That a new fee for the operation of food vans operating on Council land be placed on public exhibition for a minimum 28 days seeking submissions.
- b) Note that at the conclusion of the exhibition period, a further report will be presented to Council

### **3. Background**

At the Ordinary Council Meeting held on 26 May 2021, Council considered a report on the legislative framework governing food shops and vans. This report recommended Council introduce a new fee for the placement of food vans on Council parks and Council-owned lands.

### **4. Discussion**

The Fees and Charges for 2021/22 year adopted at the June Extraordinary Council Meeting include a fee for food vans in the Beady Street Mall. This report is proposing to introduce a flat fee for food vans on Council parks and land (other than the Beady Street Mall) of \$90.00 (incl GST) per day per van.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

E3 - The community is provided with the essential and resilient infrastructure it requires for daily life, and has access to a prioritised schedule of infrastructure works.

E3.3 - Regular review of open spaces to ensure parks, sportsgrounds, water recreation facilities and other open space meet community needs and are provided to an acceptable level of service and accessibility.

The introduction of the new fee will allow food vans to operate on all Council parks and lands (owned or managed) where appropriate and safe to meet the needs of the community.

#### **5.2. Risk**

*Economic risk.*

The proposed fee for food vans on Council owned or managed land other than the central Beady Street Mall ensures equitable treatment when charging a fee for the use of public land in this manner.

*Operational risk.*

The location of the food vans on Council land may result in damage to Council parks' surface and grass cover. This is considered a limited risk which could be managed by inspections of parks regularly and possible relocation of the food vans to a different location.

*Legislative and Regulatory Risk.*

This new fee is considered to have limited legislative or Regulatory risk.

**5.3. Sustainability**

The introduction of a new fee for the operation of a food van from Council land is considered justifiable from a financial sustainability perspective, given this fee will offset any operational cost Council may incur with food van operating from Council's parks.

**5.4. Financial**

This new fee is to provide some equity between temporary food vans operating using public land and established food shops who pay rates or rent fees for their premises.

The adoption of this fee will result in revenue. It is not possible to determine the amount of revenue that may be received and this will be variable.

Any damage caused to parks as a result of mobile vendor vans will be either offset by the fees or additional charges for reparation will be levied upon the user.

|                  |                    |                 |        |           |          |                            |                  |
|------------------|--------------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Roads and Parks    |                 |        |           |          |                            |                  |
| Funding Source:  | N/A                |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description        | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| 240350           | Parks and Reserves | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

**6. Consultation and Communication**

This new fee is proposed to be placed on public exhibition for a minimum 28 days seeking submissions from the public. Any submission received will be reported back to Council.

The proposed fee follows representations from the community asking Council to facilitate mobile coffee vans at popular Parks including the new Curtis Park play space.

**7. Conclusion**

Council is required to publicly exhibit its fees and charges for minimum period of 28 days, allowing the opportunity for the public to make submissions. The report seeks approval to place this new fee on for the operation of food vans on Council owned or managed park and land on public exhibition for a minimum period of 28 days. A further report will be prepared at the conclusion of the exhibition period.

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| <b>Item:</b>               | <b>10.7</b>                                    | <b>Ref: AINT/2021/22653</b>  |
| <b>Title:</b>              | <b>Public Exhibition of Draft Sewer Policy</b> | <b>Container: ARC18/2622</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>        |                              |
| <b>Author:</b>             | <b>Mark Byrne, Manager Utilities</b>           |                              |
| <b>Attachments:</b>        | 1. Final Draft Sewer Policy June 21            |                              |

## **1. Purpose**

The purpose of this report is to place the Draft Sewer Policy on public exhibition. This policy outlines the Council's responsibilities for management of the public sewage collection systems in a safe and secure manner.

## **2. OFFICERS' RECOMMENDATION:**

That Council:

- a) Endorse the draft Sewer Policy for public exhibition until Monday 30 August 2021.
- b) Receive a further report at the end of the exhibition period.

## **3. Background**

Armidale Regional Council is the Local Water Utility (LWU) for the Armidale Regional Council Local Government Area. As the LWU, one of Council's primary objectives is to provide sewerage collection, transport and treatment services which comply with the levels of service required by customers in a safe, sustainable, cost-efficient, environmentally sustainable manner and which meets all statutory requirements.

