



ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 28 July 2021

4pm

at

Armidale Council Chambers

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Performance Improvement Order Update -June 2021

By Financial Controller/Temporary Advisor

This report to Councillors provides an update on how the Council is progressing against the Minister for Local Government's Performance Improvement Order.

Performance Under the PIO Actions Required to be undertaken by Council

1 Council can only terminate its general manager's contract of employment with the concurrence of the Deputy Secretary, Local Government Planning and Policy.

This requirement is noted.

2 Council can only change its delegations with the concurrence of the Deputy Secretary, Local Government, Planning and Policy.

Council approved delegations to the then incoming General Manager on 9th December 2020. These delegations were the same as those for the Acting General Manager at the time.

This requirement is noted.

3 Council can only restructure the organisation with the concurrence of the Deputy Secretary, Local Government, Planning and Policy.

Following consultation with the Temporary Advisor and the Office of Local government, Council adopted a new organisation structure on 24th March 2020 and this is now being put in place. This structure replaces a structure which did not make sense, did not address requirements at lower levels of the organisation, was not workable and which caused conflict and confusion across the organisation.

The recent "Alignment Audit Report" summarised the structure as ***"complex, doesn't make sense, unclear and incomplete, constantly changing and causing job insecurity particularly at the frontline"***.

The General Manager's report 'Restore and Thrive' outlined an organisation change and realignment program to underpin and deliver the benefits of the restructure.

Recruitment of Chief Officers and Managers is underway.

The 'Alignment Audit', is complete and states "back to basics principles are being introduced and many organisation improvements are occurring".

The General Manager correctly and constantly reminds Council of its 'dire' financial situation and the fact that the organisation does not have the staff or resources to pursue most of the requests and agendas of individual councillors even though the proposals may be well intended and worthwhile.

This will potentially be the position for a couple of years whilst the Council works with the General Manager and staff to rebuild the organisation.

\$70,000 has been set aside for the Culture Audit and implementation and the recruitment required to establish a strong leadership and management team.

4 Council must implement the recommendations made in the report on the review of Council's governance practices under the oversight of the Audit, Risk and Improvement Committee.

Over time, mainly through people leaving Council and not being replaced, there had been a lack of focus and inadequate knowledge of local government governance requirements throughout the organisation.

Two specialists were seconded to undertake a general review of governance arrangements. The report, presented to Council on 28th October 2020, highlighted many instances of non-compliance, exposures to risk, general governance failures and contained approximately fifty recommendations for implementation.

In its third report to the Minister on progress in addressing actions 4, 5 and 6 of the PIO it was pointed out that

“Council has faced a number of challenges in completing these tasks including:

- *Multiple vacancies across the organisation with the need to delay recruitment to some areas because of financial constraints.*
- *Recruitment campaigns to attract key skills have not yielded high quality candidates on the first or subsequent attempts. This has resulted in a number positions being re-advertised and reviews of remuneration levels to ensure the roles are attractive. This has obvious impacts on financial resources. The largest obstacle however is Councils reputation in the market place due to its history of instability and dysfunction. While certainly improving, reputational concerns have made it difficult to recruit good talent.*
- *Staff skills in some areas are very limited. Growing capability and capacity is a key objective with a need to commence a focused training and development program however culture impacts, change fatigue and high workloads create obstacles to successful completion. A project of this magnitude will take a number of years to implement. Resources are currently allocated to the procurement of external advice and contract staff in a number of key governance areas.*
- *The vast number of areas requiring improvement creates difficulties in prioritising matters whilst always seeking to maintain service delivery in the organisation. In particular, managers are often faced with difficult choices in delivering core services, or prioritising the performance improvement order works. The financial constraints of the organisation mean that additional resourcing is not possible. The negative impacts of change fatigue and staff burnout need to be actively managed on an ongoing basis.*

Notwithstanding these challenges, the staffing group have embraced the organisation direction I have set and are working diligently to seek to achieve the results outlined below.”

The governance recommendations are across eight categories.

Policy Framework

Council has dedicated effort to a thorough review of policies and the frameworks that they sit within. Three of the eight recommendations have been implemented with a focus on developing a clear framework with adopted templates for policies and procedures. Importantly a clear definition between Council and operational policies has been formulated.

Of the original 147 policies, 44 have been rescinded due to legislative change or movement into operational policy status, and 45 have been reviewed, updated and re-adopted by Council. A number are currently on public exhibition with final adoption expected by July 2021. Council has procured new software to assist in maintaining an up-to-date online policy register and has commenced an internal education and awareness program. This program will require significant commitment and resources over the next 12-18 months as new ways of working are embedded with staff and the community.

Risk Management

Council has commenced a review of risk management approaches however has not made significant progress in this area. Current workloads, staff / skill shortages and a focus on competing priorities has challenged Council. Five of 11 recommendations are considered finalised however the review of strategic and operational risks and the procurement of software to manage, mitigate and control measures, are yet to undertaken. There is currently little depth of experience in risk management internally, and this skillset will need to be sourced externally.

Internal Audit and Audit, Risk and Improvement Committee

Improvements have been made to the Audit, Risk and Improvement Committee and the additional resources have been allocated to internal audit reviews. The results of these reviews over the forthcoming financial year will guide future improvement programs. Five of seven recommendations have been implemented with a focus on implementation of Audit Recommendations a priority.

Statutory Reporting and Compliance

This category requires additional effort with two of seven recommendations implemented. Council has procured legislative compliance software and is in the early stages of implementing it across the organisation. Some progress has been made in updating mandatory public registers, and statutory appointments are being finalised as part of the Delegations Review.

Initial applications have been made in relation to the categorisation of Crown Land and a Senior Property Specialist is expected to commence with Council in early July. This position has been tasked with recommendations from both the Governance and Land Management Reviews.

Disclosures of Interest

Significant progress has been made in regard to disclosures with half of the six recommendations finalised and the remaining items progressing. Staff training is scheduled for June 2021 and it is expected that this category will be completed prior to the conclusion of the PIO.

There is a need to improve the way oral declarations are made at Council meetings. Councillors and staff must ensure the nature of and the reason for the declaration are clearly articulated to the chamber and to the community.

Delegations and Approval Processes

Council has procured new delegations management software and is currently in the process of reviewing all delegations in the organisation. Changes to the structure and vacant positions have significantly hampered progress with only one of three recommendations completed. As the structure is stabilised education, awareness, controls and updates will become more efficient.

Council Meetings and Business Papers

A first priority; both recommendations have been fully implemented and a new template has been embedded. There is an ongoing need for training in report writing skills however improvements have been experienced.

Corporate Governance Framework

With four of 10 recommendations implemented there is a need to commit effort to this area. Sourcing quality staff through the utilisation of innovative recruitment methods has been successful in some cases however the costs associated with providing remuneration packages sufficient to overcome reputational issues is limited by the current financial situation.

Council has actively utilised contract and term staff, engaged in secondments from other councils as development opportunities, but there are a number of key areas in which skilled and qualified staff are in short supply. A review of the GIPA process has commenced and, once finalised, training will be provided.

Business Process Improvement projects are some way off as we seek to embed basic processes across the organisation.

Overall Council has completed 24 recommendations and commenced action on most others. It should be noted that some of the high priority, complex items, have not yet been actioned.

\$960,00 over two financial years, has been allocated for implementation of the recommendations in the Governance Review. Some key items which require resourcing include

- legislative compliance database
- enterprise and operational risk management
- cyber security and digital services
- increased internal audits – payroll, cyber, cash handling
- for systems to manage delegations, legislative compliance, business process mapping
- training
- recruitment
- systems and process improvement
- corporate KPIs, corporate reporting

There has been concern expressed by some Councillors that the proposed expenditure on PIO requirements is reducing Council's ability to address other issues and provide services and facilities. This expenditure must be incurred due to past neglect including a poor return on the \$5m Merger Implementation Grant, a failure to update systems and to meet legislative requirements.

5 Council must implement the recommendations made in the report on the review of Council's land management practices.

An independent review, presented to Council on 25th November 2020 revealed the management of Council's property portfolio has been deficient leading to many instances of breaches of legislation, lack of governance around leases, licenses and agreements and a lack of consistency in arrangements with community groups. Potentially Council could have suffered financial loss as a result of poor compliance and documentation and inadequate resourcing.

The review contains 17 recommendations which were delivered and adopted as part of the Land Management Review. Progress in implementing these recommendations has been hampered by the lack of suitably qualified staff internally and a recruitment process that initially failed to deliver quality candidates. After the position description was refreshed and the position re-advertised, Council has secured the services of a qualified Property Officer who is due to commence work in early July.

Despite these challenges, staff have lodged initial applications to reclassify certain parcels of crown land and are awaiting determination. The Contributions Register and Planning Agreement Registers are now online. Council has commenced scoping documentation to outsource the development of various outstanding Plans of Management and the draft budget secures funding for this purpose.

A review of the commercial and community property portfolios is yet to commence and these will be prioritised as part of the work plan for the incoming Property Officer. A thorough review of the property holdings of both former council areas is required as an initial step in ensuring data integrity.

Later stages will involve consulting on and drafting policies for meeting the requirements of various sections of *the Local Government Act 1993* and the *Crown Lands Management Act* including a Local Approvals Policy, Community Leasing Policy and standardised licensing for public land.

\$357,000 has been allocated for implementation of the land management review over two years. The largest element is to fund the staff member (Senior property specialist for the first 14 months) and the remainder is focused on funds to outsource development of Plans of Management, advice to develop standard lease and licence instruments, training and pursuing outsourcing the commercial property portfolio.

In the longer-term Council should receive a better return on its property portfolio.

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

The report on the review of Council's Finances was presented to Council on 25th 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 \$2.1

- 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 draft 2021/2022 budget creates a solid platform however strict financial discipline by Council will be necessary if Council is to meet its obligations.

Council has adopted a draft budget that seeks to strike a balance between remaining fiscally responsible and meeting basic standards of service delivery that ensure public services and infrastructure are maintained at acceptable levels.

Budget challenges have included:

- impacts from COVID-19,
- growing asset renewal backlogs,
- resourcing,
- meeting the requirements of the Performance Improvement Order and
- implementation of rates harmonisation.

Despite these challenges, a modest surplus 21/22 budget position has been achieved although the forecast for unrestricted cash remains unchanged. As Council is aware from the extent of items included in the deferred and deleted budget items list, this position will require strong financial management and discipline to maintain and achieve the desired outcomes. This will be critical to ensure that the outlook for unrestricted cash is not affected.

Council was successful in receiving approval from IPART to make the existing temporary special rate variation permanent. The special rate variation will mean that ARC rates income remains consistent with previous levels and it is simply replacing the expired SRV from Armidale Dumaresq Council. IPART's SRV instrument requires Council to improve its financial sustainability, manage the infrastructure backlog and maintain service levels in line with the application submitted.

Council will need to maintain a 'back to basics' approach over the next few years to achieve the stated goals.

7 Council can only amend its councillor/staff interaction policy with the concurrence of the Deputy Secretary, Local Government, Planning and policy.

A replacement to the previous Councillor and Staff Interaction Policy was endorsed by Council on 25th November 2020.

Action 11 of the PIO required the development of the Councillor Request System to manage requests and permit the General Manager to impose limitations on excessive use of the system. In

practice excessive use could also occur through Notices of Motions, Questions on Notice and Committee Recommendations. To address these scenario changes were made to the Code of Meeting Practice and the 'Interaction Policy' at the Council Meeting held on 24th March 2021. The powers of the General Manager to enforce provisions were strengthened through a delegation at the same meeting.

As required under the PIO the Office of Local Government was informed of the amendments.

8 Within three months of the commencement of this order, Council must review its code of meeting practice to ensure it complies with the *Model Code of Meeting Practice for Local Councils in NSW* (the Model Meeting Code).

The Code of Meeting Practice has been reviewed (24th March 2021) to meet the requirements of the PIO and accommodate a number of changes to Council's community engagement arrangements.

Also as required under the PIO a report has been provided to the Office of Local Government.

9 Council must amend its code of meeting practice to adopt clauses 3.32 and 3.34 — 3.35 of the Model Meeting Code and to provide that councillor briefings are to be open to the public unless the general manager is satisfied that grounds exist to exclude members of the public from a briefing to consider information that should not be made public.

The Code of Meeting Practice has been updated (24th March 2021) to meet the requirements of the PIO.

Also as required under the PIO a report has been provided to the Office of Local Government.

10 Council must conduct its meetings in accordance with its code of meeting practice and must not make decisions at councillor briefings and workshops.

From my observations Council Meetings are being conducted in accordance with the Code of Meeting Practice, however there are a number of areas where the performance in debate and procedures could be improved. My comments will follow under "Observations and Suggested Improvements"

11 Council must within one month of the commencement of this order ensure that the General Manager develops a councillor request system to manage email requests from councillors that incorporates rules about the use of the councillor request system with a focus on ensuring that communications are respectful, the number of requests are reasonable and include provisions permitting the General Manager to impose limitations where disrespectful or excessive use of the system occurs.

This required action has been completed and authority delegated by the Council to the General Manager to impose limitations if necessary.

12 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.

The Special Rate Variation request has been approved but this only maintains the status quo in terms of income generation.

Governance standards to be maintained

\$70,000 is set aside for the organisation culture project and Chief Officer recruitment

\$960,00 over two FYs is for implementation of the approximately fifty recommendations in the Governance review

\$357,000 for implementation of the land management review over two years.

Funds have also been provided to support councillor onboarding including code of conduct and pecuniary interests training.

The delivery of the operational plan

For the operational plan delivery, staff have undertaken a review to validate that all projects and programs listed align with the budget.

An important improvement in the 2021/22 Operational Plan is that staff have included the project number containing the budget against each project and program. In addition, the project number relating to the business as normal operations and activities is also listed. A list of project budgets is included at the end of the Operational Plan. From this, it is confirmed by staff that everything listed in the Operational Plan has a funding source.

Infrastructure maintenance

The draft 2021/22 Budget shows some improvement to the funds allocated to asset renewal and maintenance.

	Budgeted Renewal		Budgeted Maintenance	
	2020/21	2021/22	2020/21	2021/22
Airport Infrastructure			729,530	734,464
Bridges	1,170,462	2,086,250	53,404	59,851
Buildings	106,394	842,847		
Drainage		250,000	496,257	457,523
Footpath		175,000	61,048	117,924
Roads	2,508,639	4,522,891	3,596,348	3,854,363
Sewer Infrastructure	1,550,000	2,280,000	2,616,242	2,718,147
Water Infrastructure	1,038,000	2,860,000	3,393,145	3,511,070

The improvement of financial ratios

Below is a commentary, provided by Council staff, on Council's progress in the improvement of financial ratios.

Operating Performance Ratio (OPR)

Purpose	Measures Council's achievement of containing its operating expenditure within its operating revenue
Benchmark	>0%

The consolidated OPR improved throughout the 2020/21 financial year following in depth quarterly reviews of the budget. From an original budget position of -3.12%, this has changed to an estimated result of 3.42% as at the Q3 budget review (due to the improvement in the operating result).

The projections contained in the Long-Term Financial Plan (LTFP), have the Consolidated Fund OPR above the benchmark for the whole 10 years mainly due to the forecast performance of the water

and sewerage funds. The General Fund ratio is deteriorating over the long term but remains above the benchmark until 2026/27. Projections on the General Fund ratio performance are contingent on an improvement in revenues currently impacted by Covid-19.

Council's Financial Improvement Plan will need to have a core focus on strategies to improve the Operating Performance Ratio of the General Fund.

Own Source Operating Revenue Ratio (OSORR)

Purpose	Measures the degree of reliance that Council has on external funding sources such as operating grants and contributions
Benchmark	>60%

In 2019/20 the actual ratio result of 58.56% was below the benchmark (greater than 60%) due to a higher level of capital contributions recognised as revenue compared to original estimates. The adopted 2020/21 budget ratio at 65.18% was expected to exceed the benchmark. Through the in-depth quarterly budget review process, this is expected to result in a favourable amount, estimated at 66.84%, by the end of the financial year. Apart from the 2021/22 figure, the LTFP is projected to improve in future years from 2022/23 onwards mainly due to the assumption around lower grant revenue, which is unusually high at the current time due to the presence of significant economic stimulus funding.

Unrestricted Current Ratio (UCR)

Purpose	Assesses the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council
Benchmark	>1.50x

The 2019/20 actual result was 2.64 times which exceeds the benchmark of 1.5 times. Strategies introduced have seen gradual improvements in the operating result and Council's cash position. In the LTFP, the UCR drops below the benchmark until 2024/25 due to the higher levels of externally restricted cash Council is required to segregate. As these funds are utilised in future budgets the ratio returns to exceeding the benchmark after 2025/26 for the remainder of the 10 year plan.

The UCR performance is reflective of the level of unrestricted cash available to support Council's financial position. Over the same timeframe unrestricted cash remains below the recommended level of \$4-\$5m as identified in the Finch Consulting Report – Review of Council Finances.

Council's Financial Improvement Plan will need to have a core focus on strategies to improve the unrestricted cash position over the next 5 years.

Debt Service Cover Ratio (DSCR)

Purpose	Measures the availability of operating cash to service debt including interest, principal and lease payments
Benchmark	>2.00x

The actual consolidated result for 2019/20 was 4.06 times which exceeds the benchmark of 2.0 times. The consolidated DSCR in the LTFP is projected to be consistently above the benchmark in future years.

Considering Council's unrestricted cash position, the financial impact of taking on new borrowings would need to be closely analysed before proceeding.

Cash Expense Cover Ratio (including restricted cash) (CECR)

Purpose	Measures liquidity by indicating the number of months Council can continuing paying for its immediate expenses without additional cash inflow
Benchmark	>3.00 months

The actual result for 2019/20 was 13.91 months (exceeding the benchmark of greater than 3 months). Projections contained in the LTFP should see Council to continue to exceed this benchmark for the whole of the 10 year plan. A key reason for this is that higher levels of cash are deliberately maintained in the water and sewerage funds to ensure that there is a buffer for unforeseen events and to build up cash reserves for infrastructure maintenance and renewal.

Cash Expense Cover Ratio (excluding restricted cash) (CERC)

Purpose	Measures liquidity by indicating the number of months Council can continuing paying for its immediate expenses without additional cash inflow but excludes restricted cash as there are limitations on how Council can utilise those funds
Benchmark	>3.00 months

This ratio is well below the benchmark of 3 months due to the low unrestricted cash position. It can only be rectified by implementing tight financial controls around budgeting and spending to improve results and allow additional cash to be segregated as unrestricted. This process will take some time in an attempt to reduce any impact on services. The projections contained in the LTFP have years 1 to 9 below the benchmark and only the last year of 2030/31 coming close to the required 3 months.

The unrestricted cash reported at the time of the merger was \$9.85m but only \$2.14m was recorded from a consolidated fund position as at 30 June 2020 in the financial statements. Protocols around allocating funds to projects and programs through Council resolution have been adopted to ensure tighter controls for the use of unrestricted funds.

Building and Infrastructure Renewals Ratio (BIRR)

Purpose	Measures the rate at which these asset classes are being renewed relative to the rate at which they are depreciating
Benchmark	>=100%

Reduced expenditure on asset renewal has resulted in the consolidated ratio for the 2019/20 financial year being 17.81%, which is well below the >100% benchmark. In the adopted budget for the current 2020/21 year, it was estimated to be 46.70%. In the 2021/22 draft budget, the ratio is estimated to be 82.94%. While the movement over this time period is positive, it is still below the benchmark.

The LTFP projects that there will be years that the Water and Sewer Funds will individually exceed the benchmark. The General Fund and consolidated positions will not exceed the benchmark in any year of the 10-year plan. The highest consolidated ratio figure achieved under the plan will be in the 2022/23 year where it is expected to reach 94.98%.

The LTFP is based on maintaining existing service levels through current sources of funding. Additional external funding will be the primary remedy for funding renewals in an attempt to address the improvement of this ratio.

Infrastructure Backlog Ratio (IBR)

Purpose	Measures the annual assessment of what one off spends is required to bring all infrastructure assets to a satisfactory condition relative to their total written down value
Benchmark	<2%

In the 2019/20 financial year, Council achieved an actual ratio of 1.88% which was better than the benchmark of less than 2%. Current projections in the LTFP have the consolidated ratio figures worsening and exceeding the benchmark across the 10 years of the plan, primarily due to the projection that the IBR will exceed 4% in the General Fund by the end of the forecast.

One of the key elements of the improvement order is to adopt a Reserves policy that increases the level of unrestricted cash, which often comes at the cost of investing in asset renewals to address and

improve Council's financial ratios. This will require a balance between the outcomes and taking advantage of opportunities as they arise.

Asset Maintenance Ratio (AMR)

Purpose	Compares the actual maintenance expenditure versus the amount required to be spent on annual asset maintenance; a ratio at or above 100% indicates that Council is investing enough funds to stop the infrastructure backlog growing
Benchmark	>100%

The actual consolidated result for this ratio in 2019/20 was 88.54% which is below the benchmark of 100%. Projections in the LTFP are just above the benchmark for the Sewer Fund and just below the benchmark for the Water Fund. The General Fund average yearly result indicates an 84% level which affects the Consolidate Fund lowering it to an average result of 89% across the 10 years of the plan.

The General Fund and Consolidated Fund ratios are below the benchmark while projections for the Water and Sewer Funds will hover around the benchmark according to the draft LTFP.

Conclusion

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.

It is noted from documentation provided to Council to adopt the draft 2021/22 budget that a total of \$1.2 million in funding requested to meet required maintenance service levels in roads and parks was left out of the budget due to the inability to fund this.

To meet renewal and rehabilitation service levels in Council's roads strategy would require an additional \$6.2 million per year that is currently not funded in the LTFP. Funding for bridge replacement and road rehabilitation are currently sourced 100% from external grant funding. In addition, around \$0.4 million in additional funding per annum is required for building renewals. The funding levels in the LTFP reflect what can be afforded not what is required to meet service levels now or into the future. These impacts are reflected in the performance of the Infrastructure Backlog Ratio, which for the General Fund doubles within 10 years based on current projections and exceeds the benchmark of less than 2%. Council's Asset Maintenance Ratio is also below the benchmark of 100%.

The Building and Infrastructure Renewals Ratio for General Fund is forecast to average 58% over the next ten years, well below the benchmark of 100% or higher.

Council's ratios are unable to be improved without additional funding or significant re-prioritisation of existing spending. There is a large asset base valued at over \$1 billion in infrastructure and the projection for key ratios for infrastructure are currently at unacceptable levels in the LTFP.

Council's Financial Improvement Plan will need to focus not only on improving the underlying cash position but will need to address the poor forecast performance for infrastructure ratios. It is noted that short term funding strategies are limited by the poor cash position with the capacity to take out loans is limited. Council faces several years of strict financial controls needing to be in place plus the need to make some hard decisions on how funding is currently being prioritised, in order to improve the financial position, including key ratios, over the short to medium term.

It is noted that Council has framed the draft 2021/22 budget around a back-to-basics approach with an improvement in projected operating results across all funds and increased funding prioritised towards asset renewal. The Council has not been able to incorporate some of the longer-term financial improvement strategies that will be required at this time, however, the draft 2021/22 budget position does establish a starting point from which further improvement can be made. As described above, Council's budget position will require significant further improvement beyond 2021/22 for Council to reach a sustainable position.

13 Council must take immediate steps to implement improvements to Council's financial monitoring and reporting. In doing so Council is to:

- utilise the services of the financial controller to assist Council in assessing the adequacy or otherwise of the existing system of financial accounting, monitoring and reporting;
- have due regard to the advice of the financial controller to ensure Council has an effective system of financial accounting and internal control; and 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 04 September 2021.

Adequacy or otherwise of the existing system of financial accounting, monitoring and reporting.

Chris Harper, Delegate of the Auditor General for NSW in his most recent audit letter states "My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements.

The Council's:

- Accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited,
- Staff provided all accounting records and information relevant to the audit"

My observations of Council's financial accounting, monitoring and reporting include, that at the highest level, would appear to be compliant with legislative requirements and with best practice. Budget preparation is thorough, quarterly reporting is timely.

Council, at its Meeting on 9th December appointed new members to its Audit, Risk and Improvement Committee. Senior staff have given the new committee greater attention and have closer involvement with the ARIC. This new relationship and more relevant meeting agendas will provide a further level of oversight over Council's financial management.

It also appears to me that there is too much reliance on the skills and knowledge of staff of the Finance Department staff in monitoring budgets and a general lack of understanding, commitment and knowledge by some program managers responsible for the expenditure under their control.

As part of the strategy to address this shortcoming Council's Financial Protocols require performance agreements, position descriptions for Directors, managers and project managers are *to emphasise responsibility and accountability for over expenditures, waste, efficiency in delivering services and control of budgets*

It is appreciated that staff shortages have delayed the cascading of this requirement however priority action should be taken to add the requirement to Position Descriptions.

It is a requirement under the Financial Protocols that project managers/managers immediately notify Council when it becomes apparent that a project will run over budget. This applies to any project or service with an allocation of \$100,000 or more. Reporting must include reasons for the anticipated over expenditure and options to eliminate or minimise any expenditure exceeding the approved budget including opportunities to reduce the scope of the project or reduce service levels or frequency.

The quarterly reviews of the 20/21 Budget were in depth but required the direction of the Acting Director Organisational and Corporate Services and Manager Financial Services to achieve the results required.

The situation whereby program managers are not taking adequate responsibility for the budgets under their control may change as organisation structural changes occur, however at present monitoring at the program manager level needs to be addressed.

Ensure Council has an effective system of financial accounting and internal controls

To improve accountability and provide Council with greater control over its Budget Council, in January 2021, adopted a number of financial protocols, including;

- The "Financial" section of reports for both a project based spend and a service spend to include a table showing current status of the budget allocation
- Similar requirements apply to Mayoral Minutes, Notices of Motion and Motions
- Changes to the budget are only to occur at Quarterly Budget Reviews. Council decisions to refer proposals to the next QBR and other proposals, including from staff, with a financial impact, are only to be considered following presentation of forecast financial position.
- No commitments are to be made to future budgets. Items may be referred for consideration in a future budget.
- In applying for and accepting Grants, Council needs to be aware of the benefits grant funding brings and of the whole of life costs of the asset created.

- A further issue is that whilst projects are usually required to be “shovel ready”, many are not, leading to requests for an extension of a deadline, requests for substitution of projects and potentially loss of the grant.
Therefor additional information needs to be put in Grant related reports to enable Council fully understand the implications of pursuing and accepting grants
- Reports to Council relative to applying for grants require detailed information including costs eligible and ineligible under the grant, timelines, impact on Council’s works program, business plan and “whole of life costs”.
- There must be strict adherence to proper procurement practices including reporting on breaches.
- Local Government Act tendering and contract requirements are to be strictly adhered to.
- Emphasising that responsibility and accountability over budget allocations firstly lie with Directors, Managers and project and program managers.

Staff reports to Council are improving in terms of compliance with requirements of the Financial Protocols in reporting on financial impacts of a proposal, however there is little adherence by Councillors when submitting Notices of Motion.

Council has an effective system of financial accounting and if there is strict compliance with the Council’s Financial Protocols Council’s internal controls will be brought to the necessary standards.

During recent budget discussions concern was expressed that a number of program managers were having difficulty in living within their allocated and revised budgets. This brings into consideration the need for training and development of staff to ensure they understand financial management principles and techniques for monitoring and managing the budgets Council has provided.

It is proposed that action be taken to introduce a training approach which will ensure staff with budget management responsibilities have the knowledge to manage their budgets and their accountabilities are clearly articulated through their position description.

Prepare a Financial Improvement Plan (FIP)

A Financial Improvement Plan is under preparation and is expected to be presented to Council in June.

The FIP will cover a range of elements including,

- Information Provided to Councillors and Limitations on Councillors Requests
- Financial Protocols
- Realigning Council’s Organisation Structure with a view to High Performance Outcomes
- Quarterly Budget Reviews
- Budget Sessions

- Borrowing
- Preschool/Long Day Care
- Plant and Vehicles
- Property
- Depreciation
- Developer Contributions
- Service Level Reviews
- Facilities Review
- Internal Service Delivery Review
- SRV Productivity/Efficiency Program

It will only be through implementing the elements of the draft FIP over 2 – 3 years will the Council be able to rebuild, and establish a solid financial base to meet infrastructure, community and environmental priorities.

Many of the reviews will require an open approach in conversations with the community.

[Reporting to the Minister on compliance with the PIO](#)

The PIO specifies the reports which must be presented to the Minister. The time lines for each report have been met.

- Compliance report one: A report on the implementation of action item 10 is due six weeks from the commencement of this order.
- Compliance report two: A report on the amendments to the code of meeting practice (action items 7 and 8) is due four months from the commencement of this order.
- Compliance report three: A report on the implementation of the governance review, finance review and land management review recommendations (action items 4, 5 and 6) is due six months from the commencement of this order.
- Final compliance report: A report on Council's compliance with actions in this order is due on 04 September 2021.



Financial Improvement Plan

Introduction

On 9th 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 04 September 2021*".

This Plan includes actions to be undertaken to meet the Minister's requirements within the Performance Improvement Order.

Performance Improvement Order (PIO)

The PIO includes a number of actions the Minister requires to improve the financial performance of the Council. Under Section 438A(3)(b) of the Local Government Act the actions include:

- Schedule 2(6) - *Council must implement the recommendations made in the report of the review of Council finances.* [Note: The Finch Consulting Report – Review of Council Finances includes recommendations that Council should adopt surplus budgets and should adopt a Reserves policy that ensures a minimum of \$4-5m is available as unrestricted cash before setting aside funds as Internal Restrictions].
- Schedule 2(12) - *Council is to ensure that resources are provided to the General Manager so that adequate funds are provided for... c) infrastructure maintenance and d) the improvement of financial ratios.*
- Schedule 2(13) - *Council must take immediate steps to implement improvements to Council's financial monitoring and reporting. In doing so Council is to:*
 - a. *utilise the services of the financial controller to assist Council in assessing the adequacy or otherwise of the existing system of financial accounting, monitoring and reporting.*
 - b. *have due regard to the advice of the financial controller to ensure Council has an effective system of financial accounting and internal control; and*
 - c. ***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 04 September 2021.***

With regard to Schedule 2(13) b. above, a report by the Financial Controller has been provided to the General Manager which has the following recommendations:

1. *That Position Descriptions, where required for existing and new staff include an emphasis on responsibility and accountability for working within budget allocations, reporting over expenditure, eliminating waste and efficiency in delivering services.*

2. Introduce training which will ensure staff with budget management responsibilities have the knowledge necessary to manage their budgets.

3. That the Financial Controller remind Councillors of the need for strict compliance with Council's adopted financial protocols when putting forward Notices of Motion.

4. That Clauses 9.10 and 10.9 of the Code of Meeting Practice and the adopted Financial Protocols be strictly enforced at Council Meetings.

Plan Objective

Council faces significant challenges in achieving budget surpluses and in conjunction increase its infrastructure spend and improve financial ratios which it is understood include the Special Schedule 7 Asset Management and Infrastructure ratios.

The objective of this Plan is to assist Council to comply with the Minister's PIO and to set a direction which, will lead to the Council being in a sound financial position over the medium to long term.

Council's Financial Position

Cash Position 30th June 2020

Council's cash position at 30th June 2020 is as follows;

- External Restrictions \$59,990,506
- Internal Restrictions \$10,020,353
- Unrestricted \$ 2,140,752
- Total \$72,151,611

In recent years the unrestricted cash position has suffered from insufficient funds remaining from Internal Restrictions. Upon formation of the new Council all internal reserves were extinguished other than the Employee Leave Entitlements (ELE) reserve of \$2.9m.

Prior to the merger, Armidale Dumaresq and Guyra Shire Councils had \$3.4m and \$7.1m in internal restrictions respectively. As at the date of the merger an issue arose where the unrestricted Net Current Assets only totaled \$9.2m, which was less than the combined \$10.5m which would have been required to fund the restrictions.

Further to the issue above was the fact that some project funding decisions were based on extinguished reserves.

Although a Reserve Accounting Framework was adopted in 2017, it appears that this framework was never followed, as noted in the Review of Council Finances, probably due to Council's incapacity to fund these reserves.

The development of the 2021/22 budget includes recognition of the recommendation 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 amount included in the draft budget for unrestricted cash is \$3.4m (an increase from the \$3.0m budgeted for in the 2020/21 financial year).

The Financial and Special Schedule 7 Ratios as at 30th June 2020

Financial Ratios

- Operating performance ratio: This ratio measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions). This benchmark set by OLG at greater than 0%. The Council has improved its position and has met the benchmark for the past two reporting periods at the consolidated level.
- Own source operating revenue ratio: This ratio measures Council's fiscal flexibility and degree to which it relies on external funding. The benchmark is set at greater than 60%. Whilst Council has met the benchmark for the 2018 (71.27%) and 2019 (65.51%) reporting periods it did not meet the target as at 30th June 2020 with the result of 58.56%.
- Unrestricted current ratio: This ratio represents council's ability to meet its short term obligations as they fall due. The benchmark is greater than 1.5 times. Council has met this ratio over the past two reporting periods (with 2.64 and 2.40 times).
- Debt service cover ratio: This ratio measures the operating cash to service debt. The benchmark is set at greater than 2 times. The Council has exceeded the benchmark over the past three reporting periods.
- Rates and annual charges outstanding percentage: This ratio assesses the impact of uncollected rates and charges on Council's liquidity and the adequacy of debt recovery efforts. The benchmark is set at less than 10% which Council has met over the past three reporting periods.
- Cash expense cover ratio: This liquidity ratio indicates the number of months the Council can continue paying for its immediate expenses without additional cash inflow. The benchmark set for this indicator is greater than 3 months, which Council has exceeded the past three reporting periods.

Special Schedule 7 Ratios

- Buildings and infrastructure renewals ratio: This ratio assesses the rate at which building and infrastructure assets are being renewed relative to the rate at which they are being depreciated. The benchmark set is greater than 100% however all funds are well below the benchmark with a General Fund result of 27.36%.
- Infrastructure backlog ratio: This ratio shows what proportion the backlog is against the total value of Council's infrastructure. The benchmark is set at less than 2%. General Fund (at 2.13%) and the Sewer Fund (at 2.28%) do not meet the ratio benchmark but the Water Fund (at 0.91%) exceeds the requirements.
- Asset maintenance ratio: This ratio measures the actual against the required spend on asset maintenance. This should be above the benchmark of 100 per cent. The Sewer Fund meets

this ratio but the General Fund (at 84.31%) and Water Fund (at 97.22%) fall below the requirements.

- The cost to bring assets to agreed service level: This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship. The General Fund result was 6.45%, while the Water and Sewer Funds were 3.33% and 9.39% respectively.

The 2020/21 Quarterly Budget Review Results

After accounting for carry forwards, the quarter one revised 2020/21 budget forecast a consolidated operating deficit of \$22k. Following an extensive review of the budget against planned operations, the second quarter budget review presented an improvement to the consolidated operating result being a \$2m surplus. Further review of the budget against planned operations during the third quarter budget review presented an improvement to the consolidated operating result being increased to a \$2.6m surplus. There are a range of reasons for these and a detailed listing of budget adjustments is included in the attachments to each quarter's report (quarter 2 going on 24th February and quarter 3 going on 26th May 2021 to Council respectively).

The General Fund was the key focus of each budget review and an improvement in the operating result has been recognised from an \$805k operating surplus as at the Q1 budget review, a \$2.9m operating surplus at the Q2 budget review and a \$3.0m operating surplus at the Q3 budget review.

Each quarterly review undertaken during the 2020/21 financial year were in depth with a view to improving Council's financial position.

As recommended in the Review of Council Finances report, a fourth quarter budget review will be undertaken to ensure that Council's financial position and performance is sound and the ensuing years budget is based on current information.

Financial Improvement Plan Elements

Role of Financial Controller

Section 438HC of the Local Government Act gives the Financial Controller wide ranging powers including "(1)..., a payment may not be made from any funds of the Council unless the payment is authorised by the financial controller".

The Financial Controller has authorised payment of routine invoices, salaries and wages and other necessary transactions, subject to proper authorisation and requirements.

The Financial Controller has intervened on one occasion where he felt that expenditure of Council funds was not warranted.

The Council, Councillors and members of staff are required to cooperate with the Financial Controller and provide them the opportunity to review any proposed compliance report at least 14 days before being supplied to the Minister.

The Financial Controller has been appointed until September 2021.

Information Provided to Councillors and Limitations on Councillors Requests

The PIO required the introduction of a Councillors Request System to manage email requests from Councillors including provisions permitting the General Manager to impose limitations where disrespectful or excessive use of the system occurs. The Financial Controller/Temporary Advisor proposed to Council that the ability to impose limitations be extended to include Notices of Motion, Questions on Notice and recommendations from Committees.

The purpose of the widening of the policy was to avoid disruptions to the organisation which is suffering from a lack of resources and capacity and to enable the General Manager to focus on rebuilding and refocusing the organization.

The system requires the General Manager to discuss the matter with the Councillor before imposing any limitation.

Also considering the capacity of the organisation is limited through the current number of staff vacancies and therefore there is a need for staff and Councillors to focus on the consolidation and rebuilding of the organisation.

Noting the requirement of the PIO, *“within one month of the commencement of this order ensure that the General Manager develops a councillor request system to manage email requests from councillors that incorporates rules about the use of the councillor request system with a focus on ensuring that communications are respectful, the number of requests are reasonable and include provisions permitting the General Manager to impose limitations where disrespectful or excessive use of the system occurs”*.

A system has been put in place and on 24th March, 2021 Council was informed under report **AIN/2021/07666** and resolved to adopt the following recommendation;

“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.”

A delegation was provided by the Council to the General Manager to support action to place limitations on Councillors.

Timing: It is necessary that limitations be ongoing until the organisation has the capacity to deal with excessive requests and diversions from the day to day operations of the Council.

Financial Protocols

Following a Mayoral Minute at the 27th January 2021 meeting, Council unanimously resolved “*accepts and adheres diligently to the financial protocols*” proposed by the Financial Controller. The adherence to the financial protocols will improve accountability, scrutiny and awareness and introduce financial disciplines for staff and Councillors.

The protocols require full disclosure of the budget situation whenever Council considers expending funds. In addition, potential over expenditures must be immediately reported to the Council and when accepting or applying for grants whole of life costs must be reported.

The adopted Financial Protocols are attached.

Timing: On going

Realigning Council’s Organisation Structure with a view to High Performance Outcomes

The General Manager, in addressing the Council’s sustained period of instability proposed a staged review of the organisation structure to address shortcomings. The approach will address vulnerable areas that have the organisation exposed to financial and reputational risk.

In report **AINT/2021/07865**, the General Manager noted to Council that the goal to restoring community confidence in Council will have many pathways; the best foundation or pathway the staffing group can take in support of that pursuit will be to have a solid and stable organisation structure, with foundations in trust; this will be underpinned by:

- Strong values and behaviour based leadership model
- Constructive behaviours
- Sound engagement strategies / consultation
- Solid governance frameworks
- A key focus on strategic asset management to underpin future works
- A focus on improved project management, contract management, procurement
- A commitment to Enterprise Risk management (ERM)
- Clearly defined KPIs and timely report cards

A highly performing, well resourced organisation will be capable of improving the overall financial performance of the Council and is a critical element underpinning this Plan. Council endorsed the General Manager’s approach on 24th March 2021.

Timing: Organisation reform will be ongoing but intensive through to 2023.

Quarterly Budget Reviews

Through the 20/21 financial year Quarterly Budget Reviews (QBR) were more in-depth than in previous years resulting in improved financial positions at QBR1 (-\$22k), QBR2 (\$2.0m) and QBR3 (\$2.6m) with a projected unrestricted funds position of \$3.4 m at 30th June 2021 (as at Q3 with a Q4 review still to take place).

Staff will continue to have a focus on reducing expenditure budgets where there is no valid or reasonable explanation provided, or plan, as to what funds will be expended on in any given financial year. Front line services and maintenance (e.g. roads, parks, etc.) will be treated differently in this respect but areas like consultancy, materials and other non-essential expenditure will be more heavily scrutinised.

Any savings found in a quarterly review will be used to support the ongoing budget position. Council won't 'lose' the money saved, it will be redirected into core service delivery in the form of road and building renewals in subsequent periods.

The discipline of exhaustive reviews of the budget will assist Council in determining realistic allocations and income expectations in future budgets and should assist in diverting more funds to asset maintenance and renewal.

It is also noted that there needs to be a higher level of knowledge amongst staff who are managing budgets across the organisation.

Timing: The more rigorous process has commenced and must be ongoing.

Budget Sessions

To provide Councillors with greater ownership of the Budget, the General Manager involved Councillors in the process by seeking priorities from Councillors and sharing information through five discussions held during March and April 2021. The draft Budget presented by staff is compliant with the Local Government Act and the PIO requirements.

A greater involvement with and understanding of the financial challenges facing Council should assist in applying funds to basic operations, consolidating then expanding once Council is in a position to do so.

Timing: Commenced in March 2021 and should continue.

Borrowing

It appears that Council has the capacity to borrow in the General, Water and Sewer Funds. Although the Water Fund produced a negative result in the 2019/20 financial year, the Debt Service Cover Ratio for all funds in the LTFP is above the benchmark ratio of greater than 2.0% from 2020/21 onwards.

Borrowings must only be used for capital/infrastructure projects. This source of funds can address asset renewal demands and considers the inter-generational issue of paying for the costs of major asset replacement by spreading it over a longer term.

Analysis should be undertaken to replace the use of insufficient internal reserves with loan borrowings depending on the affordability, market interest rates, economic conditions and other budget constraints.

Timing: Investigation into the capacity of loan borrowings should be considered during the early part of the 2021/22 financial year and any proposal considered by September 2021 for inclusion in the 2022/23 draft budget.

Outsource Preschool/Long Day Care

The provision of this service comes at considerable cost to Council. Funding is not available to meet total cost of a new centre and ongoing operating costs will be a massive drain on Council funds.

Discussions with Council are ongoing but it has certainly been established that council, currently, cannot afford to build a new facility. A Development Application has been approved that would permit construction of a new facility at the rear of the Guyra administration building. Given the drain on council resources trying to run the current centre, council will be investigating options around delivery of this service.

Suggestions for consideration:

- Have conversations with community and parents of users about the service
- Council could provide a site for lease for a privately operated facility
- A flexible EOI could be invited for a privately operated facility

Plant and Vehicles

Council has a plant and vehicle fleet comprising of 298 items of plant, 102 motor vehicles and 46 trucks, with a combined written down value of \$12,472,178 (as at 30 June 2020). In the draft 2021/22 budget it is proposed to spend a gross \$2,818,979 capital expenditure, offset by sales of \$1,009,106 resulting in a net \$1,809,106 on replacement items.

The allocation to plant purchases was reduced in the 2020/21 budget and consideration should be given to a further reduction in the 2021/22 budget and the funds transferred to infrastructure works.

Whilst the council fleet is well managed, it is proposed to seek an expert from a large Council to peer review Council's fleet operations, with an examination during the June/July 2021 period.

Timing: Once the review has commenced it is expected to be completed by October 2021.

Property

Similar to other Councils, Armidale Regional Council has a large property portfolio comprising both operational and community land. The independent 2020 review "ARC Leased Portfolio Options Portfolio" found *"The current management approach to the portfolio is inconsistent and ineffective, with areas of concern relating to a failure to meet statutory responsibilities, a lack of transparent and appropriate decision making, a lack of relevant policies, procedures and processes, unsatisfactory training and resourcing, limited data management control and a lack of financial management reporting"*

The report contains a number of recommendations, many of which will require resourcing but others with the potential to increase Council's revenue.

The Council has a **Property Divestment Strategy and Plan** which is currently in limbo. The original document was based on a review in 2017 by Land Advisory Services post Council merger. The aim of the plan is to clearly identify opportunities and paths to;

- Reduce operational costs; and
- Generate revenue and promote economic development through the divestment of any identified parcels of land.

With the large size of Council's land portfolio and the expected growth of the city, any divestment should appropriately consider social, environmental and economic needs of the community.

124 properties with a statutory land value of \$6.0m were identified in the report for possible sale. These were split into "Easy Wins" (accounting for about half of the \$6.0m), Future Investigation and Access Denial Strips.

Progression of individual property disposals identified in the plan would require a variety of procedures ranging from obtaining the approval of Council for sale and placing with an agent to preparing a Local Environmental Plan for the reclassification of the land and community consultation.

Council has budgeted for deficits in recent years even though it has boosted its annual income through property sales, \$1.5m (2018/19) and \$0.7m (2019/20).

Council has yet to determine a strategy on the use of the proceeds of 2020/21 land sales of approximately \$1.16m.

An experienced property officer has been recruited who will be responsible for improving performance in this area and ensuring legal compliance; this person will commence 2nd July 2021.

The Airside Business Park was established through a Government Grant. Income from land sales must be set aside to fund further stages of the subdivision.

Timing: Priority must be given to strategies and their subsequent implementation.

Depreciation

Depreciation continues to have an impact on Council's operating performance and financial sustainability. This expense is a highly material figure presented in the financial statements. While this is a significant cost, it does not represent a cash outflow to the Council.

Depreciation expense figures for 2018/19 and 2019/20 were \$18.2m and \$17.6m. This equates to 25% and 23% of the total operating expenditure on the Income Statement in the 2018/19 and 2019/20 financial years respectively. This is estimated to increase \$18.5m in the 2020/21 financial year (an approximate 5% increase).

This expense is significantly impacted by the replacement cost of assets, the condition of Council's assets and any revaluation of an asset class required or mandated in any given financial year.

During the last quarter of 2020 consultants, Morrison Low, provided to Council a high level Strategic Asset Management Plan for the purposes of the Special Rate Variation (SRV) application. The improvement plan contained within the document had strategic actions and one of the key recommendations was for Council to *"Review and establish clear assumptions and approach for calculating depreciation and backlog"*.

A decision had been made to remove the RFS "Red" fleet assets from Council's accounts which relate to plant, vehicles and equipment but buildings remain in Councils' accounts. This reflects the responsibility for maintenance of each of the asset classes.

Timing: As asset data matures and resources are allocated to the asset management function, it is expected the bulk of recommendations tabled in the Morrison Low plan will be completed in the 2021/22 financial year.

Developer Contributions

As at 30 June 2020, Council has approximately \$2.7m in Section 7.11/7.12 developer contributions collected under a variety of plans.

Potentially these contributions could fund projects but before considering that, a review should be undertaken to look at opportunities and constraints on establishing a new plan which may be more closely aligned to Council's current priorities.

Timing: A review of current contribution plans and the opportunities to amend the plans to ensure there is an alignment with Council's priorities by July 2021. Consultation and the establishment of a new plan based on the community's and council's priorities to be completed by June 2023.

Service Level Reviews

Council cannot continue to go to its ratepayers and residents seeking additional rate revenue and additional charges without closely examining:

- Its spending priorities
- The level of service provided
- The way it delivers services
- Costs associated with “keeping the doors open”

Such examination of its operations and implementation of any changes will need to go over 2 -3 years and requires investment of time and resources to achieve. This will be at a time when the organisation is struggling for resources, with many key staff carrying very heavy workloads and there are gaps in skills and numbers in delivering projects and refocussing on good governance.

Council has undertaken to review and process map all organisational processes through the Promapp application which is a process creation rulebook. This will allow a better understanding of processes, how they can be adapted, improved and accessed by all staff.

Service level reviews can be challenging, time consuming and if the process is not fully understood and accepted can cause reputational damage and staff and community resistance.

Timing: The Executive Leadership Team (ELT) should conduct a coordinated service level review across all service units and the services provided by Council to ensure they are delivered in the most efficient and effective way for the community. Given the complexity and resources required, an initial review should be completed by December 2021. A more thorough review would continue until June 2022.

Facilities Review

Council operates several facilities as part of its service delivery to the community. The costs of operating some of these facilities exceed the income generated by the facility. An example is Council’s aquatic facilities at Armidale and Guyra. An operational review of the facilities will assist Council determine the true cost of providing those services and to identify opportunities to improve the gap between income and expenses. Some Councils have elected to outsource the operation and management of their aquatic facilities to external parties and this provides a positive impact to those Councils. Council’s facilities include depots, aquatic centres, a companion animal shelter, museums, and plant and fleet management facilities.

Timing: With reference to the previous, once the Chief Officer for Assets and Services is recruited, they should work with the ELT in conducting a facilities review, with an initial report by December 2021. A further review and implementation of recommendations should be completed by June 2022.

Internal Service Delivery Review

Internal Corporate Service Units provide various support services to other areas within Council (e.g. HR, Finance, IT and Governance). Performing a quality review of current internal service delivery is expected to identify some areas where more effective and efficient procedures could provide positive benefits to Council (e.g. via improved resourcing and management of internal corporate functions and activities).

Timing: With reference to the previous, recruitment for the Chief Officer Corporate Governance has been finalised. Once the Chief Officer is on board they should work with the ELT in conducting an internal service delivery review, with an initial report by September 2021. A further review and implementation of recommendations should be completed by June 2022.

SRV Productivity/Efficiency Program

As part of Council's SRV application, the response required details relating to the strategic approach to improving productivity in Council's operations and asset management (this was the 5th criterion used as part of the IPART consideration). Included in that section of the response was the following:

In March 2019, the ELT introduced the ARC 2022 Transformation Program. The Corporate Strategy of the program was divided into 4 functional areas: 1. Digital Services Transformation, 2. Businesses & Commercial Transformation, 3. Financial Sustainability Transformation, and 4. 21st Century Council People & Culture Transformation.

The Top 10 priorities were:

- 1. Services Review/Process Mapping*
- 2. Best in Class Procure to Pay*
- 3. Deploy Smart Parking Strategy*
- 4. Airport Options/Strategy*
- 5. Commercial Plant & Fleet*
- 6. Parks Review*
- 7. Customer Services Alignment Review*
- 8. Aquatic Centres Review*
- 9. Special Rate Variation*
- 10. Property Divestment Strategy Phase 2*

The potential long term benefits of the Transformation Program were forecast at approximately \$15m with a forecast benefit of \$3m in 2019-20.

Priority Support Projects and Other Projects were noted as:

- 1. Executive Development Program*
- 2. Performance Management Framework*
- 3. Technology & Automation Review*
- 4. Administration Review*

5. Transformation Communications & Engagement Plan
6. Safety Excellence Program
7. 21st Century Library
8. Preschool Review

The potential long term benefits of the above Support Projects were forecast at approximately \$2.5m with a forecast benefit of \$300,000 in 2019-20.

Status on the Top 10 Priorities of the Transformation Program:

1. Services Review/Process Mapping – The Corporate Services Roadmap has scheduled a Service Portfolio and Delivery Review in the 1st and 2nd quarters of 2021/22. There is an allowance for \$30k in the 2021/22 budget for this review as well as \$120k for a costing ledger system reconfiguration in the Finance budget.
2. Best in Class Procure to Pay – Not yet commenced
3. Deploy Smart Parking Strategy – Not yet commenced
4. Airport Options/Strategy – Not yet commenced
5. Commercial Plant & Fleet – Not yet commenced
6. Parks Review – Not yet commenced
7. Customer Services Alignment Review – Not yet commenced
8. Aquatic Centres Review – Not yet commenced
9. Special Rate Variation – Approved and issued on 17/05/21.
10. Property Divestment Strategy Phase 2 – Property Officer appointed, to commence with Council in July to implement the second phase as a priority.

Status on Support Projects and Other Projects:

1. Executive Development Program – Culture Project: Phase 1 of the leadership development program will be rolled out during June and July 2021.
2. Performance Management Framework – New Executive positions to be filled under the new structure prior to implementing a performance management framework.
3. Technology & Automation Review – an initial review of corporate software has been completed and changes to licencing has produced initial savings but the broader technology and automation review is ongoing.
4. Administration Review - Not yet commenced.
5. Transformation Communications & Engagement Plan – In progress with Manager Strategic Communications & Marketing.
6. Safety Excellence Program – Not yet commenced.
7. 21st Century Library - Not yet commenced.
8. Preschool Review – DA approved for new Preschool at OCM on 26/05/21. No resolution from Council to proceed with new facility at this time.

Progress on many of the included items above have been limited due to staff resourcing and the disruption to Council activities with the suspension of Councillors and the appointment of an interim Administrator. The timespan for the overall program was set at 2022.

In approving the SRV application from Council, IPART found that the organisation had adopted a range of strategies, which have already achieved productivity improvements and cost savings. They noted the plans to undertake continuous review for some of these strategies in order to further improve efficiency in its operations. Council has explained its initiatives to improve productivity and contain costs, but has only partially quantified the cost savings resulting from these efficiency measures. The ARV approval also included an IPART recommendation that council pursue efficiency measures to improve its overall financial sustainability.

Timing: As resources are allocated to the Transformation Program priorities and the Support Projects, processes can be implemented, improvements can be made and efficiencies realised. It is considered that the bulk of these initiatives will take place and be completed during the 2021/22 financial year.

Summary

Since the delivery of the Performance Improvement Order from the Minister for Local Governments office in December 2020, the Council has worked on implementing the requirements contained in the orders schedules.

As indicated in evidence from the financial review of unbudgeted commitments, asset ratio results below benchmarks and the tenuous cash position of the Council, these essentially form the basis of the improvement order.

This Financial Improvement Plan is focused not only on improving the underlying cash position and following prudent financial management practices, but attempts to balance these with the need to address the forecasted performance of infrastructure ratios.

It is acknowledged that short term funding strategies are limited by the current cash position and the limited affordability to take on additional borrowings.

It is imperative that several years of strict financial controls need to be in place plus the need to make difficult decisions on the prioritisation of funding, in order to improve the financial position, including key financial and infrastructure ratios, over the shorter and medium terms.

The barrier to improving Council's ratios is receiving additional funding or significant re-prioritisation of existing funding. The Council has a large infrastructure asset base, which is valued at over \$1 billion, and the projection for key infrastructure ratios are at unacceptable levels in the LTFP.

It is promising that the draft 2021/22 budget has been brought back to basics with an improvement in projected operating results across the General, Water and Sewer Funds. There has also been an increase in the allocation of funds prioritised toward the renewal of assets.

While the Council has not been able to incorporate some of the longer term financial improvement strategies required, however the draft 2021/22 budget position does establish a starting point from which further improvements can be made.

It is expected that Council's budget position will require significant further improvement beyond 2021/22 for Council to reach a sustainable position.

Recommendations

The following recommendations are proposed from this Financial Improvement Plan:

Recommendations	Responsible Officer	Timing
1. <i>That the Financial Controller remind Councillors of the need for strict compliance with Council's adopted financial protocols.</i>	<i>Financial Controller</i>	<i>Until September 2021</i>
2. <i>That the General Manager continues to invite Councillors to annual budget information sessions to increase ownership and accountability for the adopted budget.</i>	<i>General Manager</i>	<i>Annually</i>
3. <i>That annual budgets are framed towards achieving an unrestricted cash position of \$4-5 million.</i>	<i>Manager- Financial Services</i>	<i>Annually</i>
4. <i>That each quarterly budget review incorporates an extensive analysis of the budget against planned operations, with the goal of improving Council's financial position.</i>	<i>Manager- Financial Services</i>	<i>Quarterly</i>
5. <i>That the organisational reform commenced by the General Manager continue, to address organisational structure shortcomings and reduce the financial and reputational risk.</i>	<i>General Manager</i>	<i>December 2023</i>
6. <i>That Council considers the use of borrowings as a funding strategy where the need and ability to afford the repayment of loans is viable.</i>	<i>Manager- Financial Services</i>	<i>Annually</i>
7. <i>That Council considers all available alternatives in the provision of a Pre-school facility.</i>	<i>General Manager</i>	<i>June 2022</i>
8. <i>That a peer review of the plant and vehicle fleet be undertaken to ensure value for money and the efficient and effective conduct of operations.</i>	<i>Manager- Plant & Facilities</i>	<i>October 2021</i>
9. <i>That on the commencement of the new Property Officer with Council, the 2nd phase of the Property Divestment Strategy and Plan be implemented as a priority.</i>	<i>Property Officer</i>	<i>December 2021</i>
10. <i>That a review of developer contribution plans be undertaken to consider the opportunities and constraints of adopting any new plan.</i>	<i>General Manager</i>	<i>June 2023</i>
11. <i>That a Service Delivery Review be conducted to examine what services are provided by Council focusing on level of service, the ways in which services are provided (including the facilities used) and the cost of service provision throughout the organisation.</i>	<i>General Manager</i>	<i>June 2022</i>

12. That the Transformation Program and the Priority Support Projects already commenced, continue to be implemented to realise benefits and productivity gains.	General Manager	June 2022
13. That, in accordance with the SRV approval from IPART, Council pursue efficiency measures to improve its overall financial sustainability.	General Manager	Ongoing

Circular Details	21-17 / 8 July 2021 / A755930
Previous Circular	21-12 "Electoral matter" and use of council resources prior to local government elections
Who should read this	Councillors / General Managers / All council staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information / Council to Implement

Council decision-making prior to the September 2021 local government elections

What's new or changing

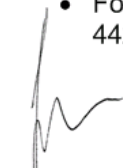
- Councils are expected to assume a "caretaker" role during election periods to ensure that major decisions are not made which would limit the actions of an incoming council.
- Councils, general managers and other delegates of councils (other than a joint regional planning panel, a local planning panel 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, these functions may be exercised with the approval of the Minister.

Key points

- "Controversial development application" means a development application for designated development under section 4.10 of the *Environmental Planning and Assessment Act 1979* for which at least 25 persons have made submissions during community consultation.
- The caretaker period for the September 2021 local government elections commences on Friday 6 August 2021 and ends on Saturday 4 September 2021.

Where to go for further information

- For further information, contact the OLG's Council Governance Team on 4428 4100.



Kiersten Fishburn
Coordinator General, Planning Delivery and Local Government

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ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

Armidale Regional Council supports Councillors' need to access Council information and staff in order to exercise their civic duties under the *NSW Local Government Act, 1993* ('The Act'). Interactions between Councillors and staff are necessary to facilitate strong governance, best practice policies and decisions, and to provide customer-focused service delivery.

The Armidale Regional Council Councillor and Staff Interaction Policy provides a structure for how Councillors interact with authorised staff and supports the professional working relationship with the Executive Team. The policy aims to facilitate a progressive and productive working relationship between Councillors and Council staff.

2. APPLICATION

This policy applies to Councillors and Council employees, including contract and casual employees engaged by Council. This Policy is an enforceable component of the Armidale Regional Council Code of Conduct.

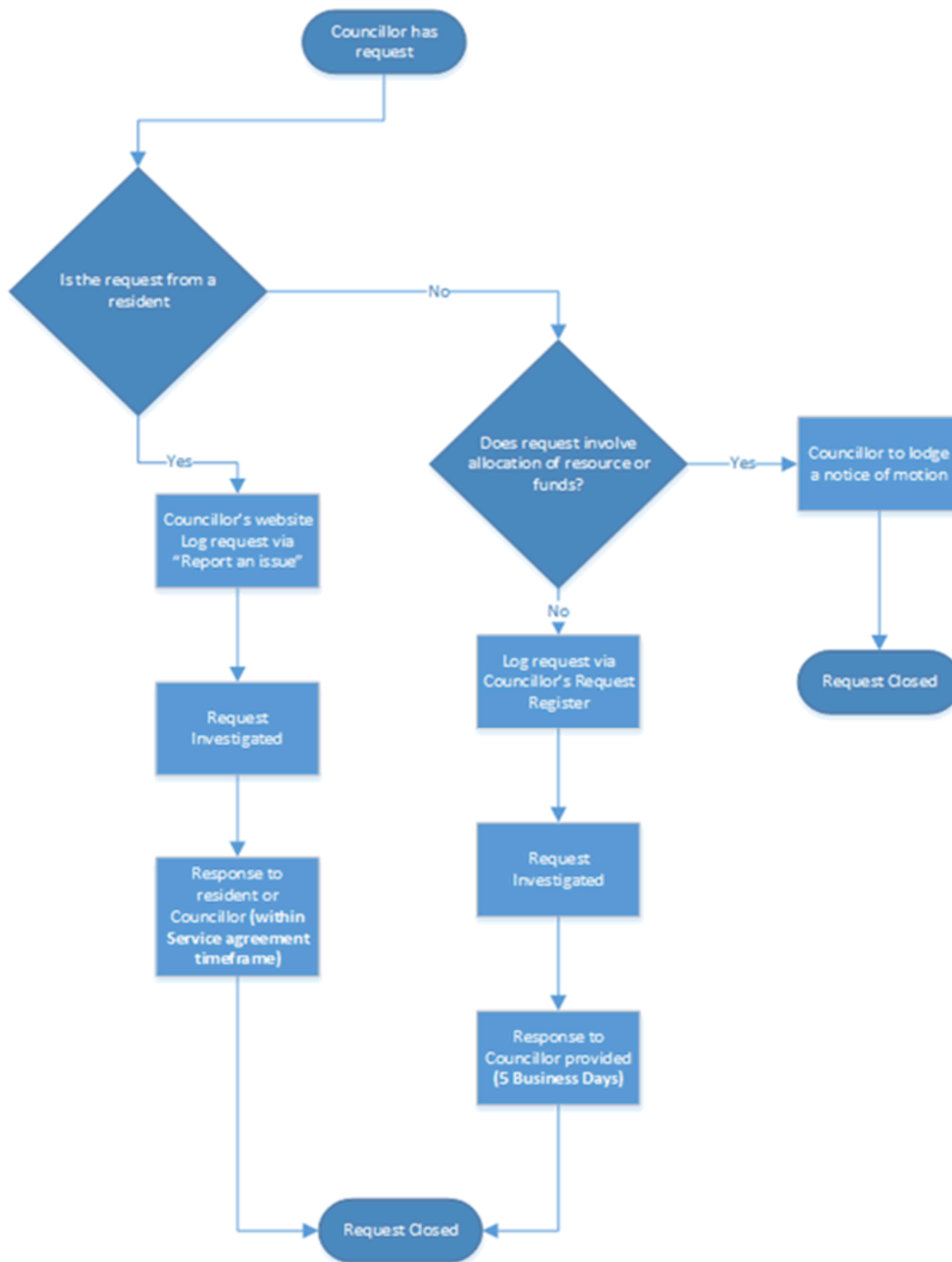
3. POLICY INTENT

Effective governance and customer-focused service delivery require a productive and professional working relationship between the elected members and the organisation. Effective governance also requires clear and effective communication protocols for Councillors and senior staff which provide for courteous and respectful communication.

The *NSW Local Government Act* (the Act) defines the roles and responsibilities of the Mayor and Councillors, and specifies that the General Manager is to direct staff in the performance of their duties. Interactions between Councillors and staff are necessary to facilitate well-informed decisions and the provision of Council services.

In accordance with Council's Code of Conduct, Councillors and staff are expected to conduct their interactions with each other with respect, professionalism, objectivity, honesty and to a high standard of ethical behaviour. This Policy supplements the Code of Conduct and nominates those Council staff that Councillors may access to exercise their civic leadership and represent the views of the community. This Policy should be read and applied in conjunction with Council's Code of Meeting Practice, which supports the effective running of Council Meetings.

While this Policy, and the Code of Conduct, governs the interactions between Councillors and staff, it does not prevent Councillors and staff from communicating generally. From time to time, Councillors and staff may be present at social and community events. In such situations, both parties should refrain from discussing matters relating to council business.



4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This Policy contributes to the delivery the Community Strategic Plan objective: 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. POLICY

a. ACCESS TO STAFF BY MEMBERS OF PARLIAMENT

Only members of the Executive Team are authorised to advise and interact with State and Federal Members of Parliament.

5.2 ACCESS TO STAFF OTHER THAN THE GENERAL MANAGER BY COUNCILLORS

All access to staff by Councillors, other than the General Manager, is to be authorised by the General Manager.

Only those staff authorised by the General Manager can provide advice to Councillors within the limits of their delegated responsibilities. Only those staff authorised by the General Manager may be contacted for a Public Interest Disclosure, in accordance with Section 4A of the *Public Interest Disclosures Act 1994* or a Code of Conduct matter, in accordance with Section 440 of the *NSW Local Government Act*.

The General Manager may amend these lists of nominated officers from time to time to reflect changes to positions. Further, the General Manager may nominate officers to interact with Councillors on a specific issue and temporary basis, as required.

Should a Council officer be acting in any of the nominated positions included in this schedule, the person so acting will be a nominated officer unless otherwise determined by the General Manager.

5.3 COUNCILLOR AND COUNCIL STAFF INTERACTION

Councillors should be aware that under Section 7.2 of the Armidale Regional Council Code of Conduct, Councillors must not attempt to direct Council staff in the performance of their duties or request that staff undertake work on their behalf.

In circumstances where staff are unsure whether or not they should provide information to, or respond to a request from a Councillor, they should refer the matter to their Director or the General Manager, or request that the Councillor make the request through the General Manager.

5.4 COUNCILLOR AND COUNCIL STAFF INTERACTION IN MEETINGS

To ensure the effective running of Council Meetings, Standing Committees, Advisory Committees and other meetings and events of Council, Councillors and Council staff should abide by the Armidale Regional Council Code of Conduct and Code of Meeting Practice.

Within the context of Council Meetings and in accordance with Section 249 (1)(b) of the Local Government (General) Regulation 2005, a Councillor may, through the General Manager, put a question to a council staff member. Further, “a Councillor or Council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to documents.” (Section 249 (2) of the Local Government (General) Regulation 2005). At Standing

Committee and Advisory Committee meetings Councillors may approach designated support staff, as referenced in the relevant Terms of Reference, for advice in relation to activities of that committee.

5.5 COUNCILLOR REQUESTS

Council has developed a Councillor Request System to ensure the provision of information is accurate, timely and professional. All employees are expected to follow the steps outlined in the procedure when managing requests from Councillors as they undertake their civic duties.

Councillors should wherever possible send **ALL** requests to the ClrDirect@armidale.nsw.gov.au, to ensure efficient allocation of requests and timely responses.

Action	Standard
Councillor Request Register – made using the Councillor Request Register	5 business days
Councillor requests made through channels other than the Councillor Request Register	No service standard applies
Phone calls to Directors and authorised staff	Where possible calls are returned on the same day. Alternatively, messages left will be replied to on the next business day

5.6 COUNCILLOR ACCESS TO COUNCIL CIVIC CENTRE OFFICES

Councillor access to the Armidale Regional Council Civic Centre offices includes:

- Mayors office (with the consent of the Mayor)
- Councillor's Meeting Room
- Council Chambers
- Office of the Executive Assistant to the Mayor (during office hours)
- Public areas

5.7 NOMINATED STAFF AUTHORISED TO INTERACT WITH COUNCILLORS

- General Manager
- Director (in area of portfolio)
- Executive Officer (for business paper related matters and appointments)
- Coordinator Governance & Risk (Governance matters)
- Coordinator Knowledge or appointed IT Support Officer (IT Support)
- Designated Public Interest Disclosure (PID) Officer
- In relation to the Mayor only: Staff nominated in attachment A for the purpose defined only.

5.8 NOMINATED STAFF AUTHORISED TO INTERACT WITH COUNCILLORS IN RELATION TO CODE OF CONDUCT REVIEWS OR FORMAL COMPLAINTS

- General Manager
- Director Organisational & Corporate Services
- Designated Complaints Coordinator

6 LEGISLATIVE REQUIREMENTS

- *Local Government Act 1993*
- Local Government (General) Regulation 2005

7 REVIEW

This Policy will be reviewed within 6 months after the date of each Local Government General election or more frequently as required.

8 RESPONSIBLE OFFICER

Manager Governance, People and Systems

9 OBLIGATIONS OF STAFF

Council's staff members must:

- a) Give their attention to the business of council while on duty.
- b) Ensure that their work is carried out efficiently, economically and effectively.
- c) Carry out lawful directions given by any person having authority to give such directions.
- d) Give effect to the lawful decisions, policies, and procedures of the council, whether or not the staff member agrees with or approves of them.
- e) Ensure that any participation in political activities outside the service of the council does not conflict with their primary duty to serve the council in a politically by ensuring a neutral approach to providing advice and taking action.
- f) Not contact or engage with councillors unless instructed by the General Manger.
- g) Not discuss with Councillors any industrial matter, grievance or day to day operational management issue.

10 OBLIGATIONS OF COUNCILLORS

Each Council is a body corporate and Councillors are the governing body of the Council. The governing body has the responsibility of directing and controlling the affairs of the council in accordance with the Local Government Act and is responsible for policy determinations.

As per the *Local Government Act*, Councillors or Mayors must not:

- a) Direct council staff other than by giving appropriate direction to the general manager in the performance of council's functions by way of council or committee resolution, or by the Mayor exercising his/her power under S226 (S352).
- b) Direct or influence or attempt to direct or influence any other member of staff of the council or a delegate of the council in the exercise of the functions of the member or delegate (Schedule 6A)
- c) Contact a council staff member on council related business unless in accordance with the policy and procedures governing interaction of councillors and council staff.
- d) Contact or issue instructions to any of council's contractors or tenderers, including council's legal advisors, unless by the mayor exercising their power under S226 of the Act. This does not apply to the chair of Council's Audit, Risk and Improvement Committee who may be provided with any information reasonably necessary for the Committee to perform its functions.

- e) Take advantage of their official position to improperly influence other councillors or staff members in the performance of their civic or professional duties for the purpose of securing private benefit for themselves or another person.
- f) Access staff only areas unless approval has been provided by the General Manager or Director.

REASONABLENESS AND VOLUME OF REQUESTS FOR INFORMATION THROUGH COUNCILLORS REQUEST SYSTEM, QUESTIONS ON NOTICE, NOTICES OF MOTION AND COMMITTEES

Council recognises the rights of every Councillor to access information in carrying out their role as a Councillor as set out in the Local Government Act.

Council also recognises, as part of the Minister for Local Government's Performance Improvement Order (PIO) served on the Council 9 December 2020, the Minister required Council, "*within one month of the commencement of this order ensure that the General Manager develops a councillor request system to manage email requests from councillors that incorporates rules about the use of the councillor request system with a focus on ensuring that communications are respectful, the number of requests are reasonable and include provisions permitting the General Manager to impose limitations where disrespectful or excessive use of the system occurs*".

While providing access to records and information for Councillors is an integral part of the staff organisation role within the responsibility of the General Manager, the balance between the volume and reasonableness of requests for information by individual councillors must be weighed against the amount of staff resources and associated costs of providing large volumes of information or in carrying out procedural reviews for individual Councillors. This also applies to repetition and duplication of requests.

Where there are issues regarding respect, the volume, duplication and reasonableness of requests for information by individual Councillors, the General Manager shall have responsibility for determining if the information can be supplied after assessing the impact the request will have on staff resources and other Council work. If the requests are deemed by the General Manager to breach the requirements of the Minister's Performance Improvement Order, the principles of reasonableness, or impact significantly on staff resources, then the General Manager should discuss this with the requesting Councillor in the first instance and, if no agreement can be reached, the General Manager may exercise the delegation granted by Council on 24th March 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. Options for alternative provision of information may be proposed by the General Manager.

11 RELATED PROCEDURES

- Armidale Regional Council Code of Conduct
- Armidale Regional Council Code of Meeting Practice
- Armidale Regional Council Audit, Risk and Improvement Committee Charter

12 BREACHES

Non-compliance with this policy is considered a breach of the Armidale Regional Council Code of Conduct and will be dealt with in accordance with the Council's disciplinary policies.

Breaches of this policy may also be reported in other statutory compliance reporting including reporting as required under the Performance Improvement Order dated 9 December 2020.

APPROVAL AND REVIEW		
Responsible Business Unit	Governance	
Responsible Officer	Coordinator Governance & Strategy	
Date/s adopted	<i>Council Executive</i> 02 January 2021	<i>Council</i>
Date/s of previous adoptions	[23 Oct 2019]	
Date of next review	[Nov 2023]	
TRIM Reference		



ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

Armidale Regional Council is committed to developing business resilience and securing long term performance and sustainability of its operations. Business continuity management and planning is an integral part of good governance and an important element in Council's Risk Management Framework.

The purpose of this policy is to ensure implementation of the integrated planning and management processes that are designed to minimise disruption related risks at Council.

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.

2. APPLICATION

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.

This policy is subordinate to the Risk Management Policy.

3. POLICY INTENT

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

- Build resilience within Council's operations.
- Manage business interruption risks in accordance with AS/NZS 5050:2010 Business Continuity – Managing Disruption Related Risk.
- 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.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Implementation of a Business Continuity Plan and Business Continuity Policy will minimise interruption to the delivery of the outcomes listed in the Armidale Regional Council Strategic Plan 2017-2027.

5. POLICY

Council will develop and maintain its Business Continuity Management Framework and Business Continuity Plans by anticipation risks, identifying mitigating strategies and having in place strategies to minimise the disruption caused to council operations should a significant business interruption occur.

Council will build a business continuity culture to continuously improve the resilience and response capabilities within the organisations critical business functions.

Council will investigate the requirement for Business Continuity Plans. Plans will be developed and tested for all those functions that are identified as being critical to the organisation.

In the event of significant business interruption, Council will:

- Ensure key critical business functions are restored and maintained as soon as possible;

ENDEAVOUR TO ENSURE THE CONFIDENCE OF STAFF, THE COMMUNITY AND STAKEHOLDERS;

- Fulfil regulatory and contractual requirements and obligations; and
- Mitigate financial, legal/regulatory, service delivery, well-being and reputation/brand consequences.

This will be achieved by:

- Identify the organisations key critical business functions;
- Undertaking business impact analysis of each of the identified key critical business functions.
- Identification and development of new and existing risk mitigation processes and procedures for all key critical business functions;
- Maintenance of an enterprise wide Business Continuity Management framework, business continuity action plan and supporting response plans;
- Development and support of a culture of responsible business continuity management within the organisation; and
- An integrated and coordinated approach with the disciplines of risk management, disaster management and emergency management.

The General Manager is delegated authority to activate the Business Continuity Plan in the event of a significant major disaster, emergency or event.

6. LEGISLATIVE REQUIREMENTS

There is no current legislative requirement for the implementation of Business Continuity Management. However, there is an expectation that Council undertakes business continuity planning as part of its overall Governance responsibilities. This policy is to be read with reference to with the following:

- Local Government Act 1993
- The Business Continuity Institutes “Good Practice Guidelines 2010”
- AS/NZS 5050:2010 Business Continuity – Managing Disruption Related Risk
- Australian National Audit Office (ANAO) Guide: Business Continuity-Building Resilience in Public Sector Entities
- ISO 31000:2009 Risk Management - Principles and Guidelines
- ISO Guide 73:2009 – Risk Management – Vocabulary
- NSW Public Health Act 1991 & Associated 2002 Regulations
- Environmental Planning & Assessment Act 1979
- Civil Aviation Act 1988

Council employees will refrain from personal activities that conflict with proper execution and management of Council’s Business Continuity Policy. Council’s Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

This policy will be reviewed annually. The manager of governance and strategy and people and culture is responsible for the review of this policy.

8. REPORTING

9. RESPONSIBLE OFFICER

The Manager Governance and Strategy is responsible for oversight and the review of this policy.