## **4. Discussion**

The focus of the policy is adherence to NSW Government Public Health regulations and Environmental Protection Authority (EPA) requirements. This service requires a high level of regulatory accountability from staff and elected Councillors; skilled and qualified staff; adequate operational resources and capacity to equitably fund, plan and deliver fit for the future sewer infrastructure.

The Policy applies to Council activities as well as the activities of Council's customers, developers and ratepayers and delineates responsibilities of the parties.

The main objectives of the policy are to ensure that the community is provided with the essential and resilient infrastructures which are serviced and maintained to an acceptable standard.

The sewerage service operates in a manner that are both functional and cost effective; meets the regulatory requirements and industry standards and that the policy is consistent with the objectives of Community Strategic Plan, Integrated Water Cycle Management Plan and Strategic Business Plans.

## **5. Implications**

### **5.1. Strategic and Policy Implications**

This Policy aligns with the Community Strategic Plan 2017-2027.

Environment and Infrastructure: Community Outcome #E1 & #E3



The Sewer Access Charge is a fixed annual fee levied as a quarterly amount for each connection to the sewerage network. It is charged in advance.

All residential properties are levied an Access Charge including vacant land regardless of whether the property is connected or not. It accounts for the ability to connect to and utilise the sewerage network.

#### **6. Consultation and Communication**

The policy will be placed on Public Exhibition for a period not less than 28 days, seeking input from the community.

#### **7. Conclusion**

The public exhibition of this policy will invite community input into the revision of the existing policy. Once the exhibition period is finished a further report will be submitted to Council.

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|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>10.8</b>  | <b>Ref: AINT/2021/22820</b>  |
| <b>Title:</b>              | <b>Public Exhibition of Aquatic Centres Patron Code of Conduct</b> | <b>Container: ARC17/1793</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>                            |                              |
| <b>Author:</b>             | <b>Richard Morsley, Coordinator Public and Town Spaces</b>         |                              |
| <b>Attachments:</b>        | 1. POL135 Aquatic Centres Patron Code of Conduct                   |                              |

### **1. Purpose**

At the Ordinary Council Meeting held on 26 May 2021, Council resolved to place the Aquatic Centres Patron Code of Conduct Policy on public exhibition commencing Friday 28 May 2021 and ending on Monday 28 June 2021.

No submissions from the public were received by the conclusion of the exhibition period. As a result the policy is presented for adoption.

### **2. OFFICERS' RECOMMENDATION:**

That Council adopt the revised Aquatic Centres Patron Code of Conduct Policy.

### **3. Background**

At its ordinary Council meeting held 26 May 2021, Council resolved the following (Minute No. 231/21):

*"That Council:*

- a) Endorse the Draft Aquatic Centres Patron Code of Conduct Policy for public exhibition until 25 June 2021; and*
- b) Receive a further report at the conclusion of the exhibition period."*

### **4. Discussion**

The draft Policy was placed on Public Exhibition inviting submissions from the community between 28 May 2021 and 28 June 2021, during this time no submissions were received.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

The policy links to E3 of the Community Strategic Plan where;  
'The community is provided with the essential and resilient infrastructure it requires for daily life.'

**E3.3** - Regular review of open spaces to ensure parks, sportsgrounds, water recreation facilities and other open space meet community needs and are provided to an acceptable level of service and accessibility

Adoption of this draft policy will support adherence to legislative requirements and provide continued guidance to members of the community.

This policy is allied to the current 2020 Operations Manuals for the Armidale and Guyra aquatic centres approved by Royal Life Saving NSW. (AINT/2020/32922 and AINT/2020/32924)

## 5.2. Risk

The policy will contribute to the reduction of risk and will form part of Council's efforts to reduce and manage the implication associated with risk.

## 5.3. Sustainability

No identified sustainability implications are associated with this policy.

## 5.4. Financial

|                  |                 |                 |        |           |          |                            |                  |
|------------------|-----------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Parks and Roads |                 |        |           |          |                            |                  |
| Funding Source:  | Aquatic Centres |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description     | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| 240016           | Aquatic Centres | 335000          | Nil    | Nil       | Nil      | Nil                        | Nil              |

No identified financial implications are associated with this revised policy.

## 6. Consultation and Communication

No submissions were received during the public exhibition of this policy.

## 7. Conclusion

The Aquatic Centres Patron Code of Conduct Policy can now be formally adopted by Council as the exhibition period has concluded and no submissions were received.