10. ROLES AND RESPONSIBILITIES

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

- The Armidale Regional Council BCP 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.

This Policy will be communicated to the community and staff in accordance with Council’s Policy, Procedure and Process Framework and Council’s Business Paper process.

11. RELATED PROCEDURES

- Risk Management Framework
- Risk Management Policy
- Draft Business Continuity Plan
- Emergency Plan & Procedures

APPROVAL AND REVIEW		
Responsible Business Unit	[Governance and Strategy]	
Responsible Officer	[Governance & Strategy Manager]	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	July 2022	
TRIM Reference		

TRIM: AINT/2021/23563

Procurement Policy

ADOPTED BY COUNCIL: 28 JULY 2021

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1. PURPOSE

Council aims to achieve value for money and quality outcomes in the acquisition of goods and services including consideration of whole-of-life costs, long-term planning and efficiency.

The purpose of this 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. APPLICATION

This policy applies to all procurement activities including purchasing, purchase cards, tendering, contract management, payments and asset disposal.

The policy is applicable to Councillors, Council employees and temporary staff, contractors and consultants while engaged by the Council.

It is the responsibility of all staff involved in the procurement of goods and services for and on behalf of Council to ensure they comply with this policy and related policies and procedures, including the Code of Conduct and Statement of Business Ethics.

3. POLICY INTENT

The main objectives of this policy are to set out principles that will:

- a) Outline standard procurement practices to be used within Council and the obligations of Council officers with delegated authority to purchase or dispose of goods and services of any value or type on behalf of Council;
- b) Provide guidance to allow consistency and control over procurement activities and effective management of outgoing expenditure with contracted third parties;
- c) Provide guidance to the application of best practice, compliance and continuous improvement in Council procurement and increase probity and transparency when purchasing goods and services;
- d) Ensure Council complies with legislative requirements under Section 55 of the *Local Government Act 1993* (the Act) and Part 7 of the *Local Government (General) Regulation 2005* (the Regulation); and
- e) Ensure that all contracts are established following a process that complies with the *Tendering Guidelines for NSW Local Government 2009*.

This policy and supporting procedures comply with the requirements contained in the Act and Regulation. Furthermore, the Procurement Policy is based on the underlying principles outlined in Council's Code of Conduct and Statement of Business Ethics.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan 2017-2027 reflects the community's input and aspirations for how the Armidale Region can best continue to grow and prosper. It also presents strategies on how Council can effectively balance its economic, environmental, and social aspirations to improve overall community well-being, foster creativity and innovation, build communities, and create opportunities.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure.

The main supporting strategies related to procurement in the Delivery Program are:

Growth, Prosperity & Economic Development

Economic Development: Economic development is supported through new initiatives, innovation and additional resources to assist growth of business and industry

Leadership for the Region

Fiscal Responsibility: Council exceeds community expectations when managing its budget and operations

Organisational Health: Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency

5. POLICY

5.1. PROCUREMENT PRINCIPLES

The fundamental best practice principles that should be applied to every procurement, irrespective of the value and complexity of that procurement, are:

- 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.

5.1.1. Value for Money

Council must utilise its purchasing power to achieve the best value for money. The concept of value is not restricted to price alone and may not necessarily favour the lowest price.

Value for money is defined as the optimum combination of quality, quantity, risk, timeliness and cost on a whole-of-contract and whole-of-asset-life basis.

The concept of value for money involves taking into account both costs and non-cost factors including:

- fitness for purpose, quality, service and support;
- whole of life costs including transaction costs associated with acquisition, use, maintenance and disposal, and administration costs;
- the contribution to the advancement of Council's priorities;
- limiting the risk exposure via effective risk management practices; and
- considering the value of any associated environmental benefits.

5.1.2. Open and Fair Competition

Council will treat all prospective suppliers in an open and transparent manner with the same access to information about the procurement to enable them to submit prices/quotations/tenders on the same

basis. Councils will adequately test the market in a consistent manner without any bias, or perception of bias, so that potential suppliers and the public have confidence in the outcome.

Council will design its procurement processes to allow suppliers to have a real opportunity to do business with Council and encourage competition among suppliers by inviting suppliers to quote or tender in order to provide value for money offerings.

5.1.3. Development of Competitive Local Business and Industry

Council encourages the development of competitive local businesses within the region. Council will enhance the capabilities of local business and industries through:

- Application of Local and Community Preference in procurement evaluation processes as outlined in section 5.4 of this policy;
- Actively seeking out potential local suppliers;
- Encouraging prime contractors to give local suppliers every opportunity, as partners or subcontractors, to participate in major projects;
- Ensuring that the principles of open and effective competition are applied and equal treatment is given to local offers, when being compared with other offers, on the basis of fair and equitable behaviour; and
- Ensuring that payments are prompt and in accordance with the agreed terms of contract.

5.1.4. Accountability

Council officers are responsible for the actions and decisions they take in relation to procurement and for the resulting outcomes. Staff are answerable for such activities through established lines of accountability and delegation, and ultimately to the General Manager. Council officers must also ensure they provide adequate and reliable advice to the elected council to allow it to make sound decisions on procurement matters.

Council officers must operate within their financial delegations in all procurement activities. To manage risks of unauthorised spending, financial delegations may be limited by maximum purchase value and type of goods or services.

5.1.5. Risk Management

All procurement carries some level of risk. Risk management is to be appropriately applied at all stages of procurement activities. Procurement at all levels will be properly planned and carried out in a manner that will protect and enhance Council's capability to prevent, withstand and recover from interruption to the supply of goods, services and works as defined in Council's Risk Management Policy and associated procedures.

5.1.6. Responsible Financial Management

Council officers must have consideration of the approved budget when undertaking procurement and must ensure that adequate funds are available to meet the liability created by procurement decisions.

Council will also consider its statutory obligation to manage financial risks and not undertake procurement where availability of existing funds within an approved budget, or a source of funds, has not been established.

Section 211 of the Regulation "Authorisation of Expenditure" requires that:

A Council must not incur a liability for expenditure of money unless the Council has, at the annual meeting or at a later ordinary meeting:

- (a) approved the expenditure, and*
- (b) voted the money necessary to meet the expenditure.*

5.1.7. Ethical Behaviour, Probity and Transparency

In all commercial dealings, the highest standards of honesty must be observed. Council will conduct business in a fair, honest and open manner, demonstrating the highest levels of integrity consistent with the public interest.

Councillors and Council officers (and all persons engaged in procurement on Council's behalf) have a responsibility to:

- act impartially and with integrity;
- treat existing and potential suppliers with equality and fairness;
- avoid conflicts of interest and declare conflicts where they may exist, or be perceived to exist, as soon as a potential conflict becomes evident; and seek advice as to whether it is appropriate to remain involved in the procurement process;
- avoid improper use of position;
- act in accordance with Council's Code of Conduct;
- maintain confidentiality of commercial in confidence, sensitive or any other information that could influence the procurement process; and
- not accept hospitality, gifts or benefits from existing or potential suppliers.

Conflict of Interest

Where a Council officer is involved in procurement activity they must declare any actual or perceived conflict of interest. This does not just apply to the process for determining and engaging suppliers but also applies to ancillary activities including, but not limited to, day to day administration processes (e.g. raising purchase requisitions and approving purchase orders), payment of suppliers and giving suppliers work instructions. Council will then make an assessment of the declared interest to determine if any alternative processes should be introduced to avoid the perception of bias.

Supplier Behaviour

High standards of behaviour are also expected of suppliers. Tender processes will have mandatory requirements in relation to prohibited tenderer behaviour, which includes any attempt to influence the tender process, collusive tendering practices or any other anti-competitive practices.

5.1.8. Environmental Protection

Council promotes environmental protection through its procurement procedures, which are consistent with Council's commitment to environmental management. Council will endeavour to promote

purchasing practices that conserve resources, save energy, minimise waste, protect human health and maintain environmental quality and safety.

In undertaking procurement activities Council will:

- Encourage the purchase of environmentally responsible goods where all other evaluation factors are adequately weighted (such as value for money);
- Where appropriate, ensure that specifications require suppliers to conform to necessary standards, codes or legislation for the identification of hazardous materials and that suppliers carry out proper certification and registration procedures;
- Enforce legislative compliance with and/or phase-out timetables on the use of products prohibited under NSW and applicable Commonwealth laws; and
- Avoid, where possible, the purchase of known hazardous and environmentally damaging products, especially where alternatives are available within reasonable bounds of price, performance and suitability.

5.2. PROCUREMENT CONTROLS

5.2.1. Procurement Standards

Council's procurement activities shall be carried out to the professional standards required by best practice and in compliance with:

- The Act and Regulations;
- Council's policies and procedures;
- Council's delegations and authorisations;
- Risk assessment and appetite in relation to procurement and possible consequences to Council;
- Other relevant legislative requirements such as, but not limited to, the NSW Procurement Policy Framework, Work Health and Safety Act, National Competition Policy, and the Environmental Protection Act; and
- Industry benchmarks such as Australian Standards or GC/MW (NSW Government) Conditions of Contract, and fit for purpose tender documentation for construction, maintenance, services or consultancy.

5.2.2. Procurement Methods

Council's standard methods for purchasing goods, services and works shall be by the following methods:

- Corporate Credit card - as a preferred and efficient way of purchasing low risk and low cost items;
- Purchase order - incorporating terms and conditions of Council following a quotation process;
- Under award of contract following a tender or quotation process;
- Aggregated purchasing arrangements with other councils, LG Procurement, Procurement Australia and other NSW Government Contracts in compliance to Section 55(3) of the Act;
- Contractor panels, supply contracts, pre-qualified and preferred suppliers appointed through a public tender process; or

- Public tender and expression of interest – where the estimated expenditure exceeds \$250,000 (GST inclusive), Council may conduct a one stage public tender process or multi-stage tenders known as Expression of Interest Process (EOI).

5.2.3. Purchase Orders

Purchase Requisitions/Orders to be raised in advance

Purchase orders are required to be raised in advance of planned purchases and provided to the supplier. Procurement of items without raising a purchase order in advance is a potential breach of this policy. This does not apply to purchases made using credit card or purchases relating to items such as utilities, bank charges, loan payments, employee expense claims, etc which are legitimately processed without purchase orders.

An exception may be authorised by the General Manager on a needs basis as required by abnormal circumstances such as responding to emergencies.

Purchase Requisition/Order Approvals

Purchase requisitions must be approved by an officer independent of the officer raising the purchase requisition (i.e. at least two people must be involved in the process). Raising and authorisation of purchase requisitions should ideally occur within the same organisational reporting structure.

Purchase Requisition/Order Splitting

It is a breach of this policy to split orders for the purposes of acquiring goods or services above financial delegation limits or to avoid the quotation or tender process.

5.2.4. Supplier Payments

Where a contract exists, payments to suppliers will be made in accordance with the provisions of the contract if payment terms have been stated. In all other cases, payments will be made in accordance with Council's internal supplier payment timeframes.

Suppliers will be required to:

- Submit invoices for payment that comply with the *Goods and Services Tax Act 1999*;
- Quote Council issued purchase order numbers on invoices;
- Provide additional information to support payment claims upon request;
- Submit invoices electronically wherever possible; and
- Email invoices to Council's centralised accounts email address.

5.3. PROCUREMENT THRESHOLDS AND AUTHORISATION

5.3.1. Centralised Procurement

Prior to undertaking procurement, the procurement officer should ensure that the goods or services required are not available from stores or under existing contractual arrangements (for example, panel of pre-qualified suppliers).

5.3.2. Purchasing and Quotation Requirements

The procurement process requirements are outlined in the following table:

MINIMUM REQUIREMENTS				
Risk/ Cost	Financial Thresholds (GST Inclusive)	Market Engagement	Agreement Type	Documentation
LOW	Less than \$500	1 verbal or written quote	Purchase Order	<ul style="list-style-type: none"> • Quotes to be attached to requisition in TechOne • Use of purchase card permitted for purchases up to \$2,000 in value or where no other payment method available (e.g. regulatory payments such as registrations and licensing)
	\$501 - \$2,000	1 written quote		
	\$2,001 - \$25,000	2 written quotes		
HIGH	\$25,001 - \$150,000	3 written quotes or Request for Quotation (RFQ)	Contract	<ul style="list-style-type: none"> • Evaluation Report • Existing Local Government Procurement (LPG), Procurement Australia or State Government Arrangements (s55(3))
	\$150,001 - \$220,000	RFQ or Request for Tender (RFT)		
	\$220,001 - \$250,000	RFQ or RFT Senior Management Approval Required <ul style="list-style-type: none"> • General Manager • Chief Officer • Manager Finance 		
	Above \$250,000	RFT		
				<ul style="list-style-type: none"> • Evaluation report to Council for approval • Contract register (GIPA) reporting requirements • Most advantageous procurement strategy including: <ul style="list-style-type: none"> - Public Tender or EOI - Existing LPG, Procurement Australia or State Government Arrangements (s55(3))

Application of Financial Thresholds

The appropriate procurement process is determined by the application of financial thresholds as per the above table. To determine what financial threshold will apply the following considerations should be made:

- The calculation of estimated expenditure should be a critical element of planning and contract scoping;
- Consideration should be given to the aggregated or cumulative cost of a contract conducted over more than one accounting period; and
- Consideration should be given to the cumulative value of work awarded to individual suppliers.

Total Cumulative Spend

In order to comply with the requirements of the Act where significant sums are spent in aggregate with one supplier or on one service, it is necessary to structure procurement proposals in order to achieve greatest value and supplier performance by leveraging this cumulative spend, rather than treating each discrete arrangement as a separate procurement exercise. Council has determined that the cumulative expenditure to a supplier or for a specific product/service for a period of up to one year is to be taken into account unless an exemption is approved by the General Manager.

5.3.3. Procurement Exemptions

The Act does not specify procurement exemptions under the tendering threshold. As such, exemptions under the tendering threshold are determined by the General Manager or their financial delegate in accordance with this policy.

Exemptions to the procurement requirements outlined under 5.3.2 can only be authorised as follows:

Financial Thresholds (GST Inclusive)	Authorisation Required
Less than \$2,001	No exemption available
\$2,001 - \$25,000	Chief Officer approval
Above \$25,000	General Manager approval

Section 55(3) of the Act provides a number of exemptions from the need for councils to invite tenders. These include:

S55(3)	Exemption Description
A	Contracts with a person/entity prescribed by the Regulation
B	Contracts with the Crown
C	Contracts with another Council
D	Contracts to purchase or sell land
E	Contracts for leasing or licensing of land (with restrictions)

S55(3)	Exemption Description
F	Contracts for purchase or sale at public auction
G	Contracts for the purchase of goods or services specified by the NSW Procurement Board or the Department of Administrative Services of the Commonwealth
H	Employee contracts
I	Contracts where, because of extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, Council decides by resolution that a satisfactory result would not be achieved by inviting tenders
J	Contracts that are exempt under another Act
K	Contracts made in a case of emergency
L	Contracts to enter into public-private partnerships
M	Contracts for the purposes of carrying out a project under a public-private partnership (with restrictions)
N	Contracts less than \$250,000 (or \$150,000 if the contract relates to the provision of services currently provided by employees)
O	Contracts for environmental upgrade agreements
P	Contracts with the Electoral Commission
Q	Contracts with disability employment organisations approved under the <i>Public Works and Procurement Act 1912</i>

In applying the above provisions for exemptions from the tender process, Council will have regard to the procurement principles and conduct an evaluation to ensure that utilisation of an exemption is the most appropriate course of action.

Council will have systems in place to ensure that procurement exemption processes are based on appropriate considerations and are authorised in accordance with policy.

Selective Tendering

Selective tendering provisions exist under section 55(4) of the Act and section 168 of the Regulation. Selective tendering may only occur after Council has first conducted a public Expression of Interest process in accordance with the provisions of the Act and Regulation.

S55(3)K - Emergency Situation

This process aims to accommodate urgent procurement needs, while ensuring that the procurement process adopted is reasonable and conducted with appropriate consideration when:

- A state of disaster declared under the Emergency Management Act 1986 or any other emergency declaration made by the Premier;
- An incident that requires activation of Council's Business Continuity Plan;
- An incident declared by an accountable officer where the safety or security of any person or property associated with the Council is threatened; or
- An external incident to which an accountable officer has authorised the provision of urgent support.

This exemption applies only to the purchases as part of Council’s immediate and required response to a critical incident, and only where adherence to existing policies would hinder the ability to effectively and appropriately respond to that incident.

The General Manager shall determine any required approvals in relation to this exemption.

Other Exemptions

Examples include:

- Sole or specialist supply under \$250,000 (GST inclusive) based on detailed business case and most advantageous procurement strategy approved by the General Manger or financial delegate;
- Items of a unique character where standard purchasing processes do not apply. An example of a “unique” item is the purchase of artworks, specialist software or performance of an artist or performer in a promotion of a Council financed event; or
- Intellectual property or unique support from an original supplier to meet compatibility.

5.4. LOCAL AND COMMUNITY COMMITMENT

Council is committed to contributing to local and community economic development, social and sustainability outcomes through its procurement processes. Council will consider selection of products or services that maximise these outcomes provided other evaluation criteria are met.

Council recognises the positive impact on local communities, encouraging local firms to grow and innovate, and where possible to generate employment and social inclusion opportunities.

Council will, where practical, prepare specifications and/or select purchases that reduce or avoid human rights breaches, and seek the benefits and social procurement including but not limited to inclusion of indigenous, multicultural, disability and not for profit organisations.

5.4.1. Local and Community Preference

Wherever possible, Council will fully examine the benefits available through purchasing goods, services or works from suppliers from the Armidale Regional Council local government area. This is because Council recognises that its expenditure through local suppliers contributes to the creation of local employment and creates a multiplier effect in the economy.

Council will support local suppliers through its Local Preference Tier System and Local and Community Evaluation Weighting Criteria as per the table below.

Financial Thresholds (GST Inclusive)	Local and Community Preference
Less than \$2,001	<p>Local Preference Tier System</p> <ul style="list-style-type: none"> • Local suppliers will be considered where possible and where value for money can be demonstrated
\$2,001 - \$25,000	<p>Local Preference Tier System</p> <ul style="list-style-type: none"> • Local suppliers will be given a 5% price concession

Above \$25,000	<p style="text-align: center;">Local and Community Evaluation Weighting Criteria</p> <ul style="list-style-type: none"> • Local and community criteria a mandatory part of the assessment • Recommended 10% to be allowed for the local and community weighting in the evaluation criteria
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Whilst local preference is strongly encouraged by Council, purchases will also be evaluated based on risk considerations to Council which includes non-pricing, evaluation and mandatory compliance criteria. This includes insurance, qualifications, past experience, financial capability, risk of variation, and expertise in the specialist field.

Council will seek from prospective suppliers what economic contribution they will make to the Armidale Regional Council local government area.

All 'Request for Tender' documents must include a Local Content Schedule in the tender documentation. This allows tenderers to accurately calculate the local content of their tender. The Tender Evaluation Criteria Matrix must include a mandatory weighting of 10% for local and community content.

5.4.2. Indigenous Procurement

Council aims to support strong Aboriginal communities in which Aboriginal people actively influence and fully participate in economic, social and cultural life.

It recognises that the government and the business community have a key role to play in broadening opportunities for Aboriginal people to deliver positive socio-economic outcomes. Council's procurement capacity can be leveraged to support Aboriginal employment opportunities and the participation and growth of Aboriginal owned businesses.

Armidale Regional Council will continue to work meaningfully in partnership with businesses to build a sector that is viable, competitive and achieves outcomes for the benefit of the Aboriginal and broader community.

Council will support this wherever possible by:

- Council staff will be encouraged to work with suppliers, local Aboriginal owned businesses and local Aboriginal representative bodies early in the planning stages of procurement activities to identify effective ways of increasing Aboriginal participation in contracts;
- Staff will give consideration to local Aboriginal owned businesses on prequalification schemes or government procurement bodies and agencies in any procurement strategy where appropriate;
- Direct negotiation with suitably qualified Aboriginal owned businesses that can demonstrate value for money and delivery of quality goods and services; and
- Apply an Aboriginal participation non-price evaluation criteria in relevant tenders where opportunities exist.

5.5. EVALUATION CRITERIA

Evaluation criteria and weightings will vary according to the procurement under consideration. These will be provided in the documents or requirements on a case-by-case basis.

Evaluation criteria will consider but not be limited to:

- Price and value for money;

- Schedule of rates, lump sum and other variable costs;
- Risk management;
- Work Health and Safety;
- Quality;
- Technical ability, capability and capacity;
- Financial and legal viability;
- Past performance in projects of a similar nature;
- Knowledge and experience dealing with local government;
- Methodology and project planning expertise; and
- Local and community factors.

Tender Evaluation Criteria

To ensure the best value for money outcome is achieved; the following mandatory evaluation criteria must be included in all tender evaluations and clearly identified in the Request for Tender documents:

Mandatory Criteria	Weight
Price	Minimum 30%
Level of Local Content provided or likely to be provided in the event the applicant is successful	10%
Financial viability of the applicant (financial assessment is to be undertaken by an independent organisation appointed by Council)	Pass/Fail
Workplace Health and Safety (WHS) management including verified documentation of safety performance	Pass/Fail

Variations to the above minimum criteria can only occur with approval of Manager Financial Services or General Manager.

5.6. CONTRACT MANAGEMENT

5.6.1. Management of Risk

Where applicable, suppliers must comply with current environmental, work health and safety and workers' compensation legislative requirements and maintain appropriate insurance policies.

5.6.2. Supply by Contract

Council will minimise risk by:

- Standardising contracts to include current and relevant clauses;
- Requiring bank guarantees or security deposits where appropriate;
- Referring specifications to relevant experts;

- Requiring contractual agreement before allowing the commencement of work;
- Use of or reference to relevant Australian Standards (or equivalent); and
- Effectively managing the contract including monitoring and enforcing performance.

5.6.3. Contract Terms

Contractual relationships must be documented in writing based on standard or detailed terms and conditions consistent with the risk and fit for purpose of the goods or services being procured.

To protect the best interests of Council terms and conditions must be settled in advance of any commitment being made with a supplier.

5.6.4. Dispute Resolution

All contracts shall incorporate dispute management and alternative dispute resolution provisions to minimise the risk of disputes escalating to legal action.

5.6.5. Contractor Management

The purpose of contractor management is to ensure that Council receives the goods, services or works provided to the required standards of quality and quantity as intended by the contract by:

- Establishing a system reinforcing the performance of both parties' responsibilities and obligations under the contract; and
- Providing a means for the early recognition of issues and performance problems and the identification of solutions.

Contracts are to include reference to the above contractor management requirements. Furthermore, contracts are to be proactively managed by the Council officer responsible for the delivery of the contracted goods or services to ensure Council receives value for money.

5.6.6. Contract Variations

During the course of a contract there may be valid reasons when the contract needs to be varied. Contract variations normally come at a cost. Claims for variations must be in writing and approved by an officer with delegated authority. For contracts approved by Council, variations must be approved by the General Manager.

Any variation to the original contract value must be reported to the following, dependent on amount:

- Chief Officer
- General Manager
- Council

5.7. ASSET DISPOSAL

Legislative procurement requirements also apply to asset disposal processes. The Act requires Council to call tenders where disposal of goods exceeds \$250,000 (GST inclusive) subject to exemptions. Section 55(3)(f) of the Act provides for tendering exemptions for disposal of goods at public auction and section 55(3)(d) provides for exemption for sale of land.

Subject to the exemptions contained in the Act, all disposals will be undertaken by public tender or auction unless an alternative disposal process is approved by the General Manager.

Scrap Items

Certain Council officers will be given delegated authority to dispose of any assets under their control which are obsolete or redundant (referred to as "Scrap Items"). Items which are considered unlikely to provide a positive return at auction or to be of interest to a local not-for-profit organisation may be disposed of as:

- selling the scrap items through a Council-controlled recycling outlet domiciled at any of the waste facilities;
- sold or offered to an entity that deals in scrap items; or
- waste.

Donation to local not for-profit organisations

Expressions of interest will be invited from local not-for-profit organisations for the donation of assets (e.g. computers) which may be of use to those organisations but are unlikely to provide significant revenue from sale. Details of items currently available for donation will be advertised on Council's website.

Library Stock

Library material considered to be of no further use will be disposed of through sustainable disposal processes as determined by the Manager.

5.8. POLICY BREACHES

Breaches of this policy will be managed in accordance with the Council's staff and councillor Code of Conduct and applicable legislation.

6. LEGISLATIVE REQUIREMENTS

There are a number of legislative requirements that will apply and need to be followed under this policy:

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2005
- NSW Procurement Policy Framework – July 2015
- Tendering Guidelines for Local Government – The Division of Local Government – NSW Department of Premier and Cabinet – 2009
- Capital Expenditure Guidelines – Division of Local Government Department of Premier and Cabinet – December 2010
- NSW Government Information Public Access Act 2009
- Work Health and Safety Act 2011
- Chain of Responsibility (HVNL legislation)
- NSW Privacy and Personal Information Act 1998
- NSW State Records Act 1998
- Armidale Regional Council Code of Conduct
- Armidale Regional Council Statement of Business Ethics

7. REVIEW

This policy shall be reviewed every two years to ensure that it meets the requirements of legislation and the needs of Council.

8. REPORTING

Record Keeping Procedures

Procurement activities will be carried out in a manner that supports Council officers in meeting their obligations to ensure information of a commercially sensitive or confidential nature is obtained, recorded and published (where applicable) in an appropriate manner in accordance with the relevant Council privacy and commercial in confidence procedures.

Contracts Register

Council will maintain a contracts register on its website for procurement activity over \$150,000 (GST inclusive) in accordance with the Government Information (Public Access) Act 2009 for public information.

Financial Delegations Register

Council will maintain a documented scheme of financial delegations that apply to procurement identifying the Council officers authorised to approve purchases on behalf of Council. To manage risks of unauthorised spending, financial delegations may be limited by maximum purchase value and type of goods or services.

Website

Council will provide a range of information on its website to inform suppliers about its procurement processes and tendering opportunities.

9. RESPONSIBLE OFFICER

It is the responsibility of all staff involved in the procurement of goods and services to ensure they comply with this policy.

The responsible officer for this policy is the Manager Financial Services.

10. ROLES AND RESPONSIBILITIES

Council

Council will resolve this policy upon review and commit to any other local government governance requirements.

General Manager

The General Manager has ultimate responsibility for procurement, delegated authority of expenditure of funds across Council and is responsible for the delegation of functions to Council officers.

Chief Officers and Managers

Chief Officers and Managers are accountable for ensuring procurement within their areas of responsibility comply with this policy and related procedures. They must also address and manage any breach of the policy within their areas of responsibility in accordance with Council's policies, including Code of Conduct.

Council Officers

All Council officers that have responsibility for purchasing on behalf of Council must ensure they comply with Council Policy and procedures. Officers involved in preparing purchase requisitions will ensure documentation is

recorded appropriately and confirm the authorising officer is delegated to approve request by referring to the financial delegations register.

11. RELATED PROCEDURES

The following related procedures can be found on Council Web (INTRANET):

- SPN172 Contracts Register
- SPN012 Purchasing, Tenders & Quotations
- Purchase order terms and conditions
- Authorised procedures, templates and guidelines that are current or in development relevant to this policy

APPROVAL AND REVIEW		
Responsible Business Unit	Financial Services	
Responsible Officer	Manager Financial Services	
Date/s adopted	<i>Council Executive</i> 26 May 2021	<i>Council</i> 28 July 2021
Date/s of previous adoptions	26 September 2018	
Date of next review	May 2023	
TRIM Reference	AINT/2021/23563	

APPENDIX A – DEFINITIONS

Term	Definition
Commercial in Confidence	Information that, if released, may prejudice the business dealings of a party e.g. prices, discounts, rebates, profits, and process information.
Contract	An agreement between two or more authorised persons on behalf of their organisations to perform or not perform a specific act/s that is enforceable by law. A contract may be verbal or inferred by conduct.
Contract Management	The process that ensures both parties to a contract fully meet their respective obligations under the contract.
Conflict of Interest	Personal or professional relationships where financial gain or other interests of another party or outcome of a decision may be unfairly influenced or affected.
Delegation	Approval from the General Manager to Council officers for an appropriate level of authority to incur and approve expenditure of Council funds.
Evaluation Weighting Criteria	A system of weighting selection criteria used to compare quotations or tenders and used to identify the suppliers with the best performance record in terms of time, cost, value for money and other relevant criteria. Armidale Regional Council requires a minimum 10% to be allowed for local and community weighting in the evaluation criteria for purchases above \$25,000 (GST inclusive).
Expression of Interest (EOI)	A response to an open approach to the market requesting submissions from bidders interested in participating in procurement. To identify potential suppliers capable of delivering the required goods or services. Usually the first stage of a multi stage tender process e.g. selected RFQ.
Local Supplier	A business, contractor or industry based in a permanent premise situated within the Armidale Regional Council local government area.
Local Content	Goods, services or works procured from a local supplier identified permanently trading in the Armidale Regional Council local government area.
Panels Supply Contracts Pre-Qualified Suppliers	A panel arrangement is a tool for the procurement of goods or services of typically low value and risk regularly acquired. Suppliers are able to supply goods or services and have mandatory requirements that manage the level of risk, capability and value for money according to the rates supplied.
Prescribed Person or Entity	In the context of the Act and section 163 of the Regulation, a prescribed person is an entity appointed under legislation that can administer panel contracts that Council may use to obtain access to a range of pre-qualified suppliers. Current prescribed entities are Local Government Procurement Partnership and Procurement Australia.
Price Concession	The application of a percentage-based 'reduction' of the pricing of any submissions deemed to comply with the above 'local supplier' definition for comparison purposes only. Armidale Regional Council requires a 5% price concession to be allowed for local suppliers for purchases between \$5,001 and \$25,000 (GST inclusive).
Probity	A process able to withstand scrutiny achieving both accountability and transparency, providing tenderers with fair, consistent and equal treatment.

Term	Definition
Procurement	The process of acquisition of goods, services and works and spans the whole of life cycle from initial concept to the end of the useful life of an asset or the end of a service contract. This includes the organisational and governance frameworks that underpin the procurement function.
Public Tender	The process inviting parties to submit a quotation by tender using public advertisement, followed by evaluation of submissions and selection of a successful bidder or tenderer. Section 55(3)(n)(i) of the Act requires a public tender process for procurement over \$250,000 (GST inclusive).
Request for Quotation (RFQ)	A written process of inviting offers to supply goods and or services involving simple documentation, a limited number of potential suppliers and generally of relatively lower value.
Request for Tender (RFT)	A request for offer against a set of clearly defined and specified requirements. Tenderers are advised of all requirements involved, including the conditions of tendering, contract conditions and evaluation criteria.
Strategic Procurement	<p>The essence of strategic procurement is that it should be aligned with or contributes to Council's long term strategy. Strategic procurement places an emphasis on:</p> <ul style="list-style-type: none"> • Detailed analysis of Council's spending patterns; • Ensuring procurement effort corresponds with risk and expected return; • Optimising the procurement process to reflect market conditions; • Including continuous improvement and value for money in arrangements with suppliers.
Suppliers	A supplier is a person or entity that provides goods, services or works under arrangement to Council. Suppliers may also be called vendors or contractors.

CM: AINT/2021/15692



Feedback and Complaints Management Policy

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

The purpose of the Feedback and Complaints Management Policy is to ensure Armidale Regional Council handles all forms of feedback fairly, efficiently and effectively. Feedback includes compliments, suggestions and complaints. A complaint is an expression of dissatisfaction with Council services, staff or procedures.

2. APPLICATION

This Policy applies to all Councillor's and Council employees and relates to the management of compliments, suggestions and complaints made to or about the Council regarding our services, staff and complaint handling. It does not apply to the management of requests for service.

3. POLICY INTENT

Council encourages feedback from customers about processes, services and conduct of staff to:

- Enable Council to respond to feedback raised by people (suggestions, compliments and complaints) in an accessible, timely and cost-effective way.
- Boost public confidence in administrative processes.
- Use information that can assist Council to improve delivery of our services, products, training and feedback handling.
- Recognise staff who have provided exceptional services.

Customers will:

- Be treated with respect, integrity and honesty.
- Have their feedback passed onto the responsible/nominated officer(s).
- Receive no charge for providing feedback.
- Have their feedback handled in accordance with Council's Customer Charter.
- Have their personal details kept secure and in accordance with Council's Privacy Management Plan.
- Not be adversely affected because they have made a complaint.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This policy 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. POLICY

Council is committed to achieving a customer focused feedback management system that will ensure:

- Customer have choice and flexibility in how they wish to lodge their feedback.
- Complaints are accepted courteously and with a view to improving services and the customer experience.
- Staff are equipped with the knowledge, tools, techniques and skills to respond to feedback, suggestions and to resolve complaints in a timely manner.
- Complaints are managed in an objective, fair and transparent manner.
- Provision of clear review options for customers who may be dissatisfied with the outcome of a complaint.
- Commitment to continuous improvement in the way Council interacts with our customers.

5.1 Types of Feedback

5.1.1 Compliments

Compliments are received when Council has met or exceeded the expectations of the community.

The receipt of compliments assist us in:

- Understanding what aspects of our service customers' value.
- Understanding how our service impacts on our customers.
- The ability to share and reinforce examples of best practice.
- Building morale and provide recognition to our staff.

5.1.2 General Feedback/Suggestions

General complaints relate to a level of dissatisfaction with or about Council, related to our services, staff or procedures. General complaints are managed in accordance with Council's three-tier Complaints Handling Model.

Request for services (unless they are complaints related to Council's response times to a request for service) and requests for information or explanation of Council policies or procedures are not classified as complaints.

5.1.3 General Complaints

General complaints relate to a level of dissatisfaction with or about Council, related to our services, staff or procedures. General complaints are managed in accordance with Council's three-tier Complaints Handling Model.

Requests for service (unless they are complaints related to Council's response times to a request for service) and requests for information or explanation of Council policies or procedures are not classified as complaints.

5.1.4 General Multiple Issue Complaints

A single complaint notification may contain multiple issues and issues relating to multiple council services. In these circumstances, the Complaints Advocate will deal with the complaint from the acknowledgement phase, liaising with the relevant individual departments and facilitating the customer contact outcome response.

The Complaints Advocate will collate the individual responses from each Business Unit received into one reply to the complainant.

5.1.5 Sensitive Complaints (Staff Behaviour)

Complaints received naming particular employees relating to employee behaviour are sent securely to the appropriate department manager for investigation to ensure, as far as practical, the privacy and confidentiality of all parties involved. Under the principle of natural justice, named employees are entitled to be provided with details of any complaint against them which is investigated. Assistance and support will be provided to both the complainant and the employee (where required) during any investigation.

The Investigating Officer will contact the complainant where possible via telephone within five working days to discuss the matter. The complaint will be investigated and the complainant will be contacted with the outcome of the investigation, and any steps taken, resulting from the investigation.

Complaints received naming Councillors, or the Mayor will be sent securely to the GM for assessment, investigation and resolution.

Note: All sensitive complaints must be afforded the highest level of security/privacy and not treated as a general complaint where all staff may have access to the details about the complaint or the person who is subject to the complaint.

5.1.6 Complex Sensitive Complaints

Complex single or multi-issue sensitive complaints involving an allegation about the actions or behaviour of a Council employee should be sent directly to People & Culture. The Executive Manager People & Culture will oversee and facilitate the investigation process and ensure it is handled efficiently, confidentially and in accordance with relevant requirements.

Referred to as sensitive complaints they may also involve a complaint about the alleged actions or behaviour of volunteers, or contractors.

5.1.7 Anonymous Complaints

Council accepts anonymous complaints. Where there is enough information to be able to look into the issues raised we will investigate as per normal procedures. Council encourages complainants to provide their contact details, as we may not be able to investigate the matter thoroughly without obtaining additional information.

5.2 Making Complaints

5.2.1 How to provide feedback

You can provide Council with feedback in the following ways:

- Email Council at council@armidale.nsw.gov.au
- Visit Council at www.armidaleregional.nsw.gov.au
- By telephone on 1300 136 833 between 8.30am–4.30pm.
- In person at Council’s Customer Service Centre in the Administration Building, 135 Rusden Street Armidale NSW 2350.
- Guyra Service Centre, 158 Bradley Street Guyra NSW 2365.

5.2.2 What Council needs to know

It is important to record information about your feedback. To help Council understand your feedback, you must provide:

- A description of the issue or situation, including any dates, times or locations of incidents, if applicable.
- Your contact details including a preferred contact method.

5.2.3 How Council handles your feedback

Council will:

- Record the details of your feedback.
- Acknowledge and attempt to resolve your complaint within a reasonable time. For a lengthy process, we will keep you informed along the way.
- Keep you up to date on the progress of your complaint and be available to discuss your feedback.
- Regularly monitor the feedback we receive and use this information to improve our delivery of services, procedures and our future planning processes.
- Ensure staff members are well trained and confident in their dealings with customers.
- Provide internal and external avenues of review if you are dissatisfied with how we deal with your complaint or its resolution.
- Keep your personal details in accordance with our Privacy Management Plan.

5.3 Complaints Handling

Complaints lodged with Council will be managed according to the NSW Ombudsman’s Office Three Tier Approach to Complaint Handling and will acknowledge and respond to complaints within five working days.

The following describes the three-tiered approach.

5.3.1 Tier 1 – Frontline complaint handling

Where possible, complaints will be resolved at the first point of contact within 5 business days. If Council is unable to resolve a complaint in the first contact, the complaint will escalate to the appropriate senior officer, generally the business unit manager, who will nominate an investigating officer.

The frontline officer will contact the complainant, investigate, and will attempt resolution.

5.3.2 Tier 2 – Further Investigation and Internal Review

Further Investigation

If the complainant is not satisfied with the outcome of their complaint, they may seek a further investigation of the matter with a request in writing.

The purpose of a Tier 2 further investigation is not to determine a different response, but to check that all involved in determining the original decision have taken all the required steps in the procedure.

The outcome is communicate the outcome of the Tier 2 further investigation to the customer within ten working days.

Internal Review

If the complaint is still unresolved, and the complainant requests that the matter be escalated, the complaint will be referred to a Senior Council Officer for review.

Where possible, the Officer responsible for the Tier 2 escalated review should be independent to previous investigations pertaining to the same complaint.

If the complainant is dissatisfied with the outcome of our escalated internal review process, they may seek a review of our decision by an external agency.

5.3.3 Tier 3 – External Review

This may take the form of referring the complaint to external agencies such as the NSW Ombudsman, Independent Commission Against Corruption (ICAC), Division of Local Government or the Office of the Information Commissioner depending on the nature of the complaint.

5.4 Feedback Service Standards & Timeframes

Feedback type	Acknowledgement of Receipt	Response/Resolution
Positive Feedback/Suggestions		
Compliment	Within 2 business days Lodged in writing, email or online via provision of Customer Request Tracking number	5 business days
Suggestion	Within 2 business days Lodged in writing, email or online via provision of Customer Request Tracking number	10 business days
Complaints		
Early Resolution	Within 2 business days Lodged in writing, email or online via provision of Customer Request Tracking number	Immediately or maximum of 5 business days
Further Investigation	Within 2 business days Lodged in writing, email or online via provision of Customer Request Tracking number	10 business days
Internal Review	Within 2 business days Lodged in writing, email or online via provision of Customer Request Tracking number	10 business days
External Review	Subject to reviewing body response timeframes	Subject to reviewing body response timeframes

5.3 Definition of Terms

Terms	Definition
Unreasonable Customer Conduct	<p>Any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for our organisation, our staff, other service users and complainants themselves.</p> <p>Unreasonable is divided into five categories of conduct:</p> <ul style="list-style-type: none"> • Unreasonable persistence • Unreasonable demands • Unreasonable lack of cooperation • Unreasonable arguments • Unreasonable behaviours <p>Council will manage Unreasonable Customer Conduct in accordance with its (<i>Unreasonable Customer Conduct Policy</i>)</p>
Complaint	<p>A complaint is a form of feedback that expresses dissatisfaction towards Council, its policies, procedures, fees and charges, Council officers, Councillors, agents or quality of service affecting an individual or group of customers.</p> <p>A complaint is not:</p> <ul style="list-style-type: none"> ▪ A Service Request ▪ A request for Council to exercise a regulatory function ▪ An appeal or objection regarding a statutory process, standard procedure or policy (unless this is recorded as a complaint about the process of Council's decision making) ▪ A request for documentation, information or explanation of policies or procedures ▪ A response provided in relation to specific requests for feedback about the standard or quality of Council service provision ▪ An appeal against fines or penalties issued by Council Officers or agents ▪ A claim for compensation, or about legal matters (<i>i.e.</i> appeals) ▪ A report about a third party (<i>e.g.</i> a neighbour dispute) <p>Note: Service Requests must not be registered as a complaint unless Council has failed to respond appropriately the first time the service request was made, or if the customer specifically complains about the process, Council Officer or quality of service provided.</p>
Feedback	Feedback may be in the form of a compliment, suggestion or complaint.
Public Interest Disclosure	The reporting of allegations of corrupt conduct, maladministration, serious and substantial waste of public money or government information contravention.

Service Request	<p>A service request is an application to have Council or its representatives take some sort of action to provide or improve a Council Service.</p> <p>Service Requests include:</p> <ul style="list-style-type: none"> ▪ Requests for approvals ▪ Requests for action ▪ Requests for investigation ▪ Routine inquiries about Council business ▪ Requests for the provision of services and assistance ▪ Requests for explanation of policies, procedures and decisions <p>Council doesn't treat service requests or initial requests for service as a complaint. For example, if a customer reports a pothole, or that their bin has not been collected, this is a service request.</p> <p>NB: However, where action of a service request has not met the expected 'quality' this is often then escalated to a complaint.</p>
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6. LEGISLATIVE REQUIREMENTS

This policy is to be read in conjunction with the following:

- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Feedback & Complaints Policy.

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within 2 years, or as required to ensure that it meets legislative requirements and meets the needs of community and Council.

The Governance & Strategy Manager is responsible for the review of this policy.

8. REPORTING

Feedback information captured will be used for the purposes of analysing, monitoring and learning to continually improve the services council provides.

Council will ensure that feedback is recorded in a systematic way so that information can be easily retrieved for reporting and analysis.

Monthly reports presented to the Management Group will be used to review areas of improvement and feedback within the organisation.

Reports will include:

- Feedback relating to compliments and suggestions.
- The number of complaints received.
- The outcome of complaints, including matters resolved at the frontline.
- Issues arising from complaints.
- Systemic issues identified.
- The number of requests we receive for internal and/or external review of our complaint handling.

9. RESPONSIBLE OFFICER

The Governance & Strategy Manager are responsible for oversight of Council's Feedback & Complaints Management Policy, which includes:

- The development and review of the Policy and Procedure and maintaining a level of professional and current knowledge as to best practice in feedback management and assisting Council to be compliant where required.

10. ROLES AND RESPONSIBILITIES

Role	Responsibilities
<p>Governance & Strategy Manager Governance & Strategy Business Unit</p>	<ul style="list-style-type: none"> • Prepare complaint handling report derived from information recorded in the Complaint Register to the Executive Group as required. • Report to the Office of Local Government on Council complaint handling as required. • Maintains oversight of the Complaint Register in conjunction with the Complaints Advocate. • Receiving, investigating and recording complaints that may arise in relation to the functions of the Governance Department. • Arrangement and development where necessary of complaint handling awareness through training or one on one support in conjunction with the Complaints Advocate.
	<ul style="list-style-type: none"> • Operationally oversees the framework of feedback and complaints being undertaken by Council. • Ensure recommendations arising out of feedback and complaint data analysis are canvassed with the General Manager and implemented where appropriate. • Encourage staff managing feedback and complaints to provide suggestions on ways to improve the organisation's complaint management system.

<p>Complaints Advocate Customer Service Business Unit</p>	<ul style="list-style-type: none"> • Responsible for overseeing Council’s complaint handling process, and that it aligns to best practice. • Handles the management of the following complaints: <ul style="list-style-type: none"> ○ Multiple issue complaints. ○ Complaints received from the Mayor and Councillors. • Facilitate feedback complaint handling awareness and competencies across Council through staff training in accordance with Council’s policies and procedures. • Liaises with Manager Corporate Governance providing additional insights that are further canvassed with the General Manager and implemented where appropriate. • Oversee the receipt and resolution of complaints with the view to identify trends arising. • Register complaints in Council’s Record Management System Complaints Register. • Undertaking analysis and reporting of complaints received and the identification of trends via regular reports to the Executive Leadership Team.
<p>Mayor and Councillors</p>	<ul style="list-style-type: none"> • Promote and support a culture that values feedback including the recognition of compliments, suggestions and the effective resolution of complaints. • The Mayor and Councillors can assist individuals who approach them with feedback about Council by referring them to Council’s Customer Service so that their feedback can be logged and actioned. • The Mayor and Councillors are prohibited from getting involved in the day to day operations and management of feedback in accordance with this Policy and Feedback Procedures (unless the feedback relates specifically to the General Manager). • The Complaints Officer will Liaise with the departments and customer and report back to the Councillor who lodged it.
<p>General Manager</p>	<ul style="list-style-type: none"> • Promote and support a culture that values feedback including the recognition of compliments, suggestions and the effective resolution of complaints. • Investigate complaints about the Mayor, Councillors and Directors as appropriate. • Encourage staff to make recommendations for system improvements. • Support recommendations for system, service and any other improvements arising from analysis of feedback/ complaint data. • Publicly report on complaints. • Consider, authorise and/or revoke declarations for Unreasonable Customer Conduct (as per the <i>Unreasonable Customer Conduct Policy</i>)
	<ul style="list-style-type: none"> • Promote and support a culture that values feedback including the recognition of compliments and the effective resolution of complaints.

Executive Team	<ul style="list-style-type: none"> • Recognise Council Officers who have received compliments for exceeding customer expectations. • Review data on feedback provided by the Governance & Strategy Manager and endorse suggested organisational improvements to avoid reoccurrence of complaints in the future. • Refer results of feedback data to appropriate Council staff as required to assist in continuous improvement, reduce risk and/or improve the quality of customer service.
Executive Assistants, Administration Officers	<ul style="list-style-type: none"> • Resolve complaints at the first point of contact or where this is not possible, refer the complaint to the Customer Advocate for review. • Explain Councils customer Feedback & Complaints Management Policy to customers who enquire about lodging customer feedback. • Register complaints in Council's Record Management System / Complaints Register.
Receiving Officer	<p>For the purpose of this Policy, the receiving officer is the council officer who assists/ directs the customer to lodge customer feedback in the first instance. This can be:</p> <ul style="list-style-type: none"> • Customer Services Officer • Records Officer • Other Council staff directing customers to the Complaints form.
Frontline Officer	<p>In many organisation a frontline officer are those persons who are considered the first direct contact with a customer.</p> <p>However, the complexity of Council functions this definition necessitates the expansion of this term to include that of the first person of a department who is called upon to speak to the customer regarding their complaint.</p> <p>Often many complaints can be resolved in the first instance by the frontline officer.</p> <ul style="list-style-type: none"> • In some instances the frontline officer may also be the initial Receiving Officer/Department Officer who may attend the counter, • Take a transferred phone call. • Receive a service request to follow-up on a complaint.
Investigating Officer	<ul style="list-style-type: none"> • The person who investigates and attempts resolution of the complaint at Tier 2 Level of Complaint Handling within a given business unit/area.

Business Unit Managers	<ul style="list-style-type: none"> Responsible for handling the more complex complaints. Ensure Business Unit staff comply with Council's feedback/complaint handling policies and procedures and attend feedback/complaint handling training as scheduled or required. For contentious and/or politically sensitive issues notify the Director and General Manager. Provide support to staff dealing with complaints or who are the subject of a complaint. Provide suggestions to Governance & Strategy Manager on ways to improve the organisation's complaints management system.
All Council Staff	<ul style="list-style-type: none"> Be aware of the complaint handling policy and procedures. Assist people who wish to make complaints through various methods. Assist staff handling complaints resolve matters promptly. Provide feedback to management on issues arising from complaints Implement changes arising from individual complaints and from the analysis and evaluation of complaint data. Ensure that feedback/complaints are responded to in a courteous, fair, confidential and timely manner and that complainants are advised of progress and outcomes (as per timeframe service standard requirements.)

11. RELATED PROCEDURES

Complaints Handling Kit containing process, templates, checklists and the registers.

APPROVAL AND REVIEW		
Responsible Business Unit	Governance and Strategy	
Responsible Officer	The Governance & Strategy Manager	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	[Two years from last adoption]	
Content Manager Reference	AINT/2021/15692	

CM: AINT/2021/15725

Unreasonable Customer Conduct Policy

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

The purpose of this policy is to clearly outline Council's procedures when dealing with unreasonable customer conduct.

2. APPLICATION

Armidale Regional Council is committed to being accessible and responsive to all customers who approach Council's offices for assistance and/or with a complaint, request or issue. At the same time the success of Council depends on:

- Council's ability to do our work and perform our functions in the most effective and efficient ways possible;
- The health, safety and security of Council staff; and
- Council's ability to allocate resources fairly across all the customers who approach our offices.

When customers or complainants behave unreasonably in their dealings with Council, their conduct can significantly affect our success. As a result, Armidale Regional Council will take proactive and decisive action to manage any conduct that negatively and unreasonably affects Council and will support our staff to do the same in accordance with this policy.

3. POLICY INTENT

This policy has been developed to assist all staff members to better manage unreasonable customer conduct ('UCC'). This policy has been based on the NSW Ombudsman's Managing Unreasonable

Complainant Conduct Practice Manual (2nd edition) ('practice manual'). Its aim is to ensure that all staff:

- Feel confident and supported in taking action to manage UCC.
- Act fairly, consistently, honestly and appropriately when responding to UCC.
- Are aware of their roles and responsibilities in relation to the management of UCC and how this policy will be used.
- Understand the types of circumstances when it may be appropriate to manage UCC

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan contains many ambitious goals that can only be achieved with the community working together and focused on strategic objectives. Unreasonable complaints divert resources away from addressing key strategic challenges to administrative tasks that add no value. This policy seeks to clearly articulate Council's leadership role in the community and specifically contributes to demonstrating sound

organisational health and a culture which promotes action, accountability and transparency (Outcome 3 – Leadership for the Region).

5. DEFINING UNREASONABLE CUSTOMER CONTACT

Most customers or complainants who come to Council's administration centre act reasonably and responsibly in their interactions with us, even when they are experiencing high levels of distress, frustration and anger about their complaint/issue. However in a very small number of cases some customers or complainants behave in ways that are inappropriate and unacceptable – despite our best efforts to help them. They are aggressive and verbally abusive towards our staff. They threaten harm and violence, inundate our offices with unnecessary and excessive phone calls and emails, make inappropriate demands on our time and our resources and refuse to accept our decisions and recommendations in relation to their complaints/issues. When customers or complainants behave in these ways we consider their conduct to be 'unreasonable'.

Unreasonable customer conduct ('UCC') is any behaviour by a current or former customer or complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for our organisation, our staff, other service users and customers or complainants or the customer/complainant himself/herself.

UCC can be divided into five categories of conduct:

5.1 Unreasonable Persistence

Unreasonable persistence is continued, incessant and unrelenting conduct by a customer or complainant that has a disproportionate and unreasonable impact on our organisation, staff, services, time and/or resources.

5.2 Unreasonable Demands

Unreasonable demands are any demands (express or implied) that are made by a customer or complainant that have a disproportionate and unreasonable impact on our organisation, staff, services, time and/or resources.

5.3 Unreasonable Lack of Cooperation

Unreasonable lack of cooperation is an unwillingness and/or inability by a customer or complainant to cooperate with the organisation, staff, or complaints system and processes that results in a disproportionate and unreasonable use of Council services, time and/or resources.

5.4 Unreasonable Arguments

Unreasonable arguments include any arguments that are not based in reason or logic, that are incomprehensible, false or inflammatory, trivial or delirious and that disproportionately and unreasonably impact upon our organisation, staff, services, time, and/or resources.

5.5 Unreasonable Behaviour

Unreasonable behaviour is conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated that a customer or complainant is – because it unreasonably compromises the health, safety and security of Council staff, other service users – or the customer or complainant himself/herself.

Armidale Regional Council has a zero tolerance policy towards any harm, abuse or threats directed towards them. Any conduct of this kind will be dealt with under this policy, and in accordance with our duty of care and workplace health and safety responsibilities.

It is also noted that the scope of unreasonable conduct extends to conduct directed to Council staff members outside of the work environment or standard work hours.

6. RESPONDING TO AND MANAGING UNREASONABLE CUSTOMER COMPLAINTS

6.1 Changing or restricting a complainant's access to our services

UCC incidents will generally be managed by limiting or adapting the ways that we interact with and/or deliver services to customers or complainants by restricting:

- **Who they have contact with** – e.g. limiting a customer or complainant to a sole contact person/staff member in our organisation.
- **What they can raise with Council** – e.g. restricting the subject matter of communications that will be considered and responded to.
- **When they can have contact** – e.g. limiting a customer or complainant's contact with Council to a particular time, day, or length of time, or curbing the frequency of their contact with Council.
- **Where they can make contact** – e.g. limiting the locations where Council will conduct face-to-face interviews to secured facilities or areas of the office.
- **How they can make contact** – e.g. limiting or modifying the forms of contact that the customer or complainant can have with Council. This can include modifying or limiting face-to-face interviews, telephone and written communications, prohibiting access to our premises, contact through a representative only, taking no further action or terminating our services altogether.

When using the restrictions provided in this section we recognise that discretion will need to be used to adapt them to suit a customer or complainant's personal circumstances, level of competency, literacy skills, etc. In this regard, we also recognise that more than one strategy may need to be used in individual cases to ensure their appropriateness and efficacy.

6.2 Completely terminating customer or complainant's access to our services

In rare cases, and as a last resort when all other strategies have been considered and/or attempted, the Director Organisational & Corporate Services and the General Manager may decide that it is necessary for our organisation to completely restrict a customer or complainant's contact/access to Council's services.

A decision to have no further contact with a customer or complainant will only be made if it appears that the customer or complainant is unlikely to modify their conduct and/or their conduct poses a significant risk for Council staff or other parties because it involves one or more of the following types of conduct:

- Acts of aggression, verbal and/or physical abuse, threats of harm, harassment, intimidation, stalking, assault.
- Damage to Council property while on our premises.
- Threats with a weapon or common office items that can be used to harm another person or themselves.
- Physically preventing a staff member from moving around freely either within their office or during an off-site visit – e.g. entrapping them in their home.

- Conduct that is otherwise unlawful.

In these cases the customer or complainant will be sent a letter notifying them that their access has been restricted. These types of conduct extend to Council staff outside of the work environment and standard work hours.

As previously stated, Armidale Regional Council has a zero tolerance policy towards any harm, abuse or threats directed towards its staff. Any conduct of this kind will be dealt with under this policy, and in accordance with our duty of care and workplace health and safety responsibilities. If any of the types of conduct above are experienced, Council will refer the matter to the NSW Police or any other agency as required.

7. ALTERNATIVE DISPUTE RESOLUTION

7.1 Using alternative dispute resolution strategies to manager conflicts with customers or complainants

If the Director Organisational & Corporate Services and the General Manager determine that Council cannot terminate services to a customer or complainant in a particular case or that we/our staff bear some responsibility for causing or exacerbating their conduct, they may consider using alternative dispute resolution strategies ('ADR') such as mediation and conciliation to resolve the conflict with the customer or complainant and attempt to rebuild our relationship with them. If ADR is considered to be an appropriate option in a particular case, the ADR will be conducted by an independent third party to ensure transparency and impartiality.

However, we recognise that in UCC situations, ADR may not be an appropriate or effective strategy particularly if the customer or complainant is uncooperative or resistant to compromise. Therefore, each case will be assessed on its own merits to determine the appropriateness of this approach.

8. LEGISLATIVE REQUIREMENTS

This policy was developed to align with the NSW Ombudsman NSW Complaint Conduct Model Policy 2013.

Legislative references:

- *Privacy and Personal Information Protection Act 1998*
- *Independent Commission Against Corruption Act 1988*
- *Government Information (Public Access) Act 2009*
- *Local Government Act 1993*
- *Ombudsman Act 1974*
- *Inclosed Lands Protection Act 1901*

9. REVIEW

This Policy will be reviewed every four years from the date of each adoption of the policy, or more frequently as required.

10. REPORTING

Nil.

11. RESPONSIBLE OFFICER

The Director Organisational & Corporate Services will:

- Maintain all records and a register recording details of Unreasonable Customer Complaints.
- Keep the policy current.
- Implement communications, education and monitoring strategies.
- Provide a point of contact about the meaning and application of the policy.

12. ROLES AND RESPONSIBILITIES

12.1 All Staff

All staff are responsible for familiarising themselves with this policy. Staff are also encouraged to explain the contents of this document to all customers or complainants, particularly those who engage in UCC or exhibit the early warning signs for UCC.

12.2 Director Organisational & Corporate Services

The Director Organisational & Corporate Services, in consultation with relevant staff and General Manager, has the responsibility and authority to change or restrict a customer or complainant's access to Council services in the circumstances identified in this policy.

12.3 Senior Leadership Team

All members of the Senior Leadership Team are responsible for supporting staff to apply the strategies in this policy. Senior managers are also responsible for ensuring compliance with the procedures identified in this policy and ensuring that all staff members are trained to deal with UCC – including on induction

13. RELATED PROCEDURES

Supporting Armidale Regional Council Documents:

- Feedback and Complaints Management Policy

APPROVAL AND REVIEW		
Responsible Business Unit	Governance and Strategy	
Responsible Officer	Director Organisational & Corporate Services	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	[Four years from last adoption]	
CM Reference	AINT/2021/15725	



Quarterly Budget Review Statement

For the period: 1-Apr-21 to: 30-Jun-21

1. Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Armidale Regional Council for the quarter ended 30 June 2021 indicates that Council's projected financial position at 30 June 2021 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

A handwritten signature in black ink, appearing to read "K Stidworthy", is positioned above a horizontal line.

Signed:

Kelly Stidworthy
Responsible Accounting Officer

Date:

7/07/2021



Quarterly Budget Review Statement

2. Income & Expenses

GENERAL FUND

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Income Statement										
Recurrent Revenue										
Rates and Annual Charges	26,733	0	0	0	0	19	26,752	26,752	0%	
User Charges and Fees	12,355	0	(372)	819	23	3,513	16,338	16,338	0%	
Interest and Investment Revenue	342	0	0	0	(53)	0	289	289	0%	
Other Revenues	2,185	0	(144)	26	14	446	2,528	2,528	0%	
Operating Grants and Contributions	13,155	296	1,673	1,003	(222)	(312)	15,592	15,592	0%	
RECURRENT REVENUE	54,770	296	1,156	1,848	(237)	3,667	61,499	61,499	0%	
Recurrent Expenditure										
Employee Costs	22,187	42	(53)	(95)	41	95	22,216	22,216	0%	
Materials and Contracts	10,386	344	(1,069)	(91)	(491)	2,481	11,560	11,560	0%	
Borrowing Costs	989	0	0	0	0	0	989	989	0%	
Other Expenses	10,310	0	(73)	(19)	(6)	(17)	10,195	10,195	0%	
Depreciation and Amortisation	12,405	0	0	0	0	0	12,405	12,405	0%	
RECURRENT EXPENDITURE	56,276	386	(1,195)	(205)	(455)	2,559	57,365	57,365	0%	
NET OPERATING SURPLUS/(DEFICIT)	(1,506)	(90)	2,351	2,053	218	1,108	4,133	4,133	0%	
Capital Grants and Contributions	16,068	(1,943)	208	(3,494)	279	0	11,118	11,118	0%	
NET SURPLUS/(DEFICIT)	14,562	(2,033)	2,560	(1,442)	497	1,108	15,252	15,252	0%	
Cashflow & Reserve Movements										
Receipts										
Recurrent Revenue	54,770	296	1,156	1,848	(237)	3,667	61,499	61,499	0%	
Proceeds from Property, Plant & Equipment	1,268	0	1,070	0	(380)	0	1,958	1,958	0%	
Capital Grants and Contributions	16,068	(1,943)	208	(3,494)	279	0	11,118	11,118	0%	
Transfer from Cash Reserve	7,063	1,187	1,408	232	114	0	10,004	10,004	0%	
Payments										
Recurrent Expenditure excluding Depreciation	(43,872)	(386)	1,195	205	455	(2,559)	(44,961)	(44,961)	0%	
Purchase of Property, Plant & Equipment	(30,438)	846	(2,200)	1,338	4,945	(98)	(25,606)	(25,606)	0%	
Repayments of Borrowing & Advances	(2,567)	0	0	0	0	0	(2,567)	(2,567)	0%	
Transfer to Cash Reserve	(1,340)	0	(2,531)	(199)	(5,131)	(1,011)	(10,211)	(10,211)	0%	
NET BUDGET POSITION	952	(0)	306	(70)	46	(0)	1,234	1,234	0%	



Quarterly Budget Review Statement

2. Income & Expenses

WATER FUND

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Income Statement										
Recurrent Revenue										
Rates and Annual Charges	2,435	0	0	0	0	0	2,435	2,435	0%	
User Charges and Fees	8,250	0	0	0	0	0	8,250	8,250	0%	
Interest and Investment Revenue	409	0	0	0	(200)	0	209	209	0%	
Other Revenues	39	0	0	0	0	0	39	39	0%	
Operating Grants and Contributions	88	0	0	0	0	0	88	88	0%	
RECURRENT REVENUE	11,221	0	0	0	(200)	0	11,021	11,021	0%	
Recurrent Expenditure										
Employee Costs	1,880	0	0	18	11	0	1,909	1,909	0%	
Materials and Contracts	5,552	0	0	29	(357)	(19)	5,206	5,206	0%	
Borrowing Costs	313	0	0	0	0	0	313	313	0%	
Other Expenses	671	0	0	(68)	(55)	19	567	567	0%	
Depreciation and Amortisation	3,426	0	0	0	0	0	3,426	3,426	0%	
RECURRENT EXPENDITURE	11,842	0	0	(21)	(401)	0	11,420	11,420	0%	
NET OPERATING SURPLUS/(DEFICIT)	(621)	0	0	21	201	0	(399)	(399)	0%	
Capital Grants and Contributions	2,593	0	136	(1,385)	1,385	0	2,729	2,729	0%	
NET SURPLUS/(DEFICIT)	1,971	0	136	(1,364)	1,586	0	2,329	2,329	0%	
Cashflow & Reserve Movements										
Receipts										
Recurrent Revenue	11,221	0	0	0	(200)	0	11,021	11,021	0%	
Proceeds from Property, Plant & Equipment	0	0	0	0	0	0	0	0	0%	
Capital Grants and Contributions	2,593	0	136	(1,385)	1,385	0	2,729	2,729	0%	
Transfer from Cash Reserve	0	0	0	0	0	0	0	0	0%	
Payments										
Recurrent Expenditure excluding Depreciation	(8,416)	0	0	21	401	0	(7,994)	(7,994)	0%	
Purchase of Property, Plant & Equipment	(8,360)	(100)	(450)	1,655	(1,109)	0	(8,364)	(8,364)	0%	
Repayments of Borrowing & Advances	(263)	0	0	0	0	0	(263)	(263)	0%	
Transfer to Cash Reserve	0	0	0	0	0	0	0	0	0%	
NET BUDGET POSITION	(3,226)	(100)	(314)	291	477	0	(2,872)	(2,872)	0%	



Quarterly Budget Review Statement

2. Income & Expenses

SEWER FUND

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Income Statement										
Recurrent Revenue										
Rates and Annual Charges	5,691	0	0	0	4	0	5,696	5,696	0%	
User Charges and Fees	251	0	0	(45)	15	0	221	221	0%	
Interest and Investment Revenue	208	0	0	0	(60)	0	148	148	0%	
Other Revenues	990	0	0	0	410	(156)	1,244	1,244	0%	
Operating Grants and Contributions	84	0	0	0	0	0	84	84	0%	
RECURRENT REVENUE	7,224	0	0	(45)	369	(156)	7,392	7,392	0%	
Recurrent Expenditure										
Employee Costs	1,414	0	0	7	0	4	1,424	1,424	0%	
Materials and Contracts	2,815	0	0	(82)	(7)	(168)	2,558	2,558	0%	
Borrowing Costs	0	0	0	0	0	0	0	0	0%	
Other Expenses	952	0	0	30	185	(8)	1,160	1,160	0%	
Depreciation and Amortisation	2,248	0	0	0	0	0	2,248	2,248	0%	
RECURRENT EXPENDITURE	7,429	0	0	(45)	178	(173)	7,390	7,390	0%	
NET OPERATING SURPLUS/(DEFICIT)	(205)	0	0	0	191	17	2	2	0%	
Capital Grants and Contributions	0	0	0	0	0	0	0	0		
NET SURPLUS/(DEFICIT)	(205)	0	0	0	191	17	2	2	0%	
Cashflow & Reserve Movements										
Receipts										
Recurrent Revenue	7,224	0	0	(45)	369	(156)	7,392	7,392	0%	
Proceeds from Property, Plant & Equipment	0	0	0	0	0	0	0	0		
Capital Grants and Contributions	0	0	0	0	0	0	0	0		
Transfer from Cash Reserve	0	0	0	0	0	0	0	0		
Payments										
Recurrent Expenditure excluding Depreciation	(5,181)	0	0	45	(178)	173	(5,142)	(5,142)	0%	
Purchase of Property, Plant & Equipment	(1,200)	0	(300)	(123)	0	0	(1,623)	(1,623)	0%	
Repayments of Borrowing & Advances	0	0	0	0	0	0	0	0		
Transfer to Cash Reserve	0	0	0	0	0	0	0	0		
NET BUDGET POSITION	843	0	(300)	(123)	191	17	627	627	0%	



Quarterly Budget Review Statement

2. Income & Expenses

CONSOLIDATED

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Income Statement										
Recurrent Revenue										
Rates and Annual Charges	34,859	0	0	0	4	19	34,882	34,882	0%	
User Charges and Fees	20,856	0	(372)	774	38	3,513	24,808	24,808	0%	
Interest and Investment Revenue	959	0	0	0	(313)	0	646	646	0%	
Other Revenues	3,214	0	(144)	26	425	290	3,811	3,811	0%	
Operating Grants and Contributions	13,326	296	1,673	1,003	(222)	(312)	15,764	15,764	0%	
RECURRENT REVENUE	73,214	296	1,156	1,803	(68)	3,511	79,912	79,912	0%	
Recurrent Expenditure										
Employee Costs	25,480	42	(53)	(70)	52	99	25,549	25,549	0%	
Materials and Contracts	18,753	344	(1,069)	(144)	(854)	2,294	19,324	19,324	0%	
Borrowing Costs	1,303	0	0	0	0	0	1,303	1,303	0%	
Other Expenses	11,933	0	(73)	(57)	124	(6)	11,922	11,922	0%	
Depreciation and Amortisation	18,079	0	0	0	0	0	18,079	18,079	0%	
RECURRENT EXPENDITURE	75,547	386	(1,195)	(271)	(678)	2,387	76,176	76,176	0%	
NET OPERATING SURPLUS/(DEFICIT)	(2,333)	(90)	2,351	2,073	610	1,124	3,736	3,736	0%	
Capital Grants and Contributions	18,661	(1,943)	344	(4,879)	1,664	0	13,847	13,847	0%	
NET SURPLUS/(DEFICIT)	16,328	(2,033)	2,696	(2,806)	2,274	1,124	17,583	17,583	0%	
Cashflow & Reserve Movements										
Receipts										
Recurrent Revenue	73,214	296	1,156	1,803	(68)	3,511	79,912	79,912	0%	
Proceeds from Property, Plant & Equipment	1,268	0	1,070	0	(380)	0	1,958	1,958	0%	
Capital Grants and Contributions	18,661	(1,943)	344	(4,879)	1,664	0	13,847	13,847	0%	
Transfer from Cash Reserve	7,063	1,187	1,408	232	114	0	10,004	10,004	0%	
Payments										
Recurrent Expenditure excluding Depreciation	(57,469)	(386)	1,195	271	678	(2,387)	(58,097)	(58,097)	0%	
Purchase of Property, Plant & Equipment	(39,998)	746	(2,950)	2,870	3,836	(98)	(35,593)	(35,593)	0%	
Repayments of Borrowing & Advances	(2,830)	0	0	0	0	0	(2,830)	(2,830)	0%	
Transfer to Cash Reserve	(1,340)	0	(2,531)	(199)	(5,131)	(1,011)	(10,211)	(10,211)	0%	
NET BUDGET POSITION	(1,431)	(100)	(307)	98	714	16	(1,011)	(1,011)	0%	



Quarterly Budget Review Statement

2. Operating Budget Adjustments

GENERAL FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Governance	Other Revenues	(1,000)	(1,194)	(194)	Revenue revised to match actuals
Governance	Other Revenues	0	(269)	(269)	Revenue revised to match actuals
Opex: Project GONZO - World Class Mountain E	Operating Grants and Contributions	(99,013)	0	99,013	Project deferred to next FY
Visitor Information Centre	Operating Grants and Contributions	0	(11,009)	(11,009)	Budget re-aligned to match actual revenue - Bus Income
Investigations and Design	User Charges and Fees	(500)	(100)	400	Budget re-aligned to match actual revenue
Investigations and Design	Other Revenues	(8,000)	(17,846)	(9,846)	Budget re-aligned to match actual revenue

Human Resources	Operating Grants and Contributions	0	(2,500)	(2,500)	Recognise revenue
Events & Promotions	Other Revenues	0	(56,530)	(56,530)	Revenue associated with Big Chill
Events & Promotions	Operating Grants and Contributions	(72,500)	0	72,500	Remove revenue and add to carry fwd. - Spring Games
Financial Services	Operating Grants and Contributions	(4,352,742)	(4,359,607)	(6,865)	Revenue revised to match actual payments from Financial Assistance Grants
Information Technology	Operating Grants and Contributions	0	(50,000)	(50,000)	Revenue recognised - Planning Portal Grant
Aboriginal Community Development	Operating Grants and Contributions	(3,000)	(4,500)	(1,500)	Grant received Naidoc Week
Libraries	User Charges and Fees	(5,125)	(11,947)	(6,822)	Revenue associated with Co-Op partners
Libraries	Other Revenues	(25,000)	(6,232)	18,768	Revise revenue to match actuals
Libraries	Operating Grants and Contributions	(24,000)	0	24,000	Revise revenue to match actuals - revenue budget duplicated
Libraries	Operating Grants and Contributions	(24,868)	(20,000)	4,868	Revise revenue to match actuals

Museums Folk Operations	Operating Grants and Contributions	(5,740)	0	5,740 Grant to be expended next FY 21/22
Council-led community grants program	Operating Grants and Contributions	(65,000)	0	65,000 Grant to be expended next FY 21/22
Community Events	Operating Grants and Contributions	(40,000)	(381)	39,619 Grant to be expended next FY 21/22
Wildlife and Habitat Community Grants Program	Operating Grants and Contributions	(90,000)	0	90,000 Budget trf to Unspent grants FY 21/22
Plant and Fleet Income and Expenses	Other Revenues	(357,000)	(490,236)	(133,236) Revenue revised to match actuals
Facility Management	User Charges and Fees	(6,223)	(10,770)	(4,547) Recognise additional revenue
Facility Management	Other Revenues	(180,000)	(357,104)	(177,104) Recognise additional revenue
Facility Management	User Charges and Fees	(2,000)	0	2,000 Remove budget - no revenue expected
Facility Management	Other Revenues	(10,000)	(5,000)	5,000 Revenue revised to match actuals
Applications and Approvals	User Charges and Fees	(61,883)	(85,000)	(23,117) Revenue revised to match actuals
Applications and Approvals	User Charges and Fees	(250,000)	(220,000)	30,000 Revenue revised to match actuals
Applications and Approvals	User Charges and Fees	(30,000)	(25,000)	5,000 Revenue revised to match actuals
Applications and Approvals	User Charges and Fees	(40,000)	(45,172)	(5,172) Revenue revised to match actuals
Applications and Approvals	User Charges and Fees	(10,000)	0	10,000 Revenue revised to match actuals
Applications and Approvals	User Charges and Fees	(16,023)	(20,663)	(4,640) Revenue revised to match actuals

Certification and Inspections	User Charges and Fees	0	(8,000)	(8,000)	Recognise revenue
Certification and Inspections	User Charges and Fees	(75,000)	(110,000)	(35,000)	Increase budget to align with revenue received
Certification and Inspections	User Charges and Fees	(80,000)	(130,000)	(50,000)	Increase budget to align with revenue received
Certification and Inspections	User Charges and Fees	(35,000)	(40,000)	(5,000)	Increase budget to align with revenue received
Certification and Inspections	User Charges and Fees	(7,430)	(14,000)	(6,570)	Increase budget to align with revenue received
Certification and Inspections	Other Revenues	(50,000)	(1,440)	48,560	Decrease Budget to align with actuals
Companion Animals	Other Revenues	(45,000)	(53,000)	(8,000)	Budget re-aligned to match actuals
Companion Animals	Other Revenues	(22,067)	(24,000)	(1,933)	Budget re-aligned to match actuals
Car Parking and General Enforcement	Other Revenues	(130,000)	(160,000)	(30,000)	Increased revenues budget revised
Rural Sealed Roads Repairs and Maintenance	Operating Grants and Contributions	(2,511,708)	(2,544,100)	(32,392)	Income revised to match Federal Assistance Grants
Regional Airport	User Charges and Fees	(213,404)	(357,011)	(143,607)	Increased Airport Revenue
Regional Airport	User Charges and Fees	(12,000)	(9,000)	3,000	Revised Airport Revenue
Regional Airport	User Charges and Fees	(16,875)	(18,448)	(1,573)	Increased Airport Revenue
Regional Airport	User Charges and Fees	(1,800)	(2,160)	(360)	Increased Airport Revenue
Regional Airport	User Charges and Fees	(35,893)	(46,446)	(10,554)	Increased Airport Revenue
Regional Airport	Other Revenues	(106,393)	(107,386)	(993)	Increased Airport revenue

Long Swamp Road Waste Transfer Facility	User Charges and Fees	(3,902,928)	(3,925,089)	(22,161)	Increase budget to align with actual revenue received
Long Swamp Road Waste Transfer Facility	User Charges and Fees	(140,000)	(166,545)	(26,545)	Increase budget to align with actual revenue received
Long Swamp Road Waste Transfer Facility	Other Revenues	(200,000)	(300,358)	(100,358)	Increased revenue associated with Scrap metal sales
Sports Council Administration	Operating Grants and Contributions	(42,000)	(26,762)	15,238	Budget transferred to Sports Council Reserve
RMCC Ordered Works Program	User Charges and Fees	(5,036,700)	(8,246,831)	(3,210,131)	Budget adjusted to align with RMCC Programmed works

(1,107,784)