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|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>10.9</b>   | <b>Ref: AINT/2021/22959</b>  |
| <b>Title:</b>              | <b>Public Exhibition of Urban Watercourse Revegetation Policy</b> | <b>Container: ARC17/1797</b> |
| <b>Responsible Officer</b> | <b>Coordinator Public and Town Spaces</b>                         |                              |
| <b>Author:</b>             | <b>Richard Single, Project Officer</b>                            |                              |
| <b>Attachments:</b>        | 1. Urban Watercourse Revegetation Policy                          |                              |

### **1. Purpose**

At the Ordinary Council Meeting held on 26 May 2021, Council resolved to place the Urban Watercourse Revegetation Policy on public exhibition commencing Friday 28 May 2021 and ending on Monday 28 June 2021.

No submissions from the public were received by the conclusion of the exhibition period. As a result the policy is presented for adoption.

### **2. OFFICERS' RECOMMENDATION:**

That Council adopt the revised Urban Watercourse Revegetation Policy.

### **3. Background**

At its ordinary Council meeting held 26 May 2021, Council resolved the following (Minute No. 230/21):

*"That Council:*

- a) Endorse the Draft Urban Watercourse Revegetation Policy for public exhibition until 25 June 2021; and*
- b) Receive a further report at the conclusion of the exhibition period."*

### **4. Discussion**

The draft Policy was placed on Public Exhibition inviting submissions from the community between 28 May 2021 and 28 June 2021, during this time no submissions were received.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

The Urban Watercourse Revegetation Policy links to the Community Strategic Plan 2017-2027: Environment and Infrastructure.

E1: Ensuring that the unique climate, landscape and environment of the region is protected, preserved and made accessible.

E1.1 Maintain and improve local waterways, lagoons and creek lands in partnership with community groups and other agencies.

E1.4 Protect and enhance the natural environment to promote and support biodiversity.

E3.3 Regular review of open space related Asset Management Plans to ensure parks, sportsgrounds, water recreation facilities and other open space meets community needs and is provided to an acceptable level of service and accessibility standards.

Adoption of this draft policy will support adherence to legislative requirements and provide continued guidance to members of the community.

## 5.2. Risk

The Urban Watercourse Revegetation Policy ensures compliance with current legislation and provides clear principles of action that minimises risk.

### Legislative risk:

The policy refers to the existing guidelines that are consistent with current legislation.

### Social Risk:

Addresses the need to maintain and integrate works with existing or planned adjacent land use.

### Reputational Risk:

Demonstrates Council's commitment to the improvement of the urban environment in line with community expectations.

### Economic risk:

Encourages community driven and funded projects, reducing costs to Council.

The policy will contribute to the reduction of risk and will form part of Council's efforts to reduce and manage the implication associated with risk.

## 5.3. Sustainability

The Urban Watercourse Revegetation Policy addresses sustainability:

- Aligns with the principles of Urban forest management for waterways.
- By the responsible interaction with the environment to avoid degradation of water resources and protection of surrounding land (erosion control).
- Builds upon and improves habitat for the regions unique flora and Fauna.
- Contributes to long-term environmental water quality within the catchment.
- Meets legislative and regulatory requirements.

## 5.4. Financial

|                  |             |                 |        |           |          |                            |                  |
|------------------|-------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Nil         |                 |        |           |          |                            |                  |
| Funding Source:  | Nil         |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| Nil              | Nil         | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

No identified financial implications are associated with this revised policy.

## 6. Consultation and Communication

No submissions were received during the public exhibition of this policy.

## 7. Conclusion

The Urban Watercourse Revegetation Policy can now be formally adopted by Council as the exhibition period has concluded and no submissions were received.

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|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>10.10</b>  | <b>Ref: AINT/2021/21178</b>  |
| <b>Title:</b>              | <b>Planning Proposals (LEP Amendments) Policy - for Adoption (Post Public Exhibition)</b> | <b>Container: ARC17/1882</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>   |                              |
| <b>Author:</b>             | <b>Shili Wang, Strategic Planner</b>  |                              |
| <b>Attachments:</b>        | 1. Planning Proposals (LEP Amendments) Policy - for Adoption                              |                              |

### **1. Purpose**

The purpose of this report is to formally adopt the Planning Proposals (LEP Amendments) policy. This policy governs Planning Proposals in the Local Government Area and related fees and procedure.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a) Adopt the Planning Proposals (LEP Amendments) Policy.