Quarterly Budget Review Statement
2. Operating Budget Adjustments

WATER FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Water - Business Administration	Other Expenses	250	0	(250)	Budget revised to match actuals
Water - Business Administration	Other Expenses	400	0	(400)	Budget revised to match actuals
Water - Business Administration	Other Expenses	1,500	0	(1,500)	Budget revised to match actuals
Water - Business Administration	Other Expenses	22,000	32,000	10,000	Budget revised to match actuals
Water - Business Administration	Other Expenses	0	1,717	1,717	Budget revised to match actuals
Water - Business Administration	Materials and Contracts	10,200	2,000	(8,200)	Budget revised to match actuals
Water - Business Administration	Other Expenses	10,500	17,133	6,633	Budget revised to match actuals
Water - Business Administration	Materials and Contracts	290,000	282,000	(8,000)	Budget revised to match actuals
Raw Water Dams	Materials and Contracts	7,500	9,000	1,500	Budget revised to match actuals
Raw Water Dams	Materials and Contracts	10,000	8,500	(1,500)	Budget revised to match actuals
Water Drought Relief	Materials and Contracts	118,394	115,531	(2,863)	Budget revised to match actuals
Water Drought Relief	Other Expenses	1,457	4,320	2,863	Budget revised to match actuals

0



Quarterly Budget Review Statement
2. Operating Budget Adjustments

SEWER FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Sewer Management	Employee Costs	0	3,500	3,500	Budget re-aligned to match actuals
Sewerage - New Connections	Materials and Contracts	3,500	4,500	1,000	Budget re-aligned to match actuals
Sewerage - New Connections	Materials and Contracts	0	470	470	Budget re-aligned to match actuals
Sewerage - Network Management	Materials and Contracts	148,263	240	(148,023)	Inflow/Infiltration study of Guyra project delayed
STP - Management	Other Expenses	45,000	37,900	(7,100)	Budget re-aligned to match actuals
STP - Management	Materials and Contracts	51,000	56,100	5,100	Budget re-aligned to match actuals
STP - Management	Materials and Contracts	29,000	31,000	2,000	Budget re-aligned to match actuals
Effluent Management	Other Revenues	(150,000)	(4,073)	145,927	Budget revised to match actual income
Effluent Management	Other Revenues	(40,000)	(24,000)	16,000	Hay Sales down, budget revised
Effluent Management	Materials and Contracts	3,500	0	(3,500)	Budget re-aligned to match actuals
Effluent Management	Other Expenses	26,000	30,000	4,000	Budget re-aligned to match actuals
Effluent Management	Other Expenses	754,407	776,469	22,062	Budget re-aligned to match actuals
Effluent Management	Materials and Contracts	0	807	807	Budget re-aligned to match actuals
Effluent Management	Materials and Contracts	10,000	15,000	5,000	Budget re-aligned to match actuals
Effluent Management	Materials and Contracts	80,858	49,796	(31,062)	Recognised savings
Effluent Management	Other Expenses	27,000	0	(27,000)	Recognised savings
Sewer - Trade Waste	Other Revenues	0	(5,764)	(5,764)	Revenue increased to match actuals

(16,583)



Quarterly Budget Review Statement

3. Capital Budget

GENERAL FUND

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Capital Budget										
Capital Funding										
Unrestricted Revenue	9,947	(90)	2,045	2,122	122	1,158	15,304	15,304	0%	
Capital Grants and Contributions	16,068	(1,943)	208	(3,494)	279	0	11,118	11,118	0%	
Proceeds from Property, Plant & Equipment	1,268	0	1,070	0	(380)	0	1,958	1,958	0%	
Transfer from Cash Reserve	7,063	1,187	1,408	232	114	0	10,004	10,004	0%	
CAPITAL FUNDING	34,346	(846)	4,731	(1,140)	136	1,158	38,385	38,385	0%	
Capital Expenditure										
Purchase of Property, Plant & Equipment	30,438	(846)	2,200	(1,338)	(4,945)	98	25,606	25,606	0%	
Loan Repayments	2,567	0	0	0	0	0	2,567	2,567	0%	
Transfer to Cash Reserve	1,340	0	2,531	199	5,131	1,011	10,211	10,211	0%	
CAPITAL EXPENDITURE	34,346	(846)	4,731	(1,140)	186	1,108	38,385	38,385	0%	
NET CAPITAL BUDGET POSITION	0	0	0	0	0	0	0	0		



Quarterly Budget Review Statement

3. Capital Budget

WATER FUND

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Capital Budget										
Capital Funding										
Unrestricted Revenue	6,030	100	314	(270)	(276)	0	5,898	5,898	0%	
Capital Grants and Contributions	2,593	0	136	(1,385)	1,385	0	2,729	2,729	0%	
Proceeds from Property, Plant & Equipment	0	0	0	0	0	0	0	0		
Transfer from Cash Reserve	0	0	0	0	0	0	0	0		
CAPITAL FUNDING	8,623	100	450	(1,655)	1,109	0	8,627	8,627	0%	
Capital Expenditure										
Purchase of Property, Plant & Equipment	8,360	100	450	(1,655)	1,109	0	8,364	8,364	0%	
Loan Repayments	263	0	0	0	0	0	263	263	0%	
Transfer to Cash Reserve	0	0	0	0	0	0	0	0		
CAPITAL EXPENDITURE	8,623	100	450	(1,655)	1,109	0	8,627	8,627	0%	
NET CAPITAL BUDGET POSITION	0	0	0	0	0	0	0	0		



Quarterly Budget Review Statement

3. Capital Budget

SEWER FUND

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Capital Budget										
Capital Funding										
Unrestricted Revenue	1,200	0	300	123	0	0	1,623	1,623	0%	
Capital Grants and Contributions	0	0	0	0	0	0	0	0		
Proceeds from Property, Plant & Equipment	0	0	0	0	0	0	0	0		
Transfer from Cash Reserve	0	0	0	0	0	0	0	0		
CAPITAL FUNDING	1,200	0	300	123	0	0	1,623	1,623	0%	
Capital Expenditure										
Purchase of Property, Plant & Equipment	1,200	0	300	123	0	0	1,623	1,623	0%	
Loan Repayments	0	0	0	0	0	0	0	0		
Transfer to Cash Reserve	0	0	0	0	0	0	0	0		
CAPITAL EXPENDITURE	1,200	0	300	123	0	0	1,623	1,623	0%	
NET CAPITAL BUDGET POSITION	0	0	0	0	0	0	0	0		



Quarterly Budget Review Statement

3. Capital Budget

CONSOLIDATED

	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Capital Budget										
Capital Funding										
Unrestricted Revenue	17,177	10	2,659	1,976	(154)	1,158	22,825	22,825	0%	
Capital Grants and Contributions	18,661	(1,943)	344	(4,879)	1,664	0	13,847	13,847	0%	
Proceeds from Property, Plant & Equipment	1,268	0	1,070	0	(380)	0	1,958	1,958	0%	
Transfer from Cash Reserve	7,063	1,187	1,408	232	114	0	10,004	10,004	0%	
CAPITAL FUNDING	44,168	(746)	5,481	(2,671)	1,245	1,158	48,635	48,635	0%	
Capital Expenditure										
Purchase of Property, Plant & Equipment	39,998	(746)	2,950	(2,870)	(3,836)	98	35,593	35,593	0%	
Loan Repayments	2,830	0	0	0	0	0	2,830	2,830	0%	
Transfer to Cash Reserve	1,340	0	2,531	199	5,131	1,011	10,211	10,211	0%	
CAPITAL EXPENDITURE	44,168	(746)	5,481	(2,671)	1,295	1,108	48,635	48,635	0%	
NET CAPITAL BUDGET POSITION	0	0	0	0	0	0	0	0		



Quarterly Budget Review Statement

3. Capital Budget Adjustments

GENERAL FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Gravel Resheeting RoadsLocal Rural Unsealed	Purchase of Property, Plant & Equipment	1,080,245	1,167,294	87,049	Increase budget to align with actual capital works. R2R Funding and internal plant hire
Armidale Old Library "Hub" Fitout	Purchase of Property, Plant & Equipment	166,437	176,817	10,380	Final costs pertaining to Old Library fitout for UNE occupation
				97,429	

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Reserve Adjustments					
Carry Forward Works Reserves	Transfer to Cash Reserve			116,897	Net movement from operating adjustments.
Other Waste Mgt	Transfer to Cash Reserve			208,961	Transfer savings from operational budget and additional revenue from Sale of Scrap Metal
Executive Performace Imporvement Order	Transfer to Cash Reserve			359,000	Carry forward balance of Performance Improvement Order funding
Infornation Technology Reserve	Transfer to Cash Reserve			41,000	IT software -Operating Roads for FY 21/22
Sports Council	Transfer to Cash Reserve			26,762	Trf to Sports Council Reserve
Unspent Grant Reserve	Transfer to Cash Reserve			(95,000)	Net trf Unspent Operational Grants carry forwards FY 21/22
Strategic Priorities Reserve	Transfer to Cash Reserve			353,000	Organisational Strategic Priorities Reserve
				<u>1,010,620</u>	



Quarterly Budget Review Statement

3. Capital Budget Adjustments

Description	Category	Current Budget	New Budget	Revision Amount	Comment
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TOTAL

0



Quarterly Budget Review Statement

3. Capital Budget Adjustments

SEWER FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
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TOTAL

0



Quarterly Budget Review Statement

4. Cash & Investments

GENERAL FUND

	Opening Balance 2020-21 \$'000	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Cash & Investments											
UNRESTRICTED CASH	2,141	952	(0)	306	(70)	46	(0)	3,375	3,375	0%	
Externally Restricted Cash											
Specific Purpose Unexpended Loans	2,700	(339)		(257)				2,104	2,104	0%	
NIRW Grant from EPA	1,087							1,087	1,087	0%	
Developer Contributions	2,749	160				(1)		2,908	2,908	0%	
RMS Contributions	76							76	76	0%	
Specific Purpose Unexpended Grants	7,970	(4,841)	(96)	160	(1,356)	2,067	(95)	3,809	3,809	0%	
Domestic Waste Management	1,362	300						1,662	1,662	0%	
Other External Restrictions	63							63	63	0%	
TOTAL EXTERNAL RESTRICTIONS	16,007	(4,720)	(96)	(97)	(1,356)	2,066	(95)	11,709	11,709	0%	
Internally Restricted Cash											
Employee Leave Entitlement	4,053							4,053	4,053	0%	
Kolora Sinking Fund	398	(270)						128	128	0%	
Kolora M&R	327	205						532	532	0%	
Airport Capital Works	2,099	(903)		(50)	(202)	515		1,459	1,459	0%	
Fleet & Plant	885					740		1,625	1,625	0%	
PreSchool Upgrade	493	(480)				141		154	154	0%	
Natural Disaster Provision	500			200				700	700	0%	
Property Land Sale Proceeds	0			1,070	(30)	69		1,109	1,109	0%	
2019/20 Carry Forward Works	1,135	(45)	(1,090)					0	0	0%	
2020/21 Carry Forward Works	0					747	116	863	863	0%	
Other Waste Management	0				1,459	639	208	2,306	2,306	0%	
Other Internal Restrictions	129	490			95	100	67	881	881	0%	
Performance Improvement Order	0						359	359	359	0%	
Strategic Priorities Reserve	0						353	353	353	0%	
TOTAL INTERNAL RESTRICTIONS	10,019	(1,003)	(1,090)	1,220	1,322	2,951	1,103	14,522	13,810	-5%	
TOTAL INVESTMENTS & CASH	28,167	(4,771)	(1,186)	1,429	(104)	5,063	1,008	29,606	28,894	-2%	



Quarterly Budget Review Statement

4. Cash & Investments

WATER FUND

	Opening Balance 2020-21 \$'000	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Cash & Investments											
WATER FUND	22,317	(3,226)	(100)	(314)	291	477	0	19,445	19,445	0%	
Externally Restricted Cash											
Developer Contributions	2,277							2,277	2,277	0%	
Specific Purpose Unexpended Grants	0							0	0	0%	
TOTAL EXTERNAL RESTRICTIONS	2,277	0	0	0	0	0	0	2,277	2,277	0%	
TOTAL INVESTMENTS & CASH	24,594	(3,226)	(100)	(314)	291	477	0	21,722	21,722	0%	

SEWER FUND

	Opening Balance 2020-21 \$'000	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Cash & Investments											
SEWER FUND	16,182	843	0	(300)	(123)	191	17	16,809	16,809	0%	
Externally Restricted Cash											
Developer Contributions	1,740							1,740	1,740	0%	
Specific Purpose Unexpended Grants	0							0	0	0%	
TOTAL EXTERNAL RESTRICTIONS	1,740	0	0	0	0	0	0	1,740	1,740	0%	
TOTAL INVESTMENTS & CASH	17,922	843	0	(300)	(123)	191	17	18,549	18,549	0%	



Quarterly Budget Review Statement

4. Cash & Investments

CONSOLIDATED

	Opening Balance 2020-21 \$'000	Original Budget 2020-21 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	QBR4 Apr-Jun \$'000	Revised Budget 2020-21 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
Cash & Investments											
UNRESTRICTED CASH	2,141	952	(0)	306	(70)	46	(0)	3,375	3,375	0%	
Externally Restricted Cash											
Specific Purpose Unexpended Loans	2,700	(339)	0	(257)	0	0	0	2,104	2,104	0%	
NIRW Grant from EPA	1,087	0	0	0	0	0	0	1,087	1,087	0%	
Developer Contributions	6,766	160	0	0	0	(1)	0	6,925	6,925	0%	
RMS Contributions	76	0	0	0	0	0	0	76	76	0%	
Specific Purpose Unexpended Grants	7,970	(4,841)	(96)	160	(1,356)	2,067	(95)	3,809	3,809	0%	
Domestic Waste Management	1,362	300	0	0	0	0	0	1,662	1,662	0%	
Other External Restrictions	63	0	0	0	0	0	0	63	63	0%	
Water Fund	22,317	(3,226)	(100)	(314)	291	477	0	19,445	19,445	0%	
Sewer Fund	16,182	843	0	(300)	(123)	191	17	16,809	16,809	0%	
TOTAL EXTERNAL RESTRICTIONS	58,523	(7,103)	(196)	(711)	(1,189)	2,734	(78)	51,980	51,980	0%	
Internally Restricted Cash											
Employee Leave Entitlement	4,053	0	0	0	0	0	0	4,053	4,053	0%	
Kolora Sinking Fund	398	(270)	0	0	0	0	0	128	128	0%	
Kolora M&R	327	205	0	0	0	0	0	532	532	0%	
Airport Capital Works	2,099	(903)	0	(50)	(202)	515	0	1,459	1,459	0%	
Fleet & Plant	885	0	0	0	0	740	0	1,625	1,625	0%	
PreSchool Upgrade	493	(480)	0	0	0	141	0	154	154	0%	
Natural Disaster Provision	500	0	0	200	0	0	0	700	700	0%	
Property Land Sale Proceeds	0	0	0	1,070	(30)	69	0	1,109	1,109	0%	
2019/20 Carry Forward Works	1,135	(45)	(1,090)	0	0	0	0	0	0		
2020/21 Carry Forward Works	0	0	0	0	0	747	116	863	863		
Other Waste Management	0	0	0	0	1,459	639	208	2,306	2,306	0%	
Other Internal Restrictions	129	490	0	0	95	100	67	881	881	0%	
Performance Improvement Order	0	0	0	0	0	0	359	359	359	0%	
Strategic Priorities Reserve	0	0	0	0	0	0	353	353	353	0%	
TOTAL INTERNAL RESTRICTIONS	10,019	(1,003)	(1,090)	1,220	1,322	2,951	1,103	14,169	13,810	-3%	
TOTAL INVESTMENTS & CASH	70,683	(7,154)	(1,286)	816	64	5,731	1,024	69,877	69,165	-1%	



Quarterly Budget Review Statement

4. Cash & Investments

Cash & Investments Position

Statements

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals:

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.

The date of completion of this bank reconciliation is:

81,666,568

30/06/2021



Quarterly Budget Review Statement

5. Key Performance Indicators

GENERAL FUND

	Actual 2019-20	Original Budget 2020-21	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	QBR4 Apr-Jun	Revised Budget 2020-21	Comment
Key Performance Indicators									
1. Operating Performance Ratio	2.30%	-2.75%	-2.90%	1.43%	4.92%	5.23%	6.72%	6.72%	The improvement in this KPI relates to the net improvement in operating revenues and expenses of \$1.1m
Net Operating Result from Income Statement	1,243	(1,506)	(1,597)	805	2,858	3,026	4,133	4,133	
Operating Revenue (excl. Capital Grants & Contributions)	54,060	54,770	55,066	56,222	58,069	57,832	61,499	61,499	
<i>Benchmark: > 0%</i> <i>Indicates Council's capacity to meet ongoing operating expenditure requirements.</i>									
2. Own Source Operating Revenue Ratio	66.39%	58.75%	60.15%	58.25%	60.87%	60.81%	63.22%	63.22%	The KPI has increased slightly due to a lower value of grants that will be recognised in 2020/21
Operating Revenue (excl. ALL Grants & Contributions)	41,051	41,615	41,615	41,098	41,943	41,928	45,906	45,906	
Total Revenue (incl. Capital Grants & Cont)	61,831	70,838	69,191	70,555	68,908	68,950	72,617	72,617	
<i>Benchmark: > 60%</i> <i>Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council. Council has improved financial flexibility with a higher level of own source revenue.</i>									
3. Unrestricted Cash Expense Cover Ratio (Months)	0.6	0.8	0.8	0.9	0.9	0.9	0.9	0.9	There has been a small improvement in this KPI due to recognition of additional other revenue sources above the budget forecast
Unrestricted Cash	2,141	3,093	3,093	3,399	3,329	3,329	3,375	3,375	
Operating Expenditure (excl. Depreciation + non-cash adj's)	40,616	43,872	44,258	43,012	42,807	42,401	45,756	44,961	
<i>Benchmark: > 3 Months</i> <i>Indicates the number of months Council can continue paying for immediate expenses without additional cash inflow excluding restricted funds.</i>									
4. Debt Service Cover Ratio (Times x)	3.51	3.34	3.32	3.99	4.57	4.62	4.93	4.93	The improvement in this KPI relates to the improved operating result
Operating Result before Interest & Dep. exp (EBITDA)	15,251	11,887	11,797	14,199	16,252	16,420	17,527	17,527	
Loan Repayments (Principal + Interest)	4,345	3,557	3,557	3,557	3,557	3,557	3,557	3,557	
<i>Benchmark: > 2x</i> <i>Measures the availability of operating cash to service debt including interest and principal payments.</i>									



Quarterly Budget Review Statement

5. Key Performance Indicators

WATER FUND

	Actual 2019-20	Original Budget 2020-21	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	QBR4 Apr-Jun	Revised Budget 2020-21	Comment
Key Performance Indicators									
1. Operating Performance Ratio	-41.78%	-5.54%	-5.54%	-5.63%	-5.35%	-3.62%	-3.62%	-3.62%	There has been no change to the KPI as a result of the budget review
Net Operating Result from Income Statement	(4,083)	(621)	(621)	(621)	(601)	(399)	(399)	(399)	
Operating Revenue (excl. Capital Grants & Contributions)	9,772	11,221	11,221	11,021	11,221	11,021	11,021	11,021	
<i>Benchmark: > 0%</i>									
<i>Indicates Council's capacity to meet ongoing operating expenditure requirements.</i>									
2. Own Source Operating Revenue Ratio	66.59%	80.59%	80.59%	78.38%	88.60%	79.51%	79.51%	79.51%	There has been no change to the KPI as a result of the budget review
Operating Revenue (excl. ALL Grants & Contributions)	8,288	11,133	11,133	10,933	11,133	10,933	10,933	10,933	
Total Revenue (incl. Capital Grants & Cont)	12,447	13,813	13,813	13,949	12,564	13,750	13,750	13,750	
<i>Benchmark: > 60%</i>									
<i>Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council.</i>									
<i>Council has improved financial flexibility with a higher level of own source revenue.</i>									
3. Unrestricted Cash Expense Cover Ratio (Months)	25.2	27.2	27.1	26.6	27.1	29.2	29.2	29.2	There has been no change to the KPI as a result of the budget review
Unrestricted Cash	22,317	19,091	18,991	18,678	18,968	19,445	19,445	19,445	
Operating Expenditure (excl. Depreciation + non-cash adj's)	10,622	8,416	8,416	8,416	8,395	7,994	7,994	7,994	
<i>Benchmark: > 3 Months</i>									
<i>Indicates the number of months Council can continue paying for immediate expenses without additional cash inflow excluding restricted funds.</i>									
4. Debt Service Cover Ratio (Times x)	(1.10)	5.41	5.41	5.41	5.45	5.80	5.80	5.80	There has been no change to the KPI as a result of the budget review
Operating Result before Interest & Dep. exp (EBITDA)	(657)	3,118	3,118	3,118	3,139	3,340	3,340	3,340	
Loan Repayments (Principal + Interest)	595	576	576	576	576	576	576	576	
<i>Benchmark: > 2x</i>									
<i>Measures the availability of operating cash to service debt including interest and principal payments.</i>									



Quarterly Budget Review Statement

5. Key Performance Indicators

SEWER FUND

	Actual 2019-20	Original Budget 2020-21	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	QBR4 Apr-Jun	Revised Budget 2020-21	Comment
Key Performance Indicators									
1. Operating Performance Ratio	14.15%	-2.84%	-2.84%	0.03%	-2.86%	-0.19%	0.03%	0.03%	There is an improvement in this KPI due to the improvement in the operating result
Net Operating Result from Income Statement	1,018	(205)	(205)	2	(205)	(14)	2	2	
Operating Revenue (excl. Capital Grants & Contributions)	7,195	7,224	7,224	7,224	7,179	7,548	7,392	7,392	
<i>Benchmark: > 0%</i> <i>Indicates Council's capacity to meet ongoing operating expenditure requirements.</i>									
2. Own Source Operating Revenue Ratio	93.32%	98.84%	98.84%	98.84%	98.84%	98.89%	98.87%	98.87%	The KPI has decreased slightly due to a reduction in other revenues
Operating Revenue (excl. ALL Grants & Contributions)	7,195	7,140	7,140	7,140	7,095	7,465	7,308	7,308	
Total Revenue (incl. Capital Grants & Cont)	7,710	7,224	7,224	7,224	7,179	7,548	7,392	7,392	
<i>Benchmark: > 60%</i> <i>Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council. Council has improved financial flexibility with a higher level of own source revenue.</i>									
3. Unrestricted Cash Expense Cover Ratio (Months)	48.3	39.4	39.4	38.7	38.8	37.5	39.2	39.2	There is an improvement in this KPI due to the improvement in the operating result
Unrestricted Cash	16,182	17,025	17,025	16,725	16,602	16,602	16,809	16,809	
Operating Expenditure (excl. Depreciation + non-cash adj's)	4,017	5,181	5,181	5,181	5,136	5,315	5,142	5,142	
<i>Benchmark: > 3 Months</i> <i>Indicates the number of months Council can continue paying for immediate expenses without additional cash inflow excluding restricted funds.</i>									
4. Debt Service Cover Ratio (Times x)	159	20,428	20,428	20,428	20,428	22,336	22,502	22,502	There is an improvement in this KPI due to the improvement in the operating result
Operating Result before Interest & Dep. exp (EBITDA)	3,178	2,043	2,043	2,043	2,043	2,234	2,250	2,250	
Loan Repayments (Principal + Interest)	20	0	0	0	0	0	0	0	
<i>Benchmark: > 2x</i> <i>Measures the availability of operating cash to service debt including interest and principal payments.</i>									



CONSOLIDATED

Quarterly Budget Review Statement

5. Key Performance Indicators

Key Performance Indicators

1. Operating Performance Ratio

Net Operating Result from Income Statement
Operating Revenue (excl. Capital Grants & Contributions)

	Actual 2019-20	Original Budget 2020-21	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	QBR4 Apr-Jun	Revised Budget 2020-21	Comment
1. Operating Performance Ratio	-2.57%	-3.19%	-3.30%	0.25%	2.68%	3.42%	4.68%	4.68%	There is an improvement in this KPI due to the improvement in the operating result
Net Operating Result from Income Statement	(1,822)	(2,333)	(2,423)	186	2,052	2,612	3,736	3,736	
Operating Revenue (excl. Capital Grants & Contributions)	71,027	73,214	73,510	74,467	76,469	76,401	79,912	79,912	

Benchmark: > 0%

Indicates Council's capacity to meet ongoing operating expenditure requirements.

2. Own Source Operating Revenue Ratio

Operating Revenue (excl. ALL Grants & Contributions)
Total Revenue (incl. Capital Grants & Cont)

2. Own Source Operating Revenue Ratio	68.95%	65.18%	66.37%	64.51%	67.87%	66.84%	68.42%	68.42%	The KPI has increased slightly due to a lower value of grants that will be recognised in 2020/21
Operating Revenue (excl. ALL Grants & Contributions)	56,534	59,888	59,888	59,171	60,171	60,325	64,148	64,148	
Total Revenue (incl. Capital Grants & Cont)	81,988	91,875	90,228	91,728	88,652	90,248	93,759	93,759	

Benchmark: > 60%

Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council.
Council has improved financial flexibility with a higher level of own source revenue.

3. Unrestricted Cash Expense Cover Ratio (Months)

Unrestricted Cash
Operating Expenditure (excl. Depreciation + non-cash adj's)

3. Unrestricted Cash Expense Cover Ratio (Months)	0.5	0.6	0.6	0.7	0.7	0.7	0.7	0.7	There has been a small improvement in this KPI due to recognition of additional other revenue sources above the budget forecast
Unrestricted Cash	2,141	3,093	3,093	3,399	3,329	3,375	3,375	3,375	
Operating Expenditure (excl. Depreciation + non-cash adj's)	55,255	57,469	57,855	56,609	56,338	55,710	58,892	58,097	

Benchmark: > 3 Months

Indicates the number of months Council can continue paying for immediate expenses without additional cash inflow excluding restricted funds.

4. Debt Service Cover Ratio (Times x)

Operating Result before Interest & Dep. exp (EBITDA)
Loan Repayments (Principal + Interest)

4. Debt Service Cover Ratio (Times x)	3.58	4.12	4.10	4.68	5.19	5.32	5.59	5.59	The improvement in this KPI relates to the improved operating result
Operating Result before Interest & Dep. exp (EBITDA)	17,772	17,048	16,958	19,360	21,433	21,993	23,117	23,117	
Loan Repayments (Principal + Interest)	4,960	4,133	4,133	4,133	4,133	4,133	4,133	4,133	

Benchmark: > 2x

Measures the availability of operating cash to service debt including interest and principal payments.



Quarterly Budget Review Statement

6. Contracts & Other Expenses

Contracts Listing

Contracts entered into since last quarterly review to end of quarter

Contract No	Contractor	Contract Detail & Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
A2021/01	Reg Latter Electrical	Armidale Regional Landfill - Electrical Power Supply - 28.04.21 wait on decision	\$ 118,255.00	13/01/2021	9/02/2021	Y
A2021/05	Faircloth & Reynolds	ARC Monckton Aquatic Centre Heat Pump Project	\$ 376,774.00	4/03/2021	25/03/2021	Y
A2021/20	Roadwork Industries Pty Ltd	Materials Supply - Yeomans Gravel Pit	\$ 200,000.00	17/05/2021	21/05/2021	Y

Consultancy & Legal Expenses

Expense	Expenditure YTD	Budgeted (Y/N)
Consultancies	\$ 2,508,138	Y
Legal Fees	\$ 248,049	Y

Definition of a consultant

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



ARMIDALE TOURISM STRATEGY

ARMIDALE

**new
england
high
country**

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Executive Summary

The Armidale region has an abundance of appealing attractions that make it a unique, attractive tourism destination. From stunning natural wonders, remarkable heritage and culture, plus abundant local produce, the region has a diverse offering of charming experiences to entice travellers of all ages. Supported by a range of quality sporting assets, esteemed educational facilities and business event services, there is significant potential to increase visitation to the region.

The 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.

The process for developing this tourism strategy included two key inputs – desktop research and consultation with industry and other tourism stakeholders. The desktop research included a review of current tourism trends, as they apply to tourism in the Armidale region. The consultation included face-to-face sessions with a range of people involved in tourism in the region, representing the many different sectors of the industry including accommodation, hospitality, event operators, sports council, university, cultural attractions, government and others.

The operating framework for tourism showed that the Armidale region attracts over 650,000 visitors annually, and the total value of tourism to the Armidale region tops \$199 million per year. (Tourism Research Australia 2019)

A review of contemporary tourism research highlighted a number of areas where current tourism trends intersect favourably with the strengths of the Armidale region. These include:

- Naturally wide-open and remote destinations deemed safer
- Travel to regenerate
- People living in metro areas view holidays as a necessity to alleviate the stresses of everyday life
- Key motivators for travel are to relax and get away from crowds
- Participation in nature based activities is increasing, including bushwalking (up 18%), visiting national parks (up 15%) and visiting gardens (up 13%)
- Families seek a break from normal routine to open lines of communication with children without time pressures
- Car travel dominates as preferred mode of transport among family travel groups in NSW

Other relevant plans also had relevant links to this tourism strategy, including the Destination Management Plan developed by Destination Country and Outback NSW, as well as Armidale Regional Council's Community Strategic Plan 2017-2027 G3 *The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities*

SWOT analysis

A SWOT analysis was developed from the industry consultation and was aimed at uncovering the unique position occupied by the Armidale region, as it relates to the visitor experience and tourism industry. The key points of the SWOT analysis are included in the table below:

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Nature and outdoors • Culture • Education • Accessible location • Sports Tourism 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Lack of industry collaboration • Business community unprepared for tourism • Marketing for Armidale region, and by operators • Some facilities out-dated / lacking
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Increased collaboration • More emphasis and commitment to marketing • Take advantage of nature and outdoor attractions • Improved calendar of events • Other supporting opportunities, such as arts and heritage, ‘paddock to plate’ stories, eduTourism, agriTourism and conferencing 	<p>THREATS</p> <ul style="list-style-type: none"> • Not being proactive and not embracing change • Lack of collaboration and communication • Competition from other regions • Not enough investment in marketing

ACTION PLAN

The tourism strategy includes a detailed action plan, which provides a step-by-step guide with timeframes for implementation.

The recommended dates for the timeframes are outlined below:

- Short term: Less than 12 months (FY2021 – 2022)
- Medium term: 12-24 months (FY2021 – 2023)
- Long term: 24+ months (FY2023 and beyond)

Many of the actions require ongoing commitment, monitoring and resourcing, and this is also noted in the action plan

Tourism strategy pillars

An actionable tourism strategy has been developed for implementation over the next 36 months. It is comprised of 7 principal pillars, which have been identified as the most important drivers of tourism in the region.



COLLABORATION

Goal: To build a cohesive tourism community and grow the visitor economy for the benefit of all operators

- Actions:**
- i. Nurture collaboration with stakeholders such as New England High Country, Destination Country and Outback, National Parks and Wildlife Service
 - ii. Facilitate training opportunities
 - iii. Nurture collaboration and innovation within the Armidale Region



MARKETING

Goal: To develop a strong regional identity.

- Actions:**
- i. Develop a positioning strategy for Armidale
 - ii. Develop a distinctive brand for Armidale Region tourism
 - iii. Undertake regular, planned marketing campaigns
 - iv. Overhaul digital marketing assets
 - v. Create marketing tools to share with operators



NATURE and OUTDOORS

Goal: 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

- Actions:**
- i. Marketing of Waterfall Way and other key attractions
 - ii. Support development of new nature-based experiences
 - iii. Position the Armidale region as a destination for Sports Tourism
 - iv. Support the development of on-farm experiences

- v. Promote four distinct seasons and 'own' the seasonality of the region



FESTIVALS, CONFERENCING & EVENTS

Goal: To build a calendar of events and festivals that will attract visitors to the Armidale region

- Actions:**
- i. Differentiate between community and tourism events
 - ii. Support further development of events in particular during the quieter winter and summer months
 - iii. Provide assistance for smoother event operations
 - iv. Proactively market to conference and event planners
 - v. Capture data from festivals and events



SPORTS TOURISM

Goal: To use sports-related activities and events to increase overnight visitors and visitor nights in the Armidale region

- Actions:**
- i. Ensure sports events are included on regional events calendar
 - ii. Attract new sporting events to the Armidale region
 - iii. Promote the Armidale region as a sports training destination



ART & CULTURE

Goal: To raise the profile of the Armidale region's arts and cultural attractions to increase visitation and length of stay

- Actions:**
- i. Ensure cultural attractions are included in the tourism marketing campaigns
 - ii. Support development and promotion of cultural attractions
 - iii. Encourage greater integration with indigenous culture
 - iv. Link cultural attractions to conferencing strategy



EDUTOURISM

Goal: To make use of Armidale's educational reputation to diversify the visitor profile

- Actions:**
- i. Work with UNE to enhance tourism integration
 - ii. Create an Edu-Tourism information page on the new Armidale Tourism Website
 - iii. Position Armidale as a sophisticated, educated and cultured community
 - iv. Promote eduTourism opportunities

1. Introduction

1.1 Background

The Armidale region has an abundance of appealing attractions that make it a unique, attractive tourism destination. From stunning natural wonders, remarkable heritage and culture, plus abundant local produce, the region has a diverse offering of charming experiences to entice travellers of all ages. Supported by a range of quality sporting assets, esteemed educational facilities and business event services, there is significant potential to increase visitation to the region.

By undertaking an authentic, in-depth examination of the region's strengths and with consideration to the tourism opportunities that are present, this tourism strategy provides a practical way forward for the development and promotion of tourism in the Armidale region.

The purpose of this tourism strategy is to develop a plan that will:

- Create a distinctive brand for Armidale to provide the platform to grow the visitor economy
- Increase visitor numbers, overnight stays and visitor expenditure;
- Provide economic and social benefits to the community.

1.2 Inputs to Tourism Strategy

Desktop research

The first step in development of this strategy was to review relevant, current research and look at trends that affect tourism in regional NSW, Australia and internationally. A short summary of key findings and trends is included in section 2.2, and a full outline of the research, reports and documents consulted is included as an appendix.

The key categories of desktop research included:

- General domestic travel trends in Australia
- Australian travel trends relating to specific age groups and special interest groups

- Regional NSW conferences and meetings
- Destination Management Plan for Destination Country and Outback NSW

Other relevant plans also had relevant links to this tourism strategy, including the Destination Management Plan developed by Destination Country and Outback NSW, The NSW Visitor Economy Strategy 2030 <https://www.destinationnsw.com.au/wp-content/uploads/2020/12/nsw-ves-2030.pdf>, as well as Armidale Regional Council's Community Strategic Plan 2017-2027 G3 *The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities*

Consultation

A unique aspect in the development of this strategy is the consultation that was undertaken in 2018 with tourism operators and other businesses and stakeholders with an involvement in the tourism sector in the Armidale region. The group consulted includes accommodation providers, attractions managers, representatives from the university and delegates of other business organisations.

It is important to note that the SWOT analysis was developed as a result of industry consultation. The operators who attended the sessions provided a great amount of input in to the development of the SWOT, especially with regard to the strengths and weaknesses of the Armidale region as a tourism destination and the tourism sector itself in servicing visitors. Insights from the desktop research also provided input in to the opportunities and threats section of the SWOT analysis.

A full list of participants in the industry consultations sessions is included in the appendix.

2. Operating framework

2.1 Value of tourism to the Armidale region

Tourism Research Australia provides an annual snapshot of the value of tourism to the Armidale Regional local government area. The charts and tables below show the key annual tourism metrics for 2019, based on an average of four years from 2016 – 2019.

Information on visitor numbers:



Information on visitor nights:

	Domestic overnight visitors	Domestic day visitors	International visitors	Total
Visitor nights	295,000	-	313,000	1,032,000
Average stay (nights)	2	-	30	-

A comparison with the same report for the year prior (2018) shows an increase in visitor numbers by 7.3% (up from 609,000 visitors to 654,000 visitors), and an increase in visitor nights by 9.6% (up from 941,000 nights to 1,032,000 nights). The increase in visitor numbers is across all market groups - International, domestic visitors, both overnight and day visitors.

Information on reason for visit:

	Domestic overnight visitors	Domestic day visitors	International visitors	Total
Holiday	89,000	128,000	5,000	223,000
Visiting friends and relatives	115,000	Unreliable data	3,000	204,000
Business	50,000	Unreliable data	Unreliable data	112,000
Other	42,000	Unreliable data	2,000	116,000

Total spend by visitor type:



	Domestic overnight visitors	Domestic day visitors	International visitors	Total
Average spend per trip	\$409	\$155	\$2,284	\$304
Average spend per night	\$168	-	\$77	\$121

A comparison with the same report for the year prior (2018) shows an increase in total tourism spend by over 17% (up from \$170 million to \$199 million) and an increase in the average spend per trip by 8% (up from \$279 to \$304).

For access to the full Tourism Research Australia report and updated reports, visit <https://www.tra.gov.au/Regional/Local-Government-Area-Profiles/local-government-area-profiles>.

2.2 Links to DNCO Destination Management Plan

Destination Country and Outback NSW (DNCO) developed a comprehensive Destination Management Plan, designed to guide the organisation's program of activities over the period from 2018 – 2020 and beyond. The core role and function of DNCO is to grow and sustain the visitor economy through developing assets, infrastructure, attractions and experiences in the region, which connect visitors to the place and its characters.

There are a number of areas where DNCO's Destination Management Plan for the wider region connects with this new tourism strategy for the Armidale region. In particular, the strategic themes in the Destination Management Plan link in with the strengths of the Armidale region, specifically around:

- Natural, cultural and built assets;
- Analysis of travel trends and understanding of target markets to provide insights regarding appeal of destinations, as well as motivations for and barriers against travel;
- Seasonality and attracting visitors outside of peak periods;
- Recognition of experiences, events and conferences in attracting new markets and repeat visitation.

The full Destination Country and Outback NSW Destination Management Plan can be downloaded at <https://www.dnconsw.com.au/app/uploads/2018/05/dnco-dmp-v3.pdf>.

2.4 Economic Development priorities in the Armidale region

Armidale Regional Council economic development strategy had identified a number of strategic priority projects. The economic development plans shown below contain various considerations relevant for this tourism strategy.

"UNLEASHING OUR OPPORTUNITIES: ARMIDALE REGION ECONOMIC DEVELOPMENT STRATEGY 2017-2025" is a blueprint for enhancing the vibrancy, diversity and sustainability of the Armidale Region's economy and its influence on the livability of the local government area as a whole."

The document outlines four strategy themes or 'action areas' including Theme 4: A premium regional visitor destination for tourism and events. This strategic objective is outlined below:

Deliver a collaborative and coordinated approach to tourism promotion and development to establish the Armidale Region as a premium regional destination for tourism and events.

There is an acknowledgement that tourism generates revenue and creates jobs for local businesses across a wide range of industries including hospitality, retail, transport and accommodation. To maximise the benefits that tourism delivers, Council has committed to undertaking a number of activities that will enhance the visitor experience including attractions and infrastructure. These activities are detailed in pages 23-26 of the document “Unleashing Our Opportunities: Armidale Region Economic Development Strategy 2017-2025”.

Armidale Regional Council’s Economic Development Charter, which is contained within the Economic Development Strategy (page 6), complements and supports this tourism strategy. Specifically, the following points in the charter are most relevant.

The Charter states that Armidale Regional Council:

1. Prioritises initiatives that support innovation and development of the region’s key sectors in education, health and wellbeing, horticulture, agribusiness and tourism, with an emphasis on new opportunities in value-added economic activities, which target existing, new and emerging markets.
3. Proactively promotes a partnership approach to tourism development, working in collaboration with the tourism industry and other tiers of government to enhance regional branding, signage, marketing, product development activity, centre revitalisation, visitor servicing and support infrastructure.
4. Pro-actively engages with the Armidale Region’s micro, small-to-medium and large businesses to address shared challenges and opportunities for business investment, innovation, growth and development.

Another important economic development document is “REGIONAL INFRASTRUCTURE: PRIORITIES TO GROW ARMIDALE TO 60K POPULATION”. This plan highlights a number of key strengths for the area including education, arts and culture, national parks, sports and recreation, and transport.

In addition, the plan outlines a number of proposed infrastructure projects that are specifically relevant to further development of tourism in the Armidale region and these projects have been prioritised. These include:

Priority 1: Airport development and Business Park

Priority 2: Dumaresq Dam recreation development

Priority 3: New England Rail Trail

3. Tourism strategy pillars

An actionable tourism strategy has been developed for implementation over the next 36 months. This strategy is based on the analysis that identified strengths, weaknesses, opportunities and threats for the Armidale region, with additional input and reference to broader tourism trends, Council's plans for infrastructure and economic development, as well as DNCO's Destination Management Plan.

The tourism strategy is comprised of 7 key pillars.

3.1 Collaboration

Goal To build a cohesive tourism community and grow the visitor economy for the benefit of all operators

Rationale The SWOT analysis identified two weaknesses that threatened the growth of the visitor economy in the Armidale region:

- The tourism community and other relevant stakeholders don't communicate or work together
- There is a lack of connectedness in the region

The motive for this strategic pillar is to build communication and collaboration between Council and Stakeholders.



i. Facilitate training opportunities

Encouraging business owners to undertake training to up-skill their workforce and improve their own skills is an important focus of this pillar. Increased access to training will help bridge the skills gap and lift standards of customer service. The state and federal governments provide many options for training in key areas, so the first step is to identify and define training needs, find relevant training courses and promote the options to the industry.

Destination Country and Outback NSW (DNCO) has also identified training as a priority of their new Destination Management Plan 2018 – 2020 and it has also been included as a priority in the NSW Visitor Economy Strategy 2030. Council must ensure that it gets involved in training opportunities facilitated by DNCO and promotes opportunities to operators.

ii. Nurture collaboration and innovation

Council should continue to foster a culture of collaboration in the local tourism industry, nurturing and facilitating interactions.

Topic ideas for creating innovative and collaborative results include:

- Tourism product packaging between operators;
- How to increase the amount of local produce featured on local menus;

- Ideas for implementing overflow accommodation options for peak periods;
- Developing the nighttime economy;

For some time, Council has been collaborating with neighbouring LGAs on other tourism projects with outstanding outcomes. Examples of these projects include the New England High Country campaigns and the Waterfall Way program. From this experience, it is evident that partnerships with other industry stakeholders, both government and non-government, are very beneficial.

3.2 Marketing

Goal To create contemporary marketing assets and undertake consistent marketing activity to raise the Armidale region's profile as a visitor destination

Rationale The SWOT analysis identified that the Armidale region lacked its own clear identity as a tourism destination, separate from the surrounding region. Without an iconic attraction, no unique selling proposition has been articulated for the area.

There was a perception amongst some operators that past marketing campaigns have switched between various themes and no one consistent path has been followed for an extended period of time, hence the desire for a clear tourism brand.

Importantly, a lack of operator investment in marketing and developing marketing skills, particularly in the digital space, was identified as a particular weakness needing attention.



i. Develop a distinctive brand strategy and positioning for the Armidale Region.

A well-defined, brand strategy and positioning for the Armidale region as a tourism destination is needed to provide the platform to grow the visitor economy.

ii. Undertake regular, planned marketing campaigns

Development of a 3-year marketing plan is a priority for the region. The plan must include a clear definition of the target audience, promotional channels to be used, as well as the allocation of budget and scheduling.

Key strengths identified in the SWOT analysis, namely the magnificent natural attractions of the region and unique cooler climate, enable the Armidale region to be positioned as an attractive destination all year round. The New England high country 2021-2022 marketing campaign will be based around "A Natural High". This will complement any nature-based campaigns undertaken by Armidale Regional Council such as the Waterfall Way campaign. The marketing plan can build on existing customised campaigns to reach niche audiences, including motorbikes, cyclists, fishing enthusiasts and families driving to the Gold Coast as examples.

Council must ensure it showcases these marketing campaigns to all operators so they know what's occurring in source markets. A marketing update can be included in the communications channels (for example, e-newsletters, emails) to operators.

iii. Overhaul digital marketing assets

With the digital environment constantly and rapidly changing, new and contemporary digital marketing assets need to be developed for the Armidale region. A specific emphasis on digital tools and a digital marketing strategy should be developed as part of the overarching marketing plan discussed above, with all digital content consistent with new branding.

An attractive, functional website is needed for Armidale tourism and is the jewel in the crown for the region's online presence. The purpose of the website is to inspire and educate visitors at all stages of their trip planning cycle. A new website is needed for www.armidaletourism.com.au that is responsive to use on smartphones and tablets, includes more visual content such as photographs and video, and a searchable event calendar.

The tourism website should always remain as a standalone website, totally separate from Council's main website, which is aimed at residents and contains too much information that is irrelevant to travellers.

A presence on relevant social media platforms should be developed that are specific to the Armidale region. Currently, all social media for the Armidale region is through the New England High Country group, but the Armidale region should have a stand-alone presence. Content should be engaging and shareable, including curated content such as 'Top 10' lists.

iv. Create marketing tools to share with operators

Informing operators about the new tourism brand for Armidale is an important implementation step, and attention should be given to demonstrating how it can complement their individual business' brand.

By providing marketing tools that can be used by operators in their own advertising and promotions, consistent messaging can reach a wider audience. These tools include items such as logos, secondary branding elements, and photography and videography assets. Encouraging consistent hashtag usage by all operators is a simple yet effective tool for disseminating key messages.

3.3 Nature and outdoors

Goal 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

Rationale With beautiful natural attractions identified as a unique strength for the Armidale region, it makes sense for nature and outdoors to be a principal pillar for this tourism strategy. Nature-based tourism is the beating heart of our region!
The four distinct seasons experienced in the area complement the outdoor theme, all offering a different experience.



i. Support development of new nature-based experiences

Nature-based tourism is “a leisure travel undertaken largely or solely for the purpose of enjoying natural attractions and engaging in a variety of nature-based activities” (Tourism Australia, 2017). But it is more than that. When someone has a nature-based tourism experience they remember it more. Visitors consistently cite “Australia’s natural environment and wildlife’ as the most memorable experience they had on their visit to Australia (Griffith University, 2014). When nature is not just a backdrop, but something that we explicitly participate in, we remember it more.

The desktop research indicated that a number of new nature-based experiences have already been identified and are currently being planned or developed. Examples include the Dumaresq Dam recreation development and the New England Rail Trail.

The tourism team can support the development of these and other nature-based experiences by Council and private operators by acting as a facilitator.

Examples of other nature-based experiences include:

- developing more camping facilities and options for glamping,
- Sound Trails in the National Parks
- Encouraging tour operators in the region – Trout Fishing, Bush Walking, Abseiling etc.
- Providing options for more water-based experiences such as kayaking, rafting and stand-up paddle boarding.

iv. Continue close working relationship with National Parks and Wildlife Service (NPWS)

NPWS manages a number of national parks and reserves in the Armidale region, including Oxley Wild Rivers National Park, Guy Fawkes River National Park, New England National Park, Cathedral Rock National Park and Mother of Ducks Lagoon. Given the importance of nature and outdoors to this tourism strategy, it’s imperative that a close working relationship is maintained with local NPWS staff Council has enjoyed a strong working relationship with local NPWS staff for some time and NPWS has been a great supporter of tourism in the region for some time.

In addition to its conservation priorities, NPWS’ current strategy is to promote tourism and visitation to parks across the state. This coincides seamlessly with this tourism strategy’s priority of promoting national parks in the Armidale region as a unique selling point....”Gorgeous Gorges”

v. Promote four distinct seasons

The climate experienced in the Armidale region is a unique strength when compared to other popular coastal destinations, and information about year-round visitation should be available through all promotional channels, including website and social media. The opportunity to grow and market experiences across all four seasons is a huge strength for the area.

While there has been reluctance in the past to promote tourism in winter, it is important to note that travelers are seeking new experiences and cold weather can provide that for many travelers. Council can encourage and support the development of experiences all year round, including special events that specifically embrace winter weather.

iii. Support development of on-farm experiences

Travellers are keen to have interactive experiences, such as picking their own fruit or participating in a farm tour, where they can see (and possibly participate in) some of the farm's production process. They are keen to buy local produce in its various forms.

While accessing some farming enterprises may be difficult due to reasons such as farm biosecurity measures or workplace safety issues, these on-farm experiences provide important benefits for the farmer by diversifying their sources of revenue. For consumers, experiences such as farm stays, farm tours and short demonstrations are attractive. It should be noted that many of the Farmstay's in the Armidale Region decided to cease operations due to the drought.

Council can provide practical support in this area by assisting with land use considerations, development application requirements etc.

3.4 Festivals, Conferencing and Events

Goal To build a calendar of events and festivals that will attract visitors to the Armidale region

Rationale Supporting the growth of existing events and developing new festivals aimed at attracting visitors was seen as a significant opportunity for the Armidale region. Events provide potential visitors with a reason to travel to the Armidale region, and then other supporting attractions and experiences encourage them to stay longer.



i. Manage & promote the Armidale Tourism Events Calendar

Maintain the Events Calendar, which is a complete list of all current events and festivals in the Armidale region that are tourism related events.

Encouraging all event operators to contribute to the calendar and communicate details about their event to Council will ensure the most up-to-date calendar is maintained. The calendar should be made available on the Council website for all operators to consult for event planning, and all events should sit under the tourism website.

ii. Differentiate between community and tourism events

Develop clear criteria for community events, which are aimed at residents, as opposed to tourism events, which are aimed at attracting visitors. This is an important distinction for events and festivals because it shapes goals, scheduling, programming and resourcing.

It is recommended that tourism events and festivals be resourced distinctly within Council, allowing adequate and appropriate attention to be allocated.

iii. Support further development of events in particular during the quieter winter and summer months

There is a range of other existing events on the calendar that are significant contributors to tourism in the region. Specifically, the TAS Rugby Carnival and the UNE graduation ceremonies are incredibly important to the city and the region. While there may be little opportunity to expand the events themselves, it may be possible to encourage attendees to these events to stay longer

In addition to expanding existing festivals, there is an opportunity to support the development of new events and festivals at off-peak and shoulder times, and supporting events in the towns and villages.

Themes for these events include:

- Seasons – autumn leaves for romance, winter festival to attract families, spring for gardens, trout fishing, summer for outdoor movies / music.
- Food and Drink - With the emergence of distilleries and breweries in the area as well as the region being well known for beef and lamb production
- Sports – Mountain biking, gymnastics, hiking, running, fishing, riding, triathlon, other sporting events

Council can examine options for development new festivals and events, and determine the most suitable structure under which the event should operate. Options include events run by Council, industry or community groups

iv. Provide assistance for smoother event operations

Council can provide a dedicated point-of-contact for event operators to access assistance with operation of their tourism-related events. This resource can be a conduit between the operator and various departments within Council, for example to assist with event-specific development applications.

Developing an event manual for operators within the Armidale region, which provides standard information and answers to frequently asked questions, would be a useful resource and assist with smoother event operations. The manual should be developed in a user-friendly format aimed at improving the process for planning and operating an event, and made available to all potential event operators, both commercial and community.

With increased visitor numbers at events comes the unique problem of a surge in demand for accommodation. Council plays a role in developing options for overflow accommodation when the region's established accommodation providers are at capacity. This includes working with other operators and stakeholders to find innovative solutions to the problem, such as options at the University of New England, Armidale boarding schools etc, during out-of-session periods and more camping options.

v. Capture data from festivals and events

For all Council-operated events, measurement systems such as LOCALIS should be implemented to accurately collect data, including visitor numbers, source destinations, length of stay and expenditure. This will enable a realistic evaluation of event success and return on investment, which is useful information for Council, sponsors and other stakeholders. It is also particularly useful when applying for event funding from government in future years.

vi. Proactively market to conference and event planners

Undertaking destination marketing to improve and increase the awareness of the Armidale region's ability to host conferences is required

Creating and updating conference and event planning resources is crucial to successful marketing. Attending events such as AIME, which is the leading business trade event for meetings and incentives, is also a useful promotional tool.

Significant resources and time will be required to proactively market the Armidale region as a conferencing destination to conference and event planners. Interested operators may be willing to assist by contributing time and financial resources to the marketing, as their businesses will ultimately benefit from an increased number of meetings and conferences in the region.

vii. Work with conferencing stakeholders

To further develop conference offerings in the Armidale region, it is imperative for Council to build relationships and work closely with DNSW's Business Conference Unit and other stakeholders such as Destination Country and Outback NSW. Both of these organisations have identified meetings and conferences as an area of focus and investment, including assisting with training and marketing tools.

3.5 Sports tourism

Goal To use sports-related activities and events to increase overnight visitors and visitor nights in the Armidale region

Rationale With a wide range of quality sporting facilities, owned and managed by Council, the university, schools and other operators, sports-related tourism is a great opportunity for attracting more visitors to Armidale. Careful management of sports events is needed to ensure that scheduling is optimised for greatest availability of accommodation.



i. Ensure sports events are included on regional events calendar

The Tourism Research Australia June 2020 Economic Figures has valued a domestic overnight tourist whose purpose is to travel to compete or spectate in a Sporting Event will spend on average \$795.00 per person per trip. In 2017, sports tourism contributed over \$16.5 million to the Armidale Regional Council area. Over a 10-year period from 2007, when records commenced, sports tourism has contributed over \$225 million to the region. This sector is an important component of the Armidale region's tourism strategy and one that cannot be taken for granted, as competition from other regions is strong.

It is imperative that sporting events are included on the regular calendar of events, so that operators are prepared to service increased numbers of guests over the period of the event. This includes accommodation providers, restaurants and cafes, attractions and retail shops.

ii. Attract new sporting events to the Armidale region

Sporting events, such as rugby, are often held during off-peak times in cooler months and can potentially fill the region with visitors during a traditionally quiet period. Council will continue to work with stakeholders including sports administrators, sports councils, private schools and UNE to attract more sporting events to the Armidale region.

The New England Movement Centre, World-Class Mountain Bike Tracks, improved facilities at the Armidale Netball Courts, New England Girls School (Equestrian, Hockey and Running tracks) and the Indoor Cricket Training Centre will open up the Armidale area to host a wide variety of events across many sporting codes.

The NSW Government Visitor Economy Strategy highlights the importance of Regional NSW in reaching the NSW Governments targets in the Visitation Economy. The Armidale region is keenly poised to take advantage of this strategy with existing infrastructure. The Armidale region's location on the New England Highway, equidistant between Sydney and Brisbane, as well as the recent upgrades to Armidale airport, also assist with the logistics of getting people to these events.

iii. Promote the Armidale region as a sports training destination

With a wide range of sporting facilities, including indoor, outdoor and water options, there is an opportunity to promote Armidale as a high altitude training destination for athletes and sports enthusiasts. These first-rate facilities are often under-utilised and can be accessed by others with structured management. Examples include mountain biking tracks, New England Movement Centre, indoor courts, indoor pools, and various playing fields.

3.6 Art & Culture

Goal To raise the profile of the Armidale region's arts and cultural attractions to increase visitation and length of stay

Rationale A number of cultural attractions were identified as being particularly valuable to attracting and retaining visitors to the Armidale region. This included examples in the arts, such as NERAM and NECOM, as well as the heritage appeal of Saumarez Homestead and general historic architecture in the Armidale CBD.



i. Ensure cultural attractions are included in the tourism industry collaboration

It is important to emphasise the importance of cultural attractions to the visitor economy. While they may not be the sole purpose of visit for many travellers, they contribute significantly to the overall tourism offering that visitors can experience.

ii. Support development of cultural attractions

There are already plans in place to extend existing cultural attractions, such as the Old Teachers College refurbishment and culture precinct partnership with NERAM and ACCKP, as well as the planned developments at Saumarez Homestead. Finding ways to support the timely development of these attractions will assist in creating more experiences to promote. In addition, Council has an important role to play in supporting the re-purposing of old assets, such as The Old Courthouse, and the development of new cultural attractions, such as the Boilerhouse development at UNE and the Australian Transport Museum development at the airport precinct

iii. Encourage greater integration with indigenous culture

The main opportunity for visitors to experience the local indigenous culture is by visiting the Aboriginal Cultural Centre and Keeping Place.

The Sound Trails projects in the National Parks will be a key opportunity to engage with the local Aboriginal Community to discover their stories and have these available through the Sound Trails Projects at Wollomombi Gorge.

The opportunity also exists to consider how local indigenous culture can be integrated in to the tourism experience more generally. For example, can indigenous groups share their stories about how the natural attractions in the local area were made?

iv. Link cultural attractions to conferencing strategy

It is important to create a link between cultural attractions and the region's conference and events guide. Cultural attractions, such as art galleries and museums, often have large spaces with unique surroundings that can be used by conference organisers to create a special venue for receptions, meetings, dinners and the like. UNE already has a tradition of hosting large events for graduation ceremonies on the lawn in front of Booloominbah Historic House. Other cultural attractions

may be encouraged to open up their spaces for conferences, meetings and other events, and see this as a good opportunity to diversify their income stream from non-traditional revenue.

v. Cross marketing of cultural tourism activities

Whilst it is recognized that Nature tourism is a significant driver of visitation to the area, there is an opportunity for the Armidale region to position itself as a significant destination that offers both nature based activities as well as cultural experiences.

3.7 EduTourism

Goal To make use of Armidale’s educational reputation to diversify the visitor profile

Rationale The quality educational facilities found in Armidale, including various private high schools and the University of New England, provide a key strength for the city. They attract students from other parts of New South Wales and Australia, as well as overseas, and this provides a significant opportunity for VFR tourism.



i. Document educational inventory

Documenting the inventory of all educational facilities, including categorising facilities that are suitable for educational tourism, is helpful in determining capacity for the city. The inventory list should include all learning environments plus areas and facilities for additional experiences, such as special events, and these may also be linked to the conferencing pillar.

ii. Work with UNE to enhance tourism integration

The university provides various opportunities to attract visitors to Armidale throughout the year. Graduation events and families visiting students studying on-campus throughout the year provide a large number of VFR travellers to the Armidale region. Working on ways to increase the number of VFR visits and encouraging VFR travellers to stay longer is an opportunity for growing the local visitor economy.

UNE also offers excellent tourism product for visitors, including the Natural History Museum and Booloominbah Historic House, and the new Boilerhouse museum development is in the pipeline. UNE’s SMART Farm facilities also offer tourism opportunities for students, farmers and industry. There is willingness at council to participate in the commercialization of assets at UNE.

Use of student accommodation out of session may also be an option to provide additional accommodation during particularly busy periods, such as festivals and events, when other commercial accommodation is at capacity.

iii. Assist attractions to develop curriculum links

Armidale has a long-standing reputation for educational excellence, so marketing the city as a destination for educational tourism is a credible fit. There are many key attractions in the area that are suitable for visitation by both primary and secondary school children, such as Saumarez Homestead, NERAM, the Natural History Museum, surrounding national parks and others.

To encourage teachers to choose Armidale for excursions and field trips, these key attractions must offer links to the national curriculum. Working with qualified educators to develop engaging, stage-appropriate tools for teachers to access for excursions is a practical first step in building Armidale as a destination for educational tourism.

v. Promote eduTourism opportunities

Following development of educational resources by the main attractions and facilities, marketing to schools can commence, especially in New South Wales and southern Queensland, promoting the Armidale region as a destination for eduTourism.

A toolkit can be provided to schools, outlining:

- Educational resources available for the various attractions, demonstrating the benefits and relevance for teachers. By linking to the national curriculum, the resources will be suitable for teachers in any state of Australia.
- Other tourism attractions that can be visited during their trip.
- General logistics and facilities information for the Armidale region.
- Attractions that could be packaged include
 - UNE Discovery Space
 - The Smart Farm – leading agricultural and STEM activities at UNE and the Armidale Regional College
 - Costas, Red Jewel, ANTG (modern, CEH Agriculture)
 - UNE Smart Region Incubator (Innovation, Technology, Entrepreneurship)
 - Renewable Energy – UNE Solar Farm, Metz Solar Farm, Glenn Innes Wind Farms
 - TAFE New England – Digital Headquarters (Technology and learning)
 - Saumarez Homestead (Australian History)
 - Armidale Folk Museum (Armidale & Australian History)
 - Hillgrove Museum (Armidale and Australian History)

- The Aboriginal Cultural Centre and Keeping Place (Australian History and Art)
- New England Regional Art Museum and Printing Museum (Australian History and Art)
- McCrossins Mill Museum Uralla (Australian History)
- University of New England Museums – Antiquities and Natural History Museum (Sciences, History, Art)
- Little Llangothlin Reserve , Dangars Lagoon Wetland Reserve and Mother of Ducks Lagoon (Environment, Ecology and Sciences)
- Thalgarrah Environmental Education Centre (Environment, Ecology and Sciences)
- Ebor Trout Hatchery (Environment, Ecology and Sciences)
- Recreation and Sporting venues (including sports science / research at UNE)
- Dumaresq Dam Ecotourism project (funding being sought)
- Cultural Heritage Sites – Mount Yarrowyck, Tingha (Aboriginal History)
- The National Parks – Oxley Wild Rivers, New England, Cathedral Rock, and Guy Fawkes – (Geology, Environment, Ecology and Sciences)

4. Action Plan

This action plan provides a step-by-step guide with timeframes for implementation of the tourism strategy. Recommended dates for the timeframes are outlined below:

- Short term: Less than 12 months (FY2021 – 2022)
- Medium term: 12-24 months (FY2021 – 2023)
- Long term: 24+ months (FY2023 and beyond)

Pillar 1: Collaboration

Actions	Timeframe			
	12 Months	24 Months	36 Months	Ongoing
i. Facilitate local tourism industry collaboration				
<ul style="list-style-type: none"> • Set-up closed Facebook group for tourism industry collaboration and invite all operators to join, then post relevant information regularly and encourage operators to post, share information, ask questions, etc. 	◆			
<ul style="list-style-type: none"> • Create 'operator only' area on new tourism website to allow resources to be accessed by operators 		◆		
<ul style="list-style-type: none"> • Encourage and promoting the local business that feature local produce on menus 				◆
ii. Facilitate training opportunities				
<ul style="list-style-type: none"> • Identify and promote opportunities for operator training as identified by DNCO, state and federal government, other business groups such as NSW Business Chamber, etc. 				◆
<ul style="list-style-type: none"> • Coordinate training for operators and their staff where relevant resources exist 				◆
iii. Nurture collaboration and innovation				
<ul style="list-style-type: none"> • Provide opportunities for local operators to collaborative and innovate on topics such as packaging (e.g. "play and stay" with golf club and accommodation), local produce, ideas for overflow accommodation in peak times, developing the nighttime economy, etc. 				◆
<ul style="list-style-type: none"> • Continue to build on existing relationships with neighbouring LGAs to work on joint tourism projects 				◆

Pillar 2: Marketing

Actions	Timeframe			
	12 Months	24 Months	36 Months	Ongoing
i. Develop a distinctive brand strategy and positioning for Armidale Region tourism				
A well-defined, brand strategy and positioning for the Armidale region as a tourism destination is needed to provide the platform to grow the visitor economy.			◆	
ii. Undertake regular, planned marketing campaigns				
<ul style="list-style-type: none"> Prepare a full 3 year marketing plan for Armidale region tourism based on this new tourism strategy, including definition of target audiences, promotional channels, budget and scheduling, and especially positioning the Armidale region as a nature/outdoor playground and the new high altitude destination all year round 		◆		
<ul style="list-style-type: none"> Share the marketing plan to the website, encourage operators to plan their marketing activities around Council's plan 		◆		
<ul style="list-style-type: none"> Undertake marketing activities in accordance with marketing plan, and communicate regularly with the tourism industry collaboration group to improve their awareness of Council's marketing efforts 			◆	◆
i. Support development of new nature-based experiences				
<ul style="list-style-type: none"> Support the development of new outdoor experiences, both by Council and private operators, by providing access to research, assisting with information about grant funding and enabling connections between people 				◆
<ul style="list-style-type: none"> Supporting the development in Soundtrails in the National Parks 	◆			◆
<ul style="list-style-type: none"> Promotion of the Waterfall Way as a day-trip or weekender destination to the coastal market 	◆			◆
iv. Continue close working relationship with NPWS				
<ul style="list-style-type: none"> Continue to maintain close working relationship with local NPWS management 				◆
<ul style="list-style-type: none"> Meet with regional NPWS to understand their tourism priorities and opportunities for new product development in the national parks in the region 		◆		
v. Promote four distinct seasons				
<ul style="list-style-type: none"> Create content for all promotional channels, especially digital, that promote the Armidale region throughout the four distinct seasons of the year 		◆		

• Encourage the development of new products and experiences (including events) that embrace the traditionally quiet, off-peak winter months		◆		
• Create an Armidale Information hub at the Armidale Airport		◆		
• Install digital advertising/ marketing information boards at armidale airport	◆			

Pillar 3: Nature and outdoors

Actions	Timeframe			
	12 Months	24 Months	36 Months	Ongoing
i. Support development of new nature-based experiences				
• Support the development of new outdoor experiences, both by Council and private operators, by providing access to research, assisting with information about grant funding and enabling connections between people				◆
• Supporting the development in Soundtrails in the National Parks	◆			◆
• Promotion of the Waterfall Way as a day-trip or weekender destination to the coastal market	◆			◆
ii. Continue close working relationship with NPWS				
• Continue to maintain close working relationship with local NPWS management				◆
• Meet with regional NPWS to understand their tourism priorities and opportunities for new product development in the national parks in the region		◆		
iii. Promote four distinct seasons				
• Create content for all promotional channels, especially digital, that promote the Armidale region throughout the four distinct seasons of the year		◆		
• Encourage the development of new products and experiences (including events) that embrace the traditionally quiet, off-peak winter months		◆		
iv. Support development of on-farm experiences				
• Work with farmers who may be interested in developing on-farm experiences, such as farm stays, tours, demonstrations and on-farm event venues, including information about DA requirements, insurance, potential markets, etc.			◆	◆

Pillar 4: Festivals Conferencing and Events

Actions	Timeframe			
	12 Months	24 Months	36 Months	Ongoing
i. Map all current events and festivals				
<ul style="list-style-type: none"> Update current events and festivals on the Events Calendar, and keep it updated on a regular basis. 				◆
<ul style="list-style-type: none"> Distribute the Calendar to operators regularly and ensure the current version is always available on the website 				◆
<ul style="list-style-type: none"> Encourage tourism operators to consult the calendar regularly to find out what's on so they can staff their premises accordingly and for potential new event organisers to find gaps in the calendar to reduce overlap 				◆
ii. Differentiate between community and tourism events				
<ul style="list-style-type: none"> Develop clear criteria to distinguish between tourism events and community events, to allow for better planning and resourcing 	◆			
iii. Support further development of events				
<ul style="list-style-type: none"> Work with existing event operators to determine options for expansion and improvement to attract greater visitation to these event. 		◆		
<ul style="list-style-type: none"> Develop 2-3 new events at off-peak and shoulder times of the year, based on seasons or special interest themes 			◆	
iv. Provide assistance for smoother event operations				
<ul style="list-style-type: none"> Confirm the dedicated point of contact within Council who will assist event operators and promote this information to the tourism industry collaboration group 	◆			◆
<ul style="list-style-type: none"> Develop an event manual for use by event operators within the region, including useful information about running events, risk management, Council requirements, how to collect visitor data, etc., upload it to the website and keep it updated 		◆		◆

Pillar 4: Festivals, Conferencing and Events (continued)

Actions	Timeframe			
	12 Months	24 Months	36 Months	Ongoing
<ul style="list-style-type: none"> Consider ways to better use existing large-scale infrastructure for events and festivals, such as the showground and racecourse, and work to upgrade facilities where needed 			◆	
<ul style="list-style-type: none"> Assist in developing options for overflow accommodation when there is a surge in demand at peak festival times, including options with UNE and camping 		◆		
v. Capture data from festivals and events				
<ul style="list-style-type: none"> Implement measurement systems to accurately collect attendee data, including visitor numbers, source destinations, length of stay, expenditure and other relevant data 		◆		
vi. Work with conference stakeholders				
<ul style="list-style-type: none"> Build on relationships with DNSW's Business Conference Unit and DNCO, advising them that the Armidale region is interested in securing more small-medium conferences 				◆
<ul style="list-style-type: none"> Ensure conferencing inventory is complete and kept up-to-date on the Meet in NSW website 				◆
vi. Proactively market to conference and event planners				
<ul style="list-style-type: none"> Develop a plan for proactively marketing the Armidale region to the target conferencing audience 			◆	
<ul style="list-style-type: none"> Undertake ongoing marketing to promote the Armidale region as a conference and meetings destination, including attending events such as AIME 		◆		

Pillar 5: Sports tourism

Actions	Timeframe			
	12 Months	24 Months	36 Months	Ongoing
i. Ensure sports events are included on regional events calendar				
<ul style="list-style-type: none"> Liaising with sports events organisers and other stakeholders to ensure that all sporting events are included on the Council Events Calendar 				◆
ii. Attract new sporting events to the Armidale region				

• Work with sports administrators, Armidale Sports Council, schools and UNE to attract more sports-related events to the Armidale region		◆		
• Review plans by the NSW Government to attract more sporting events to regional NSW and determine ways that the Armidale region can best capitalise on that plan	◆			
• Develop a sports tourism strategy for the Armidale region in conjunction with Armidale Sports Council			◆	
iii. Promote the Armidale region as a sports training destination				
• Work with the owners and managers of the sports training facilities to determine options for making these facilities available to visitors who specifically want to visit for training		◆		
• Develop a Sporting Events Guide to assist organisers in planning sporting events	◆			
Pillar 6: Art & Culture	Timeframe			
Actions	12 Months	24 Months	36 Months	Ongoing
i. Support development of cultural attractions				
• Identify practical ways that Council can support the development of cultural attractions (NERAM and NECOM) and re-purposing of old assets for use by the culture sector			◆	
• Develop an image bank that is free for all Culture Tourism operators		◆		
• Create recommended lists and/or blogs for visitors	◆			
• Create cultural heritage itineraries	◆			
• Develop and strengthen partnerships with creative industries at UNE		◆		
iii. Encourage greater integration with indigenous culture				
• Continue to develop relationships with local indigenous groups (e.g. ACCKP)				◆
• Work with local indigenous groups to develop resources and content that tell stories about the local region, including adding information to the website.			◆	
• Engage with local indigenous groups, Aboriginal Land Council and Aboriginal Cultural Centre and Keeping Place in the delivery of the Sound Trails project at Wollomombi Gorge	◆			

Pillar 7: EduTourism

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Document educational inventory				
<ul style="list-style-type: none"> Complete product audit that documents all inventory available in educational facilities, including categorising facilities that are suitable for educational tourism, conferencing and special events 			◆	
ii. Work with UNE to enhance tourism integration				
<ul style="list-style-type: none"> Work with UNE to develop ways to encourage VFR visitors of students to stay longer and/or visit more regularly 		◆		
<ul style="list-style-type: none"> Work with UNE to develop ways to encourage VFR visitors of international students to visit 			◆	
<ul style="list-style-type: none"> Support UNE in promoting its existing and developing tourism attractions, such as the Natural History Museum, Booloominbah Historic House and the Boilerhouse Museum 		◆		
iii. Promote eduTourism opportunities				
<ul style="list-style-type: none"> Promote the Armidale region to schools in NSW and southern Queensland as a potential educational tourism destination 			◆	
<ul style="list-style-type: none"> Develop a toolkit for schools that may be considering a visit to the Armidale region with information about educational resources available, other tourism-related logistics information and suggested itineraries from key source markets 			◆	

5. SWOT analysis

As outlined in section 1.2, a consultation program with industry operators was undertaken to inform the development of this new tourism strategy.

Three small-group consultation sessions were completed in March 2018, with additional one-on-one interviews conducted by phone for stakeholders who couldn't attend the sessions.

During each session, participants were grouped in to small clusters and asked to develop contents for a SWOT analysis of tourism in the Armidale region. (Note that the analysis was focused on the visitor experience, not residents' experience.) After time allocated for brainstorming, a representative from each cluster presented their findings to the whole group. Once all the ideas were presented, the group collectively agreed the inclusions for the SWOT analysis, giving weighted emphasis to the strengths and weaknesses they deemed to be most important, and prioritising the opportunities threats that provide the most upside and risk respectively.

The combined result of the industry operators' SWOT analysis process is outlined below.

It is important to note that the information contained within this SWOT analysis is based on direct input from the tourism industry operators and stakeholders who attended the consultation sessions in March 2018, and reflects their thoughts and opinions only. There may be other tourism operators and stakeholders who did not attend these sessions who have a different view.

The SWOT analysis also does not contain opinions from Council or observations by the consultant, unless otherwise stated.

Strengths

<p>Nature and outdoors</p> <ul style="list-style-type: none"> • Natural attractions and natural beauty were considered to be the key strengths of the Armidale region • Waterfall Way is a major drawcard for the region • Lots of opportunities for outdoor exploration, whether active adventures or scenic drives • Varied sporting facilities enable indoor and outdoor activities, group and individual sports, both organised and casual • The climate with four distinct and changing seasons, offers a different experience throughout the year. • Sports Tourism brings in millions of dollars each year to the Armidale economy.
<p>Culture</p> <ul style="list-style-type: none"> • Art - NERAM is seen as a key draw card for the region • Heritage – Saumarez Homestead specifically, as well as the general architecture throughout the city and region give it a unique, and at times, European feel • The indigenous culture of the region was seen to be a valuable strength. However, it was acknowledged by many that the development of more advanced tourism product is required to make the indigenous culture more accessible to visitors.
<p>Education</p> <ul style="list-style-type: none"> • The university and schools are important assets, noting Armidale’s strong reputation as an education centre • Museums, both existing and those in development, offer excellent experiences for visitors and can contribute to attracting more visitors and/or increasing length of stay.
<p>Accessible location</p> <ul style="list-style-type: none"> • Located mid-way between the major cities of Sydney and Brisbane, the Armidale region is well situated • Accessibility is good with road, rail and air options for visitors • The region is accessible from the coast via the Waterfall Way, and is potentially a day trip destination from Coffs Harbour.
<p>Agritourism</p> <ul style="list-style-type: none"> • There is a growing group of food and wine producers in the area, as well as craft brewers and distilleries • Agritourism is growing but there are currently limited opportunities for farm gate visits • Farmer’s markets feature artisan producers selling their goods to visitors and residents.

Weaknesses

Lack of industry cooperation

- Communication, cooperation and coordination amongst tourism operators is limited
- The tourism community and other relevant stakeholders don't communicate or work together
- There is a lack of connectedness in the region

Business community unprepared for tourism

- Many hospitality and retail venues in the region have limited trading hours, especially after 3pm and on weekends
- There is a lack of dining options, particularly on weekends and late at night
- Customer service can be poor because workers don't have a career mentality, and there is limited training for frontline workers, especially in customer service
- Many operators choose to run lifestyle businesses, resulting in limited trading hours, summer shutdown period, etc. which causes inconvenience to both visitors and locals
- General unwillingness to change or try something new and fear of change means no progress
- There is a lack of support for each other
- Operators don't like to pay commissions, which is necessary for packaging, wholesaling and international tourism.

Marketing

- Lack of clear identity for Armidale as a tourism destination, because the New England High Country branding has been too prominent
- No unique selling proposition has been identified for the region, and it lacks one 'hero' attraction
- There has been inconsistent marketing in the past – several stand-alone campaigns, but no overarching plan
- Operators lack marketing skills, especially digital marketing, and don't do enough marketing of their own business
- Free digital marketing tools, such as TripAdvisor and Google, are not utilised to full potential.

Some facilities are outdated / lacking

- CBD mall needs upgrading because it's rundown and filled with empty shops, which is depressing for visitors, locals and staff
- There are few public transport access options and much sightseeing is limited to self-drive
- There is a lack of purpose-built, large-scale conferencing and meeting facilities
- Some of the current infrastructure is tired, e.g. showground, markets
- Mobile phone coverage in some areas isn't as good as it should be, and mobile black-spots limit digital accessibility
- Disabled access to attractions, shops and other venues should be improved.

Opportunities

Increased collaboration

- Collaboration and relationships between Council, and Destination Country and Outback, National Parks and Wildlife Services and New England High Country
- Council can facilitate coordinated communications with business and industry
- “Imagine what we can achieve if we all work together” – more collaboration between operators is seen as a significant opportunity for creating new and exciting tourism experiences
- Collaboration includes opportunities to support networking and sharing of information
- Providing operator training in key areas and supporting start-ups is important.

Marketing

- More emphasis on and commitment of resources to marketing
- Developing a distinct brand for the Armidale region as a tourism destination
- Improving the digital presence of the Armidale region, especially website and social media
- Developing marketing campaigns for niche markets.

Nature and outdoors

- Take advantage of unique natural attractions and untapped natural resources
- Our Unique Selling point could be ‘Gorgeous gorges’
- Capitalise on the message that coastal destinations are crowded and at capacity during warmer months
- The changing seasons experienced in the region are a contrast to coastal destinations – mild summers and romantic winters
- Promote various outdoor adventures and experiences that are available in the region
- Develop and re-package products to support the promotion of nature and outdoors in the region – such as the Dumaresq Dam recreation development, New England Rail Trail development and other outdoor adventure product development.

Improved calendar of events

- Review, modify, renew and expand existing festivals to be more attractive to visitors
- Establish new events that will attract visitors, including events based on seasons, special interest themes and sports
- Encourage greater communication between event organisers to remove overlap on event scheduling and create a greater spread of events throughout the year, including using technology to achieve this.

Threats

Not being proactive, not embracing change

- Some local business operators seem reluctant to change and are not pro-active in developing their business
- Always doing the same thing and an unwillingness to try something new is a threat to the development of the tourism industry in the Armidale region
- There is some negativity in the local business community that hinders progress, particularly with risk taking
- If someone does try something new, there is often a lack of support from other operators
- The local community is also conservative in their thinking and resistant to change, which affects business
- Apathy and ignorance about learning new things means we can't keep up with trends and new technology.

Lack of collaboration and communication

- A lack of communication prevents useful information from being passed on between business operators
- At times, the business community can be quite divided and people are afraid of offending others
- Opportunities are missed because operators and businesses don't work together
- Red tape hinders development and progress.

Competition from other regions

- Other regions are moving ahead and the Armidale region will get left behind
- Industry operators not collaborating exacerbates this problem, particularly when other regions work well together and do innovative things to attract visitors
- Operators in the Armidale region have been slow to access grant funding from government, and it may run out or there may be a change of government resulting in grant programs ending
- There is competition generally from surrounding regions, and other national and international destinations
- The trend to "holiday at home" is also a threat to growing visitor numbers, particularly if loan interest rates rise.

Not enough investment in marketing

- Not enough investment by Council in marketing the region is a threat to growing visitor numbers
- Not enough time and energy invested by operators to promote their individual businesses
- Operators need to learn about and embrace digital marketing
- The popularity of booking travel packages online is growing and operators in the Armidale region need to learn about this.

6. Appendices

6.1 Participants at consultation workshops

The following table outlines a full list of participants at the consultation workshops undertaken in Armidale in March 2018.

Armidale Art Gallery	Tess Cullen
Armidale Business Chamber	Anthony Fox
Armidale Business Chamber	Madan Narayanamurthy
Armidale Cultural Centre and Keeping Place	Daisy William
Armidale Ratepayers Association	Maria Hitchcock
Armidale Regional Council	Cr Peter Bailey
Armidale Regional Council	Cr Jon Galletly
Armidale Regional Council	Ambrose Hallman
Armidale Regional Council	Cr Libby Martin
Armidale Regional Council	Cr Simon Murray *
Armidale Regional Council	Cr Margaret O'Connor
Armidale Regional Council	Cr Dr Ian Tiley *
Armidale Sports Council	Steve McMillan
Arts NSW	Caroline Downer
Cinders Lane Café	Shili Wang
Citizen representative	Susie Dunn
Cruikshanks Armidale B&B	Anne Thackway
Deer Park Motor Inn	Sebastian Epp
Department of Environment	Aaron Simmon
Department of Premier and Cabinet	Peter Sniekers
Elderslie B&B	Nicole Fittler
Fleet Helicopters	Mike Watson
Guyra & District Business Chamber	Aileen MacDonald
High on Bikes	David Mills

Hutchison & Harlow Real Estate	Meg Georkas
June's Jewellery	June Dangar
Milani Trout Cottages	Lynne Chapman
My Rural Retreat	Tina Skipper
Natural History Museum (UNE)	Jean Holley
NERAM	Robert Heather
Northern Inland Academy of Sport	James Cooper
NSW Business Chamber	Joe Townsend
Nucleo	Andrew McCann
Peterson's Guesthouse	Kimberley Levy
Quality Powerhouse	Meredith Abrams
Quality Powerhouse	Greg Maguire
Quality Powerhouse	Monty Maguire
Regional Development Australia	David Thompson
Saumarez Homestead	Les Davis
Southern Blue Regenerative	Glen Chapman
Sunhill Skin Essentials	Corinne Downes
University of New England	Kirsti Abbot
University of New England	Derek Baker
University of New England	Russell Bicknell
University of New England	Lou Conway
University of New England	Lloyd Gris
University of New England	Deborah Martin
Will Winter Consulting	Will Winter

6.2 Current tourism trends

Results from the desktop research demonstrate a number of tourism trends that are favourable for the Armidale region and have been acknowledged and considered in the development of this tourism strategy.

With the events of 2020 having changed the landscape of tourism, the following 5 travel trends have been predicted by Tourism Australia Managing Director Philippa Harrison:

1. Naturally wide-open and remote destinations deemed safer – with people craving wide-open spaces, fresh air and more nature than ever, Australia’s nature will be more desirable in 2021
2. Safety is key - Tourism Australia’s most recent research shows that Australia is now the country most associated with safety and security
3. Travel as a force for good -Todays travelers are increasingly seeking out brands and experiences that are not only good for them, but good for the world around them. This can take many forms from supporting local businesses to getting hands-on with bushfire restoration efforts.
4. Indigenous experiences on the rise – More travelers are actively seeking out indigenous tourism experiences that allow them to connect with and learn more about Australia’s First Nations People
5. Travel to regenerate – The desire to use travel to reconnect and regenerate will dominate in 2021. Destinations and experiences that leave travelers feeling calm and rejuvenated such as multi-day hikes or an off-grid eco-cabin stay are expected to be popular with travellers.

Domestic travel trends

The most recent research in to Australia’s domestic travel market highlights important traveller mind-sets and attitudes that are relevant to development of the Armidale region’s tourism strategy. City-dwellers view holidays as a necessity to alleviate stresses of everyday life, and this is more evident when the holidays are taken away from city centres. The key motivator for domestic travel is ‘to relax’, and ‘getting away from crowds’ has become more important than ever before for both intrastate and interstate travellers in 2018. (TNS, 2018)

Regional destinations offer key experiences for what Australians are seeking from their holidays. While Australian travellers don’t have one typical destination in mind when they think about regional travel, there are some experiences common to everybody’s idea of what’s on offer in regional Australia.

The table below outlines the findings from this research, outlining the kinds of experiences that Australian travellers believe are offered in the different regional destinations.

Adventure	<ul style="list-style-type: none"> • Sense of accomplishment, and rejuvenation of mind and soul
Farm	<ul style="list-style-type: none"> • Personal development, connection with the land and escaping the city life

National Park	<ul style="list-style-type: none"> • Rejuvenate the soul, refreshing and escape
Food / wine	<ul style="list-style-type: none"> • Indulgent, healthy body and life and soft adventure
Rivers / lakes	<ul style="list-style-type: none"> • Relaxed, reconnecting with people and escaping to nature
Bush / outback	<ul style="list-style-type: none"> • Thoughtful, rustic and change of pace
Hills / mountains	<ul style="list-style-type: none"> • Exploration, cosiness and getting close to nature
Small town	<ul style="list-style-type: none"> • Experiencing a new place, discovering hidden gems and quirky character
Events / festivals	<ul style="list-style-type: none"> • Feeding a passion, learning and a draw-card for unusual destinations
Inland	<ul style="list-style-type: none"> • Reconnecting, short breaks away and freedom
Snow	<ul style="list-style-type: none"> • Indulgent, invigorating and balance of introspection and adventure

(TNS, 2018)

Travel trends specific to different age groups

The millennials age group seeks authentic and genuine travel experiences, together with a variety of active and passive ways to enjoy them. For older millennials, in the 25-34 age group, travel is about rejuvenation and search for self. Through travel, this group seeks to recover from work and is a way of getting away from responsibilities of everyday life. They feel the need for regular breaks to sustain and keep themselves going, and seek out relaxing experiences that they can't have at home. (Tourism Research Australia, 2017)

For regional destinations to attract millennials, they need to offer something unique and have basic, yet sophisticated experiences. This could include nature-based experiences, as well as country food and wine. Short breaks in regional NSW currently offer millennials an opportunity to relax and reflect, often with friends. Importantly, in this context, rest and relaxation does not mean just passive experiences, but rather experiences that promote discovery, rejuvenation and an opportunity to forget about routine life, and these can include very active pursuits. (Tourism Research Australia, 2017)

At the opposite end of the age range, the over 55s is one of most powerful age groups in Australia in terms of financial capability and life expectancy is increasing. In a recent survey of Australians aged over 55 years, 96% of respondents took at least one leisure trip within Australia in the past 12 months, and the percentage of respondents who took two and three leisure trips was 26% and 23% respectively. This age group preferred domestic travel to international travel. According to the survey, the most important reasons for over 55s taking overnight leisure trips are spending time with family and friends, getting away from daily routine, having fun, spending time with partner and to relax mentally. (Destination NSW, May 2015)

Trends in family tourism

With family lives becoming increasingly busier, domestic travel offers an opportunity for families to have a break from normal routine, to reconnect and open the lines of communication between adults and children without time pressures. Ease and convenience are the key drivers for domestic travel by families in Australia, and they are looking for destinations that are relaxed and easy with beautiful surroundings, preferably only a few hours' drive from home. (Destination NSW, June 2015)

NSW family travellers tend to travel intrastate more often than other travellers, and their average trip duration tends to be longer. Families from Sydney tended to stay longer than families from regional NSW in both intrastate and interstate holidays. (Destination NSW, June 2015)

NSW family travellers also reported a higher participation rate in outdoor or nature activities, and this was especially true for families from Sydney. Activities at a destination need to cater to the various ages in the group, as well as activities that are suitable for the whole group to participate together. Family groups desire a broader range of accommodation styles, such as 2, 3 and 4 bedroom accommodation, with more versatile layouts including living spaces that allow separate areas for adults and children. (Destination NSW, June 2015)

Car travel dominates as the preferred mode of transport amongst family travel groups in NSW, making regional destinations an accessible option. There is a nostalgia associated with road trips that is important in connecting families and allowing them to bond as a family unit. (Destination NSW, June 2015)

Despite the change in traditional family models, international research indicates that the family travel segment is predicted to grow at a faster rate than all other forms of leisure tourism. Families today are connected differently than previously, and holiday travel offers families an opportunity to reconnect, reunite and spend time with each other away from the demands of everyday life. (Schänzel and Yeoman, 2015)

Destinations that offer relaxation, novelty, outdoor activities, arts and heritage sites are appealing to families. However, family travellers seek destinations for relaxation more than non-family travellers. Family travellers seek holidays offering experiences that are authentic, different to normal and which create positive memories. Spending time with the family and being active together are important drivers for family tourism. (Schänzel and Yeoman, 2015)

The desire to create memories and to encourage opportunities for communication and bonding amongst family members are important factors in the rise of family tourism. The desire of families to reconnect away from the pressures of work and school make family travel more resilient than other forms of tourism. (Schänzel and Yeoman, 2015)

The future of family tourism lies in catering for the increasing diversity of the family market. It includes offering opportunities for relaxation as well as activities that help create happy memories that appeal to the different ages of travellers in diverse family group structures. (Schänzel and Yeoman, 2015)

Multigenerational travel

Multigenerational travel is an extension of family tourism and it is expected to increase sharply and rapidly. Defined as leisure trips that include three or more generations, the multigenerational travel market is growing because:

- It is common for families to live in geographically dispersed places, so a multigenerational holiday provides an opportunity for family members to gather and re-connect;
- Technology and stresses in everyday life mean that families have limited time together at home, and travel offers an opportunity to escape and spend time together;
- Baby boomers have the time, health and disposable income needed to facilitate a multigenerational holiday.

(Preferred Hotel Group, 2011)

In an increasingly hectic world with busy lifestyles, parents and grandparents have reported feeling guilty about not having enough time to spend with children. Multigenerational travel offers a solution to their desire to spend more time together as a family. The research indicates a strong desire for more 'together time' amongst family members, so they can reunite and become reacquainted with loved ones. The top two reasons for taking a multigenerational trip are:

- To spend quality time with the other members of my family, and
- To create life-long memories for the family members.

For travellers who'd taken a multigenerational holiday in the past year, over three-quarter of respondents indicated it is something they try to do every year. This sentiment is particularly evident amongst the millennials age group. (Preferred Hotel Group, 2014)

More recent reporting of multigenerational travel trends in Australia also indicates that this tourism sector is on the rise. Australian multigenerational holidays also include extended family members and look to this type of holiday to come together as a family and spend quality time with one another. (Madden, 2017)

Multigenerational travel is also popular at the high-end of the travel market. Both luxury travel network Virtuoso and upmarket tour operator Abercrombie & Kent recognise multigenerational travel as a top-rating travel trend that endures. (Kickham, 2018; Luxury Australian Travel Trade E-news, 2018)

The motivations at this end of the market are similar to findings in other studies, being mainly to reconnect away from everyday life and share experiences with loved ones. In addition, there is also a wish to impart social awareness to the next generation through travel. (Luxury Australian Travel Trade E-news, 2018)

Farm stay tourism

Farm stay experiences are one of travel's fastest growing niche sectors. They are now very popular in Australia and there are many excellent and well-known examples on outback sheep stations. However, smaller farms and vineyards closer to larger metropolitan centres are also developing farm stay experiences. (Your Amazing Places, ND)

There are a number of drivers for the increasing popularity of farm stay holidays.

- Consumers' interest in the provenance of their food is growing and the popularity of paddock-to-plate movement is expanding. People are becoming more mindful of food sources and they are seeking out opportunities to connect with local food sources. (Rhodes, 2014)
- With the overwhelming use of technology in day-to-day life, farm stays provide travellers with an opportunity to disconnect and relax. (Rhodes, 2014)
- Consumers are also seeking out ways to reconnect with a rural lifestyle. (Wikipedia, 2018) In a progressively urbanised world, people are looking to rediscover outdoor living, including simply allowing children to get dirty. (Rhodes, 2014)
- Farmers are looking for alternative, non-agricultural sources of revenue to supplement their traditional agricultural income. (Wikipedia, 2018)

There are many different kinds of farm stay experiences, with accommodation options from rustic to luxury, and activities from restful and relaxing to active and hands-on. Farm stay options across Australia range from campfire cook-ups to fine food and wine, and basic shearers accommodation through to restored farmhouses offering a refined experience. (Rhodes, 2014)

For farming families, farm stays can offer valuable financial and social rewards and provide another option for non-agricultural farm diversification. However, there is a range of considerations that must be contemplated before embarking on this journey. Council permission, regulations and other rules relating to the development of an accommodation and/or food business must be researched. There are many sources of information that can assist with this task, including online guides, industry associations and consultants. (Hosted Accommodation Australia, 2018)

Trends in food and wine tourism

Food and wine tourism is an important sector of the domestic travel market in New South Wales. In the past, wine was acknowledged as the core driver for food and wine tourism. However, the food component is becoming increasingly important as travellers seek opportunities to connect with producers and find out more about where and how their food is grown. (Tourism Research Australia, 2015) This complements the reasons stated for the increase in popularity of farm stay tourism discussed above.

Food and wine travellers rate the ability to eat fresh, locally grown food for breakfast, lunch and dinner as one of the most important attributes for a food and wine region. Travellers are seeking authentic interactions with producers and looking to make personal connections. They are interested in stories of food production, including the whole 'paddock to plate' narrative that might cover everything from farming practices through to how to use the produce in cooking. (Tourism Research Australia, 2015)

Travellers are also keen to have interactive experiences, such as picking their own fruit or participating in a farm tour where they see (and possibly participate) in some of the production process. They are keen to buy local produce in its various forms. (Tourism Research Australia, 2015)

Interestingly, the journey from home to their destination is part of the travel experience, highlighting the need for information on places to visit and things to do along the way. Once at their destination, food and wine travellers are also willing to take short drives in the surrounding area to visit other places of interest, which benefits other operators and businesses in the region. (Tourism Research Australia, 2015)

Conferences and meetings

The NSW Regional Conference sector is a key part of the broader NSW Visitor Economy, and has the potential to bring significant economic and employment benefits to Regional NSW. The sector generates:

- Expenditure of \$290million by delegates attending business events;
- Additional visitor expenditure of \$11.6million from pre and post conference touring;
- Employment of more than 2,300 people.

However, in the last decade, regional NSW has been declining, so Destination NSW developed the NSW Regional Conference Strategy and Action Plan 2017-2021 to address this problem.

The plan identifies eleven strategic imperatives:

1. Sector leadership
2. A new destination framework
3. Partnering with government and industry
4. Destination infrastructure development
5. Research and evaluation
6. Activating regional networks
7. Product development
8. Industry training and skills development
9. Destination marketing
10. A NSW regional business conference portal
11. Generating conference leads

The full action plan can be viewed and downloaded at <http://www.destinationnsw.com.au/wp-content/uploads/2017/08/The-nsw-regional-conference-strategy-and-action-plan.pdf?x15361>

6.3 References

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TRIM: AINT/2021/23578

Debt Recovery Policy

ADOPTED BY COUNCIL: 28 JULY 2021

1. PURPOSE

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

2. APPLICATION

This policy applies to any person or entity owing rates, water charges, fees or other debts to Council.

3. POLICY INTENT

The objectives of this Policy are:

- To provide a framework for the efficient and effective collection of outstanding debts balanced with a respectful and sensitive approach to ratepayers and other debtors suffering financial hardship;
- To recover monies owing to Council in a timely and effective manner and ensure sound cash flow management that contributes to low levels of outstanding rates and charges; and
- To provide a process that is ethical, transparent and compliant with legal obligations and legislation

Council will treat all customers fairly and consistently in considering their circumstances. All matters will be treated confidentially under this policy.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan 2017-2027 reflects the community's input and aspirations for how the Armidale Region can best continue to grow and prosper. It also presents strategies on how Council can effectively balance its economic, environmental, and social aspirations to improve overall community well-being, foster creativity and innovation, build communities, and create opportunities.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure.

The main supporting strategies related to this policy in the Delivery Program are:

Leadership for the Region

Fiscal Responsibility: Council exceeds community expectations when managing its budget and operations

Organisational Health: Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency

5. POLICY

Background

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 approximately 25,000 individual debtor accounts at all times.

As a result, Council is cognisant that debt recovery processes need to remain efficient in order to maintain the costs of debt recovery at low levels.

Responsibility on Ratepayers and Debtors

Council is reluctant to commence debt recovery actions but does so if there is no communication from the ratepayer or debtor. The onus is on the ratepayer or debtor to contact Council to discuss options such as a payment arrangement. Council will fulfil the statutory requirements of the *Local Government Act 1993* with respect to the recovery of rates and other debts.

Ratepayers and other debtors are responsible for ensuring their contact details for the service of notices and other communications remain up to date.

Rates, Annual Charges and Water Usage Charges

Council issues rates and instalment notices and water billing notices thirty days prior to due dates. If an amount is overdue, a reminder notice is sent approximately 14 days after the due date. If a ratepayer cannot meet the extended due date as stated on the reminder notice, they are encouraged to contact Council to apply for a suitable payment arrangement.

Those that have not paid the full outstanding amount by the extended due date, or haven't contacted Council to apply for a payment arrangement, risk this amount being escalated to external debt recovery. Acceptable payment arrangement timeframes are outlined in Council's *Hardship Policy*.

Other Debtors

Invoices are raised as debtor information comes to hand. The due date for payment of all invoices is 30 days after the invoice date. Recovery action will commence when amounts are outstanding 60 days and over. Arrangements to pay off outstanding amounts by regular payments may be made where appropriate at Council staff discretion.

Where amounts remain outstanding, if the account is an ongoing account, e.g. waste tipping fees, further credit to that debtor will be withdrawn until the account is paid. Council reserves the right to permanently withdraw and to refuse future account applications from debtors.

External Debt Recovery

Whilst Council encourages ratepayers and other debtors to enter into payment arrangements, it may be necessary to take legal action to recover debts in some circumstances. Customers experiencing financial hardship are encouraged to apply in writing for relief under Council's **Hardship Policy**.

Where payment is overdue, a reminder notice has been sent and an appropriate payment arrangement has not been agreed, the following recovery actions will occur:

- Letter of Demand from Council's Debt Recovery agent
- Where available and appropriate, Council's Debt Recovery agent may use additional channels of communication (such as telephone calls and email) to inform ratepayers and debtors of outstanding debts

These actions will be limited by the contact information Council holds. In many instances Council only holds the address nominated for the service of notices and may not have phone or email contact details.

If those processes are not successful, legal recovery action will commence. The legal recovery process may include the following:

- Statement of Claim
- Field Calls/Skip Tracing
- Judgement
- Garnishee
- Rent for Rates
- Examination Notices/Orders
- Writ of property
- Bankruptcy
- Sale of Land

Legal Costs

Should it be deemed necessary for Council to take legal action to recover rates and charges, any costs awarded to Council by a court in these proceedings are a charge on the land, in accordance with section 550 of the *Local Government Act 1993* and are payable by the debtor.

Water Restrictions

In accordance with the *Local Government (Water Services) Regulation 1999*, Council may restrict the supply of water to a premises where any rates or charges in respect of the water supplied to the premises are unpaid.

Sale of Land for Overdue Rates and Charges

Council retains the discretion to apply the provision of *Local Government Act 1993* relating to sale of land for unpaid rates, charges and interest as stated in sections 713-726. Section 713 provides that Council, where rates and charges have been unpaid for more than five years, may sell the land to recover those outstanding amounts (excluding vacant land which can be sold with only one year's rates and charges).

Council will only sell a ratepayers principal place of living after consideration and resolution of Council and only after all other reasonable recovery options have been exhausted.

Debt Write Offs

Debts considered not to be cost-effective to recover shall be written off provided that a reasonable debt recovery effort can be substantiated and the debt meets the requirements of section 213(5) of the *Local Government Regulation 2005*, which states:

A debt can be written off under this clause only:

- a) if the debt is not lawfully recoverable, or*
- b) as a result of a decision of a court, or*
- c) if the council or the general manager believes on reasonable grounds that an attempt to recover the debt would not be cost effective.*

In accordance with Council's resolution 219/19 the General Manager has approval to authorise the write off of debts less than \$10,000 including GST.

Debts that can remain as a charge against the property, such as rates, annual charges and water, shall not be written off.

6. LEGISLATIVE REQUIREMENTS

There are a number of legislative requirements that will apply and need to be followed under this policy:

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2005
- NSW Local Government (Water Services) Regulation 1999
- NSW Privacy and Personal Information Act 1998
- NSW State Records Act 1998

7. REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8. REPORTING

Record Keeping Procedures

Debt recovery activities will be carried out in a manner that supports Council officers in meeting their obligations to ensure information of a confidential nature is obtained and recorded in an appropriate manner in accordance with the relevant Council privacy procedures.

Website

Council will provide a range of information on its website to inform ratepayers and other debtors about its debt recovery processes, payment arrangement options and known available financial counselling services.

9. RESPONSIBLE OFFICER

The responsible officer for this policy is the Manager Financial Services.

10. ROLES AND RESPONSIBILITIES

Debt Recovery Officer

Responsible contact for initial confidential requests and maintaining records and registry of payment arrangements and debt recovery status.

Revenue Coordinator

Responsible for implementation, application and review of policy as well as escalations and dispute resolution.

Manager Financial Services

Escalated and unresolved dispute resolution and oversight of debt recovery provisions.

General Manager

Authority to write off debts within allowable limits. All other debt write-offs are by Council resolution.

11. RELATED PROCEDURES

This policy should be read in conjunction with Council's *Hardship Policy*.

Other related policies include:

- *Revenue Policy*
- *Fees & Charges Policy*
- *Reduction of Water Consumption Charges due to Undetectable Leaks Policy*

APPROVAL AND REVIEW		
Responsible Business Unit	Financial Services	
Responsible Officer	Manager – Financial Services	
Date/s adopted	<i>Council Executive</i> 26 May 2021	<i>Council</i> 28 July 2021
Date/s of previous adoptions	N/A	
Date of next review	May 2023	
TRIM Reference	AINT/2021/23578	

TRIM: AINT/2021/23580

Hardship Policy

ADOPTED BY COUNCIL: 28 JULY 2021

1. PURPOSE

Council recognises there are cases of financial hardship requiring respect and compassion in special circumstances. This policy establishes guidelines for the assessment of hardship applications applying the principles of respect, fairness, integrity, confidentiality and compliance with relevant statutory requirements.

2. APPLICATION

This policy applies to all applications for waiving, deferment and alternative payment arrangements, or the writing off of rates, fees, charges and interest accrued on such debts.

3. POLICY INTENT

The objective of this Policy is to establish an effective, accountable and transparent framework for managing the circumstances under which Council will assess requests for relief due to financial hardship.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan 2017-2027 reflects the community's input and aspirations for how the Armidale Region can best continue to grow and prosper. It also presents strategies on how Council can effectively balance its economic, environmental, and social aspirations to improve overall community well-being, foster creativity and innovation, build communities, and create opportunities.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure.

The main supporting strategies related to this policy in the Delivery Program are:

Leadership for the Region

Fiscal Responsibility: Council exceeds community expectations when managing its budget and operations

Organisational Health: Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency

5. POLICY

Background

This policy recognises that ratepayers and other debtors may at times encounter difficulty in the payment of rates, water and other charges. Council's intention is to offer ratepayers in these situations a suitable payment arrangement. Hardship can result from a number of factors including:

- Loss of employment or a change income
- Illness, incapacity, hospitalisation
- Family breakdown or a death in the family
- Natural disaster
- A change in circumstances

When applications will be considered

Council will only consider an application for rates and charges hardship relief where:

- The property is in the name of a person/s;
- The property is the owner's principal place of residence;
- The property is rated as residential or farmland; and
- There is overdue debt.

The above criteria excludes applications for hardship relief from being considered from companies or other entities, including trusts.

For non-property related debt applications, hardship relief will not be considered where debts are not in the name of individuals and will be assessed on a case by case basis.

Types of concession available

The *Local Government Act 1993* allows Council to provide hardship assistance to ratepayers under the following sections of the Act:

Section 564 provides that Council may enter into an agreement for the payment of rates and charges. Ratepayers and other debtors can apply for a payment arrangement if they:

- a) have overdue amounts outstanding; and
- b) can substantiate their hardship (evidence may be requested).

Section 567 provides that Council may write off accrued interest on rates and charges if, in its opinion, the person was unable to pay the rates or charges when they became due for reasons beyond the person's control, or that the payment of interest would cause the person financial hardship. Applications need to be made in writing and evidence would need to be provided.

Section 601 relates to hardship resulting from certain valuation changes and provides that Council has the discretion to waive, reduce or defer the payment of the whole or part of the increase in the amount of rates payable if hardship is proven. Applications under this section are generally only for exceptional circumstances, are limited to residential properties, need to be made in writing and evidence would need to be provided.

Payment arrangements

Council recognises that providing options for debtors to keep debt at manageable and affordable levels will assist in minimising financial stress and avoiding costs associated with escalated debt recovery. In cases of hardship, Council will work with customers to put suitable payment arrangements in place.

Payment arrangements should be finalised where possible prior to the next rates being levied so the problem is not compounded, and will be negotiated so that all outstanding arrears as well as any current rates and charges are cleared within a 12 month period. Longer periods outside the 12 month timeframe may be accepted in some circumstances.

All ratepayers who enter into a payment arrangement will continue to have interest charged on the outstanding amount in accordance with section 566 of the *Local Government Act 1993*.

Lodging a request for relief

Requests for hardship relief in the form of payment arrangements that result in all outstanding debt cleared within a 12 month period can be made by phone or in writing. A 'Payment Arrangement' form will then be prepared and sent to the ratepayer or debtor for agreement and signature.

All other requests for hardship relief must be made in writing. Council may then request further information from the ratepayer or debtor in order to undertake an assessment of the application.

Interest

Requests for the writing off of any interest may be considered by Council if both the payment arrangement obligations have been met in full and there are no longer any overdue amounts. Council will only consider write-off amounts once a written request is submitted. Requests should refer to hardship impacts and final decisions will be referred to the General Manager

Continuing hardship

Ratepayers and debtors that continue to experience hardship may apply for additional hardship consideration and this will be considered on a case by case basis.

6. LEGISLATIVE REQUIREMENTS

There are a number of legislative requirements that will apply and need to be followed under this policy:

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2005
- NSW Privacy and Personal Information Act 1998
- NSW State Records Act 1998

7. REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8. REPORTING

Record Keeping Procedures

Debt recovery activities will be carried out in a manner that supports Council officers in meeting their obligations to ensure information of a confidential nature is obtained, recorded in an appropriate manner in accordance with the relevant Council privacy procedures.

Website

Council will provide information on its website to inform ratepayers and other debtors about its debt recovery processes, payment arrangement options and available financial counselling services (www.armidaleregional.nsw.gov.au/hardship-support).

9. RESPONSIBLE OFFICER

The responsible officer for this policy is the Manager Financial Services.

10. ROLES AND RESPONSIBILITIES

Debt Recovery Officer

Responsible contact for initial confidential requests, maintaining records and registry of payment arrangements, debt recovery status and processing of hardship applications that are in accordance with standard policy provisions.

Revenue Coordinator

Responsible for implementation, application and review of policy, escalations, dispute resolution and assessment of applications for hardship outside standard policy provisions.

Manager Financial Services

Escalated and unresolved dispute resolution and oversight of hardship provisions.

General Manager

Authority to write off debts within allowable limits. All other debt write-offs are by Council resolution.

11. RELATED PROCEDURES

This policy should be read in conjunction with Council's **Debt Recovery Policy**.

Other related policies include:

- **Revenue Policy**
- **Fees & Charges Policy**

APPROVAL AND REVIEW		
Responsible Business Unit	Financial Services	
Responsible Officer	Manager – Financial Services	
Date/s adopted	<i>Council Executive</i> 26 May 2021	<i>Council</i> 28 July 2021
Date/s of previous adoptions	28 October 2020	

Date of next review	May 2023
TRIM Reference	AINT/2021/23580

Kelly Stidworthy

From: [REDACTED]
Sent: Monday, 28 June 2021 9:47 PM
To: Council
Subject: Submission - Hardship and Debt Recovery Policies
Attachments: councils-court-out-over-rates-debt-collection.pdf

To whom it may concern,

Thank you for the opportunity to provide feedback on the Financial Hardship and Debt Recovery Policies.

Background

The Armidale Regional Council area experienced drought, bushfires and a pandemic which has had an impacted Council finances. These financial impacts have also affected many ratepayers in the community; therefore, it is important that Council respond to financial hardship/debt recovery in a confidential, respectful, and flexible manner to ensure that all ratepayers are afforded an opportunity to negotiate a repayment arrangement that is both affordable and sustainable.

“Council actions to recover debts for unpaid rates make up 30 per cent of Local Court civil matters. More than 80 per cent of these claims involved amounts less than \$2,000 and a high proportion were settled, paid or written off by councils before judgement”. [Councils court out over rates debt collection - Office of Local Government NSW](#)

Recommendations

Hardship Policy

1. PURPOSE

- a. Change wording from **genuine financial hardship** and replace with **financial hardship**. The word **genuine** is a value judgement and may discourage ratepayers identifying that they are experiencing financial hardship.
- b. Council recognises there are cases of financial hardship and will respond in a respectful and flexible manner to support ratepayers/debtors negotiate an affordable and sustainable repayment arrangement.
- c. This needs to be rewritten so that is easy to understand and clearly communicate the purpose of the policy.

2. APPLICATION

- a. ok

3. POLICY INTENT

- a. Ok

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

- a. Add, Our People and Community
- b. Community Outcome 3 – Services are provided to ensure inclusiveness and support the vulnerable members of our community.

5. POLICY

- a. **Background**
 - i. Add – Loss of employment or a change in income.
 - ii. Add - Receiving a Centrelink payment (note: this excludes FTB A and FTB B only)
 - iii. Add – or a change in circumstances.

b. When applications will be considered

- i. Consideration needs to be given to an investment property that for taxation purposes is considered a principal place of residence.

c. Types of concession available

- i. Local Government Act 1993 Section 564 –
 - 1. add c) Receives a Centrelink payment (note: this excludes FTB A and FTB B only) – substantiation Centrelink Income and Asset statement only.
- ii. Local Government Act 1993 Section 567
- iii. A 'stop the clock' approach to suspend debt recovery, legal action and interest accrual while a ratepayer's hardship application is awaiting determination or while they are complying with a payment plan.
- iv. If necessary, delegate to the General Manager the authority to waive interest charges rather than a Council Meeting to support a timely and resource efficient response.

d. Payment Arrangements

- i. Remove the word genuine.
- ii. While it is desirable to recover outstanding and current rates in a 12-month period, for some this may not be affordable, achievable, or sustainable. This may contribute to a failed payment arrangement and escalation to debt recovery.
- iii. Payment Arrangements 24-month period
- iv. Remove interest charges while complying with a payment arrangement.
- v. Change - commencing legal action without further notice to comply with documented Debt Recovery timeline as requested by the Community Wellbeing Committee

e. Lodging a request for relief

- i. All other requests for hardship relief must be in writing. To support transparency document what other hardship relief is available.

6. LEGISLATIVE REQUIRMENTS

- a. Ok

7. REVIEW

- a. Ok

8. REPORTING**a. Record Keeping Procedures**

- i. Edit – wordy/unclear.

b. Website

- i. List all Financial Counselling Services
 - 1. Rural Financial Counselling – Norther Region (Primary Producer & Small Business)
 - 2. Salvation Army – Money Care
 - 3. National Debt Helpline

9. OTHER

- a. Promote Centrepay as a voluntary way for people to pay their rates directly from their Centrelink payments.
- b. See attached Press Release - Mark Speakman Attorney General Tuesday 27 November 2018 – implement all recommendations.
- c. **Debt Recovery Policy**
 - i. Document the process – timeline.
 - ii. Statement of Claims to be lodged in the Local Court, Armidale
 - iii. Referral to New England North West Community Legal Centre in the first instance.

Yours faithfully

Veronica Mortell

While Council has every right to recover unpaid rates, more consideration needs to be given actively engaging with ratepayers to

While Council actions to recover debts for unpaid rates make up 30 per cent of Local Court civil matters. More than 80 per cent of these claims involved amounts less than \$2,000 and a high proportion were settled, paid or written off by councils before judgement,”



Gabrielle Upton
Minister for Local Government

Mark Speakman
Attorney General

MEDIA RELEASE

Tuesday 27 November 2018

COUNCILS COURT OUT OVER RATES DEBT COLLECTION

NSW local councils are being encouraged to work with people who have unpaid rates to get on payment plans instead of taking ratepayers to court.

Local Government Minister Gabrielle Upton and Attorney General Mark Speakman today released new Debt Management and Hardship Guidelines and called on all councils in NSW to review their policies and procedures to treat ratepayers more fairly.

Ms Upton said the State's 128 councils collect more than \$4 billion in rates each year which fund roads, footpaths, libraries, parks and swimming pools.

"While there's no doubt councils must recover unpaid rates, the guidelines make it clear councils must work better with their ratepayers on payment terms without going to court straight away, especially for those suffering financial hardship such as loss of employment, illness, separation or death in the family.

"While many councils have good practices to support ratepayers in hardship, I want all councils to do this. The new guidelines give a fairer go to ratepayers," Ms Upton said.

Mr Speakman urged councils to take court action as a last resort.

"Council actions to recover debts for unpaid rates make up 30 per cent of Local Court civil matters. More than 80 per cent of these claims involved amounts less than \$2,000 and a high proportion were settled, paid or written off by councils before judgement," Mr Speakman said.

"This adds to costs suffered by both councils and ratepayers through legal fees."

The guidelines promote a range of strategies and actions councils can use to help ratepayers pay on time including:

- a 'stop the clock' approach to suspend debt recovery, legal action and interest accrual while a ratepayer's hardship application is awaiting determination or while they are complying with a payment plan;
- tailored plans and flexible payment options including weekly, fortnightly and monthly instalments;
- promoting Centrepay as a voluntary way for people to pay their rates directly from their Centrelink payments;
- discounts to provide incentives for prompt payment in full;
- greater discounts for pensioners facing hardship;
- options for ratepayers to receive their rates and pay their rates electronically; and simplified rates notices including information in relevant languages.

The guidelines have been issued by the Office of Local Government under the Local Government Act and can be found at <https://www.olg.nsw.gov.au/content/debt-management-and-hardship-guidelines-0>

. All NSW councils must take them into account when developing and implementing debt management and hardship policies and procedures.

TRIM: AINT/2021/23561

Financial Reserves Policy

ADOPTED BY COUNCIL: 28 JULY 2021

1. PURPOSE

This Policy provides direction to management in relation to a framework surrounding decisions to place funds into a restricted cash reserve for particular purposes and their strategic use.

2. APPLICATION

Council can create a reserve or utilise reserve funds in line with the purposes outlined in this Policy. If it is determined operationally or financially prudent to do so, a decision to amend this Policy can be undertaken by Council resolution.

3. POLICY INTENT

Reserves are accounts established and held as cash and cash equivalents retained by Council for the purpose of:

- meeting asset renewal and upgrades in conjunction with Asset Management Plans;
- meeting other project requirements (such as IT infrastructure and non-tangible assets); or
- meeting statutory obligations and other external requirements.

The main objectives of this Policy are to:

- improve financial management;
- improve strategic capacity; and
- reduce business risk

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Council's Community Strategic Plan – Leadership for the Region – Community Outcome 2 – Council exceeds community expectations when managing its budget and operations.

5. POLICY

The objective of this Policy is to develop a strategy for the creation and utilisation of restricted cash reserves as part of Council's overall financial management.

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

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.

Council's current external reserves include:

External Reserve	Purpose
Developer contributions	This reserve contains unspent developer contributions received under S7.4, S7.11, S7.12 and S64 contribution plans together with accumulated interest on unspent contributions.
Domestic waste management	Established under s504 of the <i>Local Government Act 1993</i> . This reserve contains net proceeds from domestic waste management services and will be used to assist with funding landfill remediation, infrastructure and other assets required to support domestic waste management.
Northern Inland Regional Waste grant from EPA	This reserves contains the net unspent grant proceeds pertaining to Northern Inland Regional Waste.
Specific purpose unexpended grants and contributions	This reserve contains unspent grant and contribution proceeds where use of the funding is tied to a specific purpose.
Specific purpose unexpended loans	This reserve contains unspent loan funding tied to a specific purpose.
Sewerage Services	This reserve contains the audited end of year cash and investment balance for the sewerage fund. Funds are held in accordance with the requirements of the Act and associated legislation to provide for future replacement and upgrade of infrastructure to support the sewerage network.
Trust fund	This reserve contains unspent proceeds pertaining to Council's trust fund.
Water Supplies	This reserve contains the audited end of year cash and investment balance for the water fund. Funds are held in accordance with the requirements of the Act and associated legislation to provide for future replacement and upgrade of infrastructure to support the water supply network.

Internally Restricted Cash Reserves

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).

Council's current internal reserves serve many different purposes. Council's current internal reserves include:

Internal Reserve	Purpose
Airport Business Park land sale proceeds	<p>This reserve contains net cash proceeds from sale of land at the Airport Business Park. Funding from this reserve is permitted to be used for:</p> <ul style="list-style-type: none"> • Stage 1 finalisation including, but not limited, establishment of biodiversity offset area and associated works • Stage 2 preconstruction activities • Ongoing direct costs of managing, maintaining, holding and disposal of unsold lots • Adjacent property costs, which will eventually be recovered from sale <p>Established by Council resolution AINT/2021/01037:</p> <p>Council delegates the General Manager to apportion up to three percent (3%) of net sale proceeds each year, based on previous calendar year results, for marketing and site-enhancements to Airside Business Park lots.</p>
Airport	This reserve contains funding for capital works at the Armidale Regional Airport. Any surplus generated by the airport, after allowing for operating and capital expenses, will be added to this reserve on an annual basis.
Asset replacement	This reserve contains funding for asset replacement with priorities for funding to be determined by way of Council's budget process.
Automated Vehicle Trial	This reserve contains remaining funding from the automated vehicle project.
Biodiversity Offsets	This reserve contains funding to meet liabilities relating to biodiversity offsets.
Carry forward works	This reserve consists of funds set aside from projects not completed in a previous financial period where the funding for the project has been provided for from untied revenue. These funds will be used to complete those capital works projects in a future financial period.
Design and planning future capital works	This reserve contains funding for the purpose of design and planning future capital works.
Employee leave entitlements	This reserve contains funding to cover employee leave entitlements to ensure sufficient funds are held for payment of accrued leave.
Environmental remediation	This reserve is being managed to meet legacy, current and future environmental liabilities. Careful funding and management of this reserve will ensure inter-generational equity in the use of resources and services.
Financial improvement plan	Savings from implementation of the financial improvement plan actions that have a direct impact on the budget are to be placed in this reserve initially with priorities for expenditure to be determined by the General Manager.
Kolora repair and maintenance	<p>Established by Council resolution AINT/2018/03030</p> <p>Surplus funds from rental income are placed in this reserve.</p>

Internal Reserve	Purpose
Kolora sinking fund	Established by Council resolution AINT/2018/03030 This reserve contains funds pertaining to the transfer of allocated spaces and plant and equipment to the lessee.
Natural disaster provision	This reserve contains funding to provide for natural disaster related costs.
Performance improvement order	This reserve contains unspent funding pertaining to the performance improvement order program and exists to ensure that these activities can be undertaken when the organisation has the capacity to do this.
Plant and vehicle replacement	This reserve consists of funds set aside for the future replacement of Council's plant and fleet.
Preschool	This reserve contains funding to assist with funding capital costs associated with the preschool.
Preschool fundraising	This reserve contains funding from preschool fundraising activities.
Property sale proceeds	Net proceeds from sale of property are to be placed in this reserve unless identified under another reserve. Funding from this reserve is permitted to be used for: <ul style="list-style-type: none"> • Ongoing direct costs of managing, holding and disposal of land identified under Council's land divestment strategy • Development of land for sale • Direct costs of land reclassification processes for the purpose of disposal
Special Rate Variation	Special rate variation funding not spent on the asset renewal program in any year will be placed in this reserve so that it can be allocated in a future year.
Strategic priorities	This reserve contains funding to provide capacity to implement high level priorities and projects. These priorities will be determined through Council's IP&R process.
Technology strategy	Savings achieved through implementation of improved use of existing technology or new technology are to be placed in this reserve to create a source of funding to implement ICT strategy.
Waste management	This reserve contains net proceeds from waste management activities apart from domestic waste management, which is held under a different reserve. These funds will be used to cover the costs of landfill remediation and infrastructure required to manage waste over the long term.

Unrestricted Cash

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.

In accordance with the Ministerial Performance Improvement Order issued 9 December 2020, Council shall ensure a minimum of \$4-5m is available as unrestricted cash to fund working capital requirements before setting aside funds as Internal Restrictions (with the exception of the employee leave entitlements reserve).

In order to verify whether Council is carrying a sufficient level of unrestricted cash, it shall consider the following indicators:

- Unrestricted cash is forecast at minimum \$4-5m balance as recommended
- Unrestricted current ratio is forecast to remain above benchmark of 1.5x

Council has not yet achieved the required level of unrestricted cash. The underlying improvement of Council's cash position will be a key outcome identified in its Financial Improvement Plan.

Establishment

The creation of all reserves must be approved by Council. Reserves will only be created for specific purposes.

New externally restricted cash reserves will only be created if required by legislation.

The establishment of any new reserve should consider at least one of the following criteria:

- Provide for the annual capital requirements for the replacement of assets (incorporated in an adopted Asset Management Plan).
- Be required for contractual or legislative reasons or where the source of funding is required to be tied to expenditure over a longer period.
- Provide for a known liability that is reflected in Council's Budget or LTFP.
- Fund a future debt repayment liability.
- Have a specific but unquantifiable future strategic requirement or where there are significant changes to priorities of the Council.

Characteristics of each reserve must be identified before approval for creation can be given and must include at least the following:

- The name of the reserve;
- The purpose of the reserve;
- The source of funds of the new reserve;
- The intended use and timing of funds in the reserve;
- The program or activity to which the reserve will be allocated;
- The budgetary effect of the new reserve on the LTFP.

Utilisation

The Annual Budget and Quarterly Budget Review processes will provide the opportunity for Council to adopt or review reserve balances and allocations as required. Consideration shall also be given to the impacts on the LTFP and adjustments made accordingly.

Confirmation of the availability of reserve funds should be made through the Manager Financial Services to ensure accuracy prior to be included in any adjustment to the budget or report to Council.

Review

The purpose of all reserves shall be reviewed annually by the Manager Financial Services to confirm continued consistency with this Policy. The Manager Financial Services will maintain a register that forms the basis of the restricted assets amount held as cash and cash equivalents.

6. LEGISLATIVE REQUIREMENTS

There are a number of legislative requirements that will apply and need to be followed under this Policy:

- Local Government Act 1993 – Section 409
- Local Government (General) Regulation 2005
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government Circulars

7. REVIEW

This Policy will be reviewed annually from the date of each adoption at a Council meeting, or more frequently as required. Any amendments are to be approved by a resolution of Council.

8. REPORTING

Minimum report requirements for Council's cash reserves are to be included in the following documents where applicable;

- Annual Operational Plan/Budget
- Delivery Program
- Quarterly Budget Review Statements
- Monthly Cash and Investments report
- Annual Financial Statements
- Statutory Returns as required

For external audit purposes workings for all reserves that Council has funds held as restricted for should be made available for review as at 30 June of each year.

9. RESPONSIBLE OFFICER

The Manager Financial Services is Council's Responsible Accounting Officer and the Responsible Officer for this Policy.

10. ROLES AND RESPONSIBILITIES

The Manager Financial Services is responsible for making determinations in accordance with this policy and delegating responsibilities to persons whose role it will be to carry out most of the functions under this policy.

Some of the functions the Responsible Officer will perform in relation to the policy include:

- Maintaining records
- Reporting

- Keeping the policy current
- Investigating breaches and enforcing compliance
- Implementing communications, education and monitoring strategies

All council officers are responsible for ensuring compliance with this policy, related legislation and procedures.

11. RELATED PROCEDURES

Nil.

APPROVAL AND REVIEW		
Responsible Business Unit	Financial Services	
Responsible Officer	Manager Financial Services	
Date/s adopted	<i>Council Executive</i> 23 June 2021	<i>Council</i> 28 July 2021
Date/s of previous adoptions	N/A	
Date of next review	May 2022	
TRIM Reference	AINT/2021/23561	

Kempsey Road Disaster Event 2020 and Recovery site Images

The following sample site Images show the state of the road and environmental impact resulting from the bushfire and major storm event in 2020





























Recovery works Images

The following image show the emergency recovery works undertaken to reopen the road for limited access









From: [Steve Mcmillan](#)
To: [Arun Gautam](#)
Subject: proposal by New England Broadcasters
Date: Wednesday, 7 July 2021 2:11:49 PM

To Arun

Armidale Regional Council

July 7th 2021.

Arun,

New England Broadcasters, Radio 2AD; will be converting from the AM to the FM band in the near future. To maintain the same population coverage, the broadcasting regulator, ACMA,

have determined that we must install a low powered translator service in Guyra to strengthen our transmission to the Guyra community, and surrounding areas, so that it is clearer and stronger.

The site we are looking at, and seeking permission to have a presence on this site, is the Water tanks at the top of Georges Close in Guyra.

Our Plan A would see us erecting a Utility pole, which is a wooden pole identical to a telegraph pole, in the North West corner of this site, behind the existing white hut, and having use of the room in this white hut to put our transmitter in.

Or we can install a stainless steel outdoor cabinet two metres by one metre, along the back fence line, instead of the hut, but whichever is recommended by Council.

All up, it would not take up much space, and with the pole in the North West corner, it would be out of the way of the storage tanks.

Plan B would be to have 2 antennas on the water tower itself, to go along with the other

seven or eight already on this tank.

We would then also install the stainless steel cabinet.

We would expect there to be rent or lease charges for us having a presence on this site, along with power usage charges.

We would encourage the decision that we can put in the pole, as we believe changes to the water tank are planned by Council in a few years, which means we would have to move our Antennas.

This would mean disruption of our transmission, which we really cannot have happen.

Please consider our request, and I am happy to answer any other questions Council staff, or Councillors have in regards to this.

Steve McMillan

Manager of radio 2AD FM 100.3

0438881134

From: [Sonia Anderson](#)
To: [Council](#)
Cc: [CCEP Info](#)
Subject: NSW Telco Authority - Critical Communications Enhancement Program- Guyra Lease Agreement
Date: Wednesday, 12 May 2021 10:50:15 AM
Attachments: [image001.png](#)

Dear Armidale Regional Council

Attn: James Roncon, General Manager / Councillors

NSW Telco Authority (NSWTA) would like extend an invitation to meet with Armidale Regional Council to provide an update on the Critical Communications Enhancement Program (CCEP).

The NSWTA (NSW Government) leads and manages the Public Safety Network (PSN), supporting frontline services (Police, Fire, Ambulance, SES, Rural Fire Service) to keep people and places across New South Wales safe, particularly in regional areas like Armidale. The NSW Government has committed more than \$600 million to expand the network of PSN radio towers to achieve these targets.

We would also like to discuss progressing a lease agreement with Armidale Regional Council for the proposed NSWTA monopole and shelter within the Council reservoir compound at Guyra site. We require your support, and the support of your fellow councillors to progress this so that we can execute vital infrastructure to ensure communication is enhanced and your residents and townships are safer.

Background:

The detailed design works had been significantly progressed by our previous vendor partner (Visionstream). The commercials were agreed with Council at \$5,000 p.a. and a draft lease was prepared by our Legal team and initial requests for amendments from your Council’s solicitor was received before the site was placed on hold.

The detailed design works have been handed over to our detailed design partners Catalyst in Feb 2021 and since then Catalyst initiated discussion with Council to re-activate proposal where it left off in Dec 2019. Catalyst re-presented the NSWTA proposal to Council in March 2021, however Council informed of change of senior management and indicated Elected Council may need to be engaged.

We would like to engage with the appropriate council members to discuss the way forward to progress the site at Guyra.

Next steps:

We would like to lock in a 30 minute meeting with yourself, and any other Councillors that are interested to talk you through what we require and how we can work together.

Please let us know what time suits for you and your team for a 30 minute meeting in the next week or so – we will work around your schedules. Happy for you to contact me directly either via this email or on my mobile 0410 529 565.

Looking forward to meeting with Council soon.

Regards

Sonia

Sonia Anderson

Stakeholder Engagement, NSW Telco Authority

ICT and Digital Government Division | Department of Customer Service

P. 02 8522 7649 | M. +61 410 529 565

E. Sonia.anderson@customerservice.nsw.gov.au | www.customerservice.nsw.gov.au

Level 10, McKell Building, 2-24 Rawson Place, Sydney NSW 2000



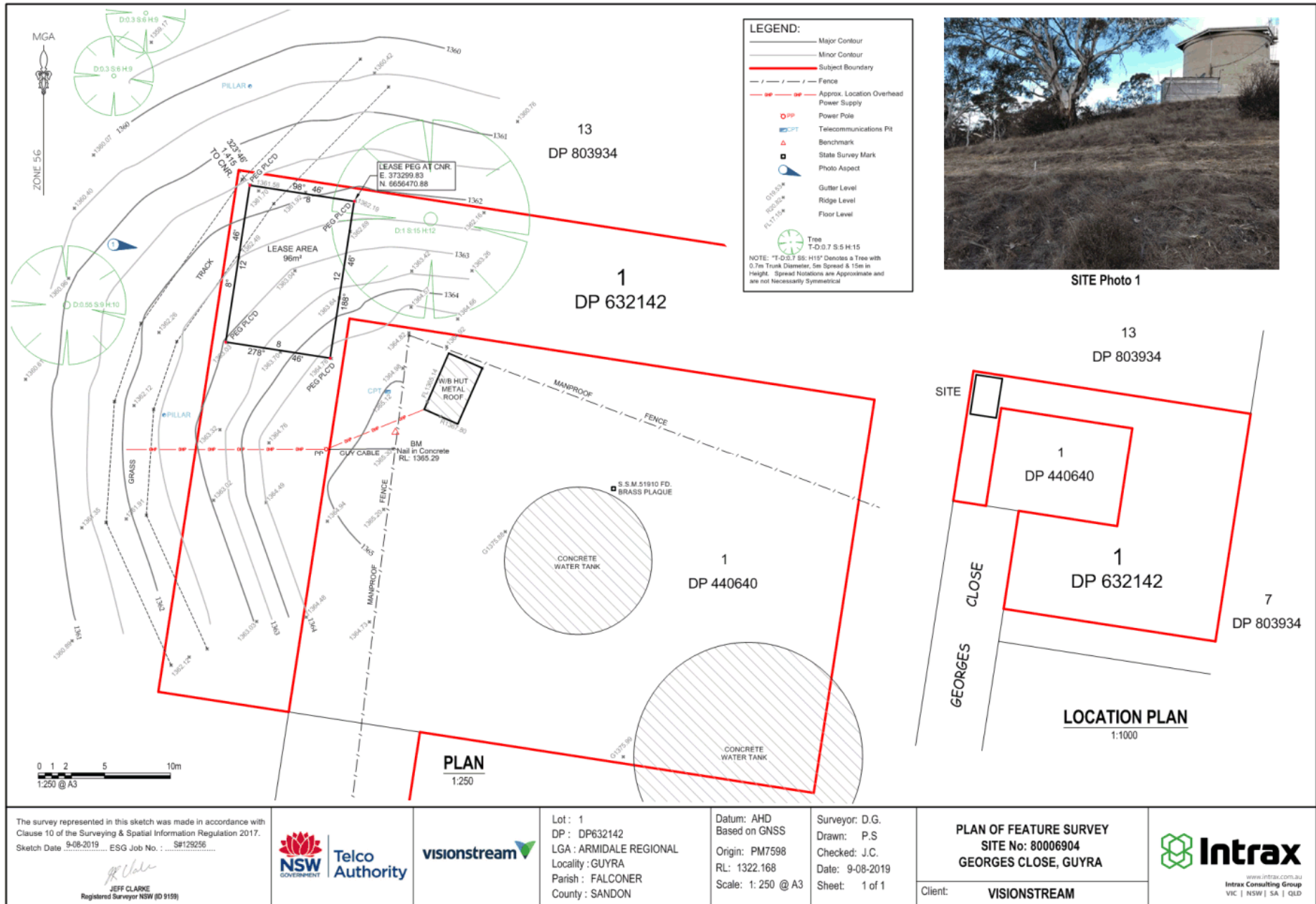
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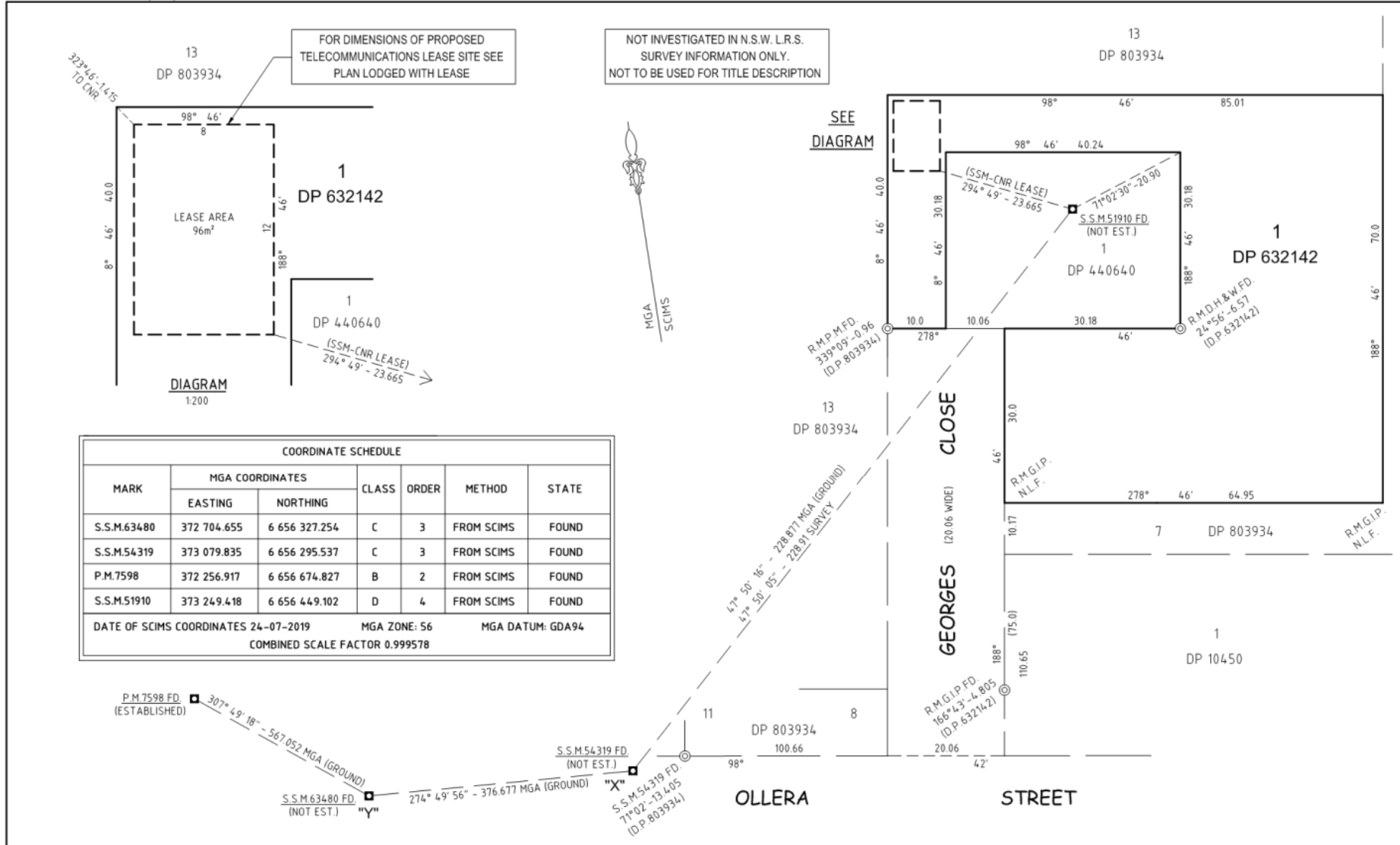
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PLAN FORM 1 (A3)

Sheet 1 of 1 sheets

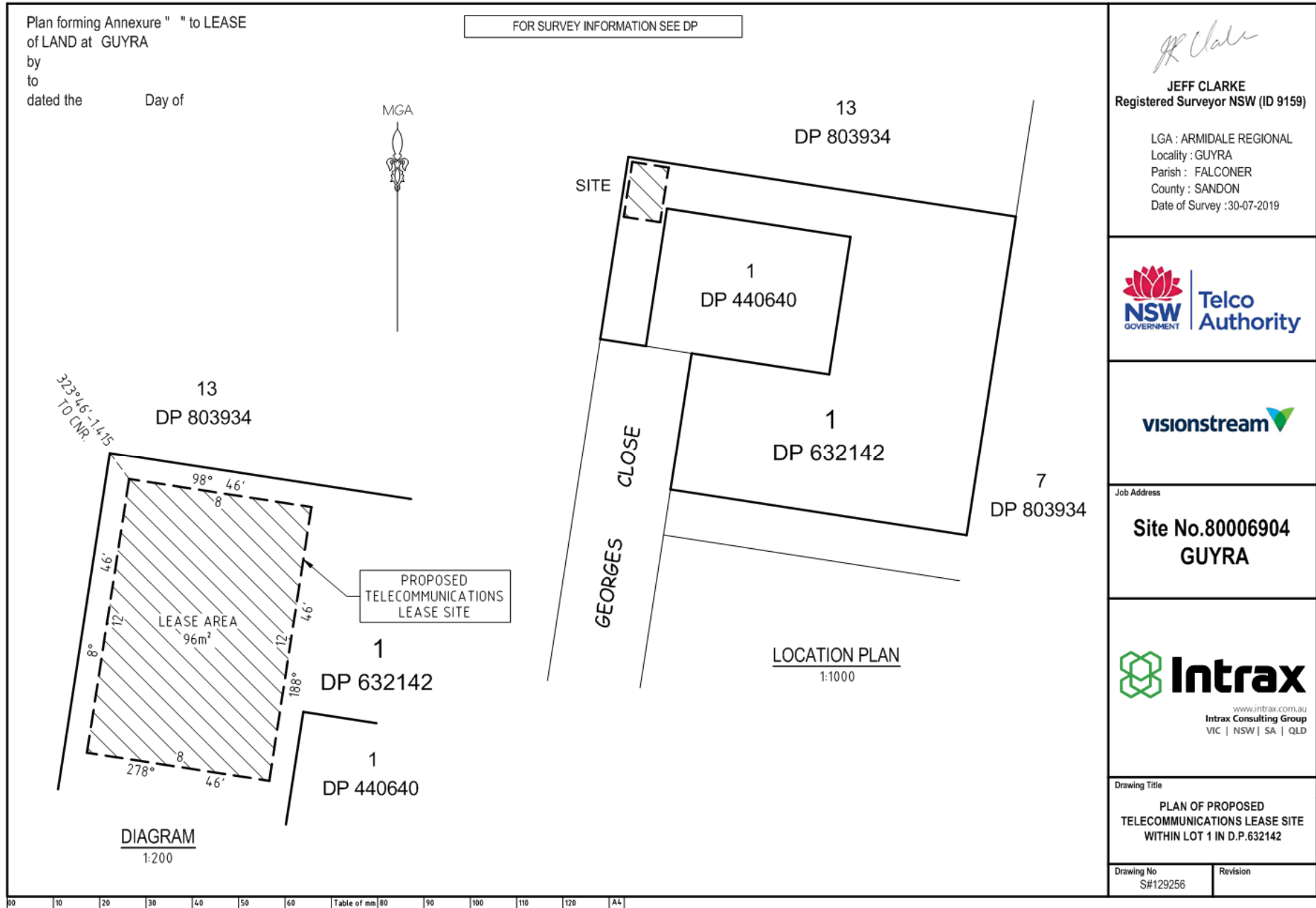


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S.S.M.54319	373 079.835	6 656 295.537	C	3	FROM SCIMS	FOUND
P.M.7598	372 256.917	6 656 674.827	B	2	FROM SCIMS	FOUND
S.S.M.51910	373 249.418	6 656 449.102	D	4	FROM SCIMS	FOUND
DATE OF SCIMS COORDINATES 24-07-2019			MGA ZONE: 56		MGA DATUM: GDA94	
COMBINED SCALE FACTOR 0.999578						



Surveyor : Jeffrey Rodger Clarke Date of Survey : 30-07-2019 Surveyor's Ref : S#129256	PLAN OF SURVEY INFORMATION ONLY	LGA : ARMIDALE REGIONAL Locality : GUYRA Lengths are in metres. Reduction Ratio 1 : 600	Registered
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PLAN FORM 6 (2017)	DEPOSITED PLAN ADMINISTRATION SHEET	Sheet 1 of 1 Sheet(s)
Office Use Only		Office Use Only
Registered : Title System :		
<p>PLAN OF</p> <p style="text-align: center;">SURVEY INFORMATION ONLY</p>		<p>LGA : ARMIDALE REGIONAL</p> <p>Locality : GUYRA</p> <p>Parish : FALCONER</p> <p>County : SANDON</p>
<p style="text-align: center;">Survey Certificate</p> <p>I, <u>JEFFREY RODGER CLARKE</u> of <u>INTRAX CONSULTING GROUP, 5 MOSS STREET, NOWRA 2541</u> a surveyor registered under the Surveying and Spatial Information Act 2002, certify that :</p> <p>^(a) The land shown in the plan was surveyed in accordance with the Surveying and Spatial Information Regulation 2017, is accurate and the survey was completed on or</p> <p>^(b) The part of the land shown in the plan (^{(b) being/ excluding} ^{Proposed Telecommunication Lease Site}) was surveyed in accordance with the Surveying and Spatial Information Regulation 2017, the part surveyed is accurate and the survey was completed on, <u>30-07-2019</u> the part not surveyed was compiled in accordance with that Regulation, or</p> <p>^(c) The land shown in this plan was compiled in accordance with the Surveying and Spatial Information Regulation 2017.</p> <p>Datum Line : <u>"X"-Y"(MGA)</u> Type : ^{Urban/} Rural The terrain is ^{Level-Undulating /} Steep Mountainous-</p> <p>Signature : Dated :</p> <p>Surveyor identification No: <u>9159</u> Surveyor registered under the Surveying and Spatial Information Act 2002</p> <p>^(c) Strike out inappropriate words. ^(b) Specify the land actually surveyed or specify any land shown in the plan that is not the subject of the survey.</p>		<p style="text-align: center;">Crown Lands NSW / Western Lands Office Approval</p> <p>I, (Authorised Officer) in approving this plan certify that all necessary approvals in regard to the allocation of the land shown herein have been given</p> <p>Signature :</p> <p>Date :</p> <p>File Number :</p> <p>Office :</p> <hr/> <p style="text-align: center;">Subdivision Certificate</p> <p>I, ^(a) Authorised Person/ ^(b) General Manager/ ^(c) Accredited Certifier, certify that the provisions of s.109J of the Environmental Planning and Assessment Act 1979 have been satisfied in relation to the proposed subdivision, new road or reserve set out herein.</p> <p>Signature :</p> <p>Accreditation number :</p> <p>Consent Authority :</p> <p>Date of Endorsement :</p> <p>Subdivision Certificate number :</p> <p>File number :</p> <p>^(c) Strike through if inapplicable.</p>
<p>Plans used in the preparation of survey/compilation-</p> <p style="text-align: center;">D.P.40669 D.P.632142 D.P.803934 D.P.1193743</p>		<p>Statements of intention to dedicate public roads, create public reserves and drainage reserves, acquire/resume land.</p>
Surveyor's Reference: S#129256		Signatures, Seals and Section 88B Statements should appear on PLAN FORM 6A



A	DATE OF ISSUE	30.05.19	17.08.19	07.07.21	
	DRAWING PACKAGE VERSION	1	2	3	
B	GRN-GUYR-DWG-INF-STE-01	COVER PAGE 1	A	01	B
	GRN-GUYR-DWG-INF-STE-02	COVER PAGE 2	-	01	-
	GRN-GUYR-DWG-INF-STE-03	SITE SPECIFICATION AND LOCALITY PLAN	A	01	B
	GRN-GUYR-DWG-INF-STE-04	OVERALL SITE PLAN	A	01	B
	GRN-GUYR-DWG-INF-STE-05	SITE SETOUT PLAN	A	01	B
	GRN-GUYR-DWG-INF-STE-06	ANTENNA TABLE AND ANTENNA PLAN CONFIGURATION	A	01	B
	GRN-GUYR-DWG-INF-TWR-01	SITE ELEVATION	-	01	-
	GRN-GUYR-DWG-RAN-TRX-01	RF INTERCONNECTIONS	-	01	-
	GRN-GUYR-DWG-RAN-TRX-02	P25 BASE STATION SCHEMATIC	-	01	-
	GRN-GUYR-DWG-BKH-TRX-01	SITE LINK DIAGRAM	-	01	-
	GRN-GUYR-DWG-INF-PAC-01	ELECTRICAL SPECIFICATIONS	-	01	-
	GRN-GUYR-DWG-INF-PAC-02	ELECTRICAL SINGLE LINE DIAGRAM	-	01	-
	GRN-GUYR-DWG-INF-PAC-03	SITE EARTH DIAGRAM	-	01	-
	GRN-GUYR-DWG-INF-PAC-04	DBM CB SCHEDULE	-	01	-
C	GRN-GUYR-DWG-RAN-CAB-01	GRN BASE STATION RACK LAYOUT	-	01	-
	GRN-GUYR-DWG-ENV-CAB-01	DC POWER AND BATTERY RACKS (EATON)	-	01	-
	GRN-GUYR-DWG-INF-HUT-01	EQUIPMENT SHELTER LAYOUT PLAN - NEW	A	01	B
	GRN-GUYR-DWG-INF-HUT-03	EQUIPMENT SHELTER INTERNAL EARTHING DIAGRAM	-	01	-
	GRN-GUYR-DWG-INF-HUT-04	EQUIPMENT SHELTER FOOTING DETAILS	-	01	-
D					
E					
F	COMPANY	REPRESENTATIVE	COPIES		
	NSW TA	BRYAN WANG	1	1	1
	VISIONSTREAM	LEAH NICOL	1	1	-
	CATALYST	CHRIS McCAMBRIDGE	-	-	1

ACMA # 80006904
GUYRA
GEORGES CLOSE
GUYRA, NSW 2365

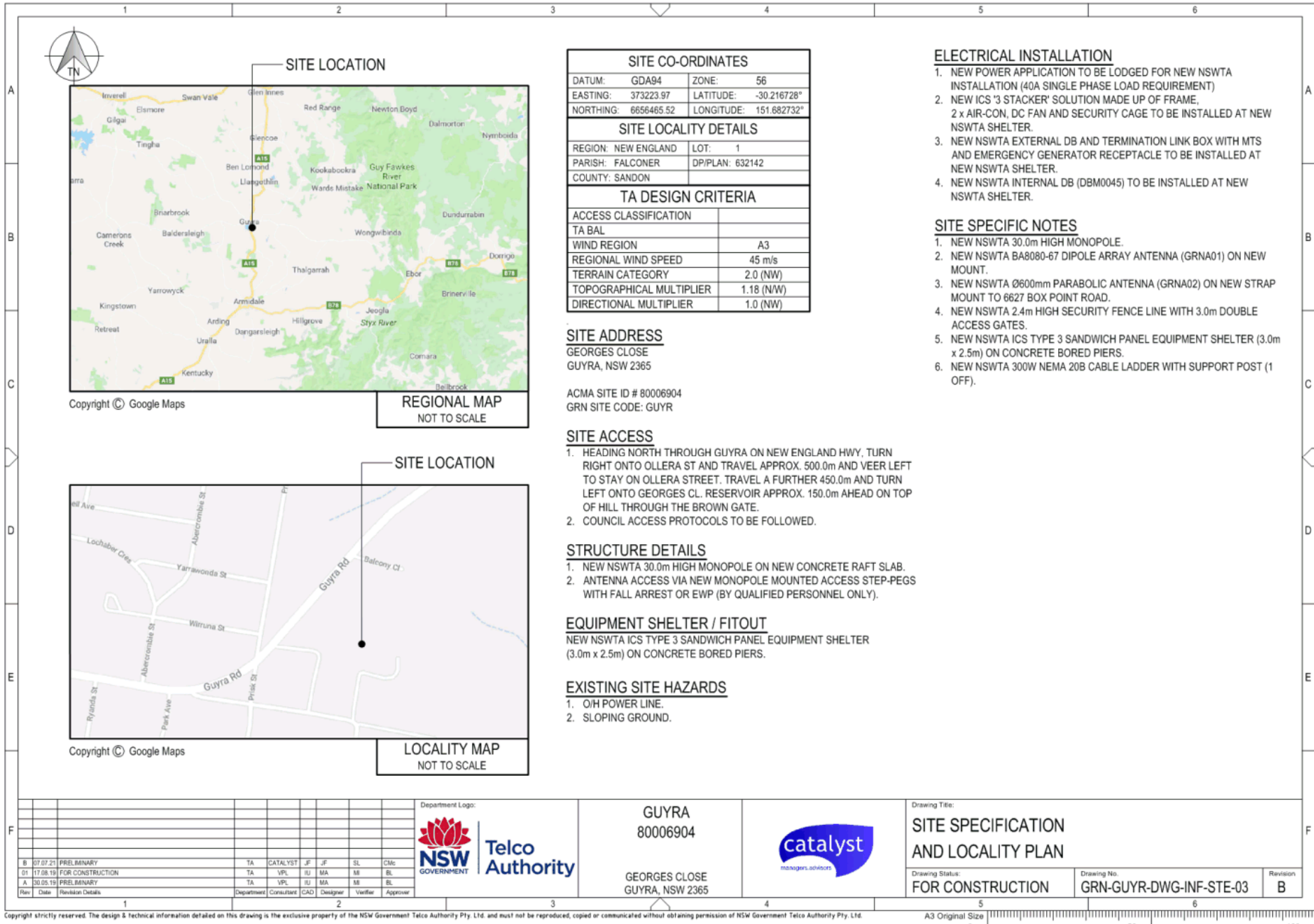


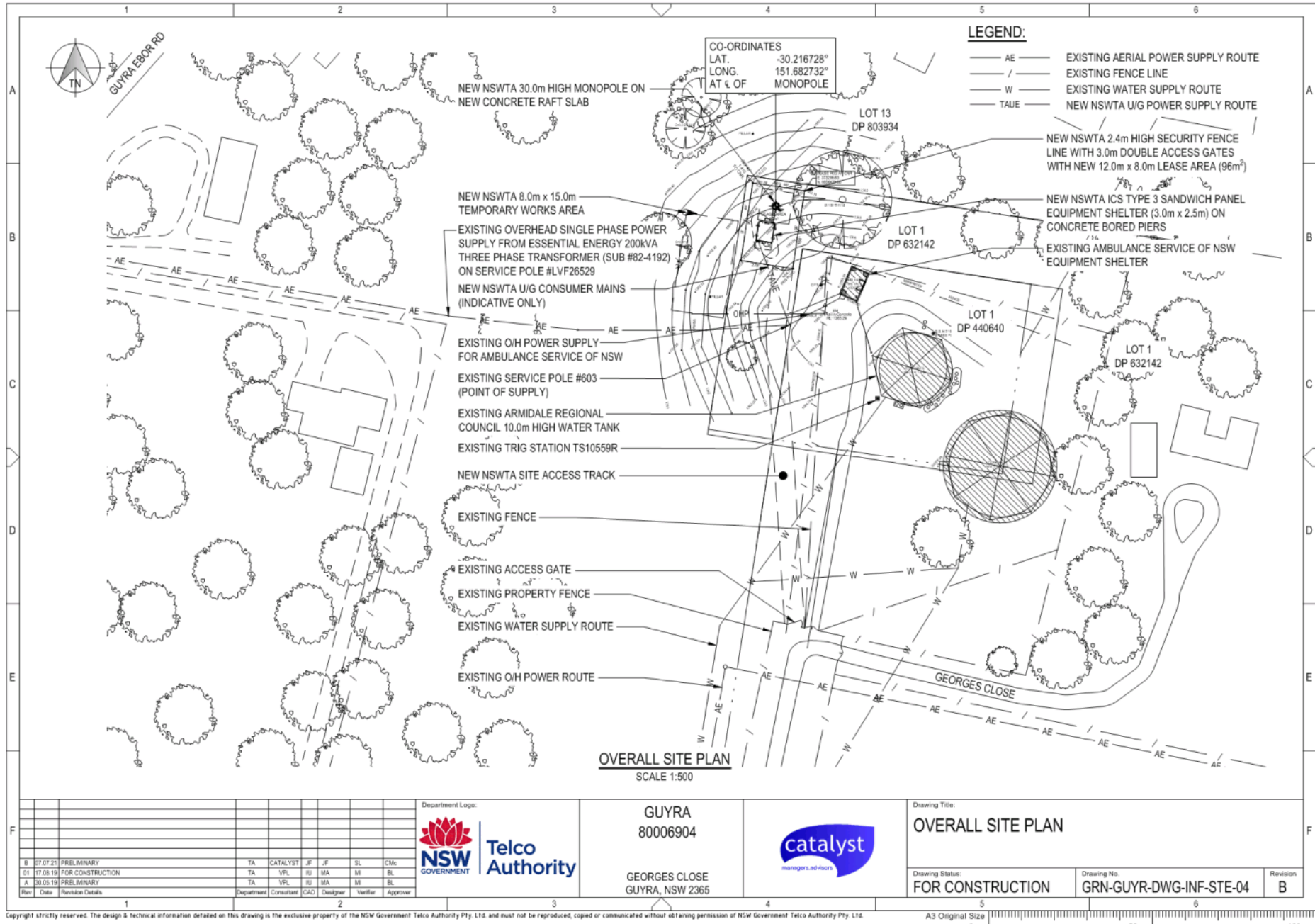
Drawing Status: FOR CONSTRUCTION	Drawing No: GRN-GUYR-DWG-INF-STE-02
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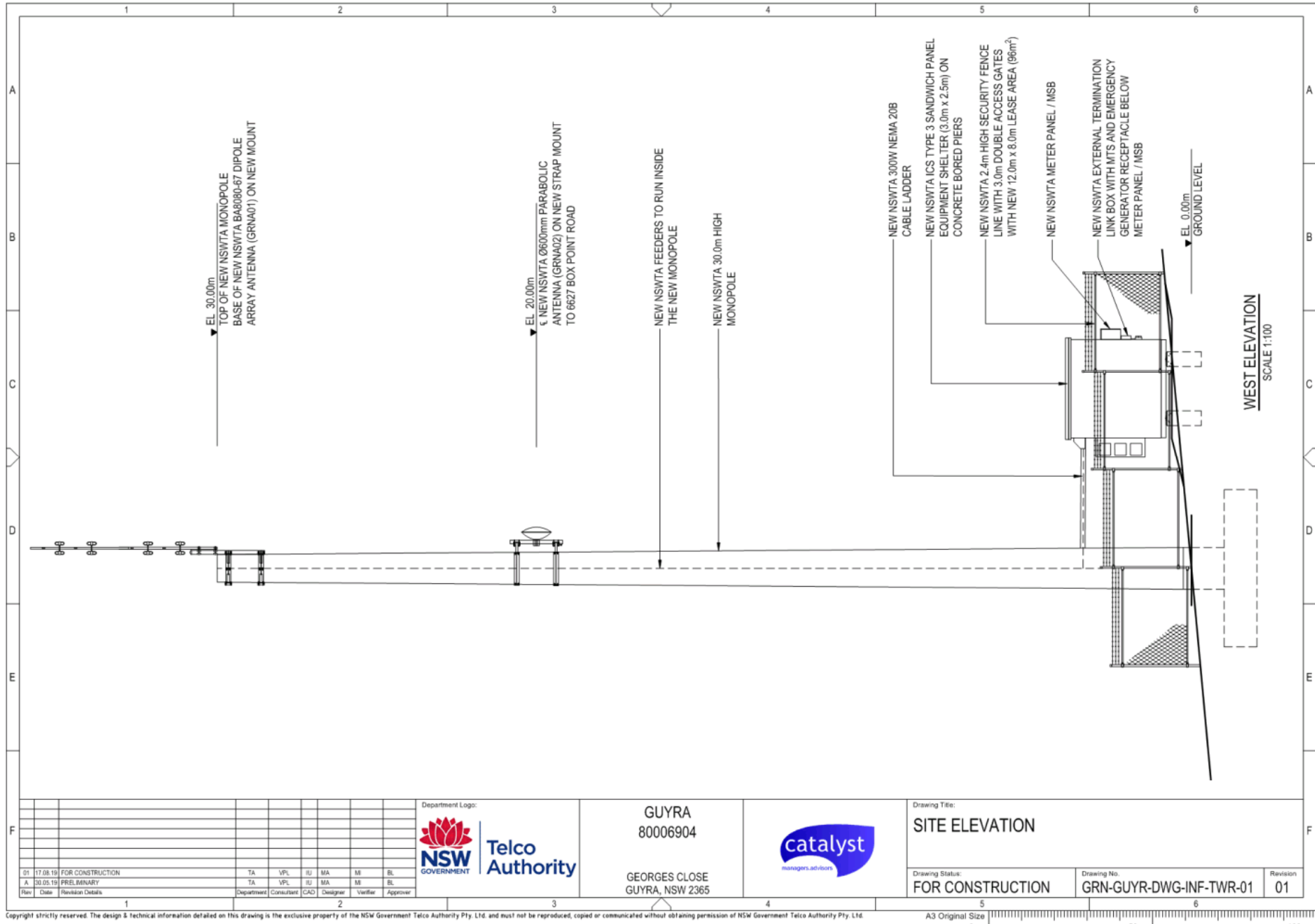
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01	17.08.19	FOR CONSTRUCTION	TA	VPL	IJ	MA	M	BL
A	30.05.19	PRELIMINARY	TA	VPL	IJ	MA	M	BL
Rev	Date	Revision Details	Department	Consultant	CAO	Designer	Verifier	Approver
1								
2								

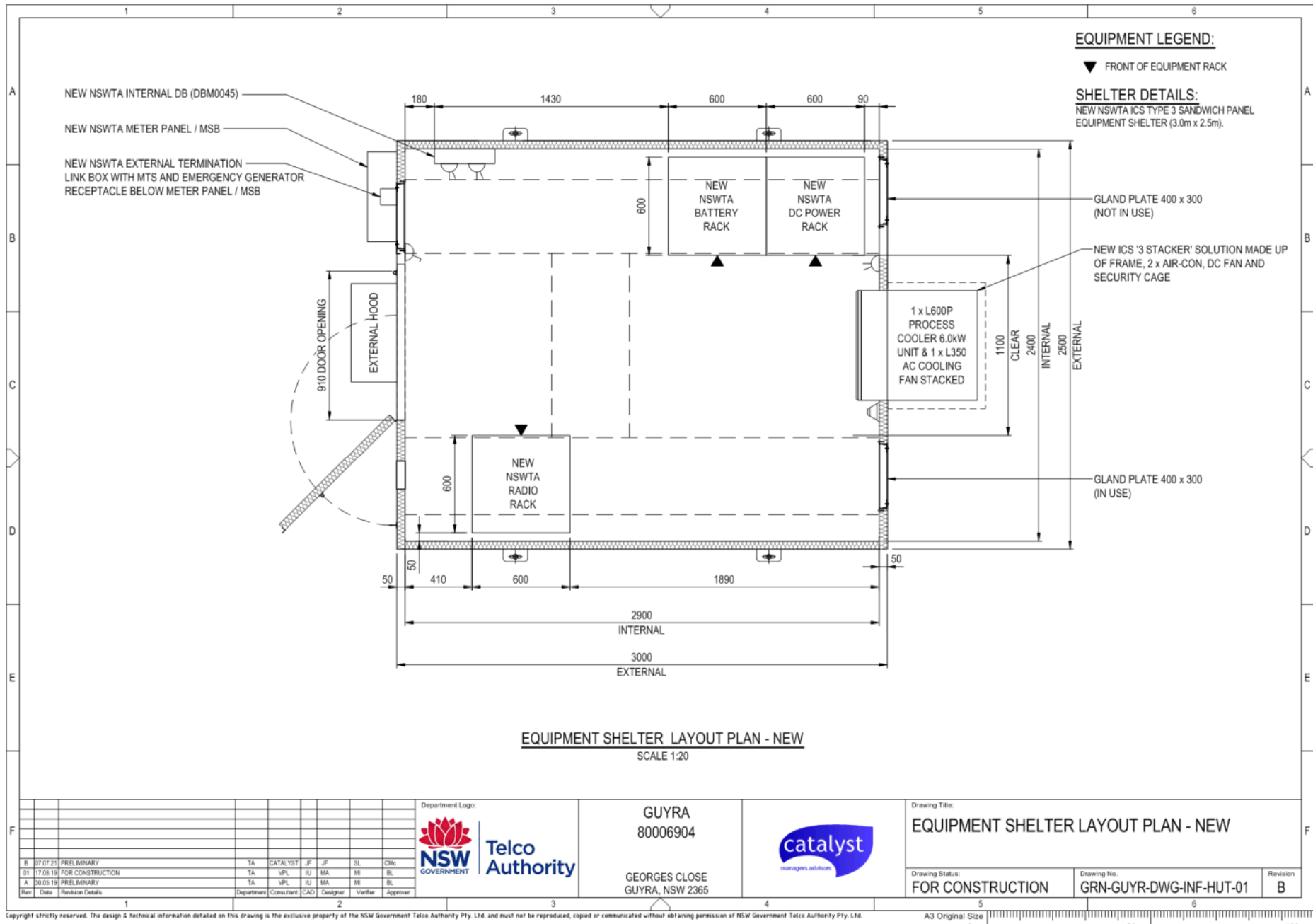


GUYRA
80006904

GEORGES CLOSE
GUYRA, NSW 2365



Drawing Title: SITE ELEVATION	
Drawing Status: FOR CONSTRUCTION	Drawing No. GRN-GUYR-DWG-INF-TWR-01
Revision 01	



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 Plot Date: 11/08/2019 9:50 PM

Fixing Local Roads Round 3
Fixing Local Roads - Round 3
Application FLR300104 From Armidale Regional Council
 Form Submitted 5 Jul 2021, 10:31am AEST

Pre-application Checklist

*** indicates a required field**

Fixing Local Roads will provide support to councils to repair, maintain or seal priority or important Local Roads.