### **3. Background**

At its ordinary Council meeting held 26 May 2021, Council resolved the following (Minute No. 227/21):

*"That Council:*

- a) Endorse the Draft POL231 Planning Proposals (LEP Amendments) Policy for public exhibition until 25 June 2021; and*
- b) Received a further report at the conclusion of the exhibition period."*

### **4. Discussion**

The draft Policy was placed on Public Exhibition inviting submissions from the community between 28 May 2021 and 28 June 2021, during this time no submissions were received.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

The exhibition and now adoption of this Policy is aligned with Community Strategic Plan 2017-2027.

Leadership for the region: Community Outcome 2;

"Financial sustainability is maintained through effective short and long term financial management."

This policy will amend the existing policy to ensure relevant reference to legislation is current and will contribute to sound governance across Council.

#### **5.2. Risk**

The policy will contribute to the reduction of risk and will form part of Council's efforts to reduce and manage the implication associated with risk.

#### **5.3. Sustainability**

No identified sustainability implications are associated with this policy.

#### 5.4. Financial

|                  |                                       |                 |        |           |          |                            |                  |
|------------------|---------------------------------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Sustainability and Strategic Planning |                 |        |           |          |                            |                  |
| Funding Source:  | General Wages                         |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description                           | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| 250203           | Strategic Planning                    | 282000          | Nil    | Nil       | Nil      | Nil                        | Nil              |

No identified financial implications are associated with this revised policy.

#### 6. Consultation and Communication

No submissions were received during the public exhibition of this policy.

#### 7. Conclusion

The Planning Proposals (LEP Amendments) Policy can now be formally adopted by Council as the exhibition period has concluded and no submissions were received.

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|----------------------------|--|-----------------------------|
| <b>Item:</b>               | <b>10.11</b>   | <b>Ref: AINT/2021/22630</b> |
| <b>Title:</b>              | <b>Water Supply Policy - for Adoption (Post Public Exhibition) Container: ARC18/2622</b> |                             |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>  |                             |
| <b>Author:</b>             | <b>Mark Byrne, Manager Utilities</b>   |                             |
| <b>Attachments:</b>        | 1. Water Supply Policy - July 2021   |                             |

### **1. Purpose**

The purpose of this report is to formally adopt the Water Supply Policy. This policy outlines the Council's responsibilities for management of Town Water Supply in a safe and secure manner.

### **2. OFFICERS' RECOMMENDATION:**

That Council adopt the Water Supply Policy following a period of public exhibition.

### **3. Background**

At its Ordinary Council meeting held 26 May 2021 Council resolved the following (Minute No. 228/21):

*That Council:*

- a. Endorse the draft Water Supply Policy for public exhibition until Monday 28 June 2021.*
- b. Receive a further report at the end of the exhibition period.*

### **4. Discussion**

The draft Policy was placed on public exhibition inviting submissions from the community between 27 May 2021 until 28 June 2021, during this time no submissions were received.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

The exhibition and now adoption of this policy is aligned with the following strategic goals and actions of the Integrated Planning Reporting framework.

CSP Environment – E3.2 – Supply water and waste water services to meet the community needs in Armidale and Guyra, as well as environmentally appropriate impoundment, distribution and disposal infrastructure.

#### **5.2. Risk**

Legislative Risk: Adoption of this policy allows Council to ensure that the community is provided with essential and resilient infrastructures which is maintained to an acceptable standard; policy documents reflect best practice management framework; is consistent with the objectives of Community Strategic Plan, Integrated Water Cycle Management Plan and Strategic Business Plans; water supply service meet the regulatory requirements and customers within the potable water supply networks have access to a safe and reliable water.

#### **5.3. Sustainability**

Council is committed to supplying high quality drinking water which consistently meets or exceeds the Australian Drinking Water Guidelines 2011 (ADWG), our customer's expectations and regulatory requirements.

**5.4. Financial**

|                  |                   |                 |        |           |          |                            |                  |
|------------------|-------------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Utilities - Water |                 |        |           |          |                            |                  |
| Funding Source:  | Water Fund        |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description       | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| Nil              | Nil               | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

The Water Access Charge is a fixed annual fee levied as a quarterly amount for each connection to the reticulated water supply. It is charged in advance. All residential properties that have a frontage to a water main, and to which a water service can be provided, including vacant land regardless of whether the property is connected or not are levied an Access Charge.