Local Roads are council-controlled roads which provide for local circulation and access. They are one of the three administrative classifications used in NSW:

- Local Roads
- Regional Roads
- State Roads.

Regional and State Roads are ineligible for funding under this program.

Further information on the characteristics of Local Roads can be found in the IPWEA (NSW) Local Government Functional Road Classifications provided at Appendix 2 of the Program Guidelines, which can be accessed here:

nswroads.work/fixinglocalroads

The key outcomes and objectives of this Program are:

Outcome 1: The Program promotes regional economic activity:

- Promotes regional development in rural communities
- Supports families in rural and remote areas

Outcome 2: The Program enhances regional connectivity and sustainability:

- Improves the reliability of the Local Road network
- Assists councils to sustainably manage their assets
- Improves the resilience of the Local Road network

Outcome 3: The program enables a safer regional road network

- Improves Local Road safety

Examples of **eligible projects** are:

- repairing pot holes on a key Local Road
- sealing an existing unsealed road that will improve safety or improve access to services or industry
- patching or repairing cracking on a key Local Road

Examples of **ineligible projects** are:

- widening shoulders or building new roads
- any project on private roads
- any project on the State or Regional road network

To be eligible for this grant, projects should meet the following criteria:

Is this project located on a Local Road managed by Council? *

Yes No

Only Local Roads are eligible for this Program.

Is the local road identified as a priority or important local road for the local government area or region? *

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Yes No

Fixing Local Roads seeks to provide funding to councils to repair, maintain or seal priority or important local roads.

Is this project maintenance driven? *

Yes No

For example repairing, patching, maintaining or sealing existing roads.

Will this project commence within six months of Transport for NSW receiving a signed funding deed? *

Yes No

Note projects must commence within six months of Transport for NSW receiving a signed funding deed.

Council Details

* indicates a required field

Application Contact Details

Although all correspondence will be directed to the Council General Manager, we do require a project contact available for operational questions that may arise.

Council Project Contact *

Mr Sam Jacobson

Position *

Capital Portfolio Officer

Primary Phone Number *

(02) 6770 3864

Must be an Australian phone number.

Email *

sjacobson@armidale.nsw.gov.au

Must be an email address.

Council Details

Council Name *

Armidale Regional Council

General Manager Name *

Mr James Roncon

General Manager Email *

jroncon@armidale.nsw.gov.au

Must be an email address.

This is where all program correspondence will be sent.

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- Sealing of an existing unsealed Local Road
 Other (please specify):

What priority number is this road to Council? *

1

Provide the priority of this road to Council (e.g. 1 of 4)

Please provide a description of the project and the type of works involved. Must include the length of road being maintained as part of the project. *

The project will involve reconstruction of the road centreline, longitudinal and cross fall corrections, stabilisation of the road pavement, new table drains and some new culverts, 5m clear vegetation zones and upgrading of some driveway access points along this section. Project preparations will include all necessary service and geotechnical investigations and environmental assessments.

This project will reduce the future maintenance costs on this important local road.

The project will focus on 860 metres of high priority road pavement failure.

Must be no more than 150 words.

Provide a short description of your project - what are you out to do? Please describe the works, including the length of road the works are happening on.

Describe any current constraints or issues with the road and their impact on road users. *

Kelly's Plains Road maintenance is constrained by Council currently not being in a financial position to be able to rehabilitate this road without obtaining full funding support. The road is currently identified as in condition 4 with a large number of defects, including rutting and shoving and extensive cracking, affecting the entire length.

The road is a bus route for children going into Armidale and those going to Kelly's Plains Public School. It is very important that this road provides a safe and reliable route for school access.

The drainage is very poor and needs upgrading to ensure water is directed away from the road formation.

Line of sight from access driveways along this section of road is very poor. Therefore, the project aims to improve property driveways sight distances to comply with Austroads - Guide to Road Design for 80km/hr posted speed limit

Must be no more than 250 words.

Please provide a brief explanation of how the current state of the local road affects its usability.


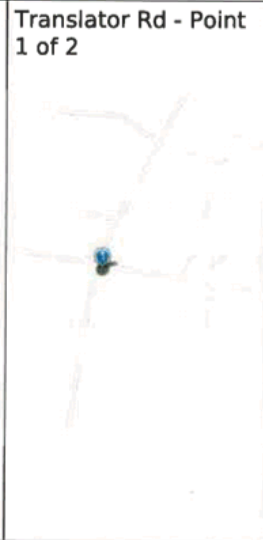




Geographical References

List the GIS coordinates applicable to the Project location.

You may need to list more than one point depending on the project type. Point 1 refers to a single location or use Point 1 of 2, Point 2 of 2 etc., if the Project is along the length of road.

Address	Road Name	Latitude	Longitude
Enter the location of each reference point on the map	e.g. Name of Local Road as designated by Council (e.g. Smith Street - Point 1 of 2)		

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<p>226 Kellys Plains Rd Armidale NSW 2350 Australia Armidale Airport</p>  <p>here EPSG:4326</p> <p>Latitude: -30.545852 Longitude: 151.635189</p>	<p>Translator Rd - Point 1 of 2</p> 	<p>-30.546182</p> 	<p>151.634489</p>
<p>Kellys Plains Rd Armidale NSW 2350 Australia</p>  <p>here EPSG:4326</p> <p>Latitude: -30.55178 Longitude: 151.63358</p>	<p>Kellys Plains Rd - 860m Sth - Point 2 of 2</p> 	<p>-30.553227</p> 	<p>151.633347</p>

Assessment Criteria

*** indicates a required field**

The answers in this section will be used to assess your application. Further information on the evaluation criteria can be found in the Program Guidelines available for download at the Fixing Local Roads webpage: nswroads.work/fixinglocalroads

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Objective 1: Promotes regional development in rural communities

This assessment criteria asks Council to demonstrate how the project will support remote, rural and regional communities.

Q1(a) How will this project generate local jobs for regional and rural communities? *

The project will generate local jobs for regional and rural communities through:

1. Manufacture, supply and transportation of materials including precast concrete components, road pavement materials, ready mixed concrete, bitumen, sealing aggregates, guide posts and road warning signs etc.
2. Traffic Control, site preparation, vegetation clearing, maintenance of drainage systems, road pavement rehabilitation, bitumen sealing, erosion control and associated work activities.

Must be no more than 250 words.

Describe how the project will generate local jobs through construction or use of roads, and any other ways.

Q1(b) How will this project support community connections, to further enable job generation and economic growth? *

This road identified for rehabilitation is identified as a regional connector road linking community members to their centre of business as identified in Department of Planning 2016 new England North West Regional Plan.

Upgrading and rehabilitating this road will help:

- Promote regional economic activity through less restrictive movement of freight and passengers
- Enhance regional connectivity and sustainability by the provision of an effective road system.
- Enable a safer regional road network thus providing road travellers with the confidence to utilise the asset.

Must be no more than 250 words.

Describe how the project will improve the road function enabling broader growth once completed

Q1(c) How many hours of work does council estimate this project will generate? *

1200

Must be a number.

Please provide the estimated number of hours of work generated as a direct result of the Project. For example, a 6 month project with 10 full time employees (FTE) may generate 9,600 hours of work (6 months x 20 working days per month = 120 work days x 8 hour days = 960 hours x 10 FTE = 9,600 hours of work)

Q1(d) How many FTEs does council estimate this project will generate? *

10

Must be a number.

Please provide the number of Full Time Employees used to calculate the hours in Q1(c)

Provide the percentage of goods and services to be procured locally, from regional areas, and from metropolitan areas.

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Q1(e) Procurement of goods and services within applicant LGA (%) *

50
 Must be a number.
 Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Q1(f) Procurement of goods and services from rural/regional areas external to applicant LGA (%) *

40
 Must be a number.
 Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Q1(g) Procurement of goods and services from metropolitan areas (%) *

10
 Must be a number.
 Metropolitan areas are Sydney, Wollongong and Newcastle. Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Total Percentage of Goods and Services

100
 This number/amount is calculated.
 This number must equal 100.

Objective 2: Supports families in rural and remote areas

This assessment criteria asks Council to demonstrate how the project provides social and/or community benefits.

Q2(a) How will the project enable improved access to health, education and social/community benefits? Your answer must address how the project will provide improvements to travel time or an increase in job opportunities. *

This project will help ensure that the local road provides a safe and reliable route for the travelling public.

The roughness of the road surface will be reduced, allowing improved travel times for access to health, educational, cultural, sporting and social / community benefits.

The road provides an access route from the rural residential developments to local schools and Armidale Hospital. The rehabilitation of the road will greatly improve access and travel time to local education and health providers.

Kellys Plains is an major area of rural housing development, improving this road will be a driver for continued housing development and an expanding Kellys Plains community.

This aligns with Councils LSPS and 2040 Masterplan.

Must be no more than 250 words.

Traffic volume change

Q2(b) Will the project / proposed solution enable increased traffic volumes that improve safe movement of people and goods? *

- Yes
 No

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Current Traffic Volumes	Peak *	Off-peak
<i>Provide the current yearly average of traffic volumes over the year, or actual numbers as available.</i>	175930 Must be a number.	117286 Must be a number. (If available)

Future Traffic Volumes	Peak *	Off-peak
<i>Provide the future yearly estimate of traffic volumes as a direct result of delivering the Project.</i>	211152 Must be a number.	140768 Must be a number. (If available)

Objective 3: Improves the reliability of the Local Road network

This assessment criteria asks Council to describe the current condition of the road and how this project seeks to improve road conditions to enhance safe movement of people and goods.

To answer the question below, definitions of road conditions are:

Very Poor

Very poor means a road with cracked pavements, potholes, collapsing shoulders, and are generally traffic hazards that cause a significant risk to safety

Poor

Poor means a poorly maintained road with restricted conditions such as lower speed limits

Average

Average means a road that has little impact on vehicle vibration and has light damage

Better than average

Any road with no impact on vehicle vibration and little to no damage

Q3(a) What is the current road condition? *

Very Poor Poor Average Better than average

Q3(b) How will the project significantly improve the current condition? *

The project will significantly improve the current condition of the road from condition 4 to condition 1.

Edge stabilisation will be improved providing safer travelling along this section of road.

Improved drainage will reduce future deterioration of the road from water infiltration and subsequent damage.

School buses, the travelling public and agriculture based transport will have a safer and higher productivity journeys.

Safety and productivity is improved by lower impact on vehicles from damaged pavement and higher speeds where appropriate.

Diverting water off road surfaces lowers the risk of aquaplaning of lighter vehicles.

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Stabilised and strengthened road edges results in vehicles not travelling in the centre of the road lowering the risk of collisions and over correction when vehicles are required to keep left when passing.

Must be no more than 250 words.

Please provide a minimum of three photographs, along with a description of the view for the local road. Photographs must be saved with the following naming convention: "Street Name - Angle" (e.g. Smith Street - East View).

Please provide photographic evidence of the current road condition.	Please provide a short description of the photo attached.
Must include multiple and multi-angle photographs demonstrating current condition.	e.g. View to the south showing significant damage to the road
Filename: Kellys Plains Rd - sth from Translator Rd.JPG File size: 557.1 kB	Kellys Plains Rd looking north towards Translator Rd
Filename: Kellys Plains Rd - Defect.JPG File size: 674.9 kB	Roads defects examples looking west.
Filename: Kelly Plains Rd - water ponding.JPG File size: 535.4 kB	Example of water ponding on edges and pavement
Filename: Kellys Plains Rd - edges.JPG File size: 536.4 kB	Examples of edge failure
Filename: Kellys Plains Rd - view Sth.JPG File size: 530.9 kB	General view looking south
Filename: Kellys Plains Rd - view Nth.JPG File size: 545.7 kB	General view looking north

Objective 4: Assists Councils to sustainably manage their assets

This assessment criteria asks Council to demonstrate its ongoing commitment to the efficient and effective management and maintenance of its Local Road network.

Q4(a) Is this local road captured in an existing Strategic Asset Management Plan?

*

- Yes
 No

If you are currently preparing your Strategic Asset Management Plan, please answer 'yes' and provide a draft copy.

Please provide a copy of your Strategic Asset Management Plan. *

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Filename: Asset Management & Strategic Planning - 10 Year Capital Plan - Transport Assets.xlsx
 File size: 216.3 kB

Filename: Assets & Strategic Planning - Rural Rehabilitation 10YR Works Program.xlsx
 File size: 29.3 kB

Q4(b) Does this project support maintenance of Local Roads impacted by harvesting of State Forests? *

- Yes
 No

Objective 5: Improves the resilience of the Local Road network

Q5(a) How will this project improve the productivity of the Local Road network through building resilience to natural disasters, weather events and/or heavy vehicle damage? *

Kelly's Plains Road is part of a network of local roads for residential and agricultural connectivity to Armidale city including services such as the Saleyards and freight forwarded of wool and other commodities.

It is critical for the economic stability of the region this network continues to operate through all conditions including droughts, storms and flooding events. Farmers require high volume of inputs such as fertiliser and stock feed. Livestock must be transportable at all times for welfare and economic enabling.

Inputs and outputs of the agricultural sector are increasingly being transported on Higher Mass Limit vehicles. this supports productivity, terms of trade and competitiveness.

This project builds the resilience of Kellys Plains Road to all weather conditions and impact of heavy transport ensuring the users of the road remain connected to their markets and sources of inputs.

Must be no more than 250 words.

Q5(b) Will your proposed solution reduce the frequency of lane or road closures and/or limited access caused by natural disasters and/or similar events? *

- Yes
 No

Provide the frequency of road impacts due to weather, heavy haulage (eg road/lane closures, load/speed restrictions) as a yearly average number of days.

You can add more types of impacts by clicking on the 'Add More' button on the bottom right hand side of the table.

**Q5(c) Provide the current Average number of days Comment
 impacts of the following: per year**

Provide the current impacts of the following:	Average number of days per year	Comment
Please select one or more of the options below.	Must be a number.	Please provide a brief comment on how these impact road use. If you answered 'Other' please specify the type of impact.

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Lane Closures *	3	Lane closures due to failed pavements will be eliminated by sealing and preventing water entering the road pavement.
-----------------	---	--

Objective 6: Improves Local Road safety

Q6(a) How does the project / proposed solution directly contribute to a safer road network? *

An effectively drained and smoother road surface with improved sight distances will provide a safer road network for all road users.

A focus of the project is to improve safety for school bus movements.

These works will reduce the need for vehicles to take evasive actions when passing or overtaking.

Must be no more than 250 words.

Q6(b) Infrastructure Information

This information will be used to determine the Infrastructure Risk Rating of the road in accordance with the Austroads Infrastructure Risk Rating Manual.

Road Stereotype *

Two-lane undivided

Horizontal Alignment *

Straight

Lane Width *

Medium (3.0-3.5m)

Shoulder Width *

Very narrow shoulder (0 to <0.5m)

Roadside Hazard Classification (Left Hand Side) *

Moderate

Roadside Hazard Classification (Right Hand Side) *

Moderate

Land Use *

Rural residential

Intersection Density *

<1 intersection/km (<1 intersection per 1000m)

Access Density *

5 to <10 accesses/km (1 access every 100-200m)

Traffic Volumes *

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<1,000
 Average daily traffic volume

Project Delivery Plan

Q7(a) Project Delivery Plan

This criteria seeks to understand the project delivery plan for the project. Sufficient detail is required to support the credibility and integrity of the project costs, schedule, risks and assumptions.

- | | |
|--|---|
| Acceptance of offer (70% of contribution released) | 07/02/2022
Must be a date. |
| Start of Construction * | 02/05/2022
Must be a date.
Start of construction means the commencement of work on site, and does not refer to early works. |
| Open to Traffic * | 07/10/2022
Must be a date.
Date when local road is open for regular use of the public. |
| Post completion (up to 30% of contribution released) * | 28/10/2022
Must be a date. |
| Does Council have a Quality Management System? * | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Does Council have a Procurement Policy? * | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Has Council identified the risks associated with the project? * | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Does Council have a Work Health and Safety Policy? * | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Has Council given consideration to environmental constraints related to the project? * | <input checked="" type="radio"/> Yes <input type="radio"/> No |
| Will Council undertake community and stakeholder engagement for the delivery of this project? * | <input checked="" type="radio"/> Yes <input type="radio"/> No |

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Q7(b) Please provide a project plan (if available).

Filename: Project Plan - Kellys Plains Road Rehab 2021-22.docx
 File size: 14.9 kB

Special Considerations

*** indicates a required field**

Special consideration will be given to projects which:

- address hardship within the local government area
- assists in connecting Indigenous communities
- have indicated a co-contribution or other investment sources.

Did you submit this project for consideration in Round 1 of Fixing Local Roads? *

Yes No

Did you submit this project for consideration in Round 2 of Fixing Local Roads?

Yes No

Is this Project identifiable as a priority Local Road for the Local Government Area or Region in any documents or plans? *

Yes No

Priority local roads will receive a preference weighting.

Please provide the council document or plan where the road is identified.

No files have been uploaded

Is Council affected by hardship? *

Yes No

Some examples of hardship include areas with a low SEIFA ranking, industry decline or business closure, recovery from a significant natural disaster or change in demographics. Refer to the Program Guidelines for more information.

Provide a brief explanation of how Council is affected by hardship. *

- Armidale Regional Council was declared a severe drought effected LGA.
 - We have also had three natural disasters in the last two years including the Northern fires - AGRN871 ,Tingha fires - AGRN843 and the Kempsey road flood & storm damage - AGRN898,
 -We are also going through a rebuild process post amalgamation in May 2016.
 Must be no more than 250 words.

Does this project contribute to connecting Indigenous communities? *

Yes No

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Provide a brief explanation of how this project contributes to connecting Indigenous communities. *

Councils indigenous population is approximately 5%. They use the road network to connect for community and culture.

Must be no more than 250 words.

Funding Profile

*** indicates a required field**

Estimated Project Cost

Please provide the total estimated cost of the Project, including the contingency amount.

Total Project Cost Estimate incl. Contingency (\$) * \$980,000.00
 Must be a dollar amount.
 What is the total budgeted cost (dollars) of your project?

Council Co-contribution

Please provide the percentage of your co-contribution to the project in the first column. The second column automatically calculates your contribution to the project based on the Total Value of the project above, and the percentage you provide in the first column.

What is Council's co-contribution as a percentage of the Total Value of the Project? * **Council co-contribution ***
 0.00 0
 Must be a number. This number/amount is calculated.
 Please provide the percentage as a number (e.g. for 10%, answer 10)

Will you be seeking additional contributions from sources other than Transport for NSW? *

Yes No
 eg: other State or Federal funding or grants, private industry.

Funding Sought

Total Council Co-contribution and other funding sources \$0.00
 This number/amount is calculated.
 This calculation is based on the Council co-contribution number calculated above plus the sum of any additional contributions.

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Total Funding Sought from the Fixing Local Roads Program (\$) *	\$980,000.00 This number/amount is calculated. This amount is calculated based on the Total Project Cost less Council's co-contribution and additional contributions.
Do you have any additional comments or supporting statement regarding the cost of your project?	The project estimate now includes contractor project management, Council project management , professional service fees (eg Environmental and geotechnical surveys) and updated construction costs. Must be no more than 250 words.

Detailed Cost Estimate

Please provide a cost estimate for each of the line items below, excluding contingency.

Council Project Management Costs	\$50,000.00 Must be a dollar amount. This could include internal resources undertaking admin activities.
Professional Services Fees	\$10,000.00 Must be a dollar amount. Any professional services fees including hire of external project management companies and other professional services such as engineering firms. If no cost is attributable to this line item, please answer with "0".
External Labour Contract / Supplier Value	\$634,000.00 Must be a dollar amount. Amount attributed to the labour component to deliver the Project. Total value if multiple contracts / suppliers used. If the Project is not outsourced to an external contractor, please answer with "0".
Council labour costs to deliver the Project (other than Project Management Fees)	\$30,000.00 Must be a dollar amount. Amount Internal labour cost as direct cost to the Project. If no cost is attributable to this line item, please answer with "0".
Materials / Goods Costs	\$40,000.00 Must be a dollar amount. Cost of materials and/or goods used for the Project. If no cost is attributable to this line item, please answer with "0".
Equipment hire / purchase Costs	\$20,000.00 Must be a dollar amount. Cost of equipment hire and/or purchase used for the Project. If no cost is attributable to this line item, please answer with "0".
Total Project Cost excluding Contingency	\$784,000.00 This number/amount is calculated.

Cashflow

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Please provide the total project cashflow over 24 months across the following three financial years excluding contingency.

2021/2022 *	2022/2023 *	2023/2024 *	Total Budget *
\$295,000.00	\$489,000.00	\$0.00	\$784,000.00
Must be a dollar amount.	Must be a dollar amount.	Must be a dollar amount.	This number/amount is calculated. This number should equal the Total Project cost excluding contingency.

Contingency

Please clearly state your Project contingency in addition to the Detailed Cost Estimate provided above.

Contingency	Please provide the basis behind your Project contingency amount.
Must be a dollar amount.	Must be no more than 250 words.
\$196,000.00	The contingency on this project is set at 25%. We are not sure of the cost implications due to CPI since 2018 as well as the impacts of Covid19 on the cost of goods and services. Our Council is also not in a financial position for the project to overrun the budget so the contingency was set at 25% to help ensure this does not occur.

Supporting Documentation & Declaration

*** indicates a required field**

Supporting evidence

Please upload supporting documents you feel will assist your application

Supporting documents

Filename: Cost estimate - Kelly's Plains Road Rehabilitation - 2020-21.pdf

File size: 69.5 kB

eg: surveys, technical findings etc...

Authorisation

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I state that the information in this application and attachments is to the best of my knowledge true and correct.

I will notify *Transport for NSW* of any changes to this information and any circumstances that may affect this application. I acknowledge that *Transport for NSW* may refer this application to external experts or other Government Departments for assessment, reporting, advice, comment or for discussions regarding alternative or collaborative grant funding opportunities.

I understand that *Transport for NSW* is subject to the Freedom of Information Act 1982 and that if a Freedom of Information request is made, *Transport for NSW* will consult with the applicant before any decision is made to release the application or supporting documentation.

I understand that this is an application only and may not necessarily result in funding approval.

I have read and agree to the above: *

Yes No

Authorised Representative *

Scot MacDonald

Position *

Director Businesses and Services

Phone Number *

0475 968 744

Must be an Australian phone number.

Email *

smacdonald@armidale.nsw.gov.au

Must be an email address.

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Pre-application Checklist

*** indicates a required field**

Fixing Local Roads will provide support to councils to repair, maintain or seal priority or important Local Roads.

Local Roads are council-controlled roads which provide for local circulation and access. They are one of the three administrative classifications used in NSW:

- Local Roads
- Regional Roads
- State Roads.

Regional and State Roads are ineligible for funding under this program.

Further information on the characteristics of Local Roads can be found in the IPWEA (NSW) Local Government Functional Road Classifications provided at Appendix 2 of the Program Guidelines, which can be accessed here:

nswroads.work/fixinglocalroads

The key outcomes and objectives of this Program are:

Outcome 1: The Program promotes regional economic activity:

- Promotes regional development in rural communities
- Supports families in rural and remote areas

Outcome 2: The Program enhances regional connectivity and sustainability:

- Improves the reliability of the Local Road network
- Assists councils to sustainably manage their assets
- Improves the resilience of the Local Road network

Outcome 3: The program enables a safer regional road network

- Improves Local Road safety

Examples of **eligible projects** are:

- repairing pot holes on a key Local Road
- sealing an existing unsealed road that will improve safety or improve access to services or industry
- patching or repairing cracking on a key Local Road

Examples of **ineligible projects** are:

- widening shoulders or building new roads
- any project on private roads
- any project on the State or Regional road network

To be eligible for this grant, projects should meet the following criteria:

Is this project located on a Local Road managed by Council? *

Yes No

Only Local Roads are eligible for this Program.

Is the local road identified as a priority or important local road for the local government area or region? *

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Yes No

Fixing Local Roads seeks to provide funding to councils to repair, maintain or seal priority or important local roads.

Is this project maintenance driven? *

Yes No

For example repairing, patching, maintaining or sealing existing roads.

Will this project commence within six months of Transport for NSW receiving a signed funding deed? *

Yes No

Note projects must commence within six months of Transport for NSW receiving a signed funding deed.

Council Details

*** indicates a required field**

Application Contact Details

Although all correspondence will be directed to the Council General Manager, we do require a project contact available for operational questions that may arise.

Council Project Contact *

Mr Sam Jacobson

Position *

Capital Portfolio Officer

Primary Phone Number *

(02) 6770 3864

Must be an Australian phone number.

Email *

sjacobson@armidale.nsw.gov.au

Must be an email address.

Council Details

Council Name *

Armidale Regional Council

General Manager Name *

Mr James Roncon

General Manager Email *

jroncon@armidale.nsw.gov.au

Must be an email address.

This is where all program correspondence will be sent.

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Local Government Area *

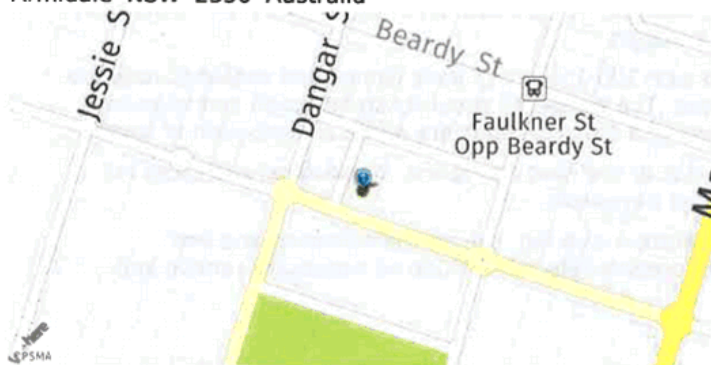
Armidale Regional Council
 Look up [here](#)

NSW Electorate *

Northern Tablelands
 Look up [here](#). If a project is across more than one electorate, please include both.

Council physical address *

135 Rusden St
 Armidale NSW 2350 Australia

**Council Postal Address ***

PO Box 75A
 Armidale NSW 2350 Australia

Is this a Joint Application with another Council(s)? *

- Yes
 No

Project Details

* Indicates a required field

Project Summary

Please ensure comments are **precise** and **specific** to the proposed project.

Project name *

Reducing local roads maintenance backlog: Armidale Regional Council Priority 4B - Lagoon Road Upgrade & Sealed Road Pavement Rehabilitation \$5m
 Must be no more than 150 words.
 Project naming convention to follow: "Road Name", "Suburb" - "Works Type" (e.g. Smith Street, Suburb - Resealing)

What type of works does the project involve? *

- Repairing pot holes and cracking on key Local Roads
 Pavement rehabilitation, seal extensions

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- Sealing of an existing unsealed Local Road
 Other (please specify):

What priority number is this road to Council? *

1

Provide the priority of this road to Council (e.g. 1 of 4)

Please provide a description of the project and the type of works involved. Must include the length of road being maintained as part of the project. *

The project will involve rehabilitating and upgrading a section of Lagoon Rd from Tom's Gully Rd to CH1380 - Total length of work 1.38kms.

The unsealed section will be overlaid with 100-150mm of Base Gravel and sealed to upgrade the road to a two way sealed rural road. The works will shoulder stabilisation and alignment adjustment to achieve two travel lanes of 3.5m and shoulders with a smooth path of travel.

Rehabilitation will involve reconstruction of the road centreline, longitudinal and cross fall corrections and stabilisation of the road pavement.

The works will also include minor vegetation clearing, culvert maintenance and line marking and road delineation. Project preparations will include all necessary service and geotechnical investigations and environmental assessments.

The project will reduce the future maintenance costs on this important local road as it will only require sealed road maintenance in the future once upgraded.

Must be no more than 150 words.

Provide a short description of your project - what are you out to do? Please describe the works, including the length of road the works are happening on.

Describe any current constraints or issues with the road and their impact on road users. *

Council is not currently in a financial position to be able to rehabilitate and upgrade Lagoon Rd without obtaining external funding support.

The road currently has an unsealed section with some dangerous corners for heavy vehicles to transverse.

The road is the only access road to the Lagoon Road Quarry. It requires improvement to the pavement to support and provide a safe road for heavy vehicles to access the quarry. Local rural community members

from this area have been requesting and lobbying for this final section of road to be upgraded to provide a safe road for all road users including local community members, farmers and heavy vehicles.

Drainage along this section of road is very poor which needs upgrading to ensure water is directed away from the road formation.

Must be no more than 250 words.

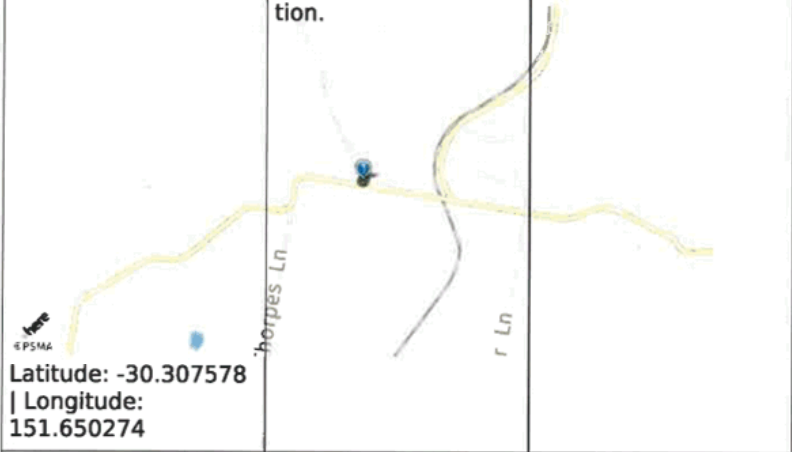

Please provide a brief explanation of how the current state of the local road affects its usability.

Geographical References

List the GIS coordinates applicable to the Project location.

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You may need to list more than one point depending on the project type. Point 1 refers to a single location or use Point 1 of 2, Point 2 of 2 etc., if the Project is along the length of road.

Address	Road Name	Latitude	Longitude
Enter the location of each reference point on the map Lagoon Rd Black Mountain NSW 2365 Australia Latitude: -30.307578 Longitude: 151.650274	e.g. Name of Local Road as designated by Council (e.g. Smith Street - Point 1 of 2) Lagoon Rd. Point 1 Lagoon Rd & Toms Gully Rd intersection. 	-30.30794	151.650302
Lagoon Rd Black Mountain NSW 2365 Australia Latitude: -30.29724 Longitude: 151.64566	Lagoon Rd. Point 2 of 2 - Chge 1.38km Nth 	-30.296979	151.645674

Assessment Criteria

* indicates a required field

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The answers in this section will be used to assess your application. Further information on the evaluation criteria can be found in the Program Guidelines available for download at the Fixing Local Roads webpage: nswroads.work/fixinglocalroads

Objective 1: Promotes regional development in rural communities

This assessment criteria asks Council to demonstrate how the project will support remote, rural and regional communities.

Q1(a) How will this project generate local jobs for regional and rural communities? *

The project will generate local jobs for regional and rural communities through:

1. Manufacture, supply and transportation of materials including precast concrete components, road pavement materials, ready mixed concrete, bitumen, sealing aggregates, guide posts and road warning signs etc.
2. Traffic Control, site preparation, vegetation clearing, maintenance of drainage systems, road pavement rehabilitation, bitumen sealing, erosion control and associated work activities.

Must be no more than 250 words.

Describe how the project will generate local jobs through construction or use of roads, and any other ways.

Q1(b) How will this project support community connections, to further enable job generation and economic growth? *

Lagoon Road is a regional connector roads linking community members to Guyra that provides medical, education, retail and other services.

Upgrading and rehabilitating this road will help:

- Promote regional economic activity through less restrictive movement of freight and passengers.
- Enhance regional connectivity and sustainability by the provision of an effective road system.
- Enable a safer regional road network, providing all road users with the confidence to utilise the asset
- Facilitate access to an important gravel quarry used by Council and private construction operators.

Must be no more than 250 words.

Describe how the project will improve the road function enabling broader growth once completed

Q1(c) How many hours of work does council estimate this project will generate? *
800

Must be a number.

Please provide the estimated number of hours of work generated as a direct result of the Project. For example, a 6 month project with 10 full time employees (FTE) may generate 9,600 hours of work (6 months x 20 working days per month = 120 work days x 8 hour days = 960 hours x 10 FTE = 9,600 hours of work)

Q1(d) How many FTEs does council estimate this project will generate? *

10

Must be a number.

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Please provide the number of Full Time Employees used to calculate the hours in Q1(c)

Provide the percentage of goods and services to be procured locally, from regional areas, and from metropolitan areas.

Q1(e) Procurement of goods and services within applicant LGA (%) *

50
 Must be a number.
 Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Q1(f) Procurement of goods and services from rural/regional areas external to applicant LGA (%) *

40
 Must be a number.
 Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Q1(g) Procurement of goods and services from metropolitan areas (%) *

10
 Must be a number.
 Metropolitan areas are Sydney, Wollongong and Newcastle. Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Total Percentage of Goods and Services

100
 This number/amount is calculated.
 This number must equal 100.

Objective 2: Supports families in rural and remote areas

This assessment criteria asks Council to demonstrate how the project provides social and/or community benefits.

Q2(a) How will the project enable improved access to health, education and social/community benefits? Your answer must address how the project will provide improvements to travel time or an increase in job opportunities. *

This project will help ensure that the local road provides a safe route for the travelling public. Upgrading the road will improve the road surface which will create a smoother travelling experience for the users of this road.

This is expected to significantly improve travel times for those accessing health, education or social and community services at Guyra.

Lagoon Rd is a local bus route that conveys around 50 children to local schools. The local bus company makes around 400 trips in a school year on Lagoon Rd. By improving the safety and condition of Lagoon Rd it will enhance safety for children using the bus, reduce bus maintenance costs and enhance the general safety of the local road network.

The unsealed section of the road is prone to deterioration and variable flooding. The improved drainage, upgrade of the alignment and sealing of the gravel section will provide an all-weather connectivity road avoiding the requirement for a 20 minute diversion in adverse climate events.

This aligns with Councils LSPS and 2040 Masterplan.
 Must be no more than 250 words.

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Traffic volume change

Q2(b) Will the project / proposed solution enable increased traffic volumes that improve safe movement of people and goods? *

- Yes
 No

Objective 3: Improves the reliability of the Local Road network

This assessment criteria asks Council to describe the current condition of the road and how this project seeks to improve road conditions to enhance safe movement of people and goods.

To answer the question below, definitions of road conditions are:

Very Poor

Very poor means a road with cracked pavements, potholes, collapsing shoulders, and are generally traffic hazards that cause a significant risk to safety

Poor

Poor means a poorly maintained road with restricted conditions such as lower speed limits

Average

Average means a road that has little impact on vehicle vibration and has light damage

Better than average

Any road with no impact on vehicle vibration and little to no damage

Q3(a) What is the current road condition? *

- Very Poor Poor Average Better than average

Q3(b) How will the project significantly improve the current condition? *

The project will significantly improve the current condition of the road by:

- Reducing road pavement roughness which will help an associated reduction in vehicle operating costs.
- Improving road surface will increase safety and access for heavy vehicles and other road users.
- The condition of the sealed section requiring rehabilitation will be improved from condition 4 to condition 1.
- Recurrent annual maintenance costs of the local rural road will also be reduced.
- Drainage will be improved to direct water away from the road formation further reducing future deterioration of the road
- School buses and the travelling public will have a safer and smoother travelling surface for many years to come.

Must be no more than 250 words.

Please provide a minimum of three photographs, along with a description of the view for the local road. Photographs must be saved with the following naming convention: "Street Name - Angle" (e.g. Smith Street - East View).

Please provide photographic evidence of the current road condition.

Please provide a short description of the photo attached.

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Must include multiple and multi-angle photographs demonstrating current condition.	e.g. View to the south showing significant damage to the road
Filename: Lagoon Rd CH 580.JPG File size: 1.3 MB	Lagoon Rd CH 580 unsealed section
Filename: Lagoon Rd CH 1350.JPG File size: 1.3 MB	Lagoon Rd CH 1350 unsealed section
Filename: Lagoon Rd - failure for heavy patch CH 1580.JPG File size: 1.4 MB	Lagoon Rd - Sealed heavy patch required

Objective 4: Assists Councils to sustainably manage their assets

This assessment criteria asks Council to demonstrate its ongoing commitment to the efficient and effective management and maintenance of its Local Road network.

Q4(a) Is this local road captured in an existing Strategic Asset Management Plan? *

- Yes
 No

If you are currently preparing your Strategic Asset Management Plan, please answer 'yes' and provide a draft copy.

Please provide a copy of your Strategic Asset Management Plan. *

Filename: Asset Management & Strategic Planning - 10 Year Capital Plan - Transport Assets.xlsx
 File size: 216.3 kB

Filename: Assets & Strategic Planning - Rural Rehabilitation 10YR Works Program.xlsx
 File size: 29.3 kB

Q4(b) Does this project support maintenance of Local Roads impacted by harvesting of State Forests? *

- Yes
 No

Objective 5: Improves the resilience of the Local Road network

Q5(a) How will this project improve the productivity of the Local Road network through building resilience to natural disasters, weather events and/or heavy vehicle damage? *

This work will improve the productivity of the Local Road network as the rejuvenated pavement will build resilience to heavy vehicle use. The addition of a new bitumen seal will prevent water from entering the pavement during weather events minimising damage from heavy vehicles. Improving the road drainage to direct stormwater away from the road formation will improve the roads resilience to weather events and subsequent heavy vehicle

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damage.

Upgrading the unsealed road section will ensure the road has resistance to weather events and the regions' hot & cold climate effects on unsealed roads. The new sealed section will direct water off the road further reducing the impact of weather on the pavement underneath.

Improved, smoother pavements lead to reduced Vehicle Operating Costs, reduced travel times and a more comfortable ride for both drivers and passengers.

Must be no more than 250 words.

Q5(b) Will your proposed solution reduce the frequency of lane or road closures and/or limited access caused by natural disasters and/or similar events? *

- Yes
 No

Provide the frequency of road impacts due to weather, heavy haulage (eg road/lane closures, load/speed restrictions) as a yearly average number of days.

You can add more types of impacts by clicking on the 'Add More' button on the bottom right hand side of the table.

Q5(c) Provide the current impacts of the following: Average number of days per year Comment

Q5(c) Provide the current impacts of the following:	Average number of days per year	Comment
Please select one or more of the options below.	Must be a number.	Please provide a brief comment on how these impact road use. If you answered 'Other' please specify the type of impact.
Weather Resilience *	2	Reduction of the climatic impacts. Frost and thaw that create a wet and slippery unsealed surface.

Objective 6: Improves Local Road safety

Q6(a) How does the project / proposed solution directly contribute to a safer road network? *

This project will contribute to a safer road network by creating a road that is now sealed for its entire length. This will remove the dangers associated with unsealed road potholes and the dangerous conditions on unsealed roads caused by wet weather, frost thaw and other general unsealed road defects.

The rehabilitated and upgraded road will also provide a better drained, smoother road surface with improved sight distances due to the realignment of some corners through this section.

This road is a school bus route for local children and these improvements will enhance the safety for the driver and passengers travelling and accessing the bus along this section of road.

A better drained, smoother road surface with improved sight distances will provide a safer road network for all road users.

Must be no more than 250 words.

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Q6(b) Infrastructure Information

This information will be used to determine the Infrastructure Risk Rating of the road in accordance with the Austroads Infrastructure Risk Rating Manual.

Road Stereotype *

Two-lane undivided

Horizontal Alignment *

Winding

Lane Width *

Medium (3.0-3.5m)

Shoulder Width *

Narrow shoulder (0.5 to <1.0m)

Roadside Hazard Classification (Left Hand Side) *

Moderate

Roadside Hazard Classification (Right Hand Side) *

Moderate

Land Use *

Rural residential

Intersection Density *

<1 intersection/km (<1 intersection per 1000m)

Access Density *

1 to <2 accesses/km (1 access every 500-1000m)

Traffic Volumes *

<1,000

Average daily traffic volume

Project Delivery Plan

Q7(a) Project Delivery Plan

This criteria seeks to understand the project delivery plan for the project.

Sufficient detail is required to support the credibility and integrity of the project costs, schedule, risks and assumptions.

Acceptance of offer (70% of contribution released)

07/02/2022
Must be a date.

Start of Construction *

26/07/2022
Must be a date.
Start of construction means the commencement of work on site, and does not refer to early works.

Open to Traffic *

31/10/2022

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Must be a date.
 Date when local road is open for regular use of the public.

Post completion (up to 30% of contribution released) *

03/02/2023
 Must be a date.

Does Council have a Quality Management System? *

Yes No

Does Council have a Procurement Policy? *

Yes No

Has Council identified the risks associated with the project? *

Yes No

Does Council have a Work Health and Safety Policy? *

Yes No

Has Council given consideration to environmental constraints related to the project? *

Yes No

Will Council undertake community and stakeholder engagement for the delivery of this project? *

Yes No

Q7(b) Please provide a project plan (if available).

Filename: Project Plan-Lagoon Road Rehabilitation 2021-22.docx
 File size: 13.2 kB

Special Considerations

*** Indicates a required field**

Special consideration will be given to projects which:

- address hardship within the local government area
- assists in connecting Indigenous communities

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- have indicated a co-contribution or other investment sources.

Did you submit this project for consideration in Round 1 of Fixing Local Roads? *

Yes No

Did you submit this project for consideration in Round 2 of Fixing Local Roads?

Yes No

Is this Project identifiable as a priority Local Road for the Local Government Area or Region in any documents or plans? *

Yes No

Priority local roads will receive a preference weighting.

Please provide the council document or plan where the road is identified.

No files have been uploaded

Is Council affected by hardship? *

Yes No

Some examples of hardship include areas with a low SFIFA ranking, industry decline or business closure, recovery from a significant natural disaster or change in demographics. Refer to the Program Guidelines for more information.

Provide a brief explanation of how Council is affected by hardship. *

Armidale Regional Council was declared a severe drought affected Council

- We have also had three natural disasters in the last two years including the Northern Fires

-AGRN871, Tingha fires - AGRN843 and the Kempsey road flood & storm damage AGRN898.

-We are also going through a rebuild process post amalgamation in 2016.

Must be no more than 250 words.

Does this project contribute to connecting Indigenous communities? *

Yes No

Provide a brief explanation of how this project contributes to connecting Indigenous communities. *

Councils indigenous population is approximately 5%. They use the road network to connect for community and culture.

Must be no more than 250 words.

Funding Profile

*** indicates a required field**

Estimated Project Cost

Please provide the total estimated cost of the Project, including the contingency amount.

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Total Project Cost Estimate incl. Contingency (\$) * \$1,600,000.00
 Must be a dollar amount.
 What is the total budgeted cost (dollars) of your project?

Council Co-contribution

Please provide the percentage of your co-contribution to the project in the first column. The second column automatically calculates your contribution to the project based on the Total Value of the project above, and the percentage you provide in the first column.

What is Council's co-contribution as a percentage of the Total Value of the Project? * **Council co-contribution ***
 0.00 0
 Must be a number. This number/amount is calculated.
 Please provide the percentage as a number (e.g. for 10%, answer 10)

Will you be seeking additional contributions from sources other than Transport for NSW? *

Yes No
 eg: other State or Federal funding or grants, private industry.

Funding Sought

Total Council Co-contribution and other funding sources \$0.00
 This number/amount is calculated.
 This calculation is based on the Council co-contribution number calculated above plus the sum of any additional contributions.

Total Funding Sought from the Fixing Local Roads Program (\$) * \$1,600,000.00
 This number/amount is calculated.
 This amount is calculated based on the Total Project Cost less Council's co-contribution and additional contributions.

Do you have any additional comments or supporting statement regarding the cost of your project?
 We have added on an amount of \$820,000 onto the construction estimate. This increase is to account for design & preliminary costs, contractor project management, Council project management, professional service fees, CPI, administration costs, unknowns until geotechnical and other required project assessments/inspections are carried out.
 Must be no more than 250 words.

Detailed Cost Estimate

Please provide a cost estimate for each of the line items below, excluding contingency.

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Council Project Management Costs	\$52,500.00 Must be a dollar amount. This could include internal resources undertaking admin activities.
Professional Services Fees	\$20,000.00 Must be a dollar amount. Any professional services fees including hire of external project management companies and other professional services such as engineering firms. If no cost is attributable to this line item, please answer with "0".
External Labour Contract / Supplier Value	\$1,012,685.00 Must be a dollar amount. Amount attributed to the labour component to deliver the Project. Total value if multiple contracts / suppliers used. If the Project is not outsourced to an external contractor, please answer with "0".
Council labour costs to deliver the Project (other than Project Management Fees)	\$60,000.00 Must be a dollar amount. Amount Internal labour cost as direct cost to the Project. If no cost is attributable to this line item, please answer with "0".
Materials / Goods Costs	\$30,000.00 Must be a dollar amount. Cost of materials and/or goods used for the Project. If no cost is attributable to this line item, please answer with "0".
Equipment hire / purchase Costs	\$10,000.00 Must be a dollar amount. Cost of equipment hire and/or purchase used for the Project. If no cost is attributable to this line item, please answer with "0".
Total Project Cost excluding Contingency	\$1,185,185.00 This number/amount is calculated.

Cashflow

Please provide the total project cashflow over 24 months across the following three financial years excluding contingency.

2021/2022 *	2022/2023 *	2023/2024 *	Total Budget *
\$200,000.00	\$985,185.00	\$0.00	\$1,185,185.00
Must be a dollar amount.			This number/amount is calculated. This number should equal the Total Project cost excluding contingency.

Contingency

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Please clearly state your Project contingency in addition to the Detailed Cost Estimate provided above.

Contingency	Please provide the basis behind your Project contingency amount.
Must be a dollar amount.	Must be no more than 250 words.
\$414,185.00	<p>The contingency on this project is set at 35%. This is set at this % due to the unknowns against the project. We have not completed design, geotechnical investigations, aboriginal heritage studies, flora & fauna etc.</p> <p>We are also not sure of the cost implications due to CPI since 2020 as well as the impacts of Covid19 on the cost of goods and services.</p> <p>Our Council is not in a financial position for the project to overrun the budget so the contingency was set at 35% to help ensure this does not occur.</p>

Supporting Documentation & Declaration

* indicates a required field

Supporting evidence

Please upload supporting documents you feel will assist your application

Supporting documents

Filename: Cost Estimate - Lagoon Rd 2021-22.pdf
 File size: 69.7 kB
 eg: surveys, technical findings etc...

Authorisation

I state that the information in this application and attachments is to the best of my knowledge true and correct.

I will notify *Transport for NSW* of any changes to this information and any circumstances that may affect this application. I acknowledge that *Transport for NSW* may refer this application to external experts or other Government Departments for assessment, reporting, advice, comment or for discussions regarding alternative or collaborative grant funding opportunities.

I understand that *Transport for NSW* is subject to the Freedom of Information Act 1982 and that if a Freedom of Information request is made, *Transport for NSW* will consult with the applicant before any decision is made to release the application or supporting documentation.

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I understand that this is an application only and may not necessarily result in funding approval.

I have read and agree to the above: *

Yes No

Authorised Representative *

Scot MacDonald

Position *

Director Businesses and Services

Phone Number *

0475 968 744

Must be an Australian phone number.

Email *

smacdonald@armidale.nsw.gov.au

Must be an email address.

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Pre-application Checklist

*** indicates a required field**

Fixing Local Roads will provide support to councils to repair, maintain or seal priority or important Local Roads.

Local Roads are council-controlled roads which provide for local circulation and access. They are one of the three administrative classifications used in NSW:

- Local Roads
- Regional Roads
- State Roads.

Regional and State Roads are ineligible for funding under this program.

Further information on the characteristics of Local Roads can be found in the IPWEA (NSW) Local Government Functional Road Classifications provided at Appendix 2 of the Program Guidelines, which can be accessed here:

nswroads.work/fixinglocalroads

The key outcomes and objectives of this Program are:

Outcome 1: The Program promotes regional economic activity:

- Promotes regional development in rural communities
- Supports families in rural and remote areas

Outcome 2: The Program enhances regional connectivity and sustainability:

- Improves the reliability of the Local Road network
- Assists councils to sustainably manage their assets
- Improves the resilience of the Local Road network

Outcome 3: The program enables a safer regional road network

- Improves Local Road safety

Examples of **eligible projects** are:

- repairing pot holes on a key Local Road
- sealing an existing unsealed road that will improve safety or improve access to services or industry
- patching or repairing cracking on a key Local Road

Examples of **ineligible projects** are:

- widening shoulders or building new roads
- any project on private roads
- any project on the State or Regional road network

To be eligible for this grant, projects should meet the following criteria:

Is this project located on a Local Road managed by Council? *

Yes No

Only Local Roads are eligible for this Program.

Is the local road identified as a priority or important local road for the local government area or region? *

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Yes No

Fixing Local Roads seeks to provide funding to councils to repair, maintain or seal priority or important local roads.

Is this project maintenance driven? *

Yes No

For example repairing, patching, maintaining or sealing existing roads.

Will this project commence within six months of Transport for NSW receiving a signed funding deed? *

Yes No

Note projects must commence within six months of Transport for NSW receiving a signed funding deed.

Council Details

*** indicates a required field**

Application Contact Details

Although all correspondence will be directed to the Council General Manager, we do require a project contact available for operational questions that may arise.

Council Project Contact *

Mr Sam Jacobson

Position *

Capital Portfolio Officer

Primary Phone Number *

(02) 6770 3864

Must be an Australian phone number.

Email *

sjacobson@armidale.nsw.gov.au

Must be an email address.

Council Details

Council Name *

Armidale Regional Council

General Manager Name *

Mr James Ronson

General Manager Email *

jronson@armidale.nsw.gov.au

Must be an email address.

This is where all program correspondence will be sent.

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Local Government Area *

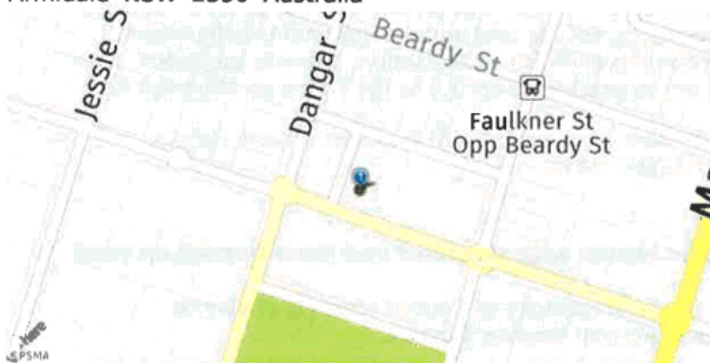
Armidale Regional Council
 Look up [here](#)

NSW Electorate *

Northern Tablelands
 Look up [here](#). If a project is across more than one electorate, please include both.

Council physical address *

135 Rusden St
 Armidale NSW 2350 Australia

**Council Postal Address ***

PO Box 75A
 Armidale NSW 2350 Australia

Is this a Joint Application with another Council(s)? *

- Yes
 No

Project Details

* indicates a required field

Project Summary

Please ensure comments are **precise** and **specific** to the proposed project.

Project name *

Reducing local roads maintenance backlog: Armidale Regional Council Priority 4D - Moredun Road Sealed Pavement Rehabilitation

Must be no more than 150 words.

Project naming convention to follow: "Road Name", "Suburb" - "Works Type" (e.g. Smith Street, Suburb - Resealing)

What type of works does the project involve? *

- Repairing pot holes and cracking on key Local Roads
 Pavement rehabilitation, seal extensions

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- Sealing of an existing unsealed Local Road
 Other (please specify):

What priority number is this road to Council? *

1

Provide the priority of this road to Council (e.g. 1 of 4)

Please provide a description of the project and the type of works involved. Must include the length of road being maintained as part of the project. *

The proposed road rehabilitation project would involve design and survey, geotechnical and environmental inspections and assessments, set out and curve adjustment/realignment, road widening, rip and lay-down additional gravel with stabilisation, culverts upgrades, clear zone vegetation removal. The works are located from CH 3.3 to CH 7.2km on Moredun Rd. Must be no more than 150 words.

Provide a short description of your project - what are you out to do? Please describe the works, including the length of road the works are happening on.

Describe any current constraints or issues with the road and their impact on road users. *

Moredun Road is constrained by the financial capacity of Council which is unable to rehabilitate this road without obtaining external funding support.

The road is currently identified as in condition 4 with a large number of defects across this road length.

The drainage along this section of road is poor in a few locations and will likely need some culvert upgrading to ensure water is directed away from the road formation.

Must be no more than 250 words.

Please provide a brief explanation of how the current state of the local road affects its usability.



Geographical References

List the GIS coordinates applicable to the Project location.

You may need to list more than one point depending on the project type. Point 1 refers to a single location or use Point 1 of 2, Point 2 of 2 etc., if the Project is along the length of road.

Address	Road Name	Latitude	Longitude
Enter the location of each reference point on the map	e.g. Name of Local Road as designated by Council (e.g. Smith Street - Point 1 of 2)		

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<p>268 Moredun Rd Ben Lomond NSW 2365 Australia</p>  <p>here EPSMG Latitude: -30.008835 Longitude: 151.630983</p>	<p>Moredun Rd. Point 1 of 2 - 3.3km from Ben Lomon Rd</p>	<p>-30.009183</p>	<p>151.630996</p>
<p>Moredun Rd Ben Lomond NSW 2365 Australia</p>  <p>here EPSMG Latitude: -29.998577 Longitude: 151.600428</p>	<p>Moredun Rd. Point 2 of 2 - 7.2km from Ben Lomond Rd</p>	<p>-29.998429</p>	<p>151.55984</p>

Assessment Criteria

*** Indicates a required field**

The answers in this section will be used to assess your application. Further information on the evaluation criteria can be found in the Program Guidelines available for download at the Fixing Local Roads webpage: nswroads.work/fixinglocalroads

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Objective 1: Promotes regional development in rural communities

This assessment criteria asks Council to demonstrate how the project will support remote, rural and regional communities.

Q1(a) How will this project generate local jobs for regional and rural communities? *

The project will generate local jobs for regional and rural communities through:

1. Manufacture, supply and transportation of materials including precast concrete components, road pavement materials, ready mixed concrete, bitumen, sealing aggregates, guide posts and road warning signs etc.
2. Traffic Control, site preparation, vegetation clearing, maintenance of drainage systems, road pavement rehabilitation, bitumen sealing, erosion control and associated work activities.

Must be no more than 250 words.

Describe how the project will generate local jobs through construction or use of roads, and any other ways.

Q1(b) How will this project support community connections, to further enable job generation and economic growth? *

Moredun Rd identified for rehabilitation is a regional connector roads linking community members to their centre of business.

Upgrading and rehabilitating this road will help:

- Promote regional economic activity through less restrictive movement of freight and passengers
- Enhance regional connectivity and sustainability by the provision of an effective road system.
- Enable a safer regional road network thus providing road travellers with the confidence to utilise the asset.

Must be no more than 250 words.

Describe how the project will improve the road function enabling broader growth once completed

Q1(c) How many hours of work does council estimate this project will generate? *

1000

Must be a number.

Please provide the estimated number of hours of work generated as a direct result of the Project. For example, a 6 month project with 10 full time employees (FTE) may generate 9,600 hours of work (6 months x 20 working days per month = 120 work days x 8 hour days = 960 hours x 10 FTE = 9,600 hours of work)

Q1(d) How many FTEs does council estimate this project will generate? *

10

Must be a number.

Please provide the number of Full Time Employees used to calculate the hours in Q1(c)

Provide the percentage of goods and services to be procured locally, from regional areas, and from metropolitan areas.

Q1(e) Procurement of goods and services

50

Must be a number.

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within applicant LGA (%) *

Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Q1(f) Procurement of goods and services from rural/regional areas external to applicant LGA (%) *

40
 Must be a number.
 Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Q1(g) Procurement of goods and services from metropolitan areas (%) *

10
 Must be a number.
 Metropolitan areas are Sydney, Wollongong and Newcastle. Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Total Percentage of Goods and Services

100

This number/amount is calculated.
 This number must equal 100.

Objective 2: Supports families in rural and remote areas

This assessment criteria asks Council to demonstrate how the project provides social and/or community benefits.

Q2(a) How will the project enable improved access to health, education and social/community benefits? Your answer must address how the project will provide improvements to travel time or an increase in job opportunities. *

This project will help ensure that the local road provides a safe and reliable route for the travelling public.

The roughness of the road surface will be reduced, allowing improved travel times for access to health, educational, cultural, sporting and social / community benefits.

This aligns with Councils LSPS and 2040 Masterplan.
 Must be no more than 250 words.

Traffic volume change

Q2(b) Will the project / proposed solution enable increased traffic volumes that improve safe movement of people and goods? *

- Yes
 No

Objective 3: Improves the reliability of the Local Road network

This assessment criteria asks Council to describe the current condition of the road and how this project seeks to improve road conditions to enhance safe movement of people and goods.

To answer the question below, definitions of road conditions are:

Very Poor

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Very poor means a road with cracked pavements, potholes, collapsing shoulders, and are generally traffic hazards that cause a significant risk to safety

Poor

Poor means a poorly maintained road with restricted conditions such as lower speed limits

Average

Average means a road that has little impact on vehicle vibration and has light damage

Better than average

Any road with no impact on vehicle vibration and little to no damage

Q3(a) What is the current road condition? *

Very Poor Poor Average Better than average

Q3(b) How will the project significantly improve the current condition? *

The project will significantly improve the current condition of the road by:

- Reducing road pavement roughness which will help a associated reduction in vehicle operating costs.
- Improving the road width will improve safety and access for heavy vehicles.
- The condition of the currently sealed section to be rehabilitated will be improved from condition 4 to condition 1.
- Recurrent annual maintenance costs of the local rural road will be reduced.
- Drainage will be improved to direct water away from the road formation further reducing future deterioration of the road.
- School buses and the travelling public will have a safer and smoother travelling surface for many years to come.

Must be no more than 250 words.

Please provide a minimum of three photographs, along with a description of the view for the local road. Photographs must be saved with the following naming convention: "Street Name - Angle" (e.g. Smith Street - East View).

Please provide photographic evidence of the current road condition.

Please provide a short description of the photo attached.

Must include multiple and multi-angle photographs demonstrating current condition.	e.g. View to the south showing significant damage to the road
Filename: Moredun Rd 3.2 km.JPG File size: 1.4 MB	Moredun Rd Chge 3.2 - Heading west
Filename: Moredun Rd 3.4 km.JPG File size: 1.4 MB	Moredun Rd Chge 3.4km - Heading west
Filename: Moredun Rd 3.6 km.JPG File size: 1.4 MB	Moredun Rd Chge 3.6km - Heading west
Filename: Moredun Rd 3.7 km.JPG File size: 1.4 MB	Moredun Rd Chge 3.7km - Heading west

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Filename: Moredun Rd 4.5 km.JPG File size: 1.4 MB	Moredun Rd Chge 4.5km - Heading west
Filename: Moredun Rd 4.8 km.JPG File size: 1.4 MB	Moredun Rd Chge 4.8km - Heading west
Filename: Moredun Rd 6.8 km.JPG File size: 1.4 MB	Moredun Rd Chge 6.8km - Heading west

Objective 4: Assists Councils to sustainably manage their assets

This assessment criteria asks Council to demonstrate its ongoing commitment to the efficient and effective management and maintenance of its Local Road network.

Q4(a) Is this local road captured in an existing Strategic Asset Management Plan? *

*

- Yes
 No

If you are currently preparing your Strategic Asset Management Plan, please answer 'yes' and provide a draft copy.

Please provide a copy of your Strategic Asset Management Plan. *

Filename: Asset Management & Strategic Planning - 10 Year Capital Plan - Transport Assets.xlsx
 File size: 216.3 kB

Filename: Assets & Strategic Planning - Rural Rehabilitation 10YR Works Program.xlsx
 File size: 29.3 kB

Q4(b) Does this project support maintenance of Local Roads impacted by harvesting of State Forests? *

- Yes
 No

Objective 5: Improves the resilience of the Local Road network

Q5(a) How will this project improve the productivity of the Local Road network through building resilience to natural disasters, weather events and/or heavy vehicle damage? *

This work will improve the productivity of the Local Road network as the rejuvenated pavement will build resilience to heavy vehicle use.

The addition of a new bitumen seal will prevent water from entering the pavement during weather events, minimising damage from heavy vehicles.

Improving the road drainage to direct water away from the road formation will improve the roads' resilience to weather events and subsequent heavy vehicle damage.

Improved, smoother pavements lead to reduced vehicle operating costs, reduced travel

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times and a more comfortable ride for both drivers and passengers.
 Must be no more than 250 words.

Q5(b) Will your proposed solution reduce the frequency of lane or road closures and/or limited access caused by natural disasters and/or similar events? *

- Yes
 No

Provide the frequency of road impacts due to weather, heavy haulage (eg road/lane closures, load/speed restrictions) as a yearly average number of days.
 You can add more types of impacts by clicking on the 'Add More' button on the bottom right hand side of the table.

Q5(c) Provide the current Average number of days Comment
impacts of the following: per year

Q5(c) Provide the current impacts of the following:	Average number of days per year	Comment
Please select one or more of the options below.	Must be a number.	Please provide a brief comment on how these impact road use. If you answered 'Other' please specify the type of impact.
Lane Closures *	3	Increased travel time delays

Objective 6: Improves Local Road safety

Q6(a) How does the project / proposed solution directly contribute to a safer road network? *

A better drained, realigned and smoother road surface with improved sight distances will provide a safer road network for all road users.
 Must be no more than 250 words.

Q6(b) Infrastructure Information

This information will be used to determine the Infrastructure Risk Rating of the road in accordance with the Austroads Infrastructure Risk Rating Manual.

Road Stereotype *

Two-lane undivided

Horizontal Alignment *

Curved

Lane Width *

Narrow (<3.0m)

Shoulder Width *

Narrow shoulder (0.5 to <1.0m)

Roadside Hazard Classification (Left Hand Side) *

Moderate

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Roadside Hazard Classification (Right Hand Side) *

Moderate

Land Use *

Remote rural

Intersection Density *

<1 intersection/km (<1 intersection per 1000m)

Access Density *

1 to <2 accesses/km (1 access every 500-1000m)

Traffic Volumes *

<1,000

Average daily traffic volume

Project Delivery Plan**Q7(a) Project Delivery Plan**

This criteria seeks to understand the project delivery plan for the project.

Sufficient detail is required to support the credibility and integrity of the project costs, schedule, risks and assumptions.

Acceptance of offer (70% of contribution released) *

07/02/2022

Must be a date.

Start of Construction *

01/08/2022

Must be a date.

Start of construction means the commencement of work on site, and does not refer to early works.

Open to Traffic *

21/10/2022

Must be a date.

Date when local road is open for regular use of the public.

Post completion (up to 30% of contribution released) *

21/11/2022

Must be a date.

Does Council have a Quality Management System? * Yes No**Does Council have a Procurement Policy? *** Yes No**Has Council identified the risks associated with the project? *** Yes No

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Does Council have a Work Health and Safety Policy? * Yes No

Has Council given consideration to environmental constraints related to the project? * Yes No

Will Council undertake community and stakeholder engagement for the delivery of this project? * Yes No

Q7(b) Please provide a project plan (if available).

Filename: Project Plan - Moredun Road Rehabilitation 2021-22.docx
 File size: 13.6 kB

Special Considerations

*** indicates a required field**

Special consideration will be given to projects which:

- address hardship within the local government area
- assists in connecting Indigenous communities
- have indicated a co-contribution or other investment sources.

Did you submit this project for consideration in Round 1 of Fixing Local Roads? *
 Yes No

Did you submit this project for consideration in Round 2 of Fixing Local Roads?
 Yes No

Is this Project identifiable as a priority Local Road for the Local Government Area or Region in any documents or plans? *

Yes No

Priority local roads will receive a preference weighting.

Please provide the council document or plan where the road is identified.

No files have been uploaded

Is Council affected by hardship? *

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Yes No

Some examples of hardship include areas with a low SEIFA ranking, industry decline or business closure, recovery from a significant natural disaster or change in demographics. Refer to the Program Guidelines for more information.