It accounts for the ability to access and draw from the water supply network.

**6. Consultation and Communication**

The Draft Water Supply Policy was placed on public exhibition for a period of 28 days. No submissions were received during this time.

**7. Conclusion**

The Water Supply Policy can now be formally adopted by Council as the exhibition period has finished and no submission have been received.

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|----------------------------|--|--------------------------------|
| <b>Item:</b>               | <b>10.12</b>   | <b>Ref: AINT/2021/22631</b>    |
| <b>Title:</b>              | <b>Reduction of Water Consumption Charges Due to Undetectable Leakage Policy - for Adoption (Post Public Exhibition)</b> | <b>Container: ARC16/0350-1</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>  |                                |
| <b>Author:</b>             | <b>Mark Byrne, Manager Utilities</b>   |                                |
| <b>Attachments:</b>        | 1. Reduction of Water Consumption Charges Due to Undetectable Leakage Policy - July 2021                                 |                                |

### **1. Purpose**

The purpose of this report is to recommend to Council to formally adopt the Reduction of Water Consumption Charges Due to Undetectable Leakage Policy.

### **2. OFFICERS' RECOMMENDATION:**

That Council:

- a. Note no submissions were received during the exhibition period for the draft Reduction of Water Consumption Charges Due to Undetectable Leakage Policy.
- b. Adopt the Reduction of Water Consumption Charges Due to Undetectable Leakage Policy.
- c. Rescind POL238 Water Account Adjustment Management as this has been superseded by the adoption of Reduction of Water Consumption Charges Due to Undetectable Leakage Policy.

### **3. Background**

At its Ordinary Council meeting held 26 May 2021 Council resolved the following (Minute No. 229/21):

*That Council:*

- a. *Endorse the draft Reduction of Water Consumption Charges Due to Undetectable Leakage Policy for public exhibition until Monday 28 June 2021.*
- b. *Receive a further report at the end of the exhibition period.*

### **4. Discussion**

The draft Policy was placed on public exhibition inviting submissions from the community between 27 May 2021 until 28 June 2021, during this time no submissions were received.

### **5. Implications**

#### **5.1. Strategic and Policy Implications**

CSP Fiscal Responsibility – L2.4 – Manage operations to ensure delivery of value for money services for our community and customers

Infrastructure – E3.2 – Supply water and waste water services to meet the community needs in Armidale and Guyra, as well as environmentally appropriate impoundment, distribution and disposal infrastructure

Fees and Charges are contained in the Revenue Policy.

## 5.2. Risk

Financial Risk: The waiver of a Council Fee or Charge is a reduction of revenue to provide for water services supplied by Council. Any reduction of a charge undermines Council's budget and ability to provide essential services. Generally a waiver of a charge requires a higher burden on other ratepayers or reduction of services. A fee or charge waiver should only be granted in exceptional circumstances. This risk will be mitigated by clear Policy intent that the provision of full or partial waiver is only to be provided in exceptional circumstances relating to the customer's private water infrastructure.

Financial hardship is not a criteria that qualifies as exceptional circumstances. A customer requesting a reduction in a water charge for hardship reasons should apply under the Hardship Policy and those guidelines. Refer to Council's Hardship Policy for those circumstances.

## 5.3. Sustainability

Support, where practical, government policy objectives in relation to regional development, employment, public health and welfare.

Council is committed to supplying high quality drinking water which consistently meets or exceeds the Australian Drinking Water Guidelines 2011 (ADWG), our customer's expectations and regulatory requirements.

## 5.4. Financial

|                  |                   |                 |        |           |          |                            |                  |
|------------------|-------------------|-----------------|--------|-----------|----------|----------------------------|------------------|
| Budget Area:     | Utilities - Water |                 |        |           |          |                            |                  |
| Funding Source:  | Water Fund        |                 |        |           |          |                            |                  |
| Budget Ref: (PN) | Description       | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| Nil              | Nil               | Nil             | Nil    | Nil       | Nil      | Nil                        | Nil              |

It is not feasible to estimate Council's exposure to unplanned and undetectable leaks on private property. The resident will be requested to pay the normal historical bill amount for that period. It is not possible to forecast future claims for waivers.