Provide a brief explanation of how Council is affected by hardship. *

Armidale Regional Council was declared a severe drought affected Council
 - We have also had three natural disasters in the last two years including the Northern Fires - AGRN871, Tingha fires - AGRN843 and the Kempsey road flood & storm damage AGRN898.
 - We are also going through a rebuild process post amalgamation in 2016.
 Must be no more than 250 words.

Does this project contribute to connecting Indigenous communities? *

Yes No

Provide a brief explanation of how this project contributes to connecting Indigenous communities. *

Council's indigenous population is approximately 5%. They use the road network to connect for community and culture.
 Must be no more than 250 words.

Funding Profile

* indicates a required field

Estimated Project Cost

Please provide the total estimated cost of the Project, including the contingency amount.

Total Project Cost Estimate incl. Contingency (\$) *	\$2,210,000.00 Must be a dollar amount. What is the total budgeted cost (dollars) of your project?
---	--

Council Co-contribution

Please provide the percentage of your co-contribution to the project in the first column. The second column automatically calculates your contribution to the project based on the Total Value of the project above, and the percentage you provide in the first column.

What is Council's co-contribution as a percentage of the Total Value of the Project? *	Council co-contribution *
0.00 Must be a number. Please provide the percentage as a number (e.g.	0 This number/amount is calculated.

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for 10%, answer 10)

Will you be seeking additional contributions from sources other than Transport for NSW? *

Yes No

eg: other State or Federal funding or grants, private industry.

Funding Sought

Total Council Co-contribution and other funding sources

\$0.00

This number/amount is calculated.
 This calculation is based on the Council co-contribution number calculated above plus the sum of any additional contributions.

Total Funding Sought from the Fixing Local Roads Program (\$) *

\$2,210,000.00

This number/amount is calculated.
 This amount is calculated based on the Total Project Cost less Council's co-contribution and additional contributions.

Do you have any additional comments or supporting statement regarding the cost of your project?

This cost estimate was produced by our head of design who visited the site and assessed the requirements for rehabilitation.

Must be no more than 250 words.

Detailed Cost Estimate

Please provide a cost estimate for each of the line items below, excluding contingency.

Council Project Management Costs

\$120,000.00

Must be a dollar amount.
 This could include internal resources undertaking admin activities.

Professional Services Fees

\$10,000.00

Must be a dollar amount.
 Any professional services fees including hire of external project management companies and other professional services such as engineering firms. If no cost is attributable to this line item, please answer with "0".

External Labour Contract / Supplier Value

\$1,327,037.00

Must be a dollar amount.
 Amount attributed to the labour component to deliver the Project. Total value if multiple contracts / suppliers used. If the Project is not outsourced to an external contractor, please answer with "0".

Council labour costs to deliver the Project (other than Project Management Fees)

\$90,000.00

Must be a dollar amount.
 Amount Internal labour cost as direct cost to the Project. If no cost is attributable to this line item, please answer with "0".

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Materials / Goods Costs	\$90,000.00 Must be a dollar amount. Cost of materials and/or goods used for the Project. If no cost is attributable to this line item, please answer with "0".
Equipment hire / purchase Costs	\$0.00 Must be a dollar amount. Cost of equipment hire and/or purchase used for the Project. If no cost is attributable to this line item, please answer with "0".
Total Project Cost excluding Contingency	\$1,637,037.00 This number/amount is calculated.

Cashflow

Please provide the total project cashflow over 24 months across the following three financial years excluding contingency.

2021/2022 *	2022/2023 *	2023/2024 *	Total Budget *
\$20,000.00 Must be a dollar amount.	\$1,000,000.00 Must be a dollar amount.	\$617,037.00 Must be a dollar amount.	\$1,637,037.00 This number/amount is calculated. This number should equal the Total Project cost excluding contingency.

Contingency

Please clearly state your Project contingency in addition to the Detailed Cost Estimate provided above.

Contingency	Please provide the basis behind your Project contingency amount.
Must be a dollar amount. \$572,963.00	Must be no more than 250 words. The contingency on this project is set at 35%. This is set at this % due to the fact there are unknowns against the project as we have not completed design, geotechnical investigations, aboriginal heritage studies, flora & fauna etc. We are also not sure of the cost implications due to CPI since 2020 as well as the impacts of Covid19 on the cost of goods and services. Our Council is also not in a financial position for the project to overrun the budget so the contingency was set at 35% to help ensure this does not occur.

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Supporting Documentation & Declaration

*** indicates a required field**

Supporting evidence

Please upload supporting documents you feel will assist your application

Supporting documents

Filename: Cost estimate - Moredun Rd Rehabilitation 2021-22.pdf
File size: 69.6 kB
eg: surveys, technical findings etc...

Authorisation

I state that the information in this application and attachments is to the best of my knowledge true and correct.

I will notify *Transport for NSW* of any changes to this information and any circumstances that may affect this application. I acknowledge that *Transport for NSW* may refer this application to external experts or other Government Departments for assessment, reporting, advice, comment or for discussions regarding alternative or collaborative grant funding opportunities.

I understand that *Transport for NSW* is subject to the Freedom of Information Act 1982 and that if a Freedom of Information request is made, *Transport for NSW* will consult with the applicant before any decision is made to release the application or supporting documentation.

I understand that this is an application only and may not necessarily result in funding approval.

I have read and agree to the above: *

Yes No

Authorised Representative *

Scot MacDonald

Position *

Director Businesses and Services

Phone Number *

0475 968 744

Must be an Australian phone number.

Email *

smacdonald@armidale.nsw.gov.au

Must be an email address.

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Pre-application Checklist

*** indicates a required field**

Fixing Local Roads will provide support to councils to repair, maintain or seal priority or important Local Roads.

Local Roads are council-controlled roads which provide for local circulation and access. They are one of the three administrative classifications used in NSW:

- Local Roads
- Regional Roads
- State Roads.

Regional and State Roads are ineligible for funding under this program.

Further information on the characteristics of Local Roads can be found in the IPWEA (NSW) Local Government Functional Road Classifications provided at Appendix 2 of the Program Guidelines, which can be accessed here:

nswroads.work/fixinglocalroads

The key outcomes and objectives of this Program are:

Outcome 1: The Program promotes regional economic activity:

- Promotes regional development in rural communities
- Supports families in rural and remote areas

Outcome 2: The Program enhances regional connectivity and sustainability:

- Improves the reliability of the Local Road network
- Assists councils to sustainably manage their assets
- Improves the resilience of the Local Road network

Outcome 3: The program enables a safer regional road network

- Improves Local Road safety

Examples of **eligible projects** are:

- repairing pot holes on a key Local Road
- sealing an existing unsealed road that will improve safety or improve access to services or industry
- patching or repairing cracking on a key Local Road

Examples of **ineligible projects** are:

- widening shoulders or building new roads
- any project on private roads
- any project on the State or Regional road network

To be eligible for this grant, projects should meet the following criteria:

Is this project located on a Local Road managed by Council? *

Yes No

Only Local Roads are eligible for this Program.

Is the local road identified as a priority or important local road for the local government area or region? *

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Yes No

Fixing Local Roads seeks to provide funding to councils to repair, maintain or seal priority or important local roads.

Is this project maintenance driven? *

Yes No

For example repairing, patching, maintaining or sealing existing roads.

Will this project commence within six months of Transport for NSW receiving a signed funding deed? *

Yes No

Note projects must commence within six months of Transport for NSW receiving a signed funding deed.

Council Details

*** indicates a required field**

Application Contact Details

Although all correspondence will be directed to the Council General Manager, we do require a project contact available for operational questions that may arise.

Council Project Contact *

Mr Sam Jacobson

Position *

Capital Portfolio Officer

Primary Phone Number *

(02) 6770 3864

Must be an Australian phone number.

Email *

sjacobson@armidale.nsw.gov.au

Must be an email address.

Council Details

Council Name *

Armidale Regional Council

General Manager Name *

Mr James Roncon

General Manager Email *

jroncon@armidale.nsw.gov.au

Must be an email address.

This is where all program correspondence will be sent.

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Local Government Area *

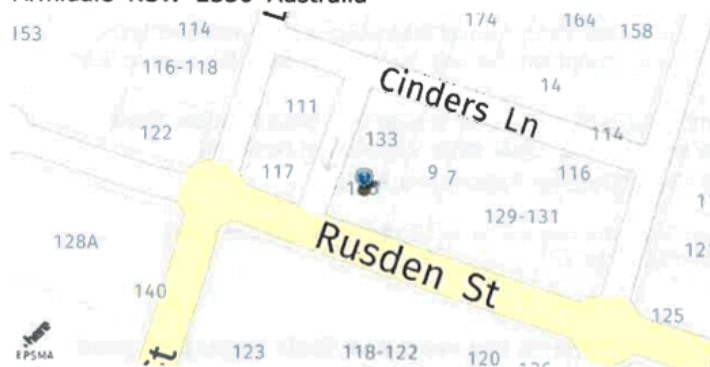
Armidale Regional Council
 Look up [here](#)

NSW Electorate *

Northern Tablelands
 Look up [here](#). If a project is across more than one electorate, please include both.

Council physical address *

135 Rusden St
 Armidale NSW 2350 Australia

**Council Postal Address ***

PO Box 75A
 Armidale NSW 2350 Australia

Is this a Joint Application with another Council(s)? *

- Yes
 No

Project Details

*** Indicates a required field**

Project Summary

Please ensure comments are **precise** and **specific** to the proposed project.

Project name *

Reducing local roads maintenance backlog: Armidale Regional Council Priority 4C -
 Tubbamurra Road Sealed Road Pavement Rehabilitation

Must be no more than 150 words.

Project naming convention to follow: "Road Name", "Suburb" - "Works Type" (e.g. Smith Street, Suburb
 - Resealing)

What type of works does the project involve? *

- Repairing pot holes and cracking on key Local Roads
 Pavement rehabilitation, seal extensions

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- Sealing of an existing unsealed Local Road
 Other (please specify):

What priority number is this road to Council? *

2

Provide the priority of this road to Council (e.g. 1 of 4)

Please provide a description of the project and the type of works involved. Must include the length of road being maintained as part of the project. *

The proposed road rehabilitation project would involve design and survey, site establishment and removal, geotechnical and environmental inspections and assessments, set out and minor curve adjustment / realignment on the last curve and reshape intersection with Bogate Road.

Road widening from 3.6 to 4m, rip and lay-down additional gravel with stabilisation, road sealing, table drain and culvert works as required, clear zone vegetation removal.

The works are located from CH 2.2 to CH 3.67km on Tabumurra Road

Must be no more than 150 words.

Provide a short description of your project - what are you out to do? Please describe the works, including the length of road the works are happening on.

Describe any current constraints or issues with the road and their impact on road users. *

Tabumurra Road is constrained by the issue that our Council is not currently in a financial position to be able to rehabilitate this road without obtaining external funding support.

The road is currently identified as in condition 4 with a large number of defects across this road length.

The drainage along this section of road is also poor in a few locations and will likely need some culvert upgrading to ensure water is directed away from the road formation.

Must be no more than 250 words.

Please provide a brief explanation of how the current state of the local road affects its usability.



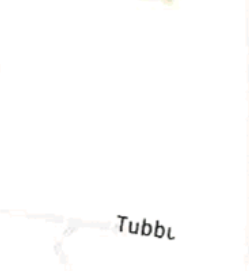

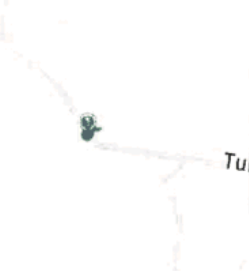
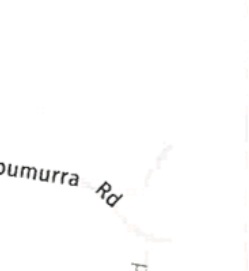
Geographical References

List the GIS coordinates applicable to the Project location.

You may need to list more than one point depending on the project type. Point 1 refers to a single location or use Point 1 of 2, Point 2 of 2 etc., if the Project is along the length of road.

Address	Road Name	Latitude	Longitude
Enter the location of each reference point on the map	e.g. Name of Local Road as designated by Council (e.g. Smith Street - Point 1 of 2)		

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<p>220 Tubbamurra Rd Tubbamurra NSW 2365 Australia</p>  <p>Latitude: -30.098968 Longitude: 151.748979</p>	<p>Tubbamurra Rd. Point 1 of 2 - 2.2km from SH9</p> 	<p>-30.098968</p>  <p>Tubbu</p>	<p>151.748979</p>
<p>434C Tubbamurra Rd Tubbamurra NSW 2365 Australia</p>  <p>Latitude: -30.104811 Longitude: 151.760502</p>	<p>Tubbamurra Rd. Point 2 of 2 - 3.67km from SH9</p> 	<p>-30.104641</p>  <p>Tubbumurra Rd s Rd</p>	<p>151.760490</p>

Assessment Criteria

*** Indicates a required field**

The answers in this section will be used to assess your application. Further information on the evaluation criteria can be found in the Program Guidelines available for download at the Fixing Local Roads webpage: nswroads.work/fixinglocalroads

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Objective 1: Promotes regional development in rural communities

This assessment criteria asks Council to demonstrate how the project will support remote, rural and regional communities.

Q1(a) How will this project generate local jobs for regional and rural communities? *

The project will generate local jobs for regional and rural communities through:

1. Manufacture, supply and transportation of materials including precast concrete components, road pavement materials, ready mixed concrete, bitumen, sealing aggregates, guide posts and road warning signs etc.
2. Traffic Control, site preparation, vegetation clearing, maintenance of drainage systems, road pavement rehabilitation, bitumen sealing, erosion control and associated work activities.

Must be no more than 250 words.

Describe how the project will generate local jobs through construction or use of roads, and any other ways.

Q1(b) How will this project support community connections, to further enable job generation and economic growth? *

Tubbamurra Rd has been identified for rehabilitation. It is identified as a regional connector road linking community members to their centre of business.

Upgrading and rehabilitating this road will help:

- Promote regional economic activity through less restrictive movement of freight and passengers
- Enhance regional connectivity and sustainability by the provision of an effective road system.
- Enable a safer regional road network thus providing road travellers with the confidence to utilise the asset.

Must be no more than 250 words.

Describe how the project will improve the road function enabling broader growth once completed

Q1(c) How many hours of work does council estimate this project will generate? *

750

Must be a number.

Please provide the estimated number of hours of work generated as a direct result of the Project. For example, a 6 month project with 10 full time employees (FTE) may generate 9,600 hours of work (6 months x 20 working days per month = 120 work days x 8 hour days = 960 hours x 10 FTF = 9,600 hours of work)

Q1(d) How many FTEs does council estimate this project will generate? *

5

Must be a number.

Please provide the number of Full Time Employees used to calculate the hours in Q1(c)

Provide the percentage of goods and services to be procured locally, from regional areas, and from metropolitan areas.

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Q1(e) Procurement of goods and services within applicant LGA (%) *	50 Must be a number. Write percentage as a number without the % symbol (e.g. for 10%, write 10)
Q1(f) Procurement of goods and services from rural/regional areas external to applicant LGA (%) *	40 Must be a number. Write percentage as a number without the % symbol (e.g. for 10%, write 10)
Q1(g) Procurement of goods and services from metropolitan areas (%) *	10 Must be a number. Metropolitan areas are Sydney, Wollongong and Newcastle. Write percentage as a number without the % symbol (e.g. for 10%, write 10)

Total Percentage of Goods and Services

100
This number/amount is calculated.
This number must equal 100.

Objective 2: Supports families in rural and remote areas

This assessment criteria asks Council to demonstrate how the project provides social and/or community benefits.

Q2(a) How will the project enable improved access to health, education and social/community benefits? Your answer must address how the project will provide improvements to travel time or an increase in job opportunities. *

This project will help ensure the local road provides a safe and reliable route for the travelling public.

The roughness of the road surface will be reduced, allowing improved travel times for access to health, educational, cultural, sporting and social / community benefits.

This aligns with Councils LSPS and 2040 Masterplan.
Must be no more than 250 words.

Traffic volume change

Q2(b) Will the project / proposed solution enable increased traffic volumes that improve safe movement of people and goods? *

- Yes
 No

Objective 3: Improves the reliability of the Local Road network

This assessment criteria asks Council to describe the current condition of the road and how this project seeks to improve road conditions to enhance safe movement of people and goods.

To answer the question below, definitions of road conditions are:

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Very Poor

Very poor means a road with cracked pavements, potholes, collapsing shoulders, and are generally traffic hazards that cause a significant risk to safety

Poor

Poor means a poorly maintained road with restricted conditions such as lower speed limits

Average

Average means a road that has little impact on vehicle vibration and has light damage

Better than average

Any road with no impact on vehicle vibration and little to no damage

Q3(a) What is the current road condition? *

Very Poor Poor Average Better than average

Q3(b) How will the project significantly improve the current condition? *

The project will significantly improve the current condition of the road by:

- Reducing road pavement roughness which will help a associated reduction in vehicle operating costs.
- Increased road widths will improve safety and access for heavy vehicles.
- The condition of the currently sealed section to be rehabilitated will be improved from condition 4 to condition 1.
- Recurrent annual maintenance costs of the local rural road will also be reduced.
- Drainage will be improved to direct water away from the road formation further reducing future deterioration of the road
- School buses and the travelling public will have a safer and smoother travelling surface for many years to come.

Must be no more than 250 words.

Please provide a minimum of three photographs, along with a description of the view for the local road. Photographs must be saved with the following naming convention: "Street Name - Angle" (e.g. Smith Street - East View).

Please provide photographic evidence of the current road condition.	Please provide a short description of the photo attached.
Must include multiple and multi-angle photographs demonstrating current condition.	e.g. View to the south showing significant damage to the road
Filename: Tubamurra Rd 2.2 km.JPG File size: 1.3 MB	Tubbamurra Rd - Chge 2.2km facing east
Filename: Tubamurra Rd 2.6 km a.JPG File size: 1.3 MB	Tubbamurra Rd - Chge 2.6km a - facing east
Filename: Tubamurra Rd 2.6 km b.JPG File size: 1.4 MB	Tubbamurra Rd - Chge 2.6km b - facing east defect example
Filename: Tubamurra Rd 2.6 km c.JPG File size: 1.4 MB	Tubbamurra Rd - Chge 2.6km c - facing east defect example

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Filename: Tubamurra Rd 2.9 km.JPG File size: 1.4 MB	Tubamurra Rd - Chge 2.9km - facing east
Filename: Tubamurra Rd 3.2 km.JPG File size: 1.4 MB	Tubamurra Rd - Chge 3.2km - facing east
Filename: Tubamurra Rd 3.4 km.JPG File size: 1.3 MB	Tubamurra Rd - Chge 3.4km - facing east
Filename: Tubamurra Rd 3.5 km.JPG File size: 1.4 MB	Tubamurra Rd - Chge 3.5km - facing east
Filename: Tubamurra Rd 3.6 km.JPG File size: 1.4 MB	Tubamurra Rd - Chge 3.6km - facing east

Objective 4: Assists Councils to sustainably manage their assets

This assessment criteria asks Council to demonstrate its ongoing commitment to the efficient and effective management and maintenance of its Local Road network.

Q4(a) Is this local road captured in an existing Strategic Asset Management Plan?

*

- Yes
 No

If you are currently preparing your Strategic Asset Management Plan, please answer 'yes' and provide a draft copy.

Please provide a copy of your Strategic Asset Management Plan. *

Filename: Asset Management & Strategic Planning - 10 Year Capital Plan - Transport Assets.xlsx
 File size: 216.3 kB

Filename: Assets & Strategic Planning - Rural Rehabilitation 10YR Works Program.xlsx
 File size: 29.3 kB

Q4(b) Does this project support maintenance of Local Roads impacted by harvesting of State Forests? *

- Yes
 No

Objective 5: Improves the resilience of the Local Road network

Q5(a) How will this project improve the productivity of the Local Road network through building resilience to natural disasters, weather events and/or heavy vehicle damage? *

This work will improve the productivity of the Local Road network as the rejuvenated

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pavement will build resilience to heavy vehicle use.

The addition of a new bitumen seal will prevent water from entering the pavement during weather events minimising damage from heavy vehicles.

Improving the road drainage will direct water away from the road formation and improve the roads' resilience to weather events and subsequent heavy vehicle damage.

Must be no more than 250 words.

Q5(b) Will your proposed solution reduce the frequency of lane or road closures and/or limited access caused by natural disasters and/or similar events? *

- Yes
 No

Provide the frequency of road impacts due to weather, heavy haulage (eg road/lane closures, load/speed restrictions) as a yearly average number of days.

You can add more types of impacts by clicking on the 'Add More' button on the bottom right hand side of the table.

Q5(c) Provide the current Average number of days Comment impacts of the following: per year

Q5(c) Provide the current impacts of the following:	Average number of days per year	Comment
Please select one or more of the options below.	Must be a number.	Please provide a brief comment on how these impact road use. If you answered 'Other' please specify the type of impact.
Lane Closures *	3	Wet dangerous conditions, water ponding across road causing occasional lane closures in high rainfall events - increased travel time delays

Objective 6: Improves Local Road safety

Q6(a) How does the project / proposed solution directly contribute to a safer road network? *

A well drained, realigned and smoother road surface with improved sight distances will provide a safer road network for all road users.

Must be no more than 250 words.

Q6(b) Infrastructure Information

This information will be used to determine the Infrastructure Risk Rating of the road in accordance with the Austroads Infrastructure Risk Rating Manual.

Road Stereotype *

Two-lane undivided

Horizontal Alignment *

Curved

Lane Width *

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Narrow (<3.0m)

Shoulder Width *

Very narrow shoulder (0 to <0.5m)

Roadside Hazard Classification (Left Hand Side) *

Moderate

Roadside Hazard Classification (Right Hand Side) *

Moderate

Land Use *

Rural residential

Intersection Density *

<1 intersection/km (<1 intersection per 1000m)

Access Density *

<1 access/km (<1 access per 1000m)

Traffic Volumes *

<1,000

Average daily traffic volume

Project Delivery Plan

Q7(a) Project Delivery Plan

This criteria seeks to understand the project delivery plan for the project.

Sufficient detail is required to support the credibility and integrity of the project costs, schedule, risks and assumptions.

Acceptance of offer (70% of contribution released)	07/02/2022 Must be a date.
Start of Construction *	04/05/2022 Must be a date. Start of construction means the commencement of work on site, and does not refer to early works.
Open to Traffic *	23/08/2022 Must be a date. Date when local road is open for regular use of the public.
Post completion (up to 30% of contribution released) *	14/11/2022 Must be a date.
Does Council have a Quality Management System? *	<input checked="" type="radio"/> Yes <input type="radio"/> No

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Does Council have a Procurement Policy? * Yes No

Has Council identified the risks associated with the project? * Yes No

Does Council have a Work Health and Safety Policy? * Yes No

Has Council given consideration to environmental constraints related to the project? * Yes No

Will Council undertake community and stakeholder engagement for the delivery of this project? * Yes No

Q7(b) Please provide a project plan (if available).

Filename: Project Plan-Tubbamurra Road Rehabilitation 2021-22.docx
 File size: 13.5 kB

Special Considerations

*** indicates a required field**

Special consideration will be given to projects which:

- address hardship within the local government area
- assists in connecting Indigenous communities
- have indicated a co-contribution or other investment sources.

Did you submit this project for consideration in Round 1 of Fixing Local Roads? *
 Yes No

Did you submit this project for consideration in Round 2 of Fixing Local Roads?
 Yes No

Is this Project identifiable as a priority Local Road for the Local Government Area or Region in any documents or plans? *
 Yes No

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Priority local roads will receive a preference weighting.

Please provide the council document or plan where the road is identified.

No files have been uploaded

Is Council affected by hardship? *

Yes No

Some examples of hardship include areas with a low SEIFA ranking, industry decline or business closure, recovery from a significant natural disaster or change in demographics. Refer to the Program Guidelines for more information.

Provide a brief explanation of how Council is affected by hardship. *

Armidale Regional Council was declared a severe drought affected Council

- We have also had three natural disasters in the last two years including the Northern Fires

-AGRN871, Tingha fires - AGRN843 and the Kempsey road flood & storm damage AGRN898.

-We are also going through a rebuild process post amalgamation in 2016.

Must be no more than 250 words.

Does this project contribute to connecting Indigenous communities? *

Yes No

Provide a brief explanation of how this project contributes to connecting Indigenous communities. *

Council's indigenous population is approximately 5%. They use the road network to connect for community and culture.

Must be no more than 250 words.

Funding Profile

*** indicates a required field**

Estimated Project Cost

Please provide the total estimated cost of the Project, including the contingency amount.

Total Project Cost

\$1,150,000.00

Estimate incl.

Must be a dollar amount.

Contingency (\$) *

What is the total budgeted cost (dollars) of your project?

Council Co-contribution

Please provide the percentage of your co-contribution to the project in the first column.

The second column automatically calculates your contribution to the project based on the Total Value of the project above, and the percentage you provide in the first column.

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What is Council's co-contribution as a percentage of the Total Value of the Project? *

0.00

Must be a number.

Please provide the percentage as a number (e.g. for 10%, answer 10)

Council co-contribution *

0

This number/amount is calculated.

Will you be seeking additional contributions from sources other than Transport for NSW? *

Yes No

eg: other State or Federal funding or grants, private industry.

Funding Sought

Total Council Co-contribution and other funding sources

\$0.00

This number/amount is calculated.

This calculation is based on the Council co-contribution number calculated above plus the sum of any additional contributions.

Total Funding Sought from the Fixing Local Roads Program (\$) *

\$1,150,000.00

This number/amount is calculated.

This amount is calculated based on the Total Project Cost less Council's co-contribution and additional contributions.

Do you have any additional comments or supporting statement regarding the cost of your project?

Must be no more than 250 words.

Detailed Cost Estimate

Please provide a cost estimate for each of the line items below, excluding contingency.

Council Project Management Costs

\$65,000.00

Must be a dollar amount.

This could include internal resources undertaking admin activities.

Professional Services Fees

\$0.00

Must be a dollar amount.

Any professional services fees including hire of external project management companies and other professional services such as engineering firms. If no cost is attributable to this line item, please answer with "0".

External Labour Contract / Supplier Value

\$656,852.00

Must be a dollar amount.

Amount attributed to the labour component to deliver the Project. Total value if multiple contracts / suppliers used. If

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the Project is not outsourced to an external contractor, please answer with "0".

Council labour costs to deliver the Project (other than Project Management Fees)

\$100,000.00

Must be a dollar amount.

Amount Internal labour cost as direct cost to the Project. If no cost is attributable to this line item, please answer with "0".

Materials / Goods Costs

\$30,000.00

Must be a dollar amount.

Cost of materials and/or goods used for the Project. If no cost is attributable to this line item, please answer with "0".

Equipment hire / purchase Costs

\$0.00

Must be a dollar amount.

Cost of equipment hire and/or purchase used for the Project. If no cost is attributable to this line item, please answer with "0".

Total Project Cost excluding Contingency

\$851,852.00

This number/amount is calculated.

Cashflow

Please provide the total project cashflow over 24 months across the following three financial years excluding contingency.

2021/2022 *	2022/2023 *	2023/2024 *	Total Budget *
\$50,000.00	\$801,852.00	\$0.00	\$851,852.00
Must be a dollar amount.	Must be a dollar amount.	Must be a dollar amount.	This number/amount is calculated. This number should equal the Total Project cost excluding contingency.

Contingency

Please clearly state your Project contingency in addition to the Detailed Cost Estimate provided above.

Contingency

Please provide the basis behind your Project contingency amount.

Must be a dollar amount.

Must be no more than 250 words.

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\$298,148.00	<p>The contingency on this project is set at 35%. This is set at this % due to the unknowns against the project as we have not completed design, geotechnical investigations, aboriginal heritage studies, flora & fauna etc.</p> <p>We are also not sure of the cost implications due to CPI since 2020 as well as the impacts of Covid19 on the cost of goods and services.</p> <p>Our Council is also not in a financial position for the project to overrun the budget so the contingency was set at 35% to help ensure this does not occur</p>
--------------	---

Supporting Documentation & Declaration

* indicates a required field

Supporting evidence

Please upload supporting documents you feel will assist your application

Supporting documents

Filename: Cost estimate - Tubbamurra Rd Rehabilitation 2021-23.pdf

File size: 69.5 kB

eg: surveys, technical findings etc...

Authorisation

I state that the information in this application and attachments is to the best of my knowledge true and correct.

I will notify *Transport for NSW* of any changes to this information and any circumstances that may affect this application. I acknowledge that *Transport for NSW* may refer this application to external experts or other Government Departments for assessment, reporting, advice, comment or for discussions regarding alternative or collaborative grant funding opportunities.

I understand that *Transport for NSW* is subject to the Freedom of Information Act 1982 and that if a Freedom of Information request is made, *Transport for NSW* will consult with the applicant before any decision is made to release the application or supporting documentation.

I understand that this is an application only and may not necessarily result in funding approval.

I have read and agree to the above: *

Yes No

Authorised Representative *

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Scot MacDonald

Position *

Director Businesses and Services

Phone Number *

0475 968 744

Must be an Australian phone number.

Email *

smacdonald@armidale.nsw.gov.au

Must be an email address.

MEMORANDUM OF UNDERSTANDING

CLIMATE EMERGENCY AUSTRALIA (CEA)

MEMORANDUM OF UNDERSTANDING June 2021

BETWEEN

Melbourne City Council ABN 55 370 219 287 as (host organisation)

And

City of XXXXXXXX ABN XX XXX XXX XXX as (member) being the parties to this MOU.

1. Introduction

Climate Emergency Australia (CEA) is a network of local governments working together to have all levels of government acknowledge and respond to the climate emergency with the urgency that is required, based on scientific evidence.

CEA is hosted by the City of Melbourne, which has contracted the Northern Alliance for Greenhouse Action at Hume City Council to carry out the work of coordinating and managing the network.

This Memorandum of Understanding (MoU) outlines the formal relationship between the City of Melbourne and CEA member councils. It provides a general framework for ongoing cooperation between the parties including funding and governance arrangements to ensure the planning, development and delivery of CEA activities.

2. Purpose and Scope

- 2.1. The purpose of this Memorandum of Understanding (MOU) is to articulate the arrangements and expectations of member councils and individuals by:
 - 2.1.1. providing a framework to guide collaborative work and meet the objectives of CEA's Strategic Plan
 - 2.1.2. defining the roles and obligations of the host and member councils and CEA's governing structure
 - 2.1.3. establishing an agreed membership funding commitment.

3. Period

- 3.1. From 1 July 2021 to 30 June 2022, subject to budget approvals.

4. Definitions

Host organisation means the City of Melbourne who will host the CEA Coordinator and administer CEA's finances as described in Section 8 of this MOU.

Member means each full fee-paying Council or individual as listed in Section 1 and defined in Section 8.

5. Background

- 5.1. CEA was formed in 2020 out of discussions and workshops involving nearly 70 Councils from across Australia.
- 5.2. The purpose of CEA is to represent the voice of Australian local governments in the climate emergency movement and support council members in responding to this emergency.
- 5.3. The development of CEA was carried out by the Northern Alliance for Greenhouse Action (NAGA) with a network development group, comprising interested councils.
- 5.4. During its initial month start-up phase, CEA received financial support from Founding Funders; these were councils who see the benefit in working together, acknowledge this required immediate resources and were willing to provide funding to receive the mutual benefits that coordinating this work together brings rather than a direct return to themselves.
- 5.5. The City of Melbourne has acted as a host for CEA, receiving and holding the CEA Founding Funder Councils' contributions and contracting and managing the CEA Coordinator.

6. Key Governance Principles

- 6.1. In all matters arising under this MoU, the parties agree to the following principles:
 - 6.1.1. working collaboratively to achieve the desired outcomes and solve problems as they arise
 - 6.1.2. monitoring success or otherwise of initiatives entered into as a result of the MoU
 - 6.1.3. acting in good faith
 - 6.1.4. pursuing a consensus approach to decision making
 - 6.1.5. communicating regularly amongst member councils

7. Governance Arrangements

- 7.1. CEA members commit to maintaining a robust governance structure to ensure:
 - 7.1.1. objective and effective decision-making
 - 7.1.2. appropriate processes for accountability
 - 7.1.3. effective communications and information exchange within CEA's networks
- 7.2. CEA undertakes its work under the guidance of:
 - 7.2.1. Executive to oversee and endorse CEA's Strategic Plan and directions, establish and endorse the budget and finance strategy, and establish delegations regarding the expenditure of the budget
 - 7.2.2. Working groups as decided by the Executive. Currently there are two working groups:
 - 7.2.2.1. Governance
 - 7.2.2.2. Advocacy
 - 7.2.3. CEA also manages two networks covering climate adaptation and community engagement. Additional networks may be developed as decided by the Executive.
 - 7.2.4. A Coordinator: to support and resource these governance structures
- 7.3. The CEA Terms of Reference are attached and form part of this MOU. Alterations to these Terms of Reference can be decided by the Executive.

8. Funding Commitment

- 8.1. Each CEA member council will contribute an annual membership fee to maintain CEA's coordination functions, as undertaken by CEA staff. The host organisation will receive these funds on behalf of all CEA members.
- 8.2. For the 2021-22 financial year, each CEA member council will contribute a base contribution calculated upon population of the local government area:

- 8.2.1. \$1,000 (+ GST) for councils with populations less than 100,000
- 8.2.2. \$3,000 (+ GST) for councils with populations greater than 100,000
- 8.3. Council members may pay more than the base amount and designate additional funds for works by CEA, in collaboration with the Executive.
- 8.4. Discretion on council member payment amount is available to the Executive.
- 8.5. Individuals employed by or elected to a non-declared Australian local government may also become members of CEA.
- 8.6. For the 2021-22 financial year, each individual member will contribute a base contribution calculated upon population of the local government area:
 - 8.6.1. \$250 (+ GST) for councils with populations less than 100,000
 - 8.6.2. \$500 (+ GST) for councils with populations greater than 100,000
- 8.7. The annual membership fee is intended to provide investment certainty and ensure sufficient resources can be allocated to meet CEA's ongoing commitments. Member councils are committed to applying for CEA annual membership contributions in their annual budget process.
- 8.8. There will be a review of membership and governance arrangements during the first 12 months of this MOU. The review will consider the appropriateness of existing contributions against costs to effectively deliver the objectives of CEA, as well as the appropriate governance or entity structure for the network into the future.

9. Climate Emergency Australia Membership Benefits

9.1. Benefits of CEA membership include:

- 9.1.1. full access to webinars (including recordings) to build capacity to govern in a climate emergency;
- 9.1.2. access to online training for councillors and staff on climate change and the roles and responsibilities of local governments;
- 9.1.3. participation in specialist topic working groups (e.g. community engagement, adaptation) to improve skills of staff and councillors;
- 9.1.4. access to CEA developed information sheets and reports to support local government action responding to the climate emergency;
- 9.1.5. representation through CEA to state and Federal governments to advocate for declarations of climate emergency and stronger action on climate change;
- 9.1.6. representation through CEA to contribute to advocacy ahead of and during international climate change negotiations (Conference of Parties);
- 9.1.7. access and contribution to CEA research projects;
- 9.1.8. participation in CEA developed projects to improve local government capacity to respond to the climate emergency; and
- 9.1.9. participation in CEA governance, including nomination of members for Executive and voting rights.

10. Hosting Staff

- 10.1. The City of Melbourne will employ all staff. At the end of the MOU period the contract will be reviewed.
- 10.2. The Coordinator (and any additional staff) will be hosted at the City of Melbourne on behalf of all members. They will be accountable to the CEA Executive and will report to the Manager Zero Carbon City at the City of Melbourne on day-to-day issues and in regard to employment conditions (including annual work plan review).

- 10.3. Where there is concern as a result of action or inaction of the Coordinator or other CEA staff, the Manager Zero Carbon City will act in accordance with City of Melbourne policies and procedures, keeping the CEA Executive informed.

11. Financial Arrangements

- 11.1. The City of Melbourne will be responsible for managing CEA's finances. Funding received from member councils will be used for the operation of CEA which includes staff salary and on-costs (including superannuation, WorkCover accrual, long service leave accrual, sick leave and leave loading) and other operational costs.
- 11.2. The host Council, via the Executive, will report to member councils on an annual basis in regard to the CEA funds spent in each financial year and the budget balance, and to the CEA Finance Working Group on a quarterly basis.
- 11.3. The host Council will invoice each member Council for their membership fee in May of each year for the coming financial year.
- 11.4. The CEA Coordinator will actively seek funding to facilitate priority projects from member councils and via funding applications to state and federal government and other organisations as opportunities arise.

12. Additions to Membership

- 12.1. Any Council wishing to join CEA should express interest in writing to the CEA Executive. The decision to accept new members will be made by a majority vote of the CEA Executive.
- 12.2. The CEA Executive will consider any changes to funding arrangements following the approval of membership of a new member.

13. Public & Media Relations

- 13.1. The CEA Coordinator will be the primary contact and coordinator for any public or media enquiries relating to the work of CEA. However, any planned media events, media releases or correspondence will be prepared in consultation with member councils, which may provide their own spokespeople.

14. Openness between the Parties

- 14.1. The parties acknowledge that they have a mutual interest in the successful planning, development and delivery of CEA activities. The parties will work openly and constructively to resolve any differences which emerge.
- 14.2. The parties will aim, where reasonably possible, to share information relevant to CEA with each other. In the normal course of events, the parties will work on the assumption that information should be freely exchanged.
- 14.3. The parties agree that it may be necessary to share confidential information to further the objectives of this MoU and that such information is to remain confidential.

15. Dispute Resolution

- 15.1. The parties agree to resolve disputes quickly to minimise any delay to the work of CEA. If any dispute arises between the parties:
 - 15.1.1. The parties must meet within 5 business days of becoming aware of the dispute to endeavour to resolve the matter promptly.
 - 15.1.2. If the matter cannot be resolved between the parties and remains unresolved the matter may be referred to an independent mediator selected by agreement by all parties.

16. Termination of MoU

- 16.1. Any party may cease being party to this MoU at any time by giving six months advance notice to the host organisation. Any unspent fees will not be refunded to the exiting council member.
- 16.2. The party will fulfil any obligations committed to up until the time of exit and provide CEA with information required to fulfil any contractual obligations beyond the time of exit.

17. Representatives of the Parties

The parties have each nominated representatives, who are responsible for any consultation and monitoring required under this MoU and to whom all notices and communications are to be sent. These representatives are:

Council

Name XXXXXXXXXXXXXXXXXXXX
 Title XXXXXXXXXXXXXXXXXXXX
 Address XXXXXXXXXXXXXXXXXXXX

City of Melbourne

Name XXXXXXXXXXXXX
 Title XXXXXXXXXXXXX
 City of Melbourne
 Address
 90-120 Swanston Street
 Melbourne VIC 3000

EXECUTED as an agreement.

SIGNED by **XXX XXXX** for and on behalf of
 the **X COUNCIL**
 under an instrument of delegation dated
 in the presence of:

..... Date of signing
 Witness

SIGNED by **XXXXXXXXXX** for and on behalf of
City of Melbourne, in the presence of:

..... Date of signing
 Witness

Attachment 1: CEA Governance Terms of Reference 2021

1. Introduction

Climate Emergency Australia (CEA) formed in 2020 as a network of local governments working together to have all levels of government acknowledge and respond to the climate emergency with the urgency that is required, based on scientific evidence.

To this end, CEA 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.

CEA's Executive exists to ensure sound and effective decision-making; incorporate processes for accountability to CEA as an entity, to individual member councils; and maintain effective communication and information exchange between member councils. As part of this process, these Terms of Reference were developed.

The City of Melbourne fulfils a 'lead role' for CEA membership and governance, through a Memorandum of Understanding between the City of Melbourne and each of the other CEA member councils. As part of this role, the City of Melbourne receives CEA member councils' membership contributions and employs the CEA Coordinator and other staff.

2. CEA Governance Structure

Governance Structure	Representation	Meeting frequency	Focus/role
CEA Executive	Member Councillors Member Senior Staff CEA Coordinator	quarterly	<ul style="list-style-type: none"> strategic directions high level members' engagement finance strategy advocacy
CEA Working Groups	Member Councillors Member Senior Staff CEA Coordinator	quarterly	<ul style="list-style-type: none"> advocacy governance

3. CEA Executive

The Climate Emergency Australia (CEA) Executive Terms of Reference should be read in conjunction with the Memorandum of Understanding. These Terms of Reference aim to ensure appropriate governance and decision-making.

CEA Executive Terms of Reference

- To inform and authorise CEA's strategic plan (every two years) and annual work plans.
- To authorise and endorse funding submissions.
- To identify advocacy issues and authorise advocacy submissions.
- To oversee CEA's finances and endorse financial reports.
- To ensure high level engagement with key stakeholders within each member council.
- To actively promote CEA's activities and effectively communicate the benefits of membership to decision makers and other key stakeholders.
- To ensure all CEA members have equitable access to resources and projects developed by and available to CEA.

8. To regularly meet and liaise with the Coordinator and Working Group representatives to ensure effective information exchange and facilitate efficient decision-making processes.

Composition of CEA Executive

- The Executive is composed of representatives (Councillor, Director or Senior Manager) from five separate member councils.
- The Executive will seek to represent the diversity of Australian local governments that have declared, recognised or acknowledged a climate emergency, as well as provide the skills required for the effective governance of CEA.
- Particular skills required include financial management, risk management and governance.
- Voting for membership of the Executive will take place annually at the AGM.

Election of Executive

- The election for members of the Executive shall take place every two years at the AGM.
- Advertisement for nominations for the Executive will be made thirty days before the AGM.
- Nominations for the Executive must be received fifteen days before the AGM.
- If there are more nominations than positions available, member council representatives will be asked to vote.
- If there are fewer nominations than positions available, existing Executive members will be asked if they wish to serve another twelve-month term.

Annual General Meeting

- An Annual General Meeting (AGM) will take place within thirty days of the end of the preceding financial year.
- The AGM shall be specified as such in the notice convening it.
- The ordinary business of the AGM shall be:
 - to confirm the minutes of the last preceding AGM;
 - to receive from the Coordinator a report on the activities of CEA during the last preceding financial year;
 - to receive and consider a financial statement detailed income and expenditure for the preceding financial year, submitted by the Coordinator;
 - to elect the Executive members for the new financial year.

Executive Meetings

- Executive meetings will be held bi-monthly with at least five meetings held each year.
- Meetings will be chaired by Executive members on a rotating basis.
- Executive members may be represented by a proxy from their council.
- Papers prepared / minutes taken by the CEA Coordinator.

- All meetings will be held online.

Dissolution Powers

- CEA may be dissolved by a majority vote of member councils, if so recommended by a majority of the Executive.
- The trigger for a vote dissolution is when membership declines to a point where CEA's ongoing operation is no longer financially viable.

Coordinator

The role of the Coordinator is to:

- support the Executive and Working Groups by coordinating meetings, including preparing agendas, reports and minutes for these meetings;
- facilitate the development of CEA's strategic plan, annual work plan and advocacy strategy and monitor, evaluate and report on CEA's performance against these plans;
- identify and secure funding, sponsorship and other external resources to assist CEA to deliver initiatives; and
- develop and coordinate communications with stakeholders, including promotional materials, media releases, websites and other engagement channels; maintain strong governance structures and an engaged membership.

Working Groups

- The Executive and the Coordinator are supported by a series of Working Groups, covering issues of governance, advocacy and communications.
- The role of the Working Groups is to make recommendations to the Executive and the Coordinator on the activities of CEA.

TRIM:

SEWER POLICY

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

The Policy outlines legislative framework, limit of responsibilities, levels of service, tariff structures, concessions and general information relating to Council's sewerage business.

This policy provides general information and does not take precedent over Water Services Association Australia (WSAA) Sewerage Codes, Council's supplementary Engineering Design & Construction Code Specification Code D12, On-site Sewage Management Policy and Council's Liquid Trade Waste Policy.

This Policy complements Council's Engineering Code D12.

2. APPLICATION

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 Sewer Policy is supported by industry standards, specific procedures and internal work method statements.

3. POLICY INTENT

The main objectives of this policy are to:

- To ensure that the community is provided with the essential and resilient infrastructures which are serviced and maintained to an acceptable standard.
- To ensure sewerage service operates in a manner that are both functional and cost effective, meets the regulatory requirements and industry standards.
- To ensure the policy is consistent with the objectives of Community Strategic Plan, Integrated Water Cycle Management Plan and Strategic Business Plans.
- To ensure policy documents reflect best practice management framework.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This policy helps deliver the following objectives of the Armidale Regional Council Community Strategic Plan 2017-2027:

Environment and Infrastructure

Community Outcome 1: The unique climate, landscape and environment of the region is protected, preserved and made accessible

Community Outcome 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

5. POLICY

5.1 Overview of Council's Sewerage System

ARC has two separate sewerage schemes for Guyra and Armidale.

Armidale Sewerage System

Armidale is situated in shallow valley that slopes gently to the east. 90% of the town is serviced by gravity sewer. A small industrial area on the south-east fringe of Armidale is sewered by gravity to a small (8L/s) sewage pumping station and DN150 rising main that discharges to the main gravity system. There are relatively two new pump stations at the Airport area to service industrial and commercial developments close to the Airport and New England Highway.

Armidale sewage collection network consists of about 242km of reticulation mains and 3.7 km of rising mains covering the area as shown in the **Error! Reference source not found.1.**

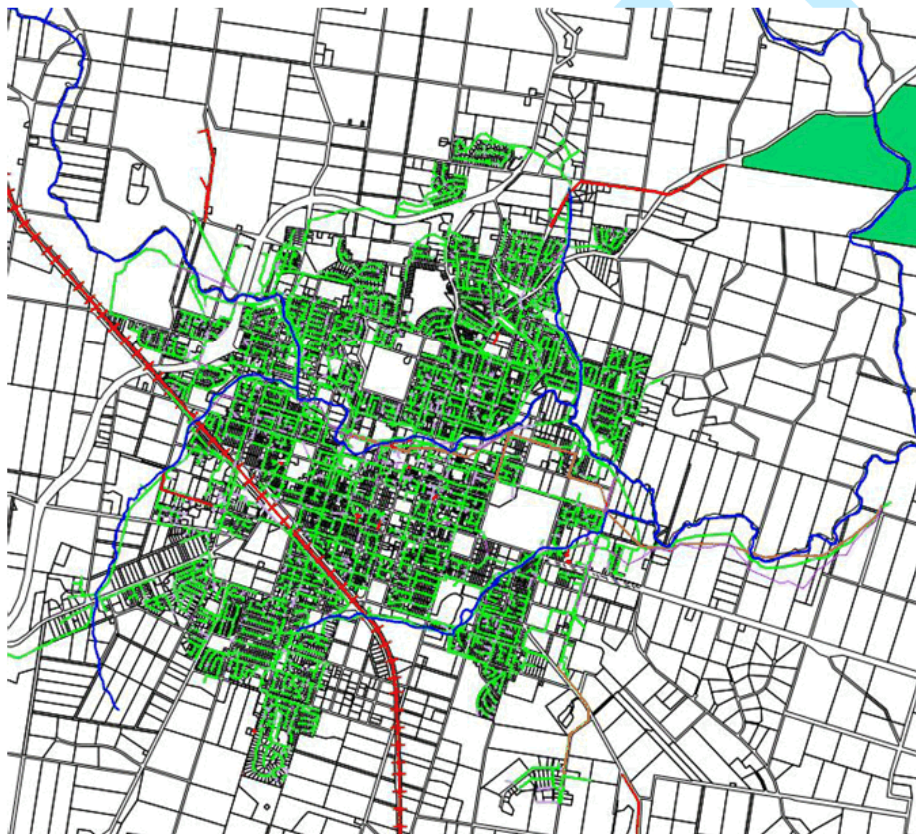


Figure 1: Armidale Sewer Network

Armidale STP was first commissioned in 1935 and another set of treatment process units were added in 1966. It consists of primary sedimentation followed by biological processing through trickling filters. Humus tanks downstream of the trickling filters catch excess solids to be returned to the inlet of the process. Effluent from the trickling filter process passes through a series of maturation ponds which provide disinfection and some

additional treatment. A portion of the effluent (60%) is discharged to Commissioners Waters whilst the remaining effluent is irrigated on nearby Council owned fields to produce fodder crops and pastures for cattle. Solids removed in the primary sedimentation tank undergo anaerobic digestion in digester tanks and sludge lagoons. Settled and digested bio-solids are periodically removed and applied to the Council owned irrigation area to enhance crop production.

Guyra Sewerage System

Guyra's sewerage scheme consists of a network of pipes, reticulation pumps and a tertiary treatment plant located on the western side of Guyra. The Guyra sewerage system was first constructed in 1966 with expansion to the network and replacement of the Guyra STP in 1999. The system consists of the Guyra STP, 37 km of reticulation mains, 1.5 km of rising mains and 2 pumping stations.

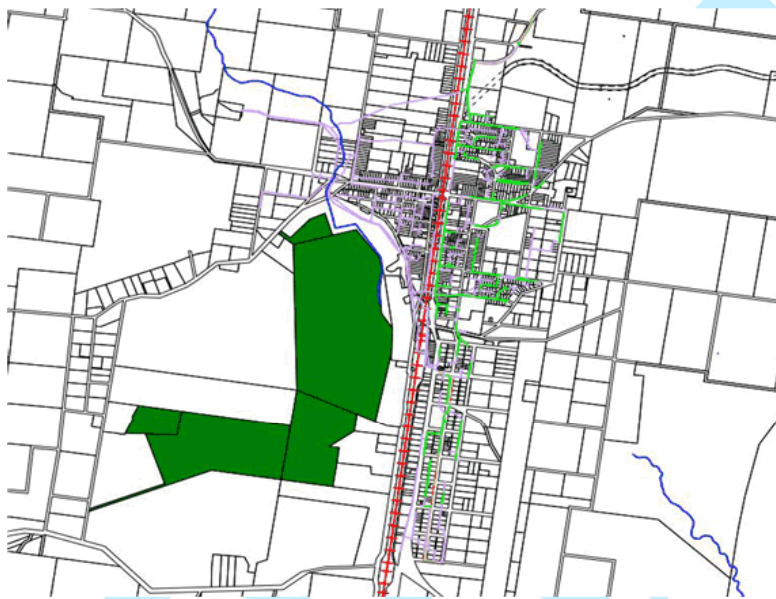


Figure 2: Guyra Sewer Network

The Guyra Sewage Treatment Plants (STP) consists of the following:

- Inlet Channel and Screw screen
- Primary Intermittently Decanted Extended Aeration Tank (IDEAT) (2 mixers)
- Secondary Catch / Balance pond
- Secondary 2 Sludge Lagoons and blowers
- Secondary Supernatant pumps
- Maturation Ponds

5.2 Council – Customer Interface

The property owner owns and is responsible for all pipes on their property. Typically, urban properties have two completely separate collection systems.

One is the stormwater system which captures rainwater from house and garage roofs and transfers it to Council’s stormwater system via gutters, downpipes and drains. Council’s stormwater system transports this water and road runoff to creeks, lakes and other waterways.

The other completely separate system is the sewerage system which collects wastewater from toilets, showers and baths, sinks, washing machines and pools and transfers it to Council’s sewerage system (sewer mains) to be treated at one of Council’s sewage treatment plants.

Stormwater must not enter the sewerage system. Stormwater ingress can overload the sewer system causing overflow of diluted sewage that can pollute waterways and back up into streets, gardens and homes.

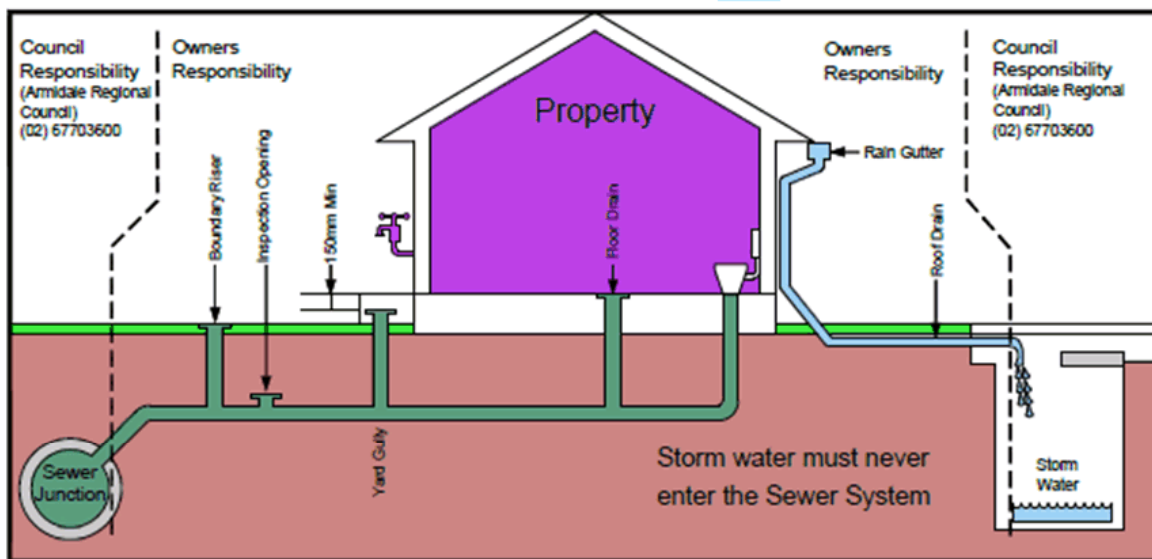


Figure 3: Diagram showing Ownership and Responsibility

Note: Boundary traps (and sewer vents) are being phased out and all newer developments have a boundary riser but not a boundary trap.

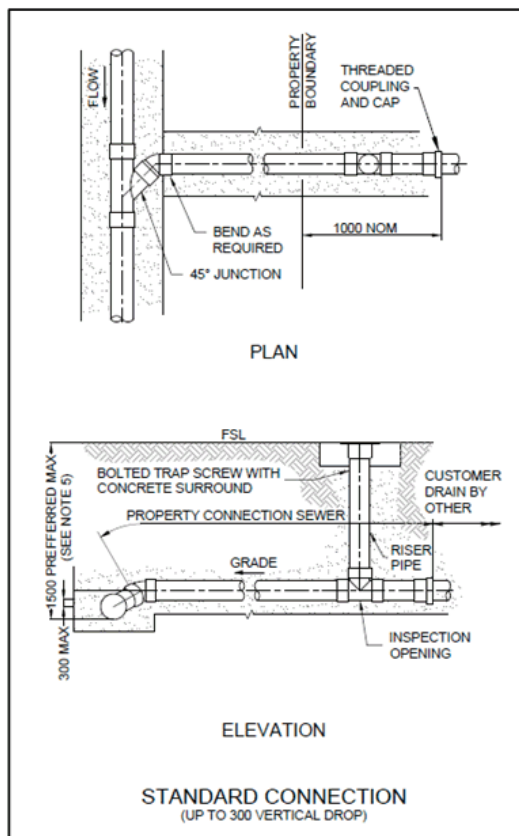


Figure 4: Excerpt from Council’s Standard Drawing 010-047 showing a standard property connection

Council accepts the responsibility for the maintenance of all Council’s sewerage system and service connections up to, but not including the boundary trap, or riser, provided the trap/riser is accessible. If the trap is not accessible, then Council's responsibility ceases at the property alignment, or if the sewer main is on the property at the first joint on the spur. Any repairs, replacement or maintenance costs associated with the pipes and fittings in Customers’ internal pipework is the responsibility of the property owner.

Council supplies one customer connection point per property which may be located anywhere along the boundary of the property, typically at the front or back of the property. Figure 5 shows a typical gravity sewer collection network.

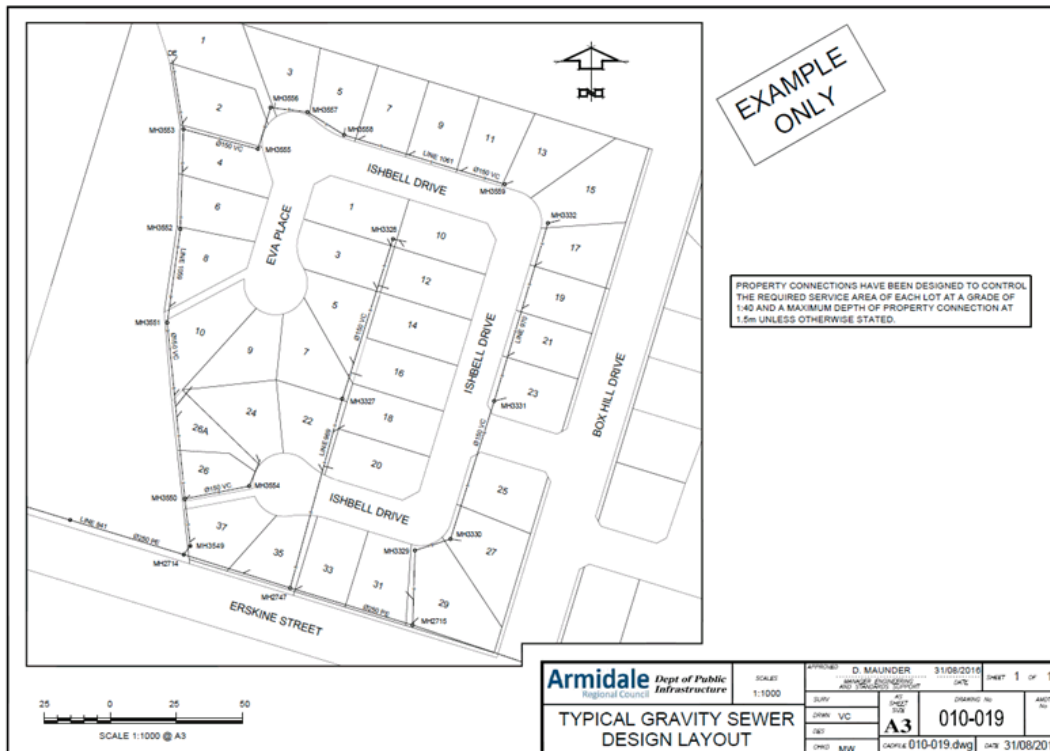


Figure 5: Example customer connection locations

On-site sewage management systems are the responsibility of the property owner. Council is required to approve their installation and carry out periodic inspections, for a fee.

5.3 Sewerage Services

Three broad categories of sewage management come under Council’s management, namely:

- On-site sewage management systems, such as septic tanks, composting toilets and aerated systems.
- Public sewage collection systems collecting domestic sewage
- Public sewage collection systems collecting non-domestic sewage, known as liquid trade waste.

Where possible and appropriate, all urban and small lot industrial and commercial properties are connected to the public sewage collection system. Rural properties and some rural residential properties will have on-site systems.

Council owns and is responsible for management of Council’s public sewage collection system and has limited and specific regulatory responsibilities for on-site sewage management systems, such as septic tanks, composting toilets and aerated systems.

Public sewage collection systems are designed to receive domestic wastewater. All other discharge is termed Liquid Trade Waste. Council is not obligated to accept Liquid Trade Waste into its sewerage system. Property

and/or business owners must apply and gain permission to discharge their waste into the public collection system. Some businesses may be required to pre-treat their effluent prior to discharge into Council's system

Council has separate policies regarding on-site sewage management systems and disposal of Liquid Trade Waste. This information is not duplicated in this policy, instead the reader is referred to the relevant policies, specific documents and web addresses.

Therefore, this sewer policy focussed on Public sewage collection systems collecting domestic sewage.

5.3.1 Domestic Swimming Pool Discharge to Sewers

Discharge from domestic swimming pools and pool filtration units can only be accepted into sewer in such a way, as not to impact onto the normal operation of the sewer system. Council requests pool owners not discharge pool water during storm events as it will significantly increase the risk of wet weather sewage overflows.

Discharges from domestic swimming pools can be discharged to sewer subject to the following conditions:

- The discharge shall be by means of an open pipe spilling into a gully with a minimum of 150 mm air gap unless other special arrangements are approved, any permanent connection will, of course, be subject to the normal plumbing approval process.
- The discharge shall be limited to a 32mm maximum diameter pipe (with a minimal length of 1.8m of 32mm diameter pipe prior to the discharge point) and a maximum discharge rate of less than 2500 litres per hour (0.7 litres per second).
- The pool must be kerbed, at least 100mm above surrounding ground, or a paved path surround, laid and graded with a fall of not less than 1 in 12 away from the pool, to prevent the ingress of stormwater.

5.3.2 Sewer blockages

Council responds to sewer blockages 24/7.

If there is a blockage on premise, where possible, the property owner should inspect the inspection boundary shaft to see if it is full or empty, if it is full or overflowing, ring Council first. And if it is empty, the property owner need to ring a licenced plumber as the blockage may be on the property owner's side. If in doubt ring Council first.

Flushing anything other than the 3 Ps - poo, pee, and toilet paper - may result in a sewer overflow, or a blockage known as a 'fatberg' in sewers.

Most common cause of the blockages in house connection are:

- Tree roots either partially or totally blocking house service pipes, particularly in older areas where the pipes are vitreous clay pipes.
- Food scraps, oil or cooking fats down the sink
- Wipes, cotton buds, tissues and toys flushed down the toilet

5.3.3 Access to the sewer

The property owner must maintain unimpeded access to the sewer by Council staff. Many sewer mains are located in private property. Residents must not cover any surface fittings such as boundary risers/traps or manholes. Fines can apply.

5.3.4 Repairs and Maintenance

If Council undertakes any work on or adjacent to private property, Council and its agents will leave the affected area and immediate surrounds as near as possible to the state which existed prior to the works being undertaken, unless Council has agreed to a different arrangement with property owner.

5.4 The Tariff, Concession and Billing

5.4.1 Tariff Structure/Fees and Charges

Recommended tariff structure for sewerage service in accordance with NSW Best Practice Guidelines consist of an annual 'Access Charge' and the consumption 'Usage Charge', particularly for non-residential customers. However, ARC currently has annual charges only which are included in the yearly rates notice. The annual charges that apply are determined each year through Council's *Revenue Policy and Fees and Charges* in accordance with the *Local Government Act 1993*.

ARC intend to implement best practice pricing in near future which will remove existing cross subsidy between residential and non-residential customers.

5.4.2 Pensioner Rebate

The NSW *Local Government Act 1993* provides mandatory concessions on rate and charges for eligible pensioners.

5.4.3 Hardship Annual Charge Relief

Refer to Council's Hardship policy.

5.4.4 Billing Your Account

Annual sewer charge is built in customers' rates notices. Customers will be sent an account on a quarterly basis, unless otherwise agreed.

5.4.5 Overdue Accounts

Council charges interest on overdue accounts at a rate set each year. Section 566 of the NSW Local Government Act 1993 provides for the accrual of interest on overdue rates and charges. The rate of interest is that set by Council but will not exceed the rate specified for the relevant period by the Minister by notice published in the Gazette.

Currently, Council will apply the maximum rate specified for the period by the Minister of 7.5%.

The interest accrues daily, and the total amount is due and payable.

Council will act to recover overdue accounts, including using external debt collection agencies and legal action.

Refer Council's Debt Recovery Policy.

5.5 New Connections and Development

5.5.1 New Connections

All developments within Sewer Service Areas shall be connected to sewer. All new service connections shall be located within the property in accordance with Council's Development Control Plans and Development Servicing Plans. Each property shall have one connection only. No joint connections will be accepted.

No connection to Council's Sewer system is to be made until the house drainage is completed and sealed to ensure that there is no ingress of debris and/or stormwater.

Council's approval is required to connect or disconnect from any of Council's sewer. Council approval is also required for plumbing work being carried out on properties connected to On-site Waste Management systems. To obtain approval you must complete and submit an s68 Application form (available from Council's website) to Council with the prescribed fee. Once approval is granted an approval notice will be issued together with a number of conditions specific to the work being proposed. These conditions will also identify the stages to which inspections will be required to be undertaken prior to the covering or backfilling of the work.

5.5.2 Locating sewer infrastructure

The location and protection of Council's infrastructure remains the responsibility of the person and/or organisation undertaking any excavation or associated works. The 'PPP' approach of 'Plan, Pot-Hole and Protect' must always be applied when works are undertaken in the zone of influence associated with any Council infrastructure.

Upon request Council will provide plan details and/or onsite locations to assist with the location of infrastructure. However, any damage and/or subsequent failure of these assets due to excavation or other site works will be rectified by Council and the cost of such rectification works will be charged to those identified responsible for such damage and/or failure.

5.5.3 Legacy Connections

Council requires the service from a property to be laid within that property, as required by the Local Government (Water Services) Regulations 1999, however, there are a number of instances where historically this has not been the case.

Council has the delegated authority to approve the temporary continuance of such arrangements, subject to the following conditions:

- The service being satisfactory.
- The lines being in good condition.
- The arrangement shall be subject to the continuing approval of the owner of the land on which the line is laid.
- The service is to be re-laid, within the property when:
 - approval to traverse adjoining land is withdrawn, or
 - any significant redevelopment or upgrading of the sewer service occurs.

5.5.4 Building Over or Near Council Sewer Mains

Council generally don't allow any structure within the zone of influence of sewer main (with or without easement). Refer sewer chapter D12 of Councils engineering code.

5.5.5 Upgrading existing sewer systems

When a property sewer system is being upgraded, or renewed, the owners shall be encouraged to remove any existing boundary traps with boundary risers/inspection shafts.

5.5.6 Extension of Sewer Main to Service New Areas

Sewer main extensions shall be designed on a catchment basis, that is, any sewer main must be designed to serve all of the possible connections in the catchment within the developer servicing plan of sewer with the design load for the potential full development in accordance with the current LEP zonings.

Pumping sewage by Sewage Pump System (SPS) through pressure mains is energy intensive and has high operation and maintenance cost and inherent septicity. Council has therefore a clear preference for conventional gravity sewerage. Sewage pumping stations will not be permitted just to minimise the capital cost but the minimisation of costs of Council ownership/maintenance and demand on energy shall be a priority. Developer/applicant shall seek prior approval from Council prior to any development proposal which needs SPSs. When approved, SPSs shall be designed as a regional scheme for the entire catchment having regards to the land use planning, not just only for the subject development. Council does not permit vacuum sewerage systems. Also, Council will not permit the installation of individual sewer pump stations in private ownerships.

Council can ask for the business case if sewer main extension is requested for the development outside the developer servicing plan.

5.5.7 Headworks Charges (Developer Contribution Charges)

New development utilising Council's sewerage system will be subject to sewer contribution charge in accordance with Council's Development Servicing Plans (DSP) derived from Section 64 of the Local Government Act 1993 by means of a cross-reference to section 306 of the Water Management Act 2000. The developer charges are up-front charges levied to recover part of the infrastructure costs incurred in servicing new developments or additions/changes to existing developments. Refer Developer Servicing Plans of Armidale and Guyra for details.

5.5.8 Managing Services Across Boundaries

Where a parcel of land is subdivided, any internal plumbing from the original parent Lot subsequently passing into the annexed Lot, will be disconnected at the boundary at the full cost to the land owner/applicant.

6 LEGISLATIVE REQUIREMENTS

Council provides sewer services appropriate to the current and future needs of local communities in accordance with the relevant Acts, Regulations and standards. Some of the relevant Acts, Regulations and standards are outlined below:

Local Government Act 1993

The *Local Government Act 1993* outlines Council's power to do a range of functions, including those relating to water supply. This includes Council's power to:

This includes Council's power to:

- construct sewerage works (Chapter 6, Part 3, Division 2)
- specify when certain approvals are required (Chapter 7, Part 1, Division 1)
- authorise an employee to enter any premises to carry out works (Chapter 8, Part 2)
- transfer a return on capital invested payment (dividend) from the Sewer Fund to the General Fund subject to compliance with Government guidelines (Chapter 13, Part 3)

- annual service charge for domestic sewer services and load based charges for trade waste , (Chapter 15)
- exempt certain types of land from sewer charges (Chapter 15, Part 6)
- charge a fee for service (Chapter 15, Part 10, Division 2), and
- prosecute for work not carried out by licensed tradespeople, interference or damage to any sewer property or discharge of prohibited matter into the sewerage system (Chapter 16, Part 3).

The *Local Government Act 1993* also defines pensioner concessions relating to rates and charges (Section 575).

Local Government (General) Regulation 2005

The *Local Government (General) Regulation 2005*, made under the *Local Government Act 1993*, further outlines and defines Council's powers regarding the provision of water services. This includes:

- approvals relating to sewerage work (Part 2, Division 3)
- adoption of the National Construction Code, Building Code of Australia
- the power relating to orders (Part 3, Division 1)

Water Management Act 2000

The Act contains provisions relevant to Council relating to developer contributions for sewerage works (Chapter 6, Part 2, Division 5).

Water Sharing Plan for the Macleay Unregulated and Alluvial Water Sources 2016 prepared under Management Act 2000 applies to most of the water sources in Armidale region and also sets out the environment release rules for Malpas dam.

Protection of the Environment Administration Act 1991

The *Protection of the Environment Administration Act 1991* aims to protect, restore and enhance the quality of the environment in NSW, having regard to the need to maintain ecologically sustainable development, to reduce the risks to human health, and prevent degradation of the environment.

Protection of the Environment Operations Act 1997

The *Protection of the Environment Operations Act 1997* introduces a holistic approach to protecting the environment, changing from pollution control legislation to environment protection legislation. The Act sets out explicit protection of the environment policies involving environmental standards, goals, protocols and guidelines.

Protection of the Environment Operations Regulation 1998

Councils are required to submit annual national pollutant inventory returns if any of the specified reporting thresholds are exceeded (water contamination issues).

Australian Standard AS/NZS 3500:2003: Plumbing and Drainage

Australian Standard *AS/NZS 3500:2003* provides plumbing and drainage solutions that will satisfy the performance requirements outlined in the *Plumbing Code of Australia*.

However, the responsibility for regulation for onsite plumbing remains with the states and territories. NSW has adopted the *NSW Code of Practice Plumbing and Drainage 2006*, which is based on *AS/NZS 3500*, with State variations and additional provisions.

Development Design and Construction Specifications for Sewerage

Council maintains a suite of documents including design, specifications, construction and standard drawings. Council's development design specifications and development construction specifications, specifically for sewerage, are available for downloading from Council's website.

National Construction Code, Plumbing Code of Australia 2016

The *Plumbing Code of Australia (PCA)* is the new technical standard for all plumbing and drainage work in NSW. All plumbing and drainage work in NSW must comply with the PCA. The PCA sets out performance requirements for the design, construction, installation, replacement, repair, alteration and maintenance of plumbing and drainage installations.

Under the *Local Government Act 1993*, the prior approval of Council is required for any plumbing work involving water supply and sewerage work must be carried out in accordance with the *Plumbing Code of Australia 2016*.

NSW Guidelines for Best-Practice Management (BPM) of Water Supply and Sewerage

The NSW Government encourages best-practice by all NSW Local Water Utilities. The purpose of best-practice management is

- to encourage the effective and efficient delivery of water supply and sewerage services; and
- to promote sustainable water conservation practices and water demand management throughout NSW.

The NSW Government is required to demonstrate compliance with the Australian Government's National Competition Policy and National Water Initiative. In NSW, this is achieved via *Best-Practice Management (BPM) of Water Supply and Sewerage*.

One of the main objectives of the National Water Initiative is that regional local water utilities achieve **full cost recovery** for water supply sewerage service

A local water utility demonstrates best practice management by implementing the outcomes of the NSW Government's BPM of Water Supply & Sewerage Guidelines. The six (6) criteria are:

- Integrated Water Cycle Management Strategy & Financial Plan
- Water Conservation Measures
- Strategic Business Plan
- Drought Management Plan
- Pricing & Regulation of Water Supply, Sewerage & Trade Waste
- Performance Monitoring

Implementation of the outcomes of the NSW BPM Framework is a prerequisite for payment of an 'efficiency dividend' from the surplus of a utility's water supply or sewerage businesses.

State Environmental Planning Policies

The Minister for Planning makes SEPPs to deal with issues significant to the State and people of NSW. Many may be relevant to the provision of sewerage services.

Environmental planning instruments (State environmental planning policies (SEPP), regional environmental plans (REP) and local environmental plans (LEP)) are legal documents that regulate land

use and development. Generally, a SEPP prevails over an REP and the REP prevails over a LEP, if there is an inconsistency.

Environmental Planning and Assessment Regulation 2000

The EPA Regulation contains provisions requiring the submission of, and compliance with, a BASIX certificate, which is designed to achieve more sustainable development including reduced consumption of mains-supplied potable water.

Local Environmental Plans

The *Armidale Dumaresq Local Environmental Plan 2012* and *Guyra Local Environmental Plan 2012* have been prepared to guide planning decisions in the local government area.

One of the objectives of an LEP is to ensure that development occurs in a coordinated and efficient manner and that costs are borne equitably.

LEPs are prepared by Councils to guide planning decisions, through zoning and development controls. Development control plans (DCPs), prepared in accordance with the *Environmental Planning and Assessment Act*, are also used to help achieve the objectives of the local plan by providing specific, comprehensive requirements for certain types of development or locations eg. for urban design, and heritage precincts and properties.

In accordance with the LEP, Council cannot grant consent for a development unless satisfactory arrangements are made for the provision of water supply, if the proposed uses of the land will, in the opinion of Council, generate a need for water supply.

Armidale Regional Council Integrated Planning and Reporting (IP&R) Framework

The Integrated Planning and Reporting Framework is the NSW State Government standard framework used by Councils to inform the community of Council's long-term vision and goals and medium term and annual activities and actions.

The suite of IP&R documents is downloadable from Council's website and includes:

- Armidale Regional Council Community Strategic Plan – 10 year plan
- Armidale Regional Council Delivery Program – 4 year plan
- Armidale Regional Council Operational Plan - 1 year plan
- Armidale Regional Council Revenue Policy Parts A & B – 1 year plan
- Armidale Regional Council Resourcing Strategy – 1 year plan
- Armidale Regional Council Financial Strategy - 4 year plan
- Armidale Regional Council Annual Report

Note: Fees and Charges are contained in the Revenue Policy.

The Best Practice Management of Water and Sewerage Framework operates in parallel with a Council's Integrated Planning and Reporting (IPR) Framework, to ensure that long-term community planning includes appropriate management of the urban water cycle.

Under IP&R, each council is required to implement the BPM Framework outcomes for water supply and sewerage.

Development Control Plans

The *Armidale Dumaresq Development Control Plan (DCP) 2012* and *Guyra Development Control Plan 2015* make more detailed provisions to achieve the purposes of the LEP and specifies criteria that the Council takes into consideration.

The DCPs document development types and zonings which must connect to the reticulated sewerage system and the requirements of an alternate on site waste water management system should reticulated sewerage not be available.

The Armidale Regional Council Engineering Design Codes supersede the Engineering aspects of the DCP. Refer to Council's website for more information.