Usage charge (\$/kL) recovers those costs that vary with demand in the long-term (i.e. long-run marginal cost), through a usage charge. These costs should include licence and extraction fees from external regulatory agencies and should reflect the indirect costs (i.e. externalities) associated with these demands. Residential Usage charge must be set to recover at least 75% of residential revenue.

## 6. Consultation and Communication

The Draft Reduction of Water Consumption Charges Due to Undetectable Leakage Policy was placed on public exhibition for a period of 28 days. No submissions were received during this time.

## 7. Conclusion

The Reduction of Water Consumption Charges Due to Undetectable Leakage Policy can be formally adopted by Council as the exhibition period has finished and no submissions have been received. This Policy outlines the exceptional circumstances in which Council will consider an adjustment of water user fees in the event of an undetected leak. This report notes any fee adjustment creates a burden for other potable water users.



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|----------------------------|---|------------------------------|
| <b>Item:</b>               | <b>11.1</b>   | <b>Ref: AINT/2021/22958</b>  |
| <b>Title:</b>              | <b>Armidale Sports Council Committee - Expenditure of Sports Development Fund via Section 356 for Sports Council projects</b> | <b>Container: ARC16/0330</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>   |                              |
| <b>Author:</b>             | <b>Amy Biggs, Sport &amp; Recreation Development Officer</b>  |                              |
| <b>Attachments:</b>        | <b>Nil</b>  |                              |

### 1. Purpose

The purpose of this report is to:

- action the Sports Council Committee minutes of the meeting held on 9 June, adopted by Council on 23rd June 2021 for the expenditure of \$33,000 from the Sports Council Development Levy Fund towards three identified Sports Council priority list projects.
- seek approval for Council to publicly advertise its intent to make the payment of \$33,000 to Armidale District Cricket Association to deliver three projects in accordance with section 356 of the *Local Government Act 1993*.

### 2. OFFICERS' RECOMMENDATION:

That Council:

- a. Give public notice for a period of 28 days in accordance with section 356 of the *Local Government Act 1993* of Council's intention to pay \$33,000 to the Armidale District Cricket Association to contribute to the funding of three projects as proposed by the Sports Council; and
- b. A further report be presented back to Council following the conclusion of the public notice period to address any matters raised during the exhibition period.

### 3. Background

The Sports Council Priority List has been developed and implemented by the Sports Council successfully for a long period of time. The list organises community sporting infrastructure projects in order of priority as considered by the Sports Council and provides details of funding needed for the project and funding requested from the Sports Council Development Fund. The Development Fund has previously been the revenue collected from Sports Development Player Levies and intermittent funding provided by Council. The balance of the Sports Council Development Fund at the time of writing this report is \$68,816.00.

During the Sports Council meeting held on 9 June, the committee recommended to Council:

- a) That the Minutes of the Sports Council Committee meeting held on 9 June 2021 be noted.*
- b) That it be noted that the committee recommended Council commit funds from the Sports Council development levy fund (current balance of \$68,816 held by Council) to the following Sports Council Priority List projects:-*
  - *Rologas cricket storage shed - \$8000.00*
  - *Armidale Sportsground replacement of electronic scoreboard - \$15,000.00*

- *Armidale Sportsground extension of Armidale District Cricket Association clubhouse - \$10,000.00*

*TOTAL FUNDING COMMITMENT: \$33,000.00*

*REMAINING IN FUND: \$35,816.00'*

During the Council meeting held on 23 June 2021, Council resolved the minutes of the Sports Council committee meeting as follows:

*'Moved Cr Bailey                      Seconded Cr O'Brien*

*The Motion on being put to the vote was CARRIED unanimously.'*

#### **4. Discussion**

The three projects selected to receive funding from the Sports Council Development Fund were proposed by Armidale District Cricket Association (ADCA) with contributions from ADCA for all three projects as follows:

- Rologas cricket storage shed - \$8000.00 requested from Sports Council Development Fund
  - ADCA to contribute \$4000 towards project
- Armidale Sportsground replacement of electronic scoreboard - \$15,000.00 requested from Sports Council development Fund
  - ADCA to contribute \$12,000 towards project
- Armidale Sportsground extension of ADCA clubhouse - \$10,000.00 requested from Sports Council Development Fund
  - ADCA to contribute \$15,000 towards project

ADCA have managed projects in conjunction with Council in the past and have successfully delivered these projects. Currently, ADCA are managing the Indoor Cricket Training Facility at Armidale Sportsground, with stage 3 of 4 nearing completion. ADCA and Armidale Regional Council have a good history of working together to deliver projects and with ADCA contributing a significant portion of their own funding, it is expected that the projects will be delivered in a timely and cost effective manner.