Development Servicing Plans

The Armidale Dumaresq Council Water Supply & Sewerage Development Servicing Plan 2009 and the Guyra Water Supply Development Servicing Plan 2015 were prepared in accordance with State Government guidelines applicable at the time of development. These plans detail the water supply developer charges to be levied on development areas utilising Council's water supply infrastructure.

The developer charges cover the cost of providing the water supply capacity either within Council's existing water supply system or through future capital works.

The power for local government Councils to levy developer charges for water supply, sewerage and stormwater derives from section 64 of the Local Government Act 1993 by means of a cross-reference to Section 306 of the Water Management Act 2000.

Section 306 of the Water Management Act indicates that the calculation of developer charges may consider the value of existing water management works and the estimated cost of projected water management works.

7 REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8 REPORTING

Council is required to provide number of reports/information to state and federal agencies under number of Acts and Regulations. Annual performance report to NSW DPIE Water and annual system performance report for its two (Armidale and Guyra) sewer treatment plants in accordance with the Environment Protection Licences to NSW EPA are significant ones. Some of the monitoring data are also made public at Council's website.

9 RESPONSIBLE OFFICER

Utilities Manager is responsible to implement and maintain this policy.

10 ROLES AND RESPONSIBILITIES

All sewerage business staff and the utility manager are responsible for understanding, implementing and maintaining this Policy. General Manager and Chief Officer Assets and Services are responsible to provide

necessary resources to be able to implement and maintain the policy. Councillors are responsible to adopt the policy and communicate the provision of adopted policy to the community.

11 RELATED PROCEDURES

- Water Services Association Australia (WSAA) Gravity Sewerage Code WSA 02-2014
- Council's Engineering Code D12: Sewerage Design and Construction Supplement to Water Supply Code of Australia WSA 03-2011 and the Relevant Standard Drawings
- Council's Liquid Trade Waste Policy
- Council's On-Site Wastewater Management Policy
- Council's Revenue Policy
- Council's Local Environmental Plans and Development Control Plans
- Development Servicing Plans for Water & Sewerage (Armidale and Guyra)
- National Construction Code, Plumbing Code of Australia 2016
- Australian Standard AS/NZS 3500:2003: Plumbing and Drainage

APPROVAL AND REVIEW		
Responsible Business Unit	Assets and Services	
Responsible Officer	Chief Officer Assets and Services	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	[Two years from last adoption]	
TRIM Reference		

TRIM:



Aquatic Centres Patron Code of Conduct

TO ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

The purpose of the policy is to clarify safety issues and the expected behaviour standards of patrons at Armidale Regional Council's aquatic centres.

2. APPLICATION

The policy applies to the Moncton Aquatic Centre Armidale, and the Guyra Swimming Pool at Guyra.

3. POLICY INTENT

Guidelines and rules for patrons are displayed at the Centre, Council's adoption of its requirements as Policy assists with enforcement and is consistent with Royal Life Saving Society NSW' Risk Management Guidelines.

Council's intent and commitment is to provide an open, welcoming and safe environment for all patrons who visit our aquatic centres.

The main objectives of this policy are to:

1. Implement recommendations from a Royal Life Saving Society Risk Management Audit in relation to safety requirements by patrons attending Council's Aquatic Centres.
2. Outline Council's requirements for patrons using the Aquatic Centres, in particular regarding the supervision of children and appropriate patron behaviour when using the facility.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Community Strategic Plan 2017-2027:

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

E3.4 - Provide and maintain functional, appropriate, safe and desirable community facilities through appropriate resourcing.

5. POLICY

The Aquatic Centres Patron Code of Conduct Policy POL135 seeks to clarify safety issues and appropriate behaviour of patrons at the Armidale Regional Council's Aquatic Centres.

Objectives

- (a) To implement recommendations from a Royal Life Saving Society Risk Management Audit in relation to safety requirements by patrons attending the Monckton Aquatic Centre.
- (b) To outline Council's requirements for patrons using the Monckton Aquatic Centre, in particular regarding the supervision of children and appropriate patron behaviour when using the facility.

Monckton Aquatic Centre Patron Code of Conduct

Everyone attending Armidale Regional Council Aquatic Centres (including staff, trainees, students, children, parents and visitors) must be aware and abide by the following code of conduct.

- Respect the rights and dignity of others
- Be a positive role model to all children
- Promote and deliver quality, safe and enjoyable aquatic activities
- Maintain a duty of care towards others and be accountable for your action

Health and hygiene

- Patrons should be encouraged to use the toilet and shower before entering the water.
- Appropriate swimming attire must be worn when entering and utilising the swimming pool.
- To prevent any water contamination, Patrons who have contagious infections will not be allowed to enter the water. This includes infections like: sickness and diarrhoea, cold sores, conjunctivitis, open and infected wounds etc.

Photography

Photography is discouraged at Monckton Aquatic Centre especially during busy times as to ensure that photos of children other than a parent's own child are not in the image. If patrons are seen to be taking photos generally throughout the facility, they are to be advised that photography of this nature is not permitted, and any images are to be deleted. Images taken are to be close-up shots of their own children only.

Images during Learn to swim (LTS) lessons are to be at the discretion of the LTS Senior Supervisor and the individual class teacher. Permission is also to be sort from all parents of the class when the photos are to be taken.

Maintain physical boundaries

- Ensure that any physical contact with others is appropriate to the situation and in a training context only necessary for the persons skill development or for the person's safety
- Permission from students should always be sought prior to physical contact
- Maintain sight of others in your charge at all times

Supervision of children and non-swimming Adults

- (a) Children under the age of 5 years must be accompanied by a responsible person, 16 years or over, at all times when attending the Monckton Aquatic Centre.
- (b) Children between the ages of 5 and 10 years, who are capable swimmers, must be supervised by a responsible person, 16 years or over when attending the Centre.
- (c) Patrons who are non-swimmers, regardless of age, must be accompanied by a responsible person, 16 years or over, at all times when in the pools at the Monckton Aquatic Centre.

Appropriate Pool Selection for Children

Children must swim in a pool which is appropriate to their swimming capabilities. Where doubt exists, a swim test may be conducted by a Monckton Aquatic Centre Lifeguard. The test will determine the child's swimming ability and the appropriate area for their use.

Appropriate Swimwear

Patrons of the Monckton Aquatic Centre must wear appropriate swimwear at all times. Lifeguards may request that patrons not return to the pool if clothing is deemed inappropriate.

Safety Rules at the Monckton Aquatic Centre

To ensure the safety of patrons of the Aquatic Centre, the Management of the Centre has identified inappropriate behaviour which may result in the expulsion of individuals from the Centre for a specified period. Failure to comply with such expulsion may lead to action by Council under the Enclosed Lands Protection Act 1901.

Inappropriate Behaviour includes:

- Running
- Bombing
- Spitting
- Disruptive Behaviour
- Pushing
- Diving
- Abusive Language

Strictly Prohibited within the Aquatic Centre

The following items are strictly prohibited within the Centre and any breaches of these prohibitions may result in the expulsion of individuals from the Centre for a specified period. Failure to comply with such expulsion may lead to action by Council under the Enclosed Lands Protection Act 1901.

- Alcohol
- Glass
- Skateboards
- Rollerblades
- Bicycles
- Animals
- Litter

Sun safe Guidelines

Patrons are advised and will be encouraged to take appropriate measures for protection from the sun (e.g. use of sunscreen, hats, sunglasses and protective clothing).

Non Smoking Policy

Patrons are advised that the Aquatic Centre is a Non-Smoking facility. This applies to all land within the Centre grounds. Failure to comply with this policy may lead to action by Council under the Enclosed Lands Protection Act 1901.

Children 0-5 compulsory wearing of wristbands

In accordance with the Royal Lifesaving Societies **Keep Watch @ Public Pools** program, children 0 to 5 years of age must wear identifying wristbands at all times as a condition of entry. Failure to comply with this policy may lead to action by Council under the Enclosed Lands Protection Act 1901.

Fees and Charges for Lane Hire for Swim Schools

The fees and charges for swim schools are set each year in the fees and charges.

Not for profit groups will be exempt from fees.

6. LEGISLATIVE REQUIREMENTS

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)

RLSSA Guidelines for Safe Pool Operations

Department of Health NSW Public Swimming Pool and Spa Pool Advisory Document 2013

NSW Health Act 2010

NSW Public Health Regulation 2012

Work Health & Safety Act 2011

Work Health & Safety Regulation 2011

7. REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8. REPORTING

Nil

9. RESPONSIBLE OFFICER

- Aquatic Centre Manager
 - Maintaining records/ register
 - Reporting
 - Keeping the policy current
 - Investigating breaches and enforcing compliance
 - Implementing communications, education and monitoring strategies.
- Providing a point of contact about the meaning and application of the policy.
- The individual responsible officer should be senior enough to make any decisions needed to maintain the Policy and give effect to any decisions made.

10. ROLES AND RESPONSIBILITIES

Responsibilities of:

Management Executive Group (General Manger and Directors)

Demonstrate Armidale Regional Council values through being positive role models for this policy

Managers and Supervisors

Managers and Supervisors are responsible for ensuring employees under their direct control

Comply with actions detailed in this policy (and related guidelines).

All Employees

Demonstrate Armidale Regional Council values through being positive role models for fellow

Employees, contractors and volunteers by ensuring compliance with this policy (and related guidelines).

11. RELATED PROCEDURES

Nil

APPROVAL AND REVIEW		
Responsible Business Unit	Roads and Parks	
Responsible Officer	Aquatic Centre Managers	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	[Two years from last adoption]	
TRIM Reference		

TRIM:



Urban Watercourse Revegetation Policy

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

Encourage, promote and facilitate revegetation activities associated with urban watercourses having regard to any impacts on nearby residences, existing land use and the environment.

2. APPLICATION

The policy applies to the urban reaches of Dumaresq Creek including its tributaries Black Gully and other urban streams within the LGA. Open spaces surrounding these areas are also managed in accordance with their respective adopted Plans of Management.

3. POLICY INTENT

The intent of the policy is to:

- Enhance and maintain biodiversity values within urban riparian corridors
- Ensure revegetation and management practices integrate with existing or planned development of the open space surrounding the riparian corridor
- Ensure that revegetation work is undertaken in accordance with relevant legislation and Council's Revegetation Guidelines.

The main objectives of this policy are to:

1. Ensure that revegetation work complies with the existing revegetation guidelines
2. Ensure that revegetation efforts improve riparian habitat
3. Establish a consistent approach to vegetation maintenance and management
4. Ensure that environmental values integrate with surrounding aesthetic and scenic values
5. Maintain the integrity of adjacent land use for both passive and active recreation
6. Minimise the opportunities for vandalism and other unsocial behaviour through safety by design and other considerations
7. Assist community involvement in revegetation work and support volunteer groups.
8. Ensure that revegetation works are well coordinated and undertaken at approved locations

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This 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

5. POLICY

This policy provides for an environmentally responsible approach to revegetation projects undertaken on Council owned and managed urban riparian corridors. The policy ensures that projects align with Council's strategic direction, comply with all relevant policy, legislation and current guidelines. It is the role of Council to ensure that any changes to the community's assets are safe and consider adjacent or interconnected infrastructure.

Policy Principles

- Australian native flora are to be established within the riparian corridor where the primary function has been identified as conservation, with the exception of areas with significant cultural or heritage values
- All planting and landscaping works must be carried out with reference to the revegetation guidelines for the proposed area. It should be noted that the guidelines do not contain a comprehensive list of species and not all species in the guidelines will be appropriate to all sites, nor readily available through local nurseries
- Planning for revegetation works must be carried out in advance to allow for the collection of seed and/or propagation of indigenous plants.
- All revegetation proposals must be assessed for site suitability. This will include appropriate species selection, consideration for the use of the site and importantly the adjacent land. Plantings must be assessed for safety and their impact on maintenance costs.
- Revegetation plans that are at variance with the guidelines must be prepared and submitted to Council for approval prior to works commencing.

- A Memorandum of Understanding (MOU) between the proponent and the Council may be drafted prior to the implementation of an approved revegetation plan.
- The Memorandum of Understanding may outline a program of maintenance for an agreed period.
- Maintenance of all sites will resume to the Council at the cessation of the Memorandum of Understanding. Council then reserves the right to manage and maintain the site including plantings as required.

6. LEGISLATIVE REQUIREMENTS

Certain legislation and guidelines may relate to the implementation of this policy. Relevant legislation is not limited to the following:

- Guidelines for the revegetation of urban watercourses (existing document 'Revegetation Guidelines for the urban Reaches of Dumaresq Creek'). To be reviewed to include the entire LGA
- Armidale Parklands Environmental Management Plan ERM 2004
- Environment Protection & Biodiversity Conservation Act 1999
- Environmental Planning and Assessment Act 1979
- Biodiversity Conservation Act 2016
- Crown Land Management Act 2016
- Fisheries Management Act 1994
- Protection of the Environment Operations Act 1997
- Contaminated Land Management Act 1997
- Water Management Act 2000
- Rural Fires Act 1993
- Armidale Dumaresq Local Environment Plan 2012
- Biosecurity Act 2015
- Local Government Act 1993
- Rural Lands Protection Act 1998
- State Environmental Planning Policy (infrastructure) 2007
- State Environmental Planning Policy (Vegetation in non- rural Areas) 2017.

7. REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8. REPORTING

Nil

9. RESPONSIBLE OFFICER

The Coordinator for Public and Town Spaces is the Responsible Officer for the Policy and performs the following functions in relation to the policy, such as:

- Maintaining records/ register
- Provided a point of contact about the meaning and application of the policy.
- Reporting
- Keeping the policy current
- Investigating breaches and enforcing compliance
- Implementing communications, education and monitoring strategies.
- Acceptance of bookings and issuing of approvals for site use

10. ROLES AND RESPONSIBILITIES

Responsibilities of:

Management Executive Group (General Manger and Directors)

Demonstrate Armidale Regional Council values through being positive role models for this policy

Managers and Supervisors

Managers and Supervisors are responsible for ensuring employees under their direct control

Comply with actions detailed in this policy (and related guidelines).

All Employees

Demonstrate Armidale Regional Council values through being positive role models for fellow

Employees, contractors and volunteers by ensuring compliance with this policy (and related

Guidelines).

11. RELATED PROCEDURES

Recreation Plan 2011-2021	INT/2011/09006
Revegetation Guidelines for the Urban Reaches of Dumaresq Creek	INT/2011/03361
Armidale Flora and Fauna Study (Pol80)	AINT/2019/03339
Armidale Parklands Management Plan ERM 2004	
Armidale Parklands Tree Planting Environmental Management Plan	
Civic and Recreational services Maintenance service levels Plan	
Draft Floodplain management Plan (POL38)	
Dumaresq Creek plan of Management	
Dumaresq Creek Urban Stormwater Management Plan	

APPROVAL AND REVIEW		
Responsible Business Unit	[Name of Business Unit]	
Responsible Officer	[Name of Responsible Officer]	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	[Two years from last adoption]	
TRIM Reference		



ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

This policy has been prepared to provide principles on how the fees are set out for any amendments to the Local Environmental Plan.

2. APPLICATION

This policy applies to all proposed amendment to the current Local Environmental Plan on any land in the Armidale Regional Local government area.

3. POLICY INTENT

The EPA Act and Regulation allow Councils to require the proponent of an LEP amendment to pay the costs incurred by Council in undertaking the necessary matters in relation to the Planning Proposal. Under Section 3.32(3), where the owner of any land requests Council to exercise its functions under Division 3.4 (LEPs) of the EPA Act, Council may, as a condition of doing so, require the owner to carry out studies or provide other information concerning the proposal or to pay the costs of the Council in accordance with the EPA Regulations.

Clause 11 of the EPA Regulation allows Council to enter into an agreement or arrangement with a person who requests preparation of a Planning Proposal for the payment of the costs and expenses incurred by Council in undertaking studies and other matters required in relation to the Planning Proposal.

The main objectives of this policy is to identify the relevant fees and payment schedule for a Planning Proposal, thereby providing the basis of any agreement or arrangement between Council and a proponent for an LEP amendment.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Environment and Infrastructure

Community Outcome 2 – the Community can participate in initiatives which contribute to a sustainable lifestyle.

Leadership for the Region

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

5. POLICY

Pre-submission meetings

To ensure timely preparation of a Planning Proposal, and therefore, proponents are strongly advised to:

- have a pre-submission consultation with Council's Strategic Planners; and
- submit all relevant information to support preparation of the Planning Proposal.

Proponents are encouraged to consult with Council's Strategic Planners prior to lodging a request for an LEP amendment. A pre-submission meeting will discuss the proposal in general, the information required for submission and Council's fees for proceeding, including whether the proposal is considered to be a 'Minor' or 'Other' LEP Amendment (see below). Sketch or concept plans (where relevant) and the reasons for the request should also be brought to the meeting to provide Council staff with a clear idea of the changes being sought to the LEP.

Where proponents intend on preparing an initial Planning Proposal and submitting it to Council, they are encouraged to use qualified planning and other specialist consultants. Council is ultimately responsible for the content of a Planning Proposal so it is recommended that consultants also meet with Council's Strategic Planners prior to commencing.

The Planning Proposal for an LEP amendment must have Council support before it is sent to the Department of Planning and Environment for a Gateway Determination. The Gateway Determination will advise, amongst other matters, whether the Planning Proposal should proceed. It is important therefore that the Planning Proposal includes all of the required and relevant information. 'A guide to preparing planning proposals' includes a checklist of the information that may be required for preparing a Planning Proposal. This checklist will be used at the pre-submission meeting to assist Council and the proponent to identify the information that should be submitted with a request to amend the LEP or with a Planning Proposal prepared by a proponent or proponent's consultant.

Fees and charges associated with Planning Proposals

Fees and charges for the recovery of costs and expenses incurred by Council for advice, document preparation, agency consultation, community consultation purposes, or other activities required in relation to the Planning Proposal will be based on the fees and charges specified for these services published annually in Council's Operational Plan Fees and Charges Schedule. Fees and charges are reviewed annually.

These fees form the basis for an agreement between Council and a proponent as referred to in Clause 11 of the EPA Regulation.

Fees and charges for Planning Proposals are applied relative to the complexity of the Planning Proposal. Planning Proposals are assessed as being either Minor LEP Amendments or Other LEP Amendments. References in Table 1 to Council's Fees and Charges are those fees and charges in Council's annual Operational Plan that apply at the time the Planning Proposal is lodged. Staged payments will be required at the times shown in the fees schedule in Table 1. Work will not proceed until payment for the stage is made.

Minor LEP Amendments

Minor LEP amendments are likely to have a limited local impact and include the following types of proposals:

- Proposals that will only marginally increase the development potential of the land;
- Proposals that are consistent with a regional or local strategy endorsed by the Department of Planning and Environment;
- Proposals that apply to a relatively small area and/or land that has minimal if any planning or development constraints;
- Proposals that add an item to the Heritage Schedule where the proposal is supported by a heritage assessment and inventory form prepared by a qualified Heritage consultant;
- Proposals that are likely to have only a minimal impact on other land in the locality.

Other LEP Amendments

This category relates to LEP Amendments which are likely to have an impact on the locality and possibly elsewhere in the local government area and include the following types of Planning Proposals:

- Proposals that will substantially increase the development potential of the land;
- Proposals that apply to land that has planning or development constraints that will need to be addressed or resolved;
- Proposals that apply to large sites, holdings, precincts or are likely to affect the planning controls applying to other land in the local government area;
- Proposals that involve more than one type of LEP amendment, for example rezoning a site and varying the minimum lot size standard.

All of the above criteria will be taken into consideration when deciding the appropriate category for an LEP Amendment. The final decision will rest with Council as to which category applies.

Consultation for major LEP amendments may require more extensive consultation than would apply to minor amendments and may include some or all of the following:

- a) *consultation with a range of government agencies;*
- b) *consultation with affected landowners;*
- c) *targeted community consultation;*
- d) *consultation with the wider community (including public hearings).*

The proponent will be responsible for preparing, or engaging consultants to prepare, any specialist studies. Where advertising or other activities are required for community consultation purposes, or for a public hearing, a fee for full cost recovery and management will be payable by the proponent.

6. LEGISLATIVE REQUIREMENTS

- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2000
- Local Government Act 1993

7. REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8. RESPONSIBLE OFFICER

Whilst the General Manager holds ultimate responsibility for legislative compliance across Council, Council's Manager Development and Regulatory Services is responsible for the day to day oversight, maintaining the Planning Proposal related Policy and give effect to any decision made.

9. RELATED PROCEDURES

Waiver or reduction of fees and costings associated with Planning Proposals

Council may waive or reduce the fees that would normally apply in Table 1 under extraordinary or particular circumstances.

To be eligible for consideration proponents must demonstrate to the satisfaction of Council that:

- the project will provide a public benefit, primarily to the Armidale Regional community; and
- the absence of assistance would significantly affect the viability of the project, to the detriment of the proposed public benefit to be provided. Submissions should be supported by relevant evidence, such as professional valuation on costs and returns of the proposal and additional sources of public funding that will be available to the project;
- Reduction of fees must be considered in context of Council's financial circumstances.

Table 1 – Fees and Charges for Planning Proposal (LEP Amendments)

Stage 1 Pre-submission and Lodgement	Minor LEP Amendments	All Other Planning Proposals
Pre-submission meeting/or provision of written advice and documentation with Council's Strategic Planners.	No charge.	No charge.
Fees agreement is discussed with proponent and prepared following this meeting. Fees agreement completed and signed by proponent. Fees agreement must be finalised prior to further work and advice being provided in relation to the Planning Proposal.	No charge.	No charge.
Council provides further information, comments, reviews and written advice following the pre-submission meeting and during the drafting of the Planning Proposal in response to requests made by the proponent, the proponent's consultant(s), or other persons acting for the proponent prior to lodgement of a completed Planning Proposal.	No charge.	No charge.
The proponent or the proponent's consultant prepares a Planning Proposal using the Department of Planning and Environment's document 'Guide to Preparing Planning Proposals' (Department of Planning & Infrastructure 2012) and provides all relevant supporting documentation for the proposal.	The proponent is responsible for engaging suitably qualified consultants to prepare a Planning Proposal, and for the cost of preparing all documentation relating to the Planning Proposal.	The proponent is responsible for engaging suitably qualified consultants to prepare a Planning Proposal, and for the cost of preparing all documentation relating to the Planning Proposal.
Stage 1 – Lodgement	Minor LEP Amendments	All Other Planning Proposals
Stage 1 – Lodgement - Proponent/Consultant lodges Planning Proposal with Council.	Stage 1 – Lodgement payment due	Stage 1 – Lodgement payment due
Strategic Planner reviews the Planning Proposal prepared by the proponent/proponent's consultant.		
Meetings/discussions with proponent (or proponents planning consultant(s)/other representatives of the proponent) during the review and finalisation of the Planning Proposal document.		
Strategic Planner prepares report to Council with recommendation to proceed/not proceed to Gateway Determination. <ul style="list-style-type: none"> Council decision not to support the submission - Notification to the applicant of Council recommendation not to proceed. Council decision to support the submission - Notification to applicant of Council recommendation to proceed to Gateway process. 		
Stage 2 Submission to LEP Gateway	Minor LEP Amendments	All Other Planning Proposals
Stage 2 Submission to LEP Gateway and Gateway recommendation implementation	Stage 2 – payment due before submission to LEP Gateway	Stage 2 – payment due before submission to LEP Gateway
Strategic Planner prepares all documentation for submission to Department of Planning and Environment requesting Gateway Determination.		
Where Gateway Determination refused – no further action. Proponent/Proponents Consultant advised of Gateway Determination.	The proponent is notified of the decision – no further action is taken.	The proponent is notified of the decision – no further action is taken.

Where Gateway determination notice is approved, implement Gateway Determination recommendations. In addition, Gateway Determination specifies whether local plan making delegations for the Planning Proposal has been given to Council (see Note below).		
Where specialist studies are required by the Gateway Determination, Council notifies the proponent. Proponent engages suitably qualified consultants to undertake any studies.	The proponent is responsible for engagement and payment for specialist studies.	The proponent is responsible for engagement and payment for specialist studies.
Council prepares documentation for consultation with government agencies as required by the Gateway Determination. Responses from government agencies assessed and planning proposal updated as required.		
Council prepares documentation for community consultation, including public exhibition (including newspaper advertisement, internet information, final Planning Proposal and all associated mapping and attachments, and all other materials relevant to the Planning Proposal). Note: Consultation/exhibition may require Council to undertake some or all of the following in addition to newspaper notification: »» consultation with affected landowners; »» targeted community consultation; »» consultation with the wider community (including public hearings).		
Stage 3 Exhibition	Minor LEP Amendments	All Other Planning Proposals
Stage 3 Exhibition fee (including advertisement, consultation and finalisation of Plan)	Stage 3 – Exhibition – payment due	Stage 3 – Exhibition – payment due
Council consults with the community in accordance with the Gateway Determination, including notification of Public Exhibition.		
Council organises and holds Public Hearing (where required).		
Council considers submissions received from community consultation, finalises the Planning Proposal and prepares Council report. Council prepares any LEP mapping in accordance with the Department of Planning and Environment's GIS technical requirements.	Council informs the proponent regarding the Council resolution.	Council informs the proponent regarding the Council resolution.
Council liaises with the Department of Planning and Parliamentary Counsel in the drafting of the LEP (legal instrument), preparing final mapping, and making the Plan (see Note below).		
End of Stage 3		
Council instructs the Department of Planning and Environment to make the Plan. LEP is made by the Minister, Planning and Environment, and notified on the NSW Government Legislation website.	Council notifies the Proponent/Proponent's Consultant of the final making of the Plan.	Council notifies the Proponent/Proponent's Consultant of the final making of the Plan.
NOTE:		
Non-delegated LEP amendments: Council does not have local plan making delegations. Council forwards the Planning Proposal to the Department of Planning and Infrastructure. Parliamentary Counsel prepares the LEP amendment and the Department consults with Council on the content of the LEP. The Minister makes the LEP.	Delegated LEP amendments: Council uses local plan making delegations. Council forwards the Planning Proposal to Parliamentary Counsel with a request that the LEP amendment be prepared. Council liaises with Parliamentary Counsel in preparing the LEP amendment. The Minister makes the LEP.	



APPROVAL AND REVIEW		
Responsible Business Unit	Sustainable Development	
Responsible Officer	Manager Development and Regulatory Service	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	May 2023	
TRIM Reference		

TRIM:

WATER SUPPLY POLICY

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

The Policy outlines legislative framework, limit of responsibilities, water tariff structures, concessions and general information relating to Council's water supply business.

This policy provides general information and does not take precedent over Water Services Association Australia (WSAA) Water Supply Code WSA 03-2011 and Council's supplementary code to WSA 03-2011.

2. APPLICATION

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 Water Supply Policy is supported by industry standards, specific procedures and internal work method statements.

3. POLICY INTENT

The main objectives of this policy are to:

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

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This policy helps deliver the following objective of the Armidale Regional Council Community Strategic Plan 2017-2027:

Environment and Infrastructure

Community Outcome 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

5. POLICY

5.1 Council's Water Supply System

5.1.1 Overview of the Water Supply System

ARC has two separate water supply schemes for Guyra and Armidale. Council is responsible for management of the Water Supply from harvesting in the catchments to distribution at the customer's tap.

Harvesting Water

Guyra's town water is harvested from two small dams located on the Gara River, 7km north of the town.

Armidale scheme has two water supply dams available:

- Malpas Dam (primary source)
- Puddledock Dam (backup source)

There is an additional Gara Dam which originally had pumped supply capacity of about 55L/s but not used in the last 20 years and requires significant capital upgrade.

Malpas dam can also supply to Guyra when required.

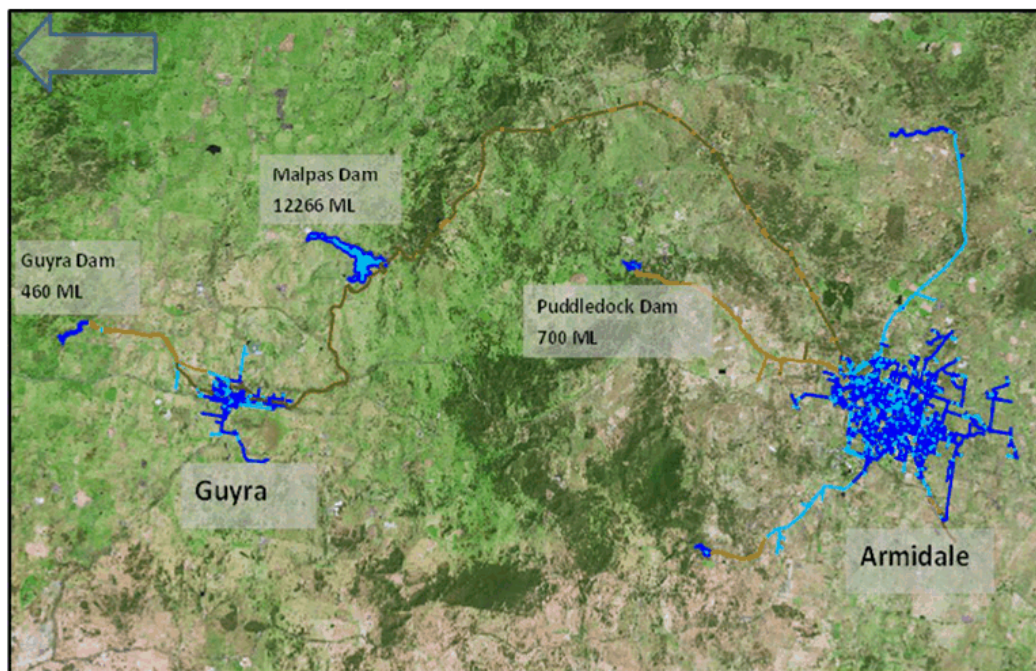


Fig 1: ARC Water Supply Schemes

Transporting Water to the Treatment Works

Raw water of the best quality available for treatment is drawn off from the storages as appropriate and transported by raw water trunk pipelines to the Armidale and Guyra Water Treatment Works as appropriate.

Whenever demand permits, water will be transported by gravity as the most cost-effective method of transfer.

If demand increases to greater than that which can be gravitated, the most cost-effective booster pumping at that time shall be commenced. When demand increases, further boosting will be increased in the most cost-effective manner to ensure levels of service are maintained.

Water Distribution

Water is reticulated to customers through a distribution system comprising pumping stations, service reservoirs, pipeline network, ancillary equipment and fittings. The distribution system is operated and maintained to ensure water quality continues to comply with Australian Drinking Water Guidelines to the consumer’s tap. Quality is regularly monitored at appropriately specified sampling points within the distribution system for microbiological, chemical and physical qualities in accordance with recommendations in the Australian Drinking Water Guidelines.

5.1.2 Council – Customer Interface

The property owner owns and is responsible for maintaining all pipes and fittings, including backflow prevention devices, between Council’s water system and the buildings and taps on the property. This is referred to as the customer’s water system.

While Council retains ownership of the water meter, the property owner is responsible for protecting the water meter and all pipes and fittings of the customer’s water system. The owner is also responsible for any damage to the water meter or damage caused by a failure in the customer’s water system.

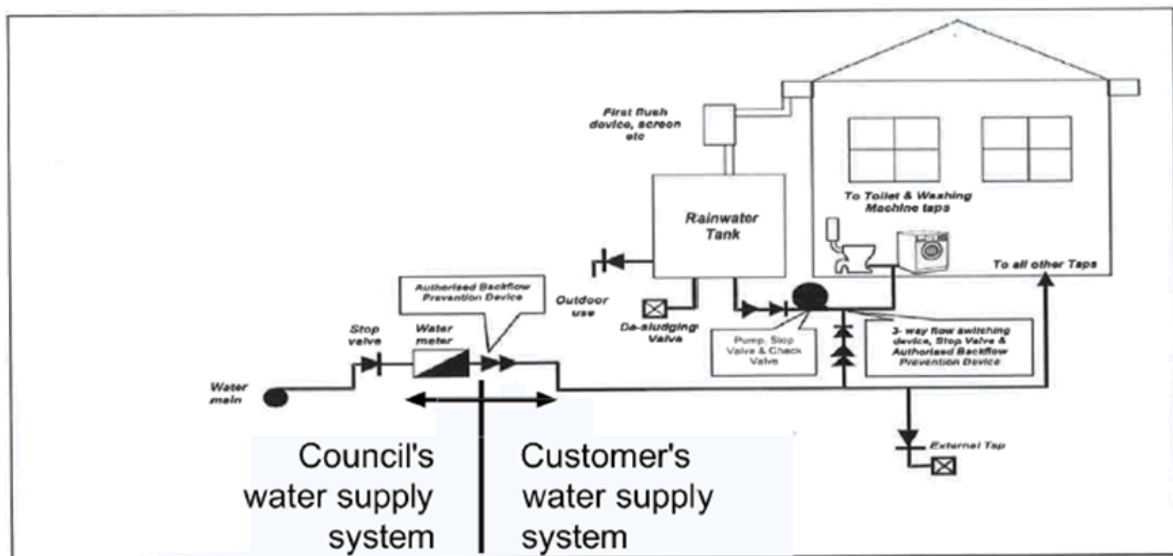


Figure 2: Diagram showing Ownership and Responsibility

5.2 Water Supply Services

5.2.1 Untreated Water Supply

Historical context

Prior to 1995, a limited number of private connections were permitted within the former Armidale Dumaresq Council area to obtain water from the untreated water trunk pipelines from the Malpas, Puddledock and Gara dams. Since 1995 no new connections have been approved to untreated water supplies. There are no untreated water connections to the Guyra water supply system.

Untreated water policy

All connections are metered, and untreated water charges apply in accordance with Council's Fees & Charges.

The Council-customer interface is in the same location as in *Figure 2*. All untreated water services are to be pressure grade poly pipe (Blue Stripe) and, if required, have a pressure reducing valve installed on the customer's water service to reduce the pressure to maximum 500kPa. The pressure reducing valve installed downstream of the meter is part of the customer water supply system and, as such, is the responsibility of the customer.

The untreated water is not to be used for any potable purpose. Specifically, untreated water should not be used for drinking, cooking, personal bathing or clothes washing.

This untreated water supply is a lower level of service. It is not within the jurisdiction of the Australian Drinking Water Guidelines and is not subject to Council's Level of Service for flow, pressure, water quality and supply continuity.

The up-to-date Blue-Green Algal alert status for the dams is published on Council's website. It is the responsibility of the untreated water customer to keep informed.

5.2.2 Supply of Drinking Water

Council will supply a customer with drinking water to meet a customer's reasonable needs except:

- in the case of planned or unplanned interruptions
- in the case of severe drought or major operational difficulty
- where Council is entitled to restrict or discontinue supply, or
- in the case of events beyond Council's reasonable control.

5.2.2.1 All Water Through an Independent House Service Pipe

Where a property has street frontage to Council's water supply system, connection from Council's water supply system to the customer's water supply system is by an independent house service pipe (refer *Local Government (General) Regulation 2005 clause 152*).

5.2.2.2 All Water Connections to be Metered

All water services within the Armidale Regional Council Local Government area are to be individually metered with a Council meter and installed in accordance with the *Plumbing Code of Australia 2011* and *AS 3500*.

The installed water meter always remains the property of Council. It is an offence under the *Local Government Act 1993* to remove or tamper or interfere with the installed meter. Any person found removing or tampering or interfering with the meter may be subject to legal action.

The owner of premises on which a water meter is installed must ensure that the meter is not used to measure the quantity of water supplied by Council to other premises unless authorised by Council. (refer *Local Government (General) Regulation 2005 clause 156*).

5.2.2.3 Unauthorised Connections

In the event Council suspects there is an unauthorised connection at a property, a Council will send the property owner a letter, requiring disconnection of the unauthorised connection within 21 days. The property owner will be responsible for the full cost of repair to any damage to Council's assets.

Non-compliance with instructions in any notice will result in restriction or disconnection of the unauthorised connection.

If the water restriction or disconnection is bypassed, then Council may:

- disconnect the service
- fine the property owner
- recover all costs incurred.

5.2.2.4 Cutting off or Restricting Water Supply

Council may cut off or restrict the supply of water to premises (refer *Local Government (General) Regulation 2005 - clause 144(1), (2) and (3)*):

5.2.2.5 Drinking Water Quality

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.

Refer to Council's Drinking Water Management System.

5.2.2.6 Water Pressure

Council will endeavour to ensure that drinking water supplied to your property is at a minimum pressure of 200 kilopascals (20 metres head of water) at the water meter, under normal operating conditions.

A number of designated low water pressure areas have been identified due to the high ground elevation of the affected properties. In these locations, property owners may install and maintain approved private booster pump arrangements, subject to Council approval.

5.2.2.7 Life Support/Dialysis

In premises connected to the public water supply that require water to operate a home-based life support machine, please notify Council. Council can then update the list of critical customers and ensure all practical steps are taken to provide an uninterrupted water service.

Advanced notification of any planned interruption to the water supply service can then be arranged. In addition, Council will endeavour to contact the resident as soon as possible in the event of any unplanned interruption and make alternative arrangements for supply. For customers on a home dialysis machine requiring water supply to operate, Council has also agreed to a reduction in the usage component of the annual water account (refer Section 3 of this document).

5.2.2.8 Fire Hydrants and Other Fittings

Council installs and maintains hydrants in its water mains at convenient distances and places for the ready supply of water to extinguish fires and for operational purposes.

The only persons approved to access or operate fire hydrants are members of the NSW and Rural Fire Brigades, legal custodians of Council's registered metered standpipes and Council's water supply staff. Council's water supply staff are the only persons approved to access or operate all other water supply fittings, including stop valves.

5.2.2.9 Reliance on Water Supply

Where sites are heavily dependent on a continuous supply of water (eg. a manufacturing or operational process), the Land/Business Owner may be required to demonstrate an alternate or identify contingency arrangements independent of the town water supply in the event of a water supply interruption. Any such arrangements would be at the cost of the individual site owner and may need Council approval.

5.3 Factors Affecting Water Supply Service and Infrastructure

5.3.1 Unplanned Interruptions

Unplanned interruptions include water main breaks and supply interruptions. If you experience problems with your water supply, contact Council's 24 hour contact number 1300 136 833

Every effort is made to ensure reliable service, however in the event of an unplanned interruption to the water supply, Council will minimise inconvenience by:

- Providing an alternate supply, if possible,
- restoring the service as quickly as possible
- endeavouring to provide as much information as practicable with available resources.

5.3.2 Planned Interruptions

Council may need to arrange planned interruptions to water supply services to allow for planned or regular maintenance of the water supply system.

Council will use its best endeavours to inform customers of the expected time and duration of any planned interruption, prior to the work being undertaken.

5.3.3 Repairs and Maintenance

If Council undertakes any work on or adjacent to private property, Council and its agents will leave the affected area and immediate surrounds as near as possible to the state which existed prior to the works being undertaken, unless Council has agreed to a different arrangement with property owner.

5.3.4 Restrictions during Drought or Emergency Situations

Council may interrupt, limit or place restrictions on the supply of water including:

- the purposes for which the water can be used, or
- the times when the water can be used, or
- the methods by which the water can be used, or
- the quantities of the water that can be used.

These restrictions may be applied if there is a drought, or if the available stored water, or the available capacity of supply, is so limited as to make extraordinary measures necessary in the general interest of water consumers.

If restrictions are to be applied, Council will publish a notice in a newspaper circulating within Council's area and show the restrictions prominently on Council's website.

Refer Council's Drought Management Plans available on the Website.

5.3.5 Restrictions during Major Operational Difficulties

Council may need to shut down a water supply source if a major operational difficulty occurs. If customer demands for water are high at the time of such an event, Council may temporarily interrupt, limit or place restrictions on the supply or use of the water supply to you until such time as the operational difficulty is over.

5.3.6 Pipelines and Easements

The location and protection of water supply infrastructure remains the responsibility of the person and/or organisation undertaking any excavation or associated works. The 'PPP' approach of 'Plan, Pot-Hole and Protect' must always be applied when works are undertaken in the zone of influence associated with any water supply infrastructure.

Upon request Council will provide plan details and/or onsite locations to assist with the location of water supply infrastructure including buried pipelines and associated fittings. However, the plans only indicate the approximate location of Armidale Regional Council's pipelines and associated structures and fittings. Accordingly, Armidale Regional Council accepts no liability for any inaccuracies in the information or lack of information on the plans. Constructors are legally responsible for any damage and financial loss resulting from their interfering with Council's pipelines. Asbestos cement pipelines may form part of the Council's water and sewerage reticulation systems and, if damaged, can pose a risk to health.

5.3.7 Building over Assets

Special conditions including building, structures and excavation exclusion zones apply to all water supply pipelines and/or easements in favour of Council on public and private land.

Refer to Council's Engineering Code for further information.

5.3.8 Public Access to Catchment Areas, Pumping Stations and Reservoirs

Council owns and manages some operational land in the catchment areas surrounding the storage dams. There are rules regarding access to ensure the quality of drinking water supplied to consumers and public safety.

No public access is permitted at Puddledock Dam, Guyra Dam and Gara Dams

Council has approved limited access for non-motorised and limited recreational sailing at Malpas Dam

Dumaresq Dam is not used for drinking water purposes. Access is managed by Council's Parks and Facilities Section.

Public access to other water supply sites and infrastructure including pumping stations, water treatment plants and reservoirs is restricted and strictly controlled at all times.

5.3.9 Installation of Third-Party Equipment on Council Infrastructure

Water supply reservoirs represent an important barrier preventing the contamination of drinking water quality and an operational monitoring location for the ongoing verification of drinking water quality. Approaches by external providers for installation of equipment on Council's water supply reservoirs will no longer be considered.

5.4 The Water Supply Tariff, Concession and Billing

5.4.1 Tariff Structure

The Tariff Structure is the framework and methodology for calculating the total water charge for a property. The Water Supply Charges are the dollar value of the Tariff components determined each year and documented in Council's Annual *Fees and Charges* document.

The tariff structure is in accordance with NSW Best Practice Guidelines.

ARC's existing and proposed water supply tariff structure consists of two charges: an annual 'Access Charge', and consumption 'Usage Charge'.

$$\text{Your Bill} = \text{Access Charge (\$/year)} + \text{Usage Charge (\$/kL)}$$

5.4.2 Water Supply Charges

The water supply charges that apply are determined each year through Council's *Revenue Policy* and *Fees and Charges* in accordance with the *Local Government Act 1993*.

5.4.3 Pensioner Rebate

The NSW *Local Government Act 1993* provides mandatory concessions on rate and charges for eligible pensioners.

5.4.4 Dialysis Customers

For customers on a home dialysis machine that requires water supply to operate, Council may agree to provide concessions on user charge as outlined in Council's *Revenue Policy*, based on 25kL per quarter usage.

5.4.5 Hardship Annual Charge Relief

Refer to Council's *Hardship Policy*

5.4.6 Billing Your Account

Council will issue a water account outlining the water Usage Charge. Water Access Charge is built in customers' rates notices. Residential customers will be sent an account on a quarterly basis, unless otherwise agreed. Commercial customers with high water usage may be sent an account on a monthly basis.

5.4.7 Overdue Accounts

Council charges interest on overdue accounts at a rate set each year. Section 566 of the NSW *Local Government Act 1993* provides for the accrual of interest on overdue rates and charges. The rate of interest is that set by Council but will not exceed the rate specified for the relevant period by the Minister by notice published in the *Gazette*.

Currently, Council will apply the maximum rate specified for the period by the Minister of 7.5%.

The interest accrues daily, and the total amount is due and payable.

Council will act to recover overdue accounts, including using external debt collection agencies and legal action.

Refer Council's Standard Practice Note SPN174-Finance.

5.4.8 Cutting off or Restricting Supply

In accordance with the *Local Government (General) Regulation 2005*, Council may cut off or restrict the supply of water to premises:

- if any rates or charges in respect of the water supplied to the premises are unpaid.

If Council cuts off the supply of water to premises, Council may refuse to supply water to those premises until a water meter is installed on the premises, the water meter registers correctly or the outstanding water charges are paid. Council may charge a fee, through *Fees and Charges*, for:

- the issue of a 'Notice of Intention to Disconnect Water'
- the disconnection of the water supply
- the reconnection of the water supply.

The *Local Government Act 1993* provides that water charges including any accrued interest (and any costs awarded by the courts in proceedings to recover the water charges) are a charge on the land, and Council may sell the land (including vacant land) if water charges have remained unpaid for more than five years from the date on which it became payable.

5.4.9 Additional Water Meter Readings

Council may arrange for an additional water meter reading and estimated water bill outside the normal billing cycle after a request by the customer and the payment of the appropriate fee, as set each year by Council through *Fees and Charges*.

5.5 New Connections, Metering and Development Issues

5.5.1 New Connections

5.5.1.1 General

Properties are connected to the water supply system via a Water Service. A Water Service is the pipe from a Council watermain to the property. All services must be metered with a Council owned Water Meter.

5.5.1.2 Water Services Installation

Water Services shall be laid in accordance in Council's Engineering Code and standard drawings.

5.5.1.3 Extended Private House Services

Occasionally, extended private services have been permitted to pass through adjoining properties by agreement with owners, usually family members. All services through adjoining properties must be within an easement in favour of the property served by the water service.

In the past, extended private services were occasionally permitted where a residence was located a long distance from the Council main beyond the limits of residential areas.

As with all house services, extended private services are the responsibility of the owner to maintain, including payment of excess water accounts due to failure of the service.

5.5.1.4 Water Meter Installation

The water meter will be located on the property to be billed. Applicants may nominate a location for the water meter however, the location of the water meters will be at the sole discretion of Council. Council will ensure that the location of the water meter is always accessible to Council's meter readers.

For cluster housing single location central metering will be permitted with appropriate easements provided for services and vehicle access.

Boundary fences and wall recesses and/or fence setbacks must be provided to facilitate Council's access to water meters.

Council has fixed fee installation charges for single 20mm and 25mm meters within specified distance to water main. Council will provide a quotation for multiple services or for water meter sizes greater than 25mm or where the meter location will exceed to the normal specified distance. The charge is based on the actual cost of installation.

For all corner, large, multiple frontage or battle-axe lots, the location of the water meter will be determined by Council after taking into account the preferred location submitted by an applicant, ease of access for water meter readers or meter security.

Council may enter water customers' land to effect any necessary alterations, repairs to or replacement of the water service or water meter.

5.5.1.5 Large Water Services

All applications for services larger than 25mm are to include:

- hydraulic calculations that address flow, pressure and velocity requirements of AS3500
- a plan, to a scale of not less than 1:100 that, clearly indicates the position of the water meter on the property, the type of materials and nominal size of all water service pipes, the position of all stop valves, stop taps, backflow prevention devices and other valves, any water storage to be provided, including air gap requirements, overflow pipe arrangement and any booster pumps, and
- complete details of any fire service, booster pump or irrigation system installed.

5.5.1.6 Properties Previously Not Rated for Water Supply

For those properties that have not been charged for water supply access charge in the past and to which a water service can be provided, a connection fee will be levied equivalent to the Developer Charge applicable at the time of application with reference to Council Policy POL181 – Utilities Development Servicing Plans for Water & Sewerage

5.5.1.7 Strata and Multi-residential Developments

All new residential townhouse, villas and units are to be provided with a separate water meter to register water usage for each unit and one additional water meter to register common area water usage.

Small developments, if possible, shall have all meters located externally at the property boundary easily accessible by Council water meter readers.

Larger townhouse and villa developments shall have their water system designed and installed so that each dwelling has its own individual isolation valve and provision for an individual meter located in a position determined by Council, to allow easy access by Council meter readers.

Should internal water meters be approved, they will be in common areas such as foyers or garage common areas, secure and accessible for meter reading, otherwise an approved remote reading display facility shall be provided by the property owner, at an approved central location, easily accessible by Council water meter readers.

Meters shall be labelled with the unit number for each residence.

5.5.1.8 Multiple Occupancy Developments

All properties proposed for multiple occupancy, including multi-storey developments and cluster housing, shall have their water system designed and installed so that each occupancy has its own individual isolation valve and provision for an individual meter and one meter for common area water usage, all located in a position determined by Council.

Council will work with existing property owners that are not individually metered with the view to installing an individually metered connection, at the owner's cost. This may include the use of cost-effective technology such as 'smart water meters' that allow remote meter reading.

Where developments are staged developments, Council may reduce the Water Access Charge each year to the equivalent of the rate for the size of the service required for that stage of the development that has Council approval.

5.5.1.9 Torrens Title Stratum Developments

The following water meter arrangements are to be provided for Torrens Title Stratum developments:

- individual Council water meters are to be provided at the property boundary of each Torrens Title Stratum lot in any new developments
- individual Council water meters are to be provided at the property boundary to separate residential and commercial water services within the development site and/or building
- internal water meters are to be provided for each residential and/or commercial unit and a central meter readout station is to be provided adjacent to Council's water meters, and
- a single fire service connection point is to be provided for each building.

5.5.1.10 Non-Connection to Council's Water Supply System

Should a water service connection to Council's water supply system not be required due to alternative onsite water supply sources, which meet all statutory and guideline requirements including those of NSW Department of Health and NSW Fire Brigades, the property would then only be levied and pay the minimum water 'Access Charge' (ie. residential 20mm or business/industrial 25mm water 'Access Charge').

The application of the water 'Access Charge' is on the basis that firefighting coverage and protection is still available and provided by Council's hydrants within the street frontage to the property.

Should a water supply service connection be required in the future then applicable water supply contribution charges would be required to be paid as per Council's adopted Developer Servicing Plan.

5.5.1.11 Disinfection and Pressure Testing

All new watermains that are to be connected to Council's water supply system will need to be pressure tested to the satisfaction of Council and disinfected prior to commissioning. Developers will need to apply on the appropriate form and pay the appropriate fees and charges for this work.

Every effort will be made by Council to provide isolation of watermains to permit interconnection at the date, time and for the period specified in this application.

If under special circumstances this cannot be accommodated the applicant will be advised separately and given notice on a suitable time and any extra charges that may apply.

5.5.1.12 Water Pressure Certificate

Council can provide a water pressure certificate to enable the hydraulic design of fire service installations, after receipt of a completed form and the payment of the appropriate fee, as set each year by Council through *Fees and Charges*.

5.5.1.13 Backflow Prevention

The objective of installing a backflow prevention device is to prevent contamination of the Council water supply system from private water services. The device stops water flowing (backwards) from a property into Council's water supply system.

Refer Council's Backflow Prevention information on Council's website.

5.5.1.14 Private Water Hydrants

Where a property owner is to install private water hydrants within their internal water system, they are the responsibility of the owner.

These private water hydrants must be located on land under the control of the property owner, who will be responsible for all water charges. The hydrant is not to be in easements or Rights of Carriageway.

5.5.1.14 Private Water Meters

Council may permit the use of privately-owned sub-meters within a private water system if they are of an authorised design and type.

5.5.2 Meter Issues

5.5.2.1 Meter Access

The property owner must maintain unimpeded access to the meter by Council staff.

5.5.2.2 Meter Protection

Council will provide and fit meter covers for 20mm meters. Covers for larger size meters are to be provided by the property owner. Council will carry out this work.

If further security or protection of the meter is required, the owner of premises must protect the meter by enclosing it in a box constructed from strong durable material and provide Council with the key immediately after the box is installed.

5.5.2.3 Meter Testing

If you consider that Council's water meter is not accurately recording water passing through it, you may request that Council test the meter after the payment of the appropriate fee, as defined in *Fees and Charges*.

If the test shows that the meter is over recording by more than four per cent of the actual quantity of water passing through it Council will:

- repair or replace the meter
- refund any charge paid by you for the test, and
- adjust your latest account based on a daily consumption equal to the average daily consumption during the corresponding meter reading period of the previous year, or previous three years, or similar basis.

If the test shows that the meter is under recording by more than four per cent of the actual quantity of water passing through it, Council will replace the meter and refund any charge paid by you for the test.

5.5.2.4 Meter Replacements

Council actively monitors the accuracy of its water meters and through its water meter replacement program targets inaccurate meters.

Council will replace the meter at no cost to you if the meter:

- is found to be defective
- can no longer be reasonably maintained, or
- is replaced as part of a meter replacement program, or
- Any other reason Council deems appropriate.

Council will attempt to notify you at the time of replacement and advise you that a new meter has been installed. A mutually acceptable time will be negotiated with commercial customers for the replacement of meters.

5.5.2.5 Meter Relocation

All water service and water meter relocations requested by property owners and agreed to by Council shall be carried out by Council and shall be at the owner's expense.

5.5.2.6 Multiple Meters

All water services connected to Council's water supply system must be through an independent house service pipe and a single water meter.

Council will work with property owners whose water service connection does not comply with this requirement with the view to installing a complying connection at the owner's cost.

5.5.2.7 Upsizing/Downsizing Meters

The sizing of water meters is based on hydraulic considerations and Council's adopted standards.

If a property owner wishes to change the size of the installed water meter, an application and application fee will be payable, as set each year by Council through **Fees and Charges**.

The application may need to be accompanied by hydraulic calculations signed off by a suitably qualified hydraulic consultant.

The cost of changing the water meter will be at the owner's expense.

Council is not obliged to approve an application to change the size of the water meter.

5.5.2.8 Water Leakage Investigation

Council can undertake an investigation of water leakage in your water system on a do and charge basis. If the leak is found to be on Council's system, then Council will not charge for the investigation.

5.5.3 Development Issues

5.5.3.1 Headworks and Distribution Charges (Developer Charges)

Council has prepared Development Servicing Plans (DSP) in accordance with Section 64 of the Local Government Act 1993 which details the water supply headworks and distribution charges to be levied upon proposed developments and development areas utilising Council's water supply infrastructure. The Plans can be viewed and downloaded from Council's website.

The developer charges cover the cost of providing the water supply capacity within Council's existing water supply system and through future capital works.

5.5.3.2 Augmentation of Water Supply System

The design of all augmentation works required by condition of development consent shall be in accordance with the Water Services Association of Australia (WSAA) water supply code WSA 03-2011 and its supplement prepared by Council (Chapter D11 of Council's Engineering Code).

5.5.3.3 Additional Water Mains

Where a development seeks to extend or results in the need to upgrade watermain pipework, then the applicant is required to fully fund a new watermain of the nominal size required in the Engineering Code. The main must be capable of serving the proposed development as well as the existing watermain capacity.

Should Council request additional capacity then Council will contribute to the approved additional cost As provided for in Council's adopted Development Servicing Plan

5.5.3.4 Disconnection of Existing Services across Boundaries

Where a parcel of land is subdivided, any internal plumbing from the original parent Lot subsequently passing into the annexed Lot, will be disconnected at the boundary at the full cost to the land owner/applicant.

6 LEGISLATIVE REQUIREMENTS

Council provides water services appropriate to the current and future needs of local communities in accordance with the relevant Acts, Regulations and standards. Some of the relevant Acts, Regulations and standards are outlined below:

Local Government Act 1993

The *Local Government Act 1993* outlines Council's power to do a range of functions, including those relating to water supply. This includes Council's power to:

- construct water supply works (Chapter 6, Part 3, Division 2)
- specify when certain approvals are required (Chapter 7, Part 1, Division 1)
- authorise an employee to enter any premises to carry out water supply work (Chapter 8, Part 2)
- transfer a return on capital invested payment (dividend) from the Water Fund to the General Fund subject to compliance with Government guidelines (Chapter 13, Part 3)
- charge for water services, in particular by the quantity of water supplied and an annual service charge (Chapter 15)
- exempt certain types of land from water supply charges (Chapter 15, Part 6)
- charge a fee for service (Chapter 15, Part 10, Division 2), and
- prosecute for work not carried out by licensed tradespeople, interference or damage to any water supply property (including the meter) or negligently wastes or misuses water from a public water supply (Chapter 16, Part 3).

The *Local Government Act 1993* also defines pensioner concessions relating to rates and charges (Section 575).

Local Government (General) Regulation 2005

The *Local Government (General) Regulation 2005*, made under the *Local Government Act 1993*, further outlines and defines Council's powers regarding the provision of water services. This includes:

- installation of water meters on all connections (Part 2, Division 3)

- approvals relating to water supply work (Part 2, Division 3)
- adoption of the National Construction Code, Building Code of Australia
- the power relating to orders (Part 3, Division 1)
- information to be shown on the water bill (Part 5) and
- work to be carried out in accordance with the Plumbing Code of Australia.

Local Government (Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings) Regulation 2005

This Regulation outlines standards of design for Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings. Provisions relating to water supply include:

- a manufactured home estate must be connected to a mains water supply or must be provided with an alternative water supply service as specified in the approval for the manufactured home estate. A dwelling site must be connected to the water supply service for the manufactured home estate and must be provided with a separate water meter and a separate water service isolating valve. (Part 2, Division 3, Subdivision 4) and the water supply works must be installed in accordance with the *PCA*
- no part of a dwelling site or community building within a manufactured home estate may be situated more than 90 metres from a fire hydrant (Part 2, Division 3, Subdivision 5)
- a caravan park or camping ground must be connected to a mains water supply or must be provided with an alternative water supply service as specified in the approval for the caravan park or camping ground. The works must be installed in accordance with the *PCA*,
- The water supplied for human consumption or domestic purposes must comply with Australian Drinking Water Guidelines

Water Management Act 2000

The *Water Management Act 2000* is to provide for the sustainable and integrated management of the water sources of the State and regulates the extraction of water from the natural environment. The Act also contains provisions relevant to Council relating to developer contributions for water supply works (Chapter 6, Part 2, Division 5).

Water Sharing Plan for the Macleay Unregulated and Alluvial Water Sources 2016 prepared under Management Act 2000 applies to most of the water sources in Armidale region and also sets out the environment release rules for Malpas dam.

Public Health Act 2010

The *Public Health Act 2010* contains provisions relating to the safety of drinking water and the functions of the Chief Health Officer regarding any possible risks to health involved in the consumption of drinking water. Council complies by adhering to the Australian Drinking Water Guidelines 2011 including the preparation of a Drinking Water Risk Plan.

Fluoridation of Public Water Supplies Act 1957

The *Fluoridation of Public Water Supplies Act 1957* provides for the Secretary of the Department of Health to approve or direct a water supply authority to add fluoride to any public water supply.

Residential Parks Act 1998

The *Residential Parks Act 1998* sets out the respective rights and obligations of park owners and residents, including the payment of water availability and water consumption charges (Part 4, Division 2).

Protection of the Environment Administration Act 1991

The *Protection of the Environment Administration Act 1991* aims to protect, restore and enhance the quality of the environment in NSW, having regard to the need to maintain ecologically sustainable development, to reduce the risks to human health, and prevent degradation of the environment.

Protection of the Environment Operations Act 1997

The *Protection of the Environment Operations Act 1997* introduces a holistic approach to protecting the environment, changing from pollution control legislation to environment protection legislation. The Act sets out explicit protection of the environment policies involving environmental standards, goals, protocols and guidelines.

Protection of the Environment Operations Regulation 1998

Councils are required to submit annual national pollutant inventory returns if any of the specified reporting thresholds are exceeded (water contamination issues).

Water Act 2007 (Commonwealth Act)

Under Part 7 of the *Water Act 2007*, the Bureau of Meteorology is required to collect, hold, manage, interpret and disseminate Australia's water information. Section 126 of the Act places an obligation on persons specified in the Regulations to give certain water information to the Bureau.

Water Regulations 2008 (Commonwealth Regulation)

The *Water Regulations 2008* defines who must give specified water information to the Bureau and the time and format in which it must be supplied. Council is identified in this Regulation.

Dams Safety Act 2015

Sets out requirements for management of dams.

Australian Drinking Water Guidelines 2011 (Version 3.5 2018)

The *Australian Drinking Water Guidelines 2011* have been developed by the National Health and Medical Research Council (NHMRC). The Guidelines provide the Australian community and the water supply industry with guidance on what constitutes good quality drinking water.

Council is committed to providing water in accordance with the *Australian Drinking Water Guidelines 2011*.

Australian Standard AS/NZS 3500:2003: Plumbing and Drainage

Australian Standard *AS/NZS 3500:2003* provides plumbing and drainage solutions that will satisfy the performance requirements outlined in the *Plumbing Code of Australia*.

However, the responsibility for regulation for onsite plumbing remains with the states and territories. NSW has adopted the *NSW Code of Practice Plumbing and Drainage 2006*, which is based on *AS/NZS 3500*, with State variations and additional provisions.

Development Design and Construction Specifications for Water Reticulation

Council maintains a suite of documents including design, specifications, construction and standard drawings. Council's development design specifications and development construction specifications, specifically for water supply, are available for downloading from Council's website.

National Construction Code, Plumbing Code of Australia 2016

The *Plumbing Code of Australia (PCA)* is the new technical standard for all plumbing and drainage work in NSW. All plumbing and drainage work in NSW must comply with the PCA. The PCA sets out performance requirements for the design, construction, installation, replacement, repair, alteration and maintenance of plumbing and drainage installations.

Under the *Local Government Act 1993*, the prior approval of Council is required for any plumbing work involving water supply and the work must be carried out in accordance with the *Plumbing Code of Australia 2016*.

NSW Guidelines for Best-Practice Management (BPM) of Water Supply and Sewerage

The NSW Government encourages best-practice by all NSW Local Water Utilities. The purpose of best-practice management is

- to encourage the effective and efficient delivery of water supply and sewerage services; and
- to promote sustainable water conservation practices and water demand management throughout NSW.

The NSW Government is required to demonstrate compliance with the Australian Government's National Competition Policy and National Water Initiative. In NSW, this is achieved via *Best-Practice Management (BPM) of Water Supply and Sewerage*.

One of the main objectives of the National Water Initiative is that regional local water utilities achieve **full cost recovery** for water supply sewerage service

A local water utility demonstrates best practice management by implementing the outcomes of the NSW Government's BPM of Water Supply & Sewerage Guidelines. The six (6) criteria are:

- Integrated Water Cycle Management Strategy & Financial Plan
- Water Conservation Measures
- Strategic Business Plan
- Drought Management Plan
- Pricing & Regulation of Water Supply, Sewerage & Trade Waste
- Performance Monitoring

Implementation of the outcomes of the NSW BPM Framework is a prerequisite for payment of an 'efficiency dividend' from the surplus of a utility's water supply or sewerage businesses.

State Environmental Planning Policies

The Minister for Planning makes SEPPs to deal with issues significant to the State and people of NSW. Many may be relevant to the provision of water services. For example, Division 24 (Clauses 124 and 127) of Part 3 of SEPP (Infrastructure) 2007 contains State-wide planning controls relating to water supply systems.

Environmental planning instruments (State environmental planning policies (SEPP), regional environmental plans (REP) and local environmental plans (LEP)) are legal documents that regulate land use and development. Generally, a SEPP prevails over an REP and the REP prevails over a LEP, if there is an inconsistency.

Environmental Planning and Assessment Regulation 2000

The EPA Regulation contains provisions requiring the submission of, and compliance with, a BASIX certificate, which is designed to achieve more sustainable development including reduced consumption of mains-supplied potable water.

Local Environmental Plans

The *Armidale Dumaresq Local Environmental Plan 2012* and *Guyra Local Environmental Plan 2012* have been prepared to guide planning decisions in the local government area.

One of the objectives of an LEP is to ensure that development occurs in a coordinated and efficient manner and that costs are borne equitably.

LEPs are prepared by Councils to guide planning decisions, through zoning and development controls. Development control plans (DCPs), prepared in accordance with the *Environmental Planning and Assessment Act*, are also used to help achieve the objectives of the local plan by providing specific, comprehensive requirements for certain types of development or locations eg. for urban design, and heritage precincts and properties.

In accordance with the LEP, Council cannot grant consent for a development unless satisfactory arrangements are made for the provision of water supply, if the proposed uses of the land will, in the opinion of Council, generate a need for water supply.

Armidale Regional Council Integrated Planning and Reporting (IP&R) Framework

The Integrated Planning and Reporting Framework is the NSW State Government standard framework used by Councils to inform the community of Council's long-term vision and goals and medium term and annual activities and actions.

The suite of IP&R documents is downloadable from Council's website and includes:

- Armidale Regional Council Community Strategic Plan – 10 year plan
- Armidale Regional Council Delivery Program – 4 year plan
- Armidale Regional Council Operational Plan - 1 year plan
- Armidale Regional Council Revenue Policy Parts A & B – 1 year plan
- Armidale Regional Council Resourcing Strategy – 1 year plan
- Armidale Regional Council Financial Strategy - 4 year plan
- Armidale Regional Council Annual Report

Note: Fees and Charges are contained in the Revenue Policy.

The Best Practice Management of Water and Sewerage Framework operates in parallel with a Council's Integrated Planning and Reporting (IPR) Framework, to ensure that long-term community planning includes appropriate management of the urban water cycle.

Under IP&R, each council is required to implement the BPM Framework outcomes for water supply and sewerage.

Development Control Plans

The *Armidale Dumaresq Development Control Plan (DCP) 2012* and *Guyra Development Control Plan 2015* make more detailed provisions to achieve the purposes of the LEP and specifies criteria that the Council takes into consideration.

The DCPs document development types and zonings which must connect to the reticulated water supply and the requirements of an alternate water supply should reticulated water supply not be available.

The Armidale Regional Council Engineering Design Codes supersede the Engineering aspects of both DCP's. Refer to Council's website for more information.

Development Servicing Plans

The Armidale Dumaresq Council Water Supply & Sewerage Development Servicing Plan 2009 and the Guyra Water Supply Development Servicing Plan 2015 were prepared in accordance with State Government guidelines applicable at the time of development. These plans detail the water supply developer charges to be levied on development areas utilising Council's water supply infrastructure.

The developer charges cover the cost of providing the water supply capacity either within Council's existing water supply system or through future capital works.

The power for local government Councils to levy developer charges for water supply, sewerage and stormwater derives from section 64 of the Local Government Act 1993 by means of a cross-reference to Section 306 of the Water Management Act 2000.

Section 306 of the Water Management Act indicates that the calculation of developer charges may consider the value of existing water management works and the estimated cost of projected water management works.

7 REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

8 REPORTING

Water business is heavily regulated and Council is required to provide number of reports/information to state and federal agencies under number of Acts and Regulations.

9 RESPONSIBLE OFFICER

Utilities Manger is responsible to implement and maintain this policy.

10 ROLES AND RESPONSIBILITIES

All water business staff and the utility manager are responsible for understanding, implementing and maintaining this Policy. General Manager and Director of Businesses are responsible to provide necessary resources to be able to implement and maintain the policy. Councillors are responsible to adopt the policy and communicate the provision of adopted policy to the community.

11 RELATED PROCEDURES

Document title of related procedures and their location. Do not document the procedure here. Procedures are related to task orientated areas and are not to be included in the policy. Procedures may require Executive approval in accordance with the Policy Framework.

- Water Services Association Australia (WSAA) Water Supply Code WSA 03-2011
- Council's Engineering Code D11: Water Supply Design and Construction Supplement to Water Supply Code of Australia WSA 03-2011 and the Relevant Standard Drawings
- Development Servicing Plans for Water & Sewerage (Armidale and Guyra)
- Drought Management Plan
- National Construction Code, Plumbing Code of Australia 2016
- Australian Drinking Water Guidelines 2011 (Version 3.5 2018)
- Australian Standard AS/NZS 3500:2003: Plumbing and Drainage

APPROVAL AND REVIEW		
Responsible Business Unit	Assets and Services	
Responsible Officer	Utilities Manager	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	[Dates of previous adoptions]	
Date of next review	Two years from last adoption	
TRIM Reference		

TRIM:

Reduction of Water Consumption Charges Due to Undetectable Leakage

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

1. PURPOSE

To specify the process for adjusting irregular water accounts caused by water leaks on private property.

2. APPLICATION

This Policy provides a framework to permit a Council charge to be waived in part or in full to customers in exceptional circumstances where significant excess water consumption is recorded without fault or negligence on the owner's behalf and the owner has acted quickly to rectify the problem once it is realised.

3. POLICY INTENT

Undetectable Leak:

A leak that meets all of the following conditions:

- It is not readily visible (e.g. wet areas, pooling of water, water flowing in gutters, split hoses, broken taps).
- It is not readily audible (e.g. gurgling, hissing, dripping or other sounds suggesting a leak, fixtures or appliances refilling more frequently).
- It cannot be readily identified and located without professional assistance.

Property Water Supply Service:

Any pipes or fittings that are connected attached or serviced by town water supply anywhere after Council's water meter. This may include pipes and/or fittings that are not on the rated property. This does not include the pipe from Council's main to the water meter that is owned and maintained by Council.

Once water has passed through any water meter it becomes the responsibility of the person to whom the property is rated.

This policy applies to all metered water supply services provided by Council to properties within Armidale Regional Council. It provides for a reduction of water consumption charges on the property in the event of an **undetectable leak** in the property water supply service in exceptional circumstances.

This policy applies only to the leakage of water for which the person(s) to whom the property is rated would have been charged. It therefore applies only to water lost once it has passed through the water meter provided by Council.

The waiver of a Council Fee or Charge is a reduction of revenue to provide for goods or services supplied by Council. Any reduction of a charge undermines Council's budget and ability to provide 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. Financial hardship is not a criteria that qualifies as exceptional circumstances under this policy. Refer to Council's Hardship Policy for those circumstances.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan 2017-2027 reflects the community's input and aspirations for how the Armidale Region can best continue to grow and prosper. It also presents strategies on how Council can effectively balance its economic, environmental, and social aspirations to improve overall community well-being, foster creativity and innovation, build communities, and create opportunities.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure.

The main supporting strategies related to this policy in the Delivery Program are:

Leadership for the Region

Fiscal Responsibility: Manage operations to ensure delivery of value for money services for our community and customers

Environment and Infrastructure

Infrastructure: 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. POLICY

5.1 Conditions

Council will only consider varying water consumption accounts where all of the following conditions are met.

- a) The applicant(s) is (are) the recorded owner(s) of the property with the undetectable leak.
- b) The leak was undetectable as defined in this policy.
- c) The application must be received by Council within 60 days of the issue of the water usage account.
- d) The applicant is to pay \$200 plus the previous 12 Months daily average usage where Council is not at fault (e.g incorrect meter installation).
- e) The leakage must have been undetectable. Undetectable leakage is defined as occurring within pipeline breaks or connections in the ground, under slabs or within walls and is clearly not visible by the owner.
- f) The submission of a copy of the licensed plumber's invoice should accompany any application outlining the cost of the repairs that were necessary, stating the location of the leak and the nature of the repairs.
- g) A maximum reduction of \$3,000 applies.
- h) Only one application will be accepted as a result of an undetectable leak at the same property and by the same owner/s, regardless of whether it is a related event or a separate undetectable leakage.
- i) Applicants will be advised in writing of the decision within 30 days of receipt of the application.

5.2 Application Process

To apply for a reduction of water consumption charges under this policy, the applicant must apply in writing addressed to the General Manager and attach a copy of the licensed plumber's invoice outlining the cost of the repairs that were necessary and stating the location of the leak and the nature of the repairs. The applicant should explain the exceptional circumstances that warrant the waiver of part or full charge.

5.3 Maximum Possible Reduction

Where an Application for Reduction of Water Consumption Charges due to Leakage meets the criteria specified above and the usage is in excess of the average consumption recorded at the subject property during the previous 12 Months, the consumption which is in excess of the average usage for the previous 12 Months plus \$200.00, may be reduced by a maximum of \$3,000.00.

5.4 Entitlement per Property Water Account

Adjustment for leakage per property water account shall only be granted once per property owner. A new property owner may apply for adjustment only after five (5) years from the date of the previous owner's adjustment.

Should a leak occur over more than one billing period, Council may adjust the excess quantity for up to a maximum of two (2) billing periods.

5.5 Exclusions

Council will not reimburse the applicant for the cost of locating leaks or repairs to an undetectable leak. An undetectable leak does not include the deterioration or failure of fittings, fixtures or appliances such as hoses, seals, toilets, showers, taps, hot water services, appliances or irrigation systems.

Misuse or accidental use of water by owners, rental tenants, residents or any other person will not be considered under this policy.

Water that is believed to have been stolen will not be considered under this policy and should be directed to Police for investigation.

5.6 Owner's Responsibilities

The ongoing maintenance and periodic replacement or upgrade of fittings, fixtures and appliances that convey or use water on the property are the responsibility of the person to whom the property is rated. Council recommends that the hoses supplying water to any water-using fixtures and appliances (e.g. toilets, washing machines, dishwashers, garden watering systems) are checked regularly to avoid deterioration and sudden failure.

Properties that are left unoccupied for extended periods should be inspected regularly to ensure that the failure of fittings, fixtures and appliances does not occur while the property is unattended. Owners should consider isolating the water supply provided at the meter if no usage is needed within the property.

Once an adjustment has been made on a property water account, the owner and resident are reminded to closely monitor their water consumption as no additional adjustments will be considered.

5.7 Application by Multi-Residential Properties

For multi-residential properties including duplexes and triplexes that are not individually metered by Council, only the representative owner(s) of the property can apply for the reduction in charges. This is the person, company, association, corporation or Body Corporate that water accounts are sent to. Council will not apportion any reduction it provides to sub-owners.

6. LEGISLATIVE REQUIREMENTS

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2005

7. REVIEW

This policy shall be reviewed every two years to ensure that it meets the requirements of legislation and the needs of Council.

8. REPORTING

There are no reporting requirements

9. RESPONSIBLE OFFICER

Manager – Financial Services

10. ROLES AND RESPONSIBILITIES

Water Officer: Responsible for receiving and making initial assessment of any application.

Revenue Coordinator: Responsible for implementation and review of policy as well as escalations and dispute resolution.

General Manager/ Senior Management: Escalated and unresolved dispute resolution.

11. RELATED PROCEDURES

Debt Recover Policy, Hardship Policy

APPROVAL AND REVIEW		
Responsible Business Unit	Financial Services	
Responsible Officer	Manager Financial Services	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	May 2019	
Date of next review	Two years from last adoption	
TRIM Reference	ARC16/0350	

Armidale Regional Council
Economic Development Committee
Thursday, 10 June 2021

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ECONOMIC DEVELOPMENT COMMITTEE

Held on

Thursday, 10 June 2021
5:30pm

at

Function Room, Armidale Regional Council
135 Rusden Street, Armidale

PRESENT: Mayor Ian Tiley, Cr Peter Bailey (Acting Chair), Cr Margaret O'Connor, Mahalath Halperin, Paul Packham, Dr Jim White and Anthony Fox.

APOLOGIES: Cr Andrew Murat (Chair), Bryn Griffiths, Bronwyn Pearson, Steve Mephram, Dr Lou Conway (invitation).

STAFF IN ATTENDANCE: James Roncon (GM), Will Winter (minutes), Darren Schaefer, Katrina George.

MINUTES

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1. APOLOGIES

Cr Andrew Murat (Chair), Mayor Ian Tiley, Bryn Griffiths, Bronwyn Pearson, Steve Mepham.
Dr. Lou Conway (invited guest)

Moved: MH

Seconded: Jim White

Carried

2. CONFIRMATION OF PREVIOUS MINUTES -

**CONFIRMATION OF THE MINUTES OF THE ECONOMIC DEVELOPMENT COMMITTEE MEETING
HELD ON 21 APRIL 2021**

RECOMMENDATION:

That the minutes be taken as read and be accepted as a true record of the Meeting.

Moved: Jim White

Seconded: Anthony Fox

Carried

3. DECLARATIONS OF INTEREST

- i. None

4. BUSINESS ARISING

- i. None

5. ADMINISTRATION REPORTS

- i. No reports received

6. GENERAL BUSINESS

Why Tourism?

- i. Will Winter presented an overview of Tourism sector's contribution to the local economy
- ii. Darren Schaefer gave a recap on key Tourism Strategy Outcomes, and offered the following:
 - a. Contribution to economy
 - b. Attracting resettlement
 - c. Regional Brand
 - d. Differentiation

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What have we been doing?

- i. Katrina George presented a Review of Tourism activities – 2020-2021, and summarised planned activities in FY2022.
 - a. Events
 - b. Media famils
 - c. Tourism Projects (digital 5) and print media 8)
 - d. TV Marketing Campaigns
 - e. TV Advertorials
 - f. Airport flat screens and other outlets
 - g. Summarised planned activities (2021)
 - i. Billboards
 - ii. Planned Marketing Campaigns (Waterfall Way and Armidale Tourism Website)
 - iii. New England High Country Sound Trials; Classic Cars)
 - iv. Big Chill
 - v. Spring Games

Working Group Ideas Submissions May?

- i. **Big Chill Event:** Members gave feedback re The Big Chill Event – Committee suggested more family friendly next time, based on risk assessments. Members also spoke in favour of the Big Chill continuing. “A great first time – a cracker”. Different models for future delivery discussed.
- ii. **Visitor Information Centre:** Members also spoke favourably about the VIC list of what’s on at Christmas and Easter. Discussion ensued about how best to engage businesses in advertising and participating on available portals / channels. Noted the difficulty of this, given limited resources and reliance on volunteers to do phone calls to businesses to glean this information.
- iii. **Accommodation:** Comment made on relative high occupancy rates of motels and providers in the region – impact on complacency and lack of commercial ‘hunger’ to grow due to accommodation generally being at capacity most of the year.
- iv. **Tourism Promotion:** Staff responded to suggestions raised by working group in May:
 - a. Events – What’s On – now the most popular landing page on ARC website.
 - b. Other needs Identified
 - i. **Café Lists**
 - ii. **Event Communication;** Need for better integration/connection with other community stakeholders, noting there is often conflict and/or potential to market complementary events over the same periods, for different audiences (including appeal to all members of the family to attract increased night stays and spend)
 - iii. **Armidale Tourism Website redevelopment**
 - c. Discussion ensued re best and most efficient ways of engaging local tourism businesses
 - i. **Local Advertising:** A ‘free listing’ which leads to fee-paying bigger ads. How to get businesses pro-actively engaged with event calendars? Members posed the question – how does the Armidale Region become ‘an Australian Leader’ in providing information to consumers [about what’s on]?’

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- ii. **Airport Advertising:** Suggestion for increased use of stands at Airport to advertise events. Importantly, to keep these current. A question of resourcing and commercial model?
- iii. **Buy Local:** Emphasis on local events for 'local tourism'. Keeping local spending and making Armidale the Place of Choice to spend discretionary income.
- iv. **Regional Branding:** Critical to this is the question "Who do we want to be?" and "What do others do in this space that makes them the best?". Members suggested the need to review what others are doing successfully in this space. Standout LGAs? Importantly, what do they do to bring industry groups together and lead into unified approaches for tourism delivery?
- v. **Dine and Discover:** Further observations re the extension of Dine and Discover vouchers – use them now or loose them. Noted that some businesses are providing private vouchers now to extend customer redemption periods. Suggestion that ARC Communications could assist with publicity in relation to these local business initiatives.

Group Discussion / Workshop

- a. **Feedback on Strategy** - Members commented favourably on old draft of tourism strategy
- ii. Contributions and ideas for future delivery
 - a. **Introduce a Bed Tax?** Tamworth have this. Tourism special rate on all tourism properties. Do we have legislative power for this?
 - b. **Regional Tourism Branding:** What are the latent strengths upon which we can build? Raw materials (for growth of tourism)? Eg., Nature and outdoors. How to:
 - i. Identify these key strengths?
 - ii. Connect and encourage investors/operators?
 - iii. Mitigate risks of start-ups in these spaces? (discussion of NZ models in this regard)
 - iv. Enable and facilitate into working and viable business models?
 - v. Members agreed that Dr Lou Conway might offer some insights in these regards.
 - c. **Indigenous Culture Tourism**
 - i. Example of the Stone Woman at Tingha. "One of the best attractions I've ever seen." Building visitation around Aboriginal story-telling, land formations and lore. How do we identify and help people with the knowhow to turn these stories into businesses?
 - d. **Agricultural Tourism**, Farm Stays, Nature Experiences, Water Slides
 - i. Committee agreed. 'There is a lot here (in the Region) upon which to build.'
 - ii. How do we find these people with good ideas and capacity to take forward. What do they require?
 - e. **Communication strategy.**
 - i. Addressing the blockages: How do we remedy comments like: "I didn't know about it". Or "It's Council's fault", or "the organisers didn't advertise."
 - ii. Staff acknowledged that there is more to be done in this space, noting that recent measures such as the new EDM "What's On" page (ARC) is a success, and is now one of the most visited.

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f. ARC Rate Surcharge Policy – Mall Vending

- i. Members discussed the pros and cons for charging mall retailers (pm2) should they extend trading into the outdoor mall area. A debate yielded strong arguments for and against with no formal recommendation recorded for Council deliberations.
- ii. Members requested a copy of the Policy for review.

g. First Impressions at the VIC

- i. Committee members noted that toilets at VIC need attention. Tired. Need repair and refresh. First impressions for many people visiting and/or passing through.

7. OTHER GENERAL BUSINESS

- i. Focus on next meeting – meeting in July agreed. 12th July 5.30pm TBC, depending on Dr Lou Conway's availability as a guest speaker.
- ii. Next meeting Date/time TBC.

There being no further business the Chairman declared the meeting closed at 1903.



ACCESS ADVISORY COMMITTEE

Held on

Thursday, 10th June 2021, 10am

at

Hughes House Jacaranda Room
141 Faulkner Street Armidale

PRESENT: Cr Andrew Murat, Jeff Parker, Steve Austin, Kyle Wellsmore, Poh Woodland, Jarryd Van Den Heuvel, Angele Van Den Heuvel.

IN ATTENDANCE: Darren Schaefer (ARC)

Meeting Minutes

Armidale Regional Council
Access Advisory Committee
Thursday, 10 June 2021

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1 Apologies

Helen Sutherland - Disability Advocacy NSW
Melissa Menzel – The IndividualiTree
Lee McMillan – Aruma
Kevin Jubb

2 Confirmation of Previous Minutes

Minutes from meeting held 13 May 2021 were noted by the Committee.
Moved: Andre Murat
Seconded: Steve Austin

3 Declarations of Interest

Nil

4 Access to Disability Services and Support Groups (Handbook)

- Purpose of the “handbook” would be to let people know what services are in Armidale.
- There used to be Disability Interagency meetings:
 - o Do these still occur? ARC staff Chris Ford and Jane Gilfoyle used to attend.
 - o Need for an Interagency. Armidale getting older.
- Recommendation for Council to create a “handbook/handout”, containing the following:
 - o list of disability services
 - o synopsis of services provided
 - o contact information.
 - o a physical pamphlet is preferred, distributed at:
 - Tourist information
 - Disability agencies
 - Council
 - Council Website
- NDIA may have a list to work with.
- Consider promotion of businesses service directory compilation. *“If you are a provider of disability services or products and would like to be included on the directory, let us know.”*

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

5 Wombat Crossing Markham Street

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Access Advisory Committee
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- Confirmation that was given the raised wombat crossing was not rounded and had an edge, which means better able to accommodate vision impaired.
- Ground around the path and approach to the crossing must level to prevent toppling.
- It was mentioned that there were path works being done on Butler Street (Off Glass Street near Autumn Lodge at the top end) running east west. No alternative pathway was provided.

ACTION: Ensure road and path works are communicated to disability providers at least two weeks prior to commencement.

6 Disability Inclusion Action Plan Update

Steve Austin provided an update in relation to the progress of the disability action plan working group. Status was given as:

- Reviewed the current DIAP plan
- Undertook to ensure that these were the categories for which required focus?
- Going through each category to perform a gap analysis - review initiatives and seeking to include others where required.
- Initiatives will be reviewed with an eye on budget so that short term wins in the priority categories can be achieved.
- Next DIAP Working Group will be held next Thursday. 11-12.30pm.

7 Meeting During Caretaker Period

- WHS is main priority.
- The committee was advised that any recommendations made to Council that was seen to bind the incoming Council into a position could not be approved by Council during the caretaker period.
- Councils participation in the Adopt a Disability Day was seen as a good advocacy exercise. The day involved participants (Council Staff) at drawing a disability out of a hat that represented the visually impaired, spinal damage, etc. Guide Dogs would be utilised as would special tunnel vision glasses, etc.
- It was discussed that the best time to hold this day was in conjunction with launching some of the initiatives such as the DIAP, Mobility Maps and Handbooks to the community. In this way, it gave purpose to the 'stunt' beyond staff gaining empathy for those with disabilities. Participation in the day would also:
 - o Raise awareness of access needs in the community and function in society
 - o Promotion of Armidale as an inclusive community
 - o Encourage other businesses to allow for disabilities (access awards)
- Wheel chairs around worksites
- Committee members expressed a desire to approach the Armidale Chamber (Business New England) to reinstate the Access Awards. These awards represent the Care, Attitude and Manner, as well as physical access businesses maintain for people with disabilities – door weight, level access, ramps, layout, etc.

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Access Advisory Committee
Thursday, 10 June 2021

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- It was noted that it was a lot of work for people on the Access Committee coordinating and assessing award entrants.

NB: Kyle Wellsmore left meeting at 11.22am.

8 General Business

Curbs on roads that are classified as multi-purpose for driveways can be a problem, not laid back enough – electric wheelchairs and mobility scooters find them difficult. Technology improvements are identifying issues that otherwise may not have been an issue some time ago. Multi-purpose may no longer be multi-purpose.

ACTION: Action: Contact Mark Wilson to see if there is a standard, and what types of concrete curb and guttering fit these standards

Meeting closed 12pm.

Next meeting: 10am Thursday 8th July, 2021. Venue: The Hub at Guyra, 160 Bradley Street.



COMMUNITY WELLBEING COMMITTEE

Held on

Thursday, 24th June 2021, 3pm

at

Council Chambers

PRESENT: Cr Debora O'Brien (Chair), Cr Dorothy Robinson, Anne Rix, Robbie Passmore.

IN ATTENDANCE: Danti Asianti (UNE Community Fridge), Darren Schaefer (ARC), Rob McGuinness (ARC)

Meeting Minutes

Armidale Regional Council
Community Wellbeing Committee
Thursday, 24 June 2021

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1 Apologies

Margaret Sims, Sarah Hunt, Melanie Williams de Amaya, Chris Jordan, Cr Ian Tiley, James Roncon

2 Confirmation of Previous Minutes

Minutes from meeting held 27 May 2021 were noted and confirmed by the Committee.
Moved: Cr Debra O'Brien
Seconded: Anne Rix

3 Declarations of Interest

Nil

4 Update on hardship policy exhibition and submission

It was noted that Veronica Mortell will be making a detailed submission in relation to the hardship policy.

Rob McGuiness (ARC) confirmed that all feedback will be collated and considered in the preparation of the final policy. Rob advised that in relation to the suggestions from the previous committee meeting, it was confirmed that Council:

- i. are a Centre Pay recipient
- ii. can increase frequency of payments. It was confirmed that this can be done via B-Pay as a pre-payment. This then goes into credit for their next bill.
- iii. do negotiate flexible payment options when they go into debt, beginning with the question of "what can you afford to pay?"
- iv. do stipulate a 12month term but it is treated as flexible by ARC.
- v. send debtors demand letters asking them to 'contact council' regarding repayment and prompt communication from them. Not necessarily to repay, but to begin a conversation for repayment. ARC did not send these letters out during Covid-19 lockdown. A summons is treated differently and applies after all efforts are exhausted.

A proposed topic for a future meeting was put forward, debate charging rates based on Land Value vs Improved Value of Land. Cr Robinson advised that a proposal is going through NSW Parliament to allow certain councils to alter their rates charges from links to land values to alternative methods of calculation.

ACTION: Cr Robinson to provide an update on the details and the outcomes of the proposal in NSW Parliament.

5 Update on Homes North and Council representation to State Member

Further to the update that Marie McKenzie provided in the last Committee meeting, the following action was endorsed by Council and will

Armidale Regional Council
Community Wellbeing Committee
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ACTION: Arrange a meeting with James Roncon and Maree McKenzie per Council approval of Committee recommendations 23 June, 2021.

6 Water policy impact on hardship

A question was posed by Cr Robinson if the Committee would support a recommendation to Council to increase water access charges for owners and landlords to help offset a small discount on the consumption charges to the user/renter? Members of the committee debated this and came to the conclusion that they didn't have enough information to ascertain what the overall impact be on those suffering financial hardship, therefore could not support the recommendation at this time.

7 Request for information on funding for Hydro-pool and request for Committee support

ACTION: Continue to advocate for funding and request a status update on funding from General Manager James Roncon

8 Update on legislative requirement for crime prevention plan

Crime Prevention Plan Guidelines were consulted and parts read out by Darren Schaefer to committee members. It was concluded that there did not appear to be a legislative requirement for Councils to have a Crime Prevention plan. Nonetheless, the Committee felt it was important and that consideration should be given to set up a crime prevention working group so to be able to access funding, etc.

ACTION: Consideration be given to meet and establish a crime prevention working group that would contribute to the subsequent development of a plan.

9. Council update on real estate rental areas

Local statistics were presented about rental accommodation in regional area. Desktop research and anecdotal evidence revealing a significant increase in house and rental prices. Private sector was not yet not experiencing a real increase in rental defaults or evictions.

However, it was identified that some renters are struggling. The latest reports from Homes North is that they are receiving request for temporary accommodation about 4-10 times per week. This is an increase. Concerns raised about available housing stock for temporary accommodation in the LGA. It was suggested that there may be a need to identify sites within the LGA for an allocated "rough sleepers camp."

Figures into Homelessness are being compiled by Anne Rix – Manager of New England Family Support Services, and she will be report back to the Committee. Anne advised that material aid is beginning to be sourced such as tents, swags and food to address this increase of people presenting in these circumstances in the short term. It is intended that this aid will be distributed among relevant agencies.

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ACTION: Anne Rix to report Homelessness findings to Committee members once investigations are complete.

10 Request for funding to complete the Safer Cities lighting in Armidale Creek lands

RECOMMENDATION:

- a. That council continue to seek funding sources to complete the works in the original grant application.
- b. Investigate opportunities that can dovetail into the Creek lands Masterplan upgrades project.

Moved Cr Robinson
Seconded Anne Rix

13 General Business

Danti Asianti provided an update on her Community Fridge initiative. She advised that UNE Vice Chancellor has provided space at UNE for the initiative and that it is now up and running. However, she identified that females, such as the wives of international students at UNE are suffering while their husbands study. They are struggling with feeding family and she was seeking help from this Committee.

Suggestions from the Committee members are to contact Food Blessings (will do Halal), Neighbourhood Centre and some Food Vouchers are available. The committee resolved to take it offline to help. Robbie Passmores and Anne Rix offered to investigate ways in which Danti can set up an a cultural organisation to help international "Women of Colour" who experience hardship.

Meeting closed 5.05pm



ECONOMIC DEVELOPMENT COMMITTEE

Held on

Monday, 5th July 2021, 5.30pm

at

Council Chambers

PRESENT: Cr Peter Bailey, Bryn Griffiths, Bronwyn Pearson, Jim White, Paul Packham

IN ATTENDANCE: Lou Conway, Darren Schaefer (ARC).

Meeting Minutes

Armidale Regional Council
Economic Development Committee
Monday, 5th July 2021

Page 2

1 Apologies

Cr Andrew Murat, Cr Margaret O'Connor, Anthony Fox, Kevin Dupe, Steve Mephem, Mahalath Halprin, Will Winter.

2 Confirmation of Previous Minutes

Minutes from meeting held 10th June 2021 were noted and confirmed by the Committee with one correction. That being, Margaret O'Connor was noted as being present at the meeting when she in fact was not.

Moved: Peter Bailey
Seconded: Jim White

3 Declarations of Interest

Nil

4 Smart Regional Incubator (SRI) – Presentation by Dr Lou Conway

The Smart Regional Incubator (SRI) is aimed at turbo-charging innovation in the regional community. A world class incubator that nurtures business innovation to underpin a sustainable resilient community. Building a socio-economic advantage among peers and leveraging off our culturally diverse and talented region.

The SRI will move to the old War Memorial Library in Faulkner Street and is scheduled for launch in November. It will be the headquarters for other similar incubators managed by UNE around the North West Region. SRI are currently working with 60 Start-ups. Only 8% of incubators in Australia are located in rural areas.

Dr Lou Conway will be based at the SRI as part of the 2 x FTE working at Nova Armidale. In addition, there will be a dedicated coordinator to run the "Scorched" program. Bookings for space will be made via an automated co-working space management system.

Funding for programming has come from Bushfire Local Emergency Recovery (BLER) fund application. The building fit out was 100% funded by UNE, with rental concessions for the facility provided by Armidale Regional Council.

Gabrielle Upton – State Parliamentary Secretary to Gladys Berejiklian is very engaged in projects of this nature.

The Committee were briefed in the:

- Brand Concept
- Purpose
- Floor plan
- Values

Brand: NOVA from the brand of eucalyptus tree native to our area, links to growth via growth rings in the tree. Committee members also made a link to the word "inNOVAtion."

Armidale Regional Council
Economic Development Committee
Monday, 5th July 2021

Page 3

The SRI has a big focus on developing community. The notion of “we before me” has pride of place in the organisational ethos. As such, NOVA residents have an obligation to do 8 hours of community collaboration per week.

Programs include “Scorched” which work on solutions for building bushfire resilience and addressing the climate reality we face in the future. Ideas and initiatives are likely to be pitched in a business “Shark Tank” style environment where business leaders may judge them on merits. It was noted that NSW Government are investing circa \$28 million for research in this area.

Committee members suggested that an initiative that persuaded people to do something to their houses to mitigate the heat would be of benefit?

The Committee thanked Dr Conway for her presentation.

RECOMMENDATION: 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.

UNE and ARC work together to understand if locating Council Planning Staff at the facility would fit the proposition of the SRI and remain effective for Council.

Moved: Paul Packham

Seconded: Jim White

UNE STEM-Q Launch.

A presentation document was circulated that contained a big idea on how to drive the Sciences, Technology, Engineering and Maths in the region while working collaboratively to boost innovation and workforce development.

Action: Bryn Griffiths to present to the Committee at a later point, highlighting any opportunities for Council to collaborate. As committees are disbanded during caretaker period, this action is contingent on the new council carrying the Economic Development Committee into the next Council term.

13 General Business

Bryn Griffiths

- UNEs Wright Village (Claude Street Flats) is accommodating 32 Tongan seasonal workers for Costas
- Talking with other opportunities requiring similar accommodation.

Peter Bailey

- Requested feedback on how the members viewed the committee. Individual feedback to be submitted to the Committee Chair for submission to the General Manager.

Meeting closed 6.55pm.



TRAFFIC ADVISORY COMMITTEE

Held on

Tuesday, 6 July 2021

10am

at

Function Room

In attendance

Committee Members:

Mr Hans Hietbrink (Rep. Member for Northern Tablelands)
Snr Sgt Paul Caldwell (NSW Police)
Mr Stefan Wielebinski (TfNSW)

Council Staff:

Mr Ambrose Hallman (Manager Development and Regulatory Services)
Mr Graham Earl (ARC Technical Officer)
Mr Ian Chetcuti (Ranger)

Others:

Nil

MINUTES

Armidale Regional Council
Traffic Advisory Committee
Tuesday, 6 July 2021

Page 3

1. Apologies / Leave Of Absence
Ms Belinda Ackling
2. Confirmation of Previous Minutes -

CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 1 JUNE 2021

The Traffic Advisory Committee Recommends:

That the minutes be taken as read and be accepted as a true record of the Meeting.

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

3. Declarations of Interest
4. Business Arising

4.1 Business Arising from the May Traffic Advisory Committee Meeting*Ref: AINT/2021/21314*

UPDATE INFORMATION :

Meeting held 4th May 2021

4.2 Request for parking bay for the University of the Third Age Armidale Incorporated

That Council approve one half hour parking space on Barney Street at the intersection with Markham Street to provide a safe place for elderly residents attending the U3AA facility who require time to unload and make drop offs.

To be completed next time the line markers are in town.

Meeting held 1 June 2021

5.1 Special Event Transport Management Plan - Duval Dam Busters Run

Endorse the Special Event Transport Management Plan that was tabled at the meeting - Duval Dam Busters 50km Trial Run scheduled to be held Sunday 19 September 2021 on public road as per the risk assessment, and with the additional requirement to advise participants to run in single file.

Endorsement has been provided

6.1 Naughton Avenue - Request for parking time extension

That Council deny the request to remove or extend the timed parking limits in Naughton Avenue in keeping with the Parking Strategic Plan and Councils endorsement of 204/21.

Advice has been provided

6.2 Concerns for the intersection of Kirkwood street (east) and Canambe Street

Armidale Regional Council
Traffic Advisory Committee
Tuesday, 6 July 2021

Page 4

The installation of painted BB lines (Double Barrier lines) on the Kirkwood Street leg of the intersection with Canambe Street to help with the visual aspect of highlighting the centre of the road be endorsed.

To be completed next time the line markers are in town.

6.3 Faulkner Street - Request for a Work Zone

- a) That Council endorse the request to use two parking spaces adjacent to 122 Faulkner Street (the Old Library) as a work zone for the refurbishment of the Hub from June to the end of September 2021.
- b) The temporarily relocation of the disability parking space adjacent to 122 Faulkner Street (the Old Library) closer to the taxi rank in conjunction with the work zone.

Advice has been provided.

5. Special Event Reports

5.1 Special Event Transport Management Plan: SUFL Carnival (known as the Jack Vallance Memorial Junior Carnival). *Ref: AINT/2021/21099 (ARC16/0168-6)*

The purpose of this report is to seek approval to close Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street during the Jack Vallance Memorial Junior Carnival.

1/21 The Traffic Advisory Committee Recommends:

That Council 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 15th August, for the 2021 for the Jack Vallance Memorial Junior Carnival.

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

6. Correspondence

6.1 Temporary No Stopping request 291-293 Mann Street *Ref: AINT/2021/20011 (ARC16/0168-6)*

Beon Energy Solutions Metz Solar Farm out at Bayley Park Road, have just secured and leased a depot at 291 to 293 Main Street for our freight that has now commenced arriving.

A temporary No Stopping Zone is being requested to ensure trucks operate in a safe manner.

The Traffic Advisory Committee Recommends:

That Council:

- a. endorse the temporary 12 month "No parking" zone in Mann Street 10m either side of the driveway of 291-293 Mann Street.

Armidale Regional Council
Traffic Advisory Committee
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- b. endorse 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.

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

6.2 Cinders Lane Loading Zone

Ref: AINT/2021/21127 (ARC16/0168-6)

Council received a request from Tattersalls Hotel to consider changing the current loading zone in Cinders Lane into an unrestricted parking after hours.

Tattersalls Hotel has 7 parking spaces and 1 Disability parking space. Cinders Lane car park has 60 car parking spaces available that are available as unrestricted parking afterhours.

The committee discussed the limitations on making it an afterhours unrestricted parking as the loading zone is used by many for loading and unloading out of hours and also emergence service vehicles.

The Traffic Advisory Committee Recommends:

That Council 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.

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

6.3 St Marys Children’s Crossing Rusden Street

Ref: AINT/2021/21245 (ARC16/0168-6)

St Marys Crossing supervisor contacted Council she has had a number of near misses on the crossing and was looking for suggestions for calming devices.

The Traffic Advisory Committee Recommends:

That Council

- a. Endorse the recommendation to install a raised kerb blister on the eastern side of Jessie Street at the intersection with Rusden Street.
- b. Endorse the recommendation to install Crossing flag infrastructure as an added visual aid for drivers.
- c. Endorse the recommendation to install Double Barrier lines in Jessie Street at the intersection with Rusden Street for a length of 30m.

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

7. General Business

7.1 Public Exhibition of road closure of Mills Road

Ref: AINT/2021/21182 (ARC16/0168-6)

Armidale Regional Council
Traffic Advisory Committee
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On 20 June 2019, the Planning Agreement between Council and the Developer (Peter Maguire and Sorenta Pty Ltd) was signed requiring the closure of the intersection of Mills Road and New England Highway and reconnecting Mills Road to the New England Highway via the new airport roundabout.

On 12 July 2019, Planning Proposal No.7 was gazetted which included a Planning Agreement containing the requirement to close Mills and Kia Ora Roads. These closures were a requirement of Transport for NSW (TfNSW) to improve public safety along the New England Highway by redirecting Mills and Kia Ora Roads to connect via the airport roundabout.

On 8 October 2019, Council granted development consent for an 84 Lot industrial subdivision, including a design to close Mills Road New England Highway intersection and reconnection via the airport roundabout. Construction of the subdivision has commenced and progressing with an estimated completion of the first stage being September 2021.

The Traffic Advisory Committee Recommends:

That the Traffic Committee support the closure of Mills Road.

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

There being no further business the Chairman declared the meeting closed at 11.15am



BUSINESS PAPER

TRAFFIC ADVISORY COMMITTEE

To be held on

Tuesday, 6 July 2021
10am

at

Function Room

Committee Members:

Mr Hans Hietbrink (Rep. Member for Northern Tablelands)
Snr Sgt Paul Caldwell (NSW Police)
Mr Stefan Wielebinski (TfNSW)

Council Staff:

Mr Ambrose Hallman (Manager Development and Regulatory Services)
Mr Graham Earl (ARC Technical Officer)
Mr Ian Chetcuti (Ranger)

Others:

Ms Belinda Ackling

AGENDA

The Armidale Traffic Advisory Committee, has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority.

The Committee operates under Roads and Maritime Services 'A guide to the delegation to councils for the regulation of traffic'.

In summary:

Roads and Maritime Services (RMS) has delegated certain aspects of the control of traffic on regional and local roads to Council. A condition of this delegation is that Council must refer all traffic related matters to the Traffic Advisory Committee prior to exercising its delegated functions.

The four voting members on the Traffic Advisory Committee are:

- Council's representative (chair)
- RMS representative
- NSW Police representative for the Local Area Command containing the item.
- State Member of Parliament representative for the electorate containing the item.

The meeting does not need a specific quorum, however any advice can only be returned to the Council if the views of NSW Police and RMS have been obtained.

The Traffic Advisory Committee meeting operates as a closed meeting and attendance to the meeting is via invitation only. At times interested stakeholders may address items referred to the Traffic Committee where their information adds value and does not greatly increase the time spent by the Committee on progressing the item. Interested stakeholders always have the opportunity to attend the Council meeting when the minutes of the Traffic Advisory Committee are discussed / determined.

All formal items referred to the Traffic Advisory Committee typically have been fully investigated, consulted (if needed) and proposed actions identified.

Where the Council decides on an item contrary to the Traffic Advisory Committee recommendation, then Council must immediately advise RMS and NSW Police in writing of its decision. The RMS or NSW Police may then lodge an appeal within 14 days to the Regional Traffic Committee.

The Council must not action any item under appeal until the matter has been determined by the Regional Traffic Committee.

Armidale Regional Council
 Traffic Advisory Committee
 Tuesday, 6 July 2021

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Traffic Advisory Committee
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Item:	4.1	Ref: AINT/2021/21314
Title:	Business Arising from the May Traffic Advisory Committee Meeting	
	Container: ARC16/0168-6	
Author:	Belinda Ackling, Personal Assistant	
Attachments:	Nil	

1. Purpose

The purpose of this report is provide advice on the current status of previous recommendations.

UPDATE INFORMATION :

Meeting held 4th May 2021

4.2 Request for parking bay for the University of the Third Age Armidale Incorporated

That Council approve one half hour parking space on Barney Street at the intersection with Markham Street to provide a safe place for elderly residents attending the U3AA facility who require to time to unload and make drop offs.

To be completed next time the line markers are in town

Meeting held 1 June 2021

5.1 Special Event Transport Management Plan - Duval Dam Busters Run

That Council approve one half hour parking space on Barney Street at the intersection with Markham Street to provide a safe place for elderly residents attending the U3AA facility who require to time to unload and make drop offs.

Endorsement has been provided

6.1 Naughton Avenue - Request for parking time extension

That Council deny the request to remove or extend the timed parking limits in Naughton Avenue in keeping with the Parking Strategic Plan and Councils endorsement of 204/21.

Advice has been provided

6.2 Concerns for the intersection of Kirkwood street (east) and Canambe Street

The installation of painted BB lines (Double Barrier lines) on the Kirkwood Street leg of the intersection with Canambe Street to help with the visual aspect of highlighting the centre of the road be endorsed.

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6.3 Faulkner Street - Request for a Work Zone

- a) That Council endorse the request to use two parking spaces adjacent to 122 Faulkner Street (the Old Library) as a work zone for the refurbishment of the Hub from June to the end of September 2021.
- b) The temporarily relocation of the disability parking space adjacent to 122 Faulkner Street (the Old Library) closer to the taxi rank in conjunction with the work zone.

Advice has been provided.

Armidale Regional Council
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Item:	5.1	Ref: AINT/2021/21099
Title:	Special Event Transport Management Plan: SUFL Carnival (known as the Jack Vallance Memorial Junior Carnival).	Container: ARC16/0168-6
Author:	Belinda Ackling, Personal Assistant	
Attachments:	<ol style="list-style-type: none"> 1. Jack Vallance 2021 Special Event Transport Management Plan 2. TCP Taylor, Kirkwood Street Road Closure 3. Public Liability 	

1. Purpose

The purpose of this report is to seek approval to close Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street during the Jack Vallance Memorial Junior Carnival.

2. OFFICERS' RECOMMENDATION:

That Council 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 15th August, for the 2021 for the Jack Vallance Memorial Junior Carnival.

3. Background

Within the attachment is the Sport UNE Football League (formally organised by Armidale and District Football) Special Events Transport Management Plan. The Association will be hosting their annual soccer carnival on Sunday 15th August 2021.

4. Discussion

Sport UNE Football League will be hosting its annual Junior Football (Soccer) carnival on Sunday 15th August 2021. It is anticipated that there will be approximately 90 – 120 teams playing on the day with ages of the players ranging from 5 years to 17 years of age.

Sport UNE Football League have requested the closing of Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street from 7.30am until 6pm. Trained FRS personnel will man road closure barriers. No residential houses will be affected by the road closure. Alternate routes are available to all houses in the area.

St. John's Ambulance officers will be available on the day as organised by Association, Mobile and landline phones will be onsite.

Public Liability insurance is current for the event and has been sighted.

The event will be act under any COVID restrictions current at the time and may require to be postponed until a later date.

5. Implications

5.1. Strategic and Policy Implications

The Jack Vallance Memorial Junior Carnival falls in line with the CSP in regard to economic and social stimulus and supporting community events. The event will draw people from

Armidale Regional Council
Traffic Advisory Committee
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neighbouring towns and villages, as well as acting as a tourist drawcard for travellers and competitors.

CPS: G3.1: Tourism strategy to attract visitors to stay and enhance the economic and cultural offerings and attractions of the region.

E4.1: Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

5.2. Risk

- There is minimal risk in closing Taylor Street between Kirkwood Streets, as there are no residential access points through this part of the road, minimal impact will occur and detours will be in place.
- These road are not part of any pubic transport routes.

5.3. Sustainability

- Closure of Faulkner Street for the event is proposed to be temporary and for the purpose of holding the event only.

5.4. Financial

Budget Area:	Transport						
Funding Source:	Installation cost will be changed to the applicant						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
	Road closure installation	\$0					\$0

Installation cost will be changed to the applicant.

6. Consultation and Communication

No community consultation is required to close Taylor Street between Kirkwood Streets, and efforts will be made to advertise the road closure through Councils normal media outlets and road closure notifications.

7. Conclusion

The closure of Taylor Street between Kirkwood Streets to run the Jack Vallance Memorial Junior Carnival, will ensure that participants and on lookers have safe access during the event. Impact

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Traffic Advisory Committee
Tuesday, 6 July 2021

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on surrounding residential areas and traffic will be minimal, due the location of the closure, and fact that other major roads will not be impacted.

Special Event Transport Management Plan

1 EVENT DETAILS

1.1 Event summary

Event Name SUFL Carnival (known as the Jack Vallance Memorial Junior Carnival).

Event Location: Rologas Fields Taylor St Armidale

Event Date: 15th August 2021 Event Start Time: 8.30am Event Finish Time: 4.30pm

Event Setup Start Time: 7.30am Event Pack down Finish Time: 6pm

Event is off street on street - moving on street non-moving

1.2 Contact names

Event Organiser* **Alan Gray**

Phone/Mobile: 0401642583 E-mail: sportunefl@une.edu.au

Event Management Company (if applicable) **N/A**

Phone: Fax: Mobile: E-mail:

Police ARMIDALE POLICE

Phone: 02 6771 0699 Fax: 02 67710611

Council ARMIDALE REGIONAL COUNCIL

Phone:02 67703800 Fax: 02 67729275 council@armidale.nsw.gov.au

Roads & Traffic Authority (if Class 1).....

Phone: Fax: Mobile: E-mail:

**Note: The Event Organiser is the person or organisation who is the employer and in whose name the Public Liability Insurance is taken out.*

1.3 Detailed description of event (please attach any maps to back of application)

SportUNE Football League will be hosting its annual Junior Football (Soccer) carnival on Sunday 15th August 2021. It is anticipated that there will be approximately 90 – 120 teams playing on the day with ages of the players ranging from 5 years to 17 years of age.

Attachment 1

Jack Vallance 2021 Special Event Transport Management Plan

2 Risk Management - Traffic

CLASS 1	CLASS 2	CLASS 3	2.1 Occupational Health & Safety - Traffic Control
			<input checked="" type="checkbox"/> Risk assessment plan (or plans) attached. St John's Ambulance officer's will be available on the day as organised by the Association, mobiles and landline phones will be onsite.
			2.2 Public Liability Insurance
			<input checked="" type="checkbox"/> Public liability insurance arranged. <u>Copy of Policy attached.</u>
			2.3 Police
			<input type="checkbox"/> Police written approval attached <u>Letter sent to the Armidale Police – referred to David Steller, Armidale Dumaresq Council.</u>
			2.4 Fire Brigades and Ambulance
			<input checked="" type="checkbox"/> Fire brigades notified 02 67715076 will be notified in writing by 30 th June 2017
			<input checked="" type="checkbox"/> Ambulance notified 02 6771 1710 will be notified in writing by 30 th June 2017
			SES will be notified in writing b 30 th June 2017, will also be assisting with traffic control

3 TRAFFIC AND TRANSPORT MANAGEMENT

CLASS 1	CLASS 2	CLASS 3	3.1 The route or location
			<input type="checkbox"/> Map attached
			3.2 Parking
			<input checked="" type="checkbox"/> Parking organised – Ample parking available on side streets and at Visitor Information Centre. Provision has been made for those who hold a disabled parking permit.
			<input type="checkbox"/> Parking not required < >
			3.3 Construction, traffic calming and traffic generating developments
			<input type="checkbox"/> Plans to minimise impact of construction activities, traffic calming devices or traffic-generating developments attached
			<input type="checkbox"/> There are no construction activities, traffic calming devices or traffic-generating developments at the location/route or on the detour routes
			3.4 Trusts and Authorities
			<input type="checkbox"/> This event uses a facility managed by a Trust or Authority; written approval attached
			<input type="checkbox"/> This event does not use a facility managed by a trust or Authority
			3.5 Public transport
			<input type="checkbox"/> Public transport plans created - details attached
			<input checked="" type="checkbox"/> Public transport not required
			3.6 Reopening roads after moving events
			<input type="checkbox"/> This is a moving event - details attached.
			<input type="checkbox"/> This is a non-moving event.

Attachment 1

Jack Vallance 2021 Special Event Transport Management Plan

Class 1	3.7	Traffic management requirements unique to this event
	<input checked="" type="checkbox"/>	Description of unique traffic management requirements – Closing Taylor Street from Dumaresq St to Donnelly St and closing Kirkwood St between Taylor St and Douglas St. <input type="checkbox"/> There are no unique traffic requirements for this event
	3.8	Contingency plans
	<input type="checkbox"/>	Contingency plans attached
	3.9	Heavy vehicle alternate routes
	<input type="checkbox"/>	Alternative routes for heavy vehicles required - RTA to arrange
	<input type="checkbox"/>	Alternative routes for heavy vehicles not required
	3.10	Special event clearways
	<input type="checkbox"/>	Special event clearways required - RTA to arrange
	<input type="checkbox"/>	Special event clearways not required

4 MINIMISING IMPACT ON NON-EVENT COMMUNITY & EMERGENCY SERVICES

Class 1	CLASS 3	4.1	Access for local residents, businesses, hospitals and emergency vehicles
		<input type="checkbox"/>	Plans to minimise impact on non-event community attached
		<input checked="" type="checkbox"/>	This event does not impact the non-event community either on the main route (or location) or detour routes - No residential houses are affected by the road closure; alternate routes are available to all houses in the area.
	CLASS 2	4.2	Advertise traffic management arrangements
		<input checked="" type="checkbox"/>	Road closures -advertising medium and copy of proposed advertisements attached – Notification of closures will be placed prior to the event in the local newspapers, will also advise Visitor Information Centre and will have 2AD and Armidale Sports Council advise of closures.
		<input type="checkbox"/>	No road closures but special event clearways in place - advertising medium and copy of proposed advertisements attached
	<input type="checkbox"/>	No road closures or special event clearways - advertising not required	
	4.3	Special event warning signs	
	<input type="checkbox"/>	Special event information signs are described in the Traffic Control Plan/s	
	<input checked="" type="checkbox"/>	This event does not require special event warning signs	
	4.4	Permanent Variable Message Signs	
	<input type="checkbox"/>	Messages, locations and times attached	
	<input checked="" type="checkbox"/>	This event does not use permanent Variable Message Signs	
	4.5	Portable Variable Message Signs	
	<input type="checkbox"/>	The proposed messages and locations for portable VMS are attached	
<input checked="" type="checkbox"/>	This event does not use portable VMS		

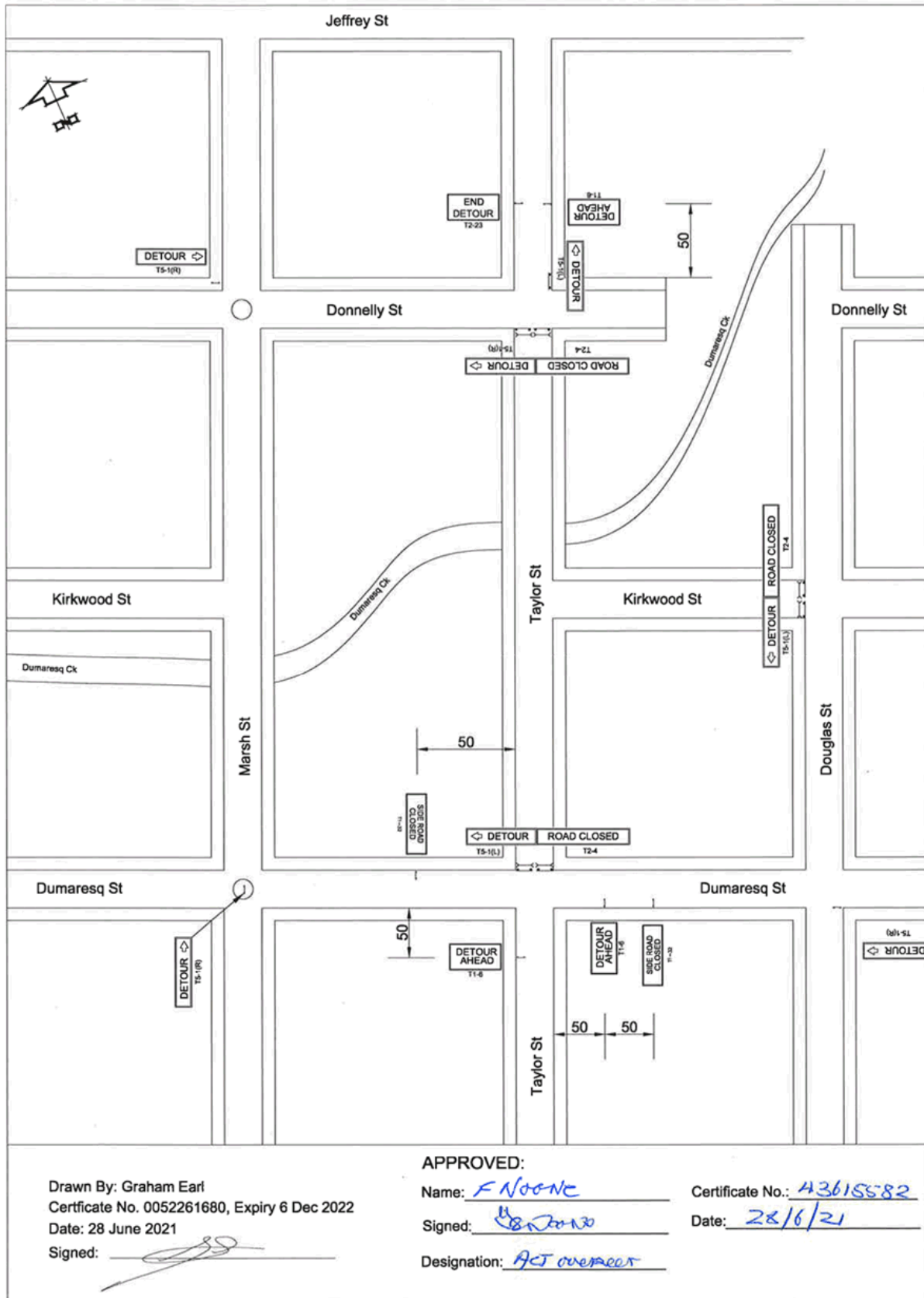
5 APPROVALS


Approved by Alan Gray, Event Organiser. 24th June 2021.

Attachment 1**Jack Vallance 2021 Special Event Transport Management Plan**


Your application needs to be provided to Council 3 weeks prior to the Local Traffic Committee meeting which is held 2nd Tuesday of each month, with Council approval being sort for recommendations at the meeting held 4th Monday of the month.

Privacy and Personal Information Protection Notice (S.10 PPIP Act 1998)
Your information will be stored and used by Armidale Dumaresq Council, 135 Rusden St, Armidale 2350
Purpose of Collection: Traffic Management for a Special Event
Intended Recipients of your information: Local Traffic Committee
You have the right to access and amend your personal information by contacting the Public Officer at the address above.
Your personal information is required: By law
Consequences if you do not supply your information:



Drawn By: Graham Eart
 Certificate No. 0052261680, Expiry 6 Dec 2022
 Date: 28 June 2021
 Signed: 

APPROVED:

Name: F NOONE
 Signed: 
 Designation: ACT OVERSEER

Certificate No.: 43615582
 Date: 28/6/21



Sportscover Australia Pty Ltd

A.C.N. 006 637 903
 A.B.N. 43 006 637 903
 AFS Licence No. 230914

CERTIFICATE OF CURRENCY

CERTIFICATE NO. 54305

This certificate confirms that the under mentioned policy is effective in accordance with the details shown.

Name of Insured:	UNE LIFE PTY LTD T/AS SPORT UNE FOOTBALL LEAGUE
Cover:	Public Liability: \$20,000,000 any one occurrence Products Liability: \$20,000,000 any one occurrence and in the aggregate Professional Indemnity: \$5,000,000 any one claim and in the aggregate Management Liability: Not Insured (For The Business of Football (Soccer Outdoor) only)
Sport/Business:	Football (Soccer Outdoor)
Excess:	As per policy schedule.
Period of Insurance:	31/12/2020 to 31/12/2021
Underwriter:	Certain Underwriters at Lloyd's
Policy Number:	PMEL99/0120471
Counterparties:	None

**For full terms, conditions and exclusions please refer to Your Policy Wording version
 Association_Liability_Policy_Wording_11.18.**



23/12/2020

DATE

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 Email : info@sportscover.com | Post : Locked Bag 6003, Wheelers Hill, VIC 3150
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INSURING SPORT SINCE 1986
 2009, 2010 UNDERWRITING AGENCY OF THE YEAR
 2014 GENERATION 1 YOUTH EMPLOYER OF THE YEAR

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Traffic Advisory Committee
Tuesday, 6 July 2021

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Item: 6.1 **Ref:** AINT/2021/20011

Title: Temporary No Stopping request 291-293 Mann Street **Container:** ARC16/0168-6

Author: Belinda Ackling, Personal Assistant

Attachments:

1. Temporary No Parking Mann Street
2. No Stopping Mann Street
3. No Stopping Mann Street southern side

1. Purpose

The purpose of this report is to gain endorsement for a temporary No Stopping Zone to ensure trucks operate safely.

2. OFFICERS' RECOMMENDATION:

That Council:

- a. endorse the temporary 12 month "No parking" zone in Mann Street 10m either side of the driveway of 291-293 Mann Street.
- b. endorse 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.

3. Background

Council received an email requesting a temporary 12 month "No Parking" zone in Mann Street, Armidale.

4. Discussion

Beon Energy Solutions Metz Solar Farm out at Bayley Park Road, have just secured and leased a depot at 291 to 293 Main Street for our freight that has now commenced arriving.

5. Implications

5.1. Strategic and Policy Implications

The request falls in line with the CSP in regard with the effective and safe management of traffic facilities on the road network.

E4.1: Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

5.2. Risk

- This would allow trucks to operate in a safe manner having a bigger radius for turning of the B Double truck and trailers.

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- The affected business on the southern side has no objections.

5.3. Sustainability

This request has no sustainability issues as it is only temporary and being requested for safety reasons.

5.4. Financial

Budget Area:	Traffic Facilities						
Funding Source:	TfNSW Traffic Facilities Block Grant						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
	Install temporary No Stopping zone		\$150			\$150	

6. Consultation and Communication

Council has contacted the business potentially affected by the request and are happy to work with the temporary No Parking zone.

7. Conclusion

The temporary No Parking zone is only for a 12 month period or less and would allow the trucks to operate in a safe manner having a bigger radius for turning of the B Double truck and trailers with no objections from the affected business on the southern side.

Belinda Ackling

From: Graham, Michelle <Mlgraham@beon-es.com.au>
Sent: Thursday, 27 May 2021 12:17 PM
To: Council
Cc: Griggs, Shaun
Subject: Temporary No Parking request 291-293 Mann Street

Good morning team

I would like to request a No Parking Zone in the west end of Mann street Armidale

We are building Metz Solar Farm out at bayley park road, and we have just secured and leased a depot at 291 to 293 Main Street for our freight that has now commenced arriving.

I've spoken to Ray Duffy regarding a couple of trees that required trimming, and Ray suggested that due to the size of our vehicles coming into that depot that we should be able to request a no parking zone on the opposite (southside)of the street from ABS west towards the corner of the block possibly 100 meters.

This would allow the trucks to operate in a safe process and to have a bigger radius for turning of the B Double truck and trailers

The request would only be temporary for a period of 12 months or less

If you can please consider this request ASAP and advise if you require any further information to be submitted as our freight is now arriving on a daily basis.

Kind regards
Michelle Graham
Logistics Manager
Beon Energy Solutions
0498316577

Site for Proposed No Stopping Zone – 291-293 Mann St



Main gate into depot



Frontage for proposed No Stopping Zone

Mann Street – South side



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Item:	6.2	Ref: AINT/2021/21127
Title:	Cinders Lane Loading Zone	Container: ARC16/0168-6
Author:	Belinda Ackling, Personal Assistant	
Attachments:	1. Cinders Lane Loading Zone	

1. Purpose

The request was made to allow for convent patron parking for the Tattersalls Hotel Armidale.

2. OFFICERS' RECOMMENDATION:

That Council 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.

3. Background

Council received a request from Tattersalls Hotel to consider changing the current loading zone in Cinders Lane into an unrestricted parking after hours. This request was discussed at the Traffic Advisory Committee meeting held 12 November 2019 and was denied.

4. Discussion

Tattersalls Hotel has 7 parking spaces and 1 Disability parking space. Cinders Lane car park has 60 car parking spaces available that are available as unrestricted parking afterhours. There is no benefit to the business to change the full time loading zone to allow for extra parking for after hours. Council enforcement begins at 8.30am, Tattersalls Hotel patrons would be able to remain in the Cinders Lane car park until 10.30am once the parking strategy is implemented in August.

5. Implications

5.1. Strategic and Policy Implications

The request falls in line with the CSP in regard with the effective management of traffic facilities on the road network

E4.1: Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

5.2. Risk

- There is a potential for a fire safety risk to businesses, as having cars parked in the loading zone may restrict movement of fire trucks on this narrow streets.

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5.3. Sustainability

- Council rangers would be required to further monitor enforcement, ensuring the loading zone is free from 8.30am onward.
- No other Community groups will benefit by changing the current restrictions.

5.4. Financial

Budget Area:	Traffic Facilities						
Funding Source:	TfNSW Traffic Facilities Block Grant						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
	Ordering and Installing of signage	\$0	\$500	\$0	\$0	\$500	\$0

6. Consultation and Communication

Council has not consulted with the surrounding businesses and it is quite possible that usage may be required early than 8.30am but as the recommendation is to deny the request, consultation is of no benefit.

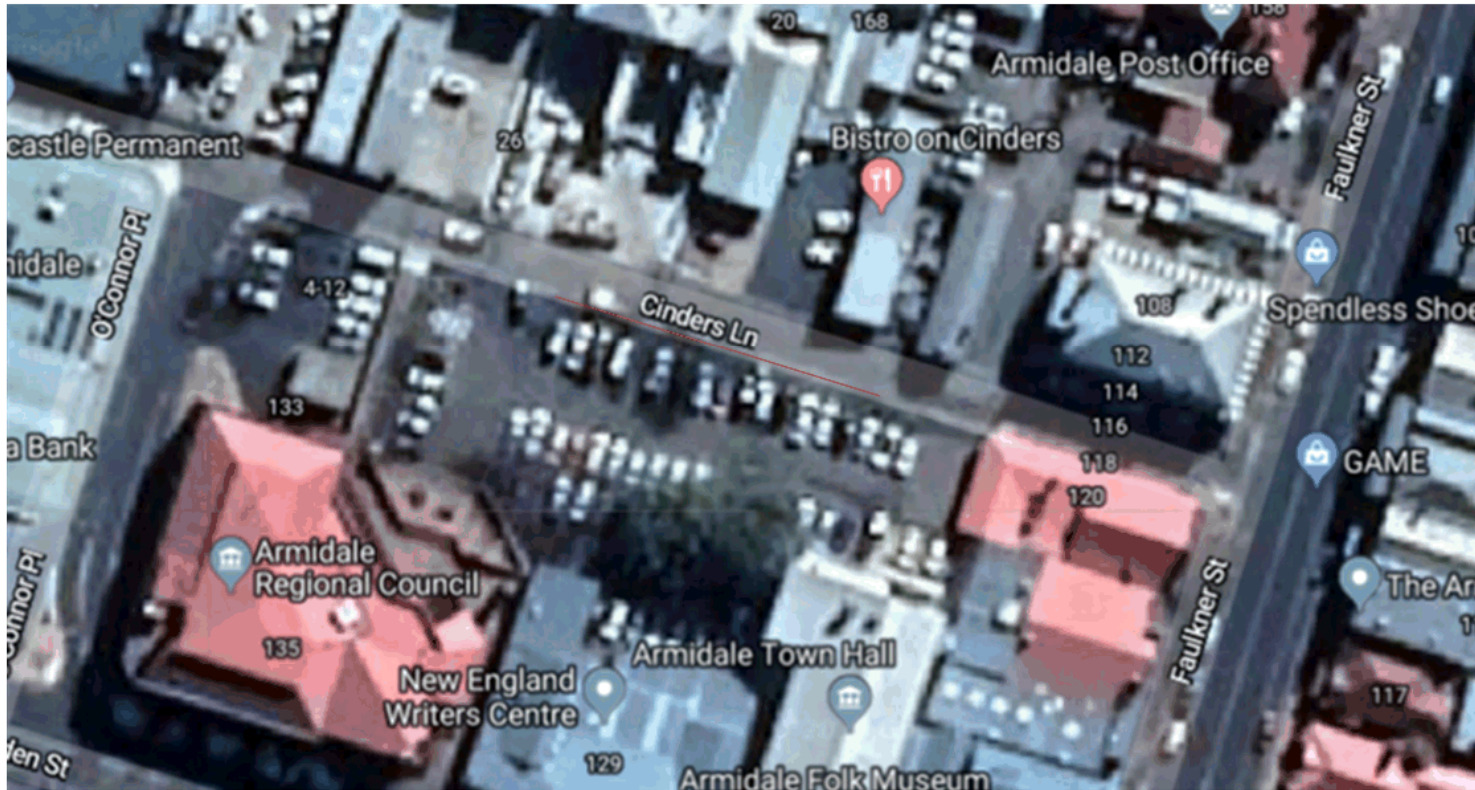
7. Conclusion

While the cost to make the requested change to the Cinders Lane Loading Zone is minimal, the change adds no benefits to businesses in the area as 60 parking spaces are freely available after hours.

Attachment 1

Cinders Lane Loading Zone

Cinder Carpark Loading Zone



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Item: 6.3 **Ref:** AINT/2021/21245
Title: St Marys Childrens Crossing Rusden Street Container: ARC16/0168-6
Author: Belinda Ackling, Personal Assistant
Attachments: 1. St Marys Childrens Crossing Rusden street

1. Purpose

The purpose of this report is to consider treatments to help with traffic control at the St Marys School Pedestrian Crossing in Rusden Street

2. OFFICERS' RECOMMENDATION:

That Council

- a. Endorse the recommendation to install a raised kerb blister on the eastern side of Jessie Street at the intersection with Rusden Street.
- b. Endorse the recommendation to install Crossing flag infrastructure as an added visual aid for drivers.
- c. Endorse the recommendation to install Double Barrier lines in Jessie Street at the intersection with Rusden Street for a length of 30m.

3. Background

St Marys Crossing supervisor contacted Council she has had a number of near misses on the crossing and was looking for suggestions for calming devices.

4. Discussion

The Children's crossing located at St Marys on Rusden Street has a number of road safety measures including 40km/h School zone signs, patches and dragon's teeth and zig zags markings, School zone flashing lights and speed hump on the approach to the crossing.

The recommendation to install raised kerb blisters on the corner of on the eastern side of Jessie Street at the intersection with Rusden Street will slow traffic and stop drivers accelerating around the corner onto the pedestrian crossing.

Installing Double Barrier lines on both sides of Jessie Street at the intersection with Rusden Street for a length of 30m to help vehicles identify the centre of the road.

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5. Implications

5.1. Strategic and Policy Implications

E4.1 - Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

5.2. Risk

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- This report to help maintain safety at the pedestrian crossing

5.3. Sustainability

- The minor cost of \$200 pa for the installation of infrastructure will be absorbed into the Traffic Facilities.

5.4. Financial

Budget Area:	Traffic Facilities						
Funding Source:	TfNSW Block Grant Traffic Facilities						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
	Traffic calming treatment Rusden St Pedestrian Crossing		\$3000			\$3000	

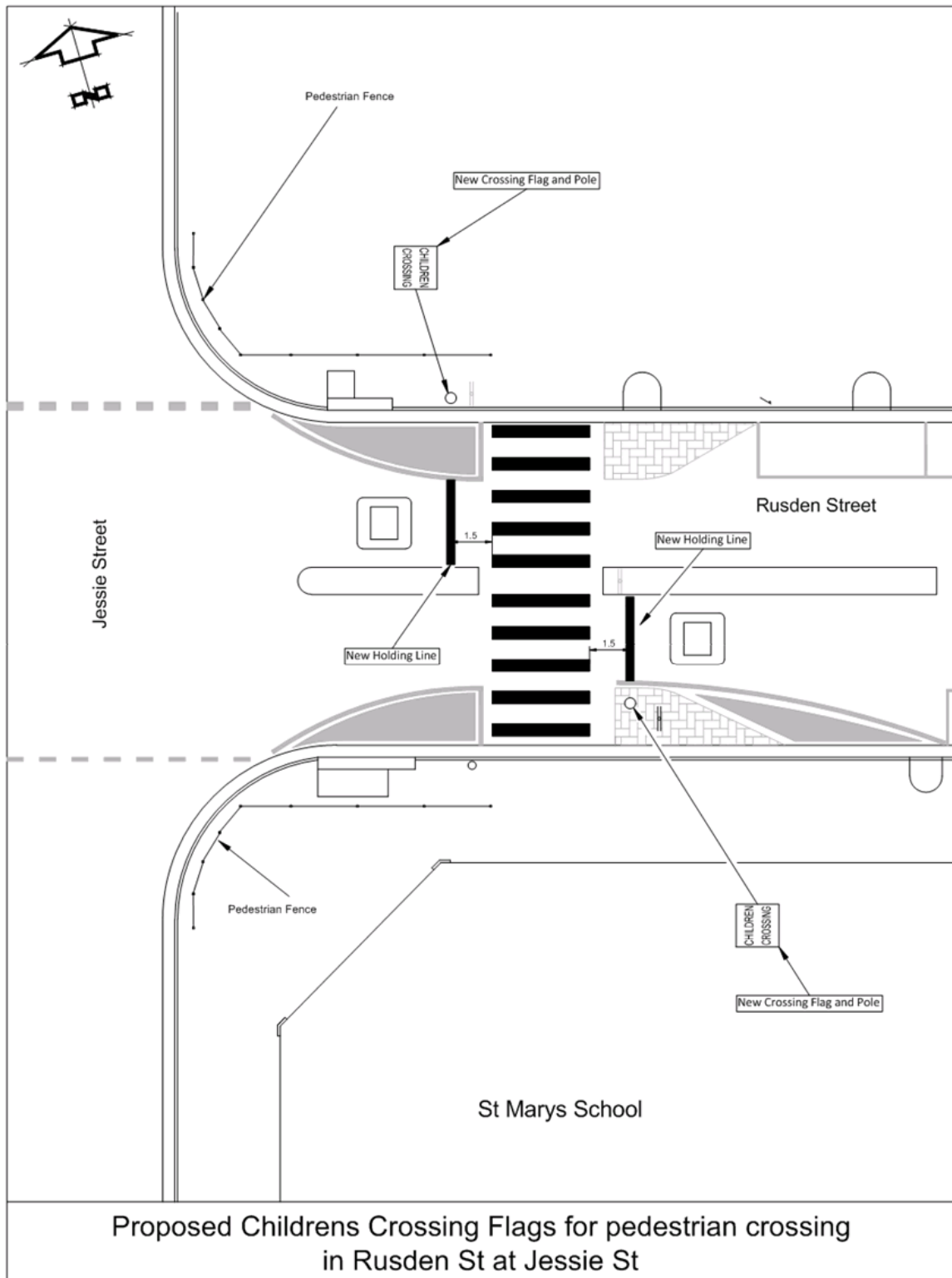
The minor cost of \$200 pa for the installation of infrastructure will be absorbed into the Traffic Facilities.

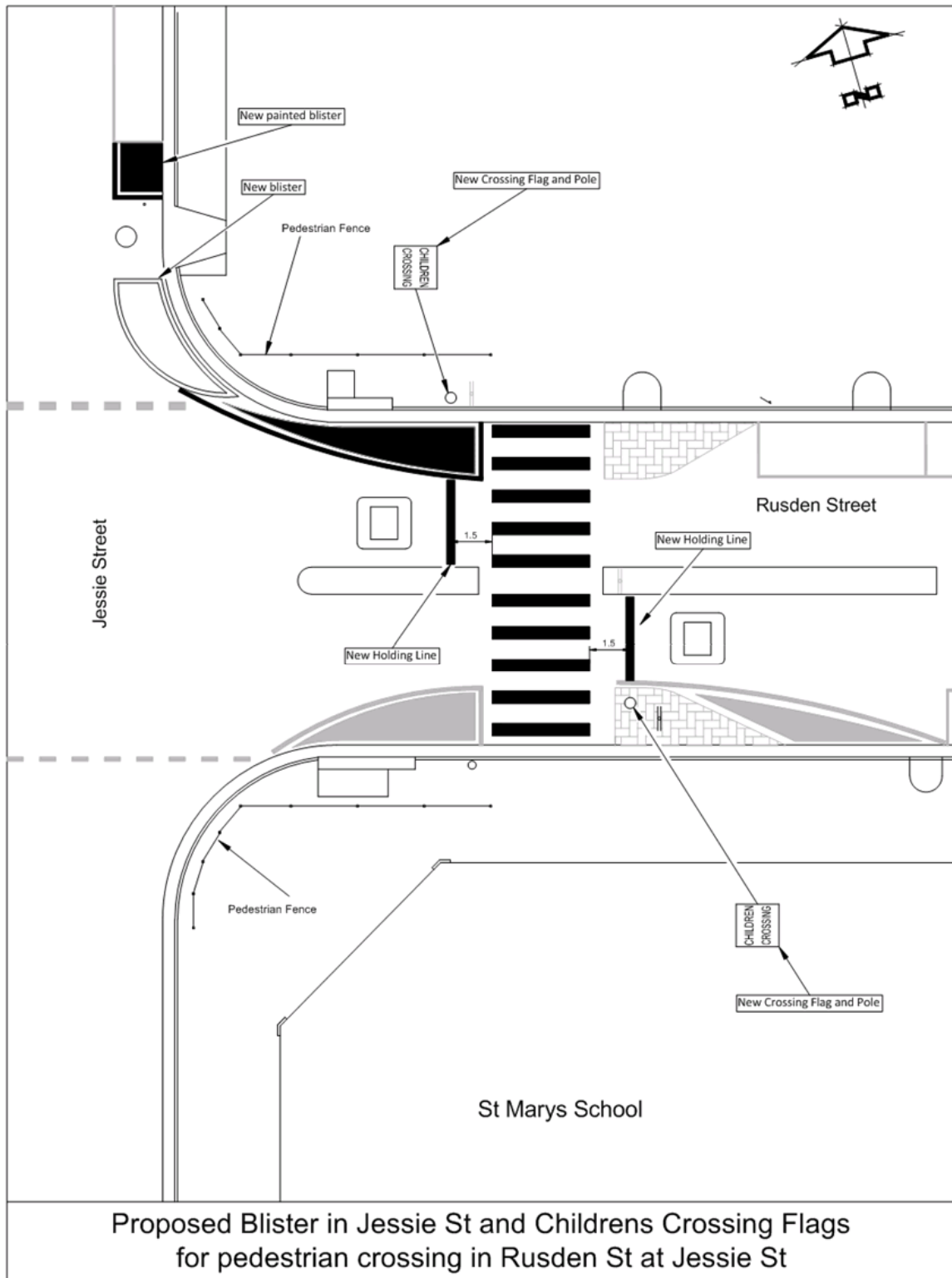
6. Consultation and Communication

This treatment is due to a request from the School crossing supervisor and will not interfere with any business in the surrounding area.

7. Conclusion

With the installation of the suggested calming devices it is expected that safety will be improved by highlighting the visibility and by better controlling the acceleration of vehicles.





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Item:	7.1	Ref: AINT/2021/21182
Title:	Public Exhibition of road closure of Mills Road ARC16/0168-6	Container:
Author:	Ambrose Hallman, Manager Development and Regulatory Services	
Attachments:	Nil	

1. Purpose

This report provides advise of the proposed closure of the intersection of Mills Road and the New England Highway and diverting Mills Road to connect via the new Airport Roundabout.

2. OFFICERS' RECOMMENDATION:

The process of closing a road requires further public consultation with the community. In addition, further consultation will be required with TfNSW as the road closure will require work to be undertaken within the New England Highway road reserve.

3. Background

At its Ordinary Council Meeting held 27 February 2019 Council resolved (Minute No. 226/21):

That Council:

- a) *Place the closure of the Mills Road connection point to the New England Highway and subsequent diversion to connect Mills Road to the eastern leg of the new airport roundabout on public exhibition for a minimum of 28 days.*
- b) *Formally advise the Transport for NSW of this closure seeking their agreement.*
- c) *Refer the road closure to the Local Traffic Committee for comments.*

At its Ordinary Council Meeting held 27 February 2019 Council resolved (Minute No. 17/19):

- "c) That Council enter into a Voluntary Planning Agreement (VPA) (amended as detailed in this report) for the contribution towards the roundabout currently under construction, closure and reconnection of Mills and Kia Ora Roads through the new roundabout, NBN extension, Embellishment of Open Space, Bio Banking Offsets for the land the subject of the Planning Proposal No 7 opposite the Armidale Regional Airport."*

On 20 June 2019, the Planning Agreement between Council and the Developer (Peter Maguire and Sorenta Pty Ltd) was signed requiring the closure of the intersection of Mills Road and New England Highway and reconnecting Mills Road to the New England Highway via the new airport roundabout.

On 12 July 2019, Planning Proposal No.7 was gazetted which included a Planning Agreement containing the requirement to close Mills and Kia Ora Roads. These closures were a requirement of Transport for NSW (TfNSW) to improve public safety along the New England Highway by redirecting Mills and Kia Ora Roads to connect via the airport roundabout.

On 8 October 2019, Council granted development consent for an 84 Lot industrial subdivision, including a design to close Mills Road New England Highway intersection and reconnection via the airport roundabout. Construction of the subdivision has commenced and progressing with an estimated completion of the first stage being September 2021.

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The closure of the Mills Road intersection could not occur in 2019, because the connecting road to the New England Highway was not built. As the new connection road is being constructed as part of the Stage 1 subdivision work, Mills Road can now be closed.

4. Discussion

To facilitate the requirement of the Planning Agreement and road closure, Council is required to follow the road closure process as defined under the Part 4 of the Roads Act 1993. Part 4 that contains the following section heading:

- 38A When council may close council public road**
- 38B Notification of proposal to close council public road**
- 38C Public submissions and formal objections**
- 38D Decision of proposal**
- 38E Effect of notice of closure**
- 38F Appeals to Land and Environment Court against closure decision**

The closure of Mills Road is considered to satisfy Section 38A which states:

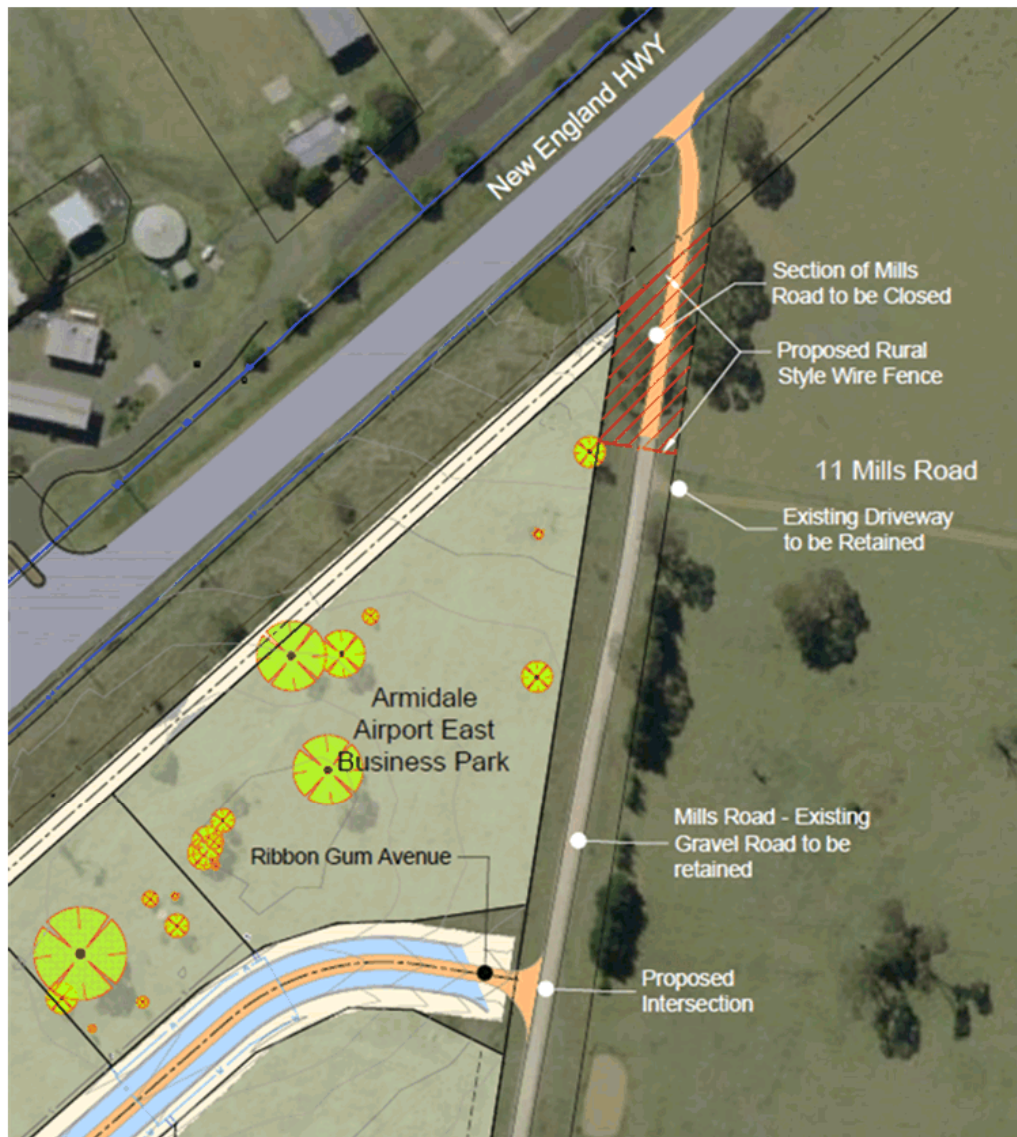
“A council may propose the closure of a council public road for which it is the roads authority if—

- (a) the road is not reasonably required as a road for public use (whether for present or future needs), and*
- (b) the road is not required to provide continuity for an existing road network, and*
- (c) if the road provides a means of vehicular access to particular land, another public road provides lawful and reasonably practicable vehicular access to that land.”*

Mills Road is a public road and Council is the roads authority. The road intersection with the New England Highway is not reasonably required for public use once Mills Road is redirected to connect with the airport roundabout. This would also satisfy the requirement of the Planning Agreement. A plan showing the proposed closure and redirection is shown below.

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5. Implications

5.1. Strategic and Policy Implications

The adoption of the recommendation within this report should contribute to the following elements of the Integrated Planning and Reporting Framework.

E4 - The community has access to transport which enables connectivity both locally and outside of the region.

E4.1 - Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

5.2. Risk

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TfNSW requested the closure of Mills Road as part of the first stage of the industrial subdivision, during the consultation on the rezoning of the land from RU4 to IN2 (Planning Proposal No. 7). This closure was included in the Planning Agreement for the rezoning and subsequent industrial subdivision. The reason underpinning this requirement from TfNSW is to reduce the number of road intersections along major highway to potentially reduce traffic conflicts and accidents.

The risk of not closing Mills Roads is that the legal planning agreement between Council and the Developer would not be fulfilled. This may result in a legal challenge if the planning agreement is not implemented or require an amendment to the planning agreement. An amendment to the Planning Agreement requires the agreement of the developer and would need to follow the process defined under the Environmental Planning and Assessment Act 1979.

5.3. Sustainability

This road closure is not considered to have any major impact from a sustainability perspective.

5.4. Financial

Budget Area:	Development and Regulatory						
Funding Source:	Operational						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
250100	Advertising	500	0	0	200	200	300

The road closure will need to be notified to adjoining land owners and advertised. The physical road closure works are the financial responsibility of the developer under the Planning Agreement.

6. Consultation and Communication

The Planning Proposal including the accompanying Planning Agreement were publicly exhibited from 15 November 2018 to 14 December 2018 and referred to the Office of Environment and Heritage (OEH) and TfNSW. Four submissions were received - one from each government agency and two from members of the public.

At its Ordinary Council held 27 February 2019 Council considered the submissions including the following:

- The closure of Mills Road and its rerouting through and industrial estate.

Comment:

This matter is a requirement of Transport for NSW and integral to the operation of the roundabout currently under construction.

The process of closing a road requires further public consultation with the community. In addition, further consultation will be required with TfNSW as the road closure will require work to be undertaken within the New England Highway road reserve.

7. Conclusion

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Given the first stage of the industrial subdivision is nearing completion it is timely to commence the formal process to close Mills Road connection with the New England Highway and redirect Mills Road to connect with the airport roundabout.



DISABILITY ACCESS ADVISORY
COMMITTEE

Held on

Thursday, 8th July 2021, 10am

at

Guyra Council Chambers
158 Bradley St GUYRA

MEMBERS PRESENT:

Jeff Parker, Steve Austin, Angele Van Den Heuvel, Kyle Wellsmore (via phone),

IN ATTENDANCE:

Darren Schaefer (ARC), Rebecca Broughton (ARC Guyra Home Support Services and Community Transport)

Meeting Minutes

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1.1, 1.2, 1.3 Welcome, Introductions & Apologies

Apologies: Poh Woodland, Kevin Jubb, Jarryd Van Den Heuvel, Andrew Murat, Lea McMillan, Jillian MacLeod.

1.4 Confirmation of Previous Minutes

Minutes from meeting held 10 June 2021 were noted by the Committee.

Moved: Angele Van Den Heuvel

Seconded: Steve Austin

Declarations of Interest

Nil

2.1 Update on Working Group

Participants have agreed priority areas and have reviewed the initiatives in the previous Disability Inclusion Action Plan. These initiatives have been discussed and debated on their categorisation and merits for inclusion in the new plan. This review has identified some gaps, and as such new initiatives from the group have also been included.

These initiatives will undergo a prioritisation against what is most important and most urgent.

Once this is complete it can be circulated back through the Advisory Committee for review.

Some of the priorities discussed to date have been identified as:

- Notification of Works
- Mobility Map
- Accessible Awards
- Completion of the DIAP

Jeff Parker has offered to be included in the next meeting to represent the visually impaired.

ACTION: Schedule the next DIAP workshop meeting to complete the prioritisation.

2.2 Notification of works

Correspondence to disability groups must include:

- Exact details of location of works; e.g: North, South, East, West sides of the footpath
- The duration of works
- In the case of road works, equipment that will be stored on footpath and its duration
- In the event normal pedestrian access is affected, notification of a safe alternative route is required
- Avoid pushing the pedestrians out onto the road where possible. If this must occur, consideration must be given to temporary ramps with a width wide enough to cater for wheel chairs and prams to navigate around the works.

ACTION: the above details to be passed onto Belinda Ackling for consideration in notification of works correspondence, as well as to the Roads and Parks team members.

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2.3 Accessibility Issues in Guyra - Discussion

Rebecca Broughton from Home