#### **5. Implications**

##### **5.1. Strategic and Policy Implications**

Reviewing and implementing the Sports Council Priority List link into the ARC Delivery Program 2018-2021 by supporting the characteristics of a strong council including robust community relationships, strong performance and outstanding service provision. The Priority List provide direct community input into the development and implementation of the Community Strategic Plan E3.3 through its contribution to ensuring that recreation facilities meet the ongoing needs of the community.

##### **5.2. Risk**

Whilst there is risk associated with the payment of funds to a community organisation to deliver projects, the calculated risk is low given the positive history of ADCA and ARC working together to deliver projects in the past.

ARC will work with ADCA to deliver the projects and ensure they are followed through to completion.

### 5.3. Sustainability

The Sports Council Priority List model encourages sustainability by promoting more efficient and improved service delivery through collaboration between the sporting community and Council. The Sports Council acts as a direct connection between Council and the broader sporting community and enables Council to be aware of the needs and desires of the Sporting community in a streamlined and organised fashion. This removes the need for Council to determine the sporting communities priorities based on council staffs assessment alone, and ensures that sporting infrastructure is prioritised and funded in line with community needs.

Collaborating with local community sporting organisations to deliver community identified projects also reduces the strain on Council resources to solely manage projects in a time of limited internal resources.

### 5.4. Financial

| Budget Area:           |      | Roads and Parks - Public and Town Spaces  |                 |          |           |          |                            |                  |
|------------------------|------|---|-----------------|----------|-----------|----------|----------------------------|------------------|
| Funding Source:        |      | Sports Council Development Fund (revenue) |                 |          |           |          |                            |                  |
| Budget (PN)            | Ref: | Description                               | Approved Budget | Actual   | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| 240250.1.2040.165.1930 |      | Sports Council Development Fund           | \$68,816        | \$33,000 | \$0       | \$33,000 | \$33,000                   | \$35,816         |

### 6. Consultation and Communication

The Sports Council Priority List is reviewed internally by Public and Town Spaces staff to ensure there is cohesion between the projects listed on the Priority List and projects within the Public and Town Spaces Forward Works Program and Asset Management Plans. This ensures that the priorities between the Sports Council and the Public and Town Spaces portfolio are aligned and that both council and the sporting community are working towards the same goals.

In line with the section 356 Public Exhibition for the payment of \$33,000 to ADCA as contributions towards three community sporting projects, the community will have the opportunity to raise any issues they may have with the proposal.

### 7. Conclusion

This report recommends that Council approve the Public Exhibition for payment of \$33,000 to ADCA towards projects identified on the Sports Council Priority list, as required by Section 356 of the *Local Government Act 1993*.

|                            |  |                              |
|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>12.1</b>  | <b>Ref: AINT/2021/24430</b>  |
| <b>Title:</b>              | <b>Economic Development Committee - Minutes of meeting held 10 June 2021</b> | <b>Container: ARC19/3530</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>                                |                              |
| <b>Author:</b>             | <b>Will Winter, Principal Advisor Economic Development</b>                   |                              |
| <b>Attachments:</b>        | 1. Minutes of Economic Development Committee 10 June 2021                    |                              |

**RECOMMENDATION:**

That the Minutes of the Economic Development Committee meeting held on 10 June 2021 be noted.

**Item:** 12.2 **Ref:** AINT/2021/24041  
**Title:** Access Advisory Committee - Minutes of meeting held 10 June 2021  
Container: ARC16/0524-3  
**Responsible Officer:** Chief Officer Corporate & Strategy  
**Author:** Darren Schaefer, Manager Strategic Communications and Marketing  
**Attachments:** 1. Meeting Minutes Access Advisory Committee 10th June, 2021

**RECOMMENDATION:**

That the Minutes of the Access Advisory Committee meeting held on 10 June 2021 be noted and that the following recommendation be considered by Council:

- a) That council coordinate the production of a handout to let people know what disability services are in the Armidale region.

|                            |  |                              |
|----------------------------|--|------------------------------|
| <b>Item:</b>               | <b>12.3</b>  | <b>Ref: AINT/2021/24042</b>  |
| <b>Title:</b>              | <b>Community Wellbeing Advisory Committee - Minutes of meeting held 24 June 2021</b> | <b>Container: ARC16/1052</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>  |                              |
| <b>Author:</b>             | <b>Darren Schaefer, Manager Strategic Communications and Marketing</b>               |                              |
| <b>Attachments:</b>        | 1. Meeting Minutes Community Wellbeing Advisory Committee 24 June, 2021              |                              |

**RECOMMENDATION:**

That the minutes of the Community Wellbeing Advisory Committee meeting held on 24 June 2021 be noted and that the following recommendations be considered by Council.

- a. That Council continue to seek funding sources for the security lighting along the cycleway to complete the works in the original grant application.
- b. That Council investigate opportunities for the security lighting to dovetail into the Armidale Creek Lands Masterplan upgrades project.

|                            |   |                              |
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| <b>Item:</b>               | <b>12.4</b>   | <b>Ref: AINT/2021/24038</b>  |
| <b>Title:</b>              | <b>Economic Development Committee - Minutes of meeting held 5 July 2021</b> | <b>Container: ARC19/3530</b> |
| <b>Responsible Officer</b> | <b>Chief Officer Corporate &amp; Strategy</b>                               |                              |
| <b>Author:</b>             | <b>Darren Schaefer, Manager Strategic Communications and Marketing</b>      |                              |
| <b>Attachments:</b>        | 1. Meeting Minutes Economic Development Committee 5th July, 2021            |                              |

**RECOMMENDATION:**

That the Minutes of the Economic Development Committee meeting held on 5 July 2021 be noted and that the following recommendations of the Committee be considered by Council:

- a) That Council support SRI by including it in its strategic planning documentation with the objective to help identify potential users of the space and points of leverage.
  
- b) That Council work together with SRI to understand if locating Council Planning Staff at the facility would fit the proposition of the SRI and remain effective for Council.

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| <b>Item:</b>               | <b>12.5</b>   | <b>Ref: AINT/2021/22513</b>    |
| <b>Title:</b>              | <b>Traffic Advisory Committee - Minutes of meeting held 6 July 2021</b>                               | <b>Container: ARC16/0168-6</b> |
| <b>Responsible Officer</b> | <b>Director Businesses and Services</b>   |                                |
| <b>Author:</b>             | <b>Belinda Ackling, Personal Assistant</b>  |                                |
| <b>Attachments:</b>        | 1. Minutes Traffic Advisory Committee 6 July 2021<br>2. Agenda Traffic Advisory Committee 6 July 2021 |                                |

**RECOMMENDATION:**

That the Minutes of the Traffic Advisory Committee meeting held on 6 July 2021 be noted and that Council:

- a) Approve the requested road closures of Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street from 7.30am until 6pm on Sunday 15 August 2021 for the Jack Vallance Memorial Junior Carnival.
- b) Approve the temporary 12 month "No parking" zone in Mann Street 10m either side of the driveway of 291-293 Mann Street.
- c) Approve the temporary 12 month "No parking" zone on the southern side of Mann Street 10m either side of the driveway of 291-293 Mann Street.
- d) Deny the request to change the Cinders Lane Loading Zone to unrestricted parking after hours, due to the amount of unrestricted after hours parking available in the Cinders Lane carpark.
- e) Endorse the recommendation to install a raised kerb blister on the eastern side of Jessie Street at the intersection with Rusden Street.
- f) Endorse the recommendation to install Crossing flag infrastructure on Rusden Street as an added visual aid for drivers.
- g) Endorse the recommendation to install Double Barrier lines in Jessie Street at the intersection with Rusden Street for a length of 30m.
- h) Note: the Traffic Committee support the closure of Mills Road.



**Item:** 12.6 **Ref:** AINT/2021/24002  
**Title:** Access Advisory Committee - Minutes of meeting held 8 July 2021  
Container: ARC16/0524-3  
**Responsible Officer:** Chief Officer Corporate & Strategy  
**Author:** Darren Schaefer, Manager Strategic Communications and Marketing  
**Attachments:** 1. Meeting Minutes Access Advisory Committee 8 July, 2021

**RECOMMENDATION:**

That the Minutes of the Access Advisory Committee meeting held on 8 July 2021 be noted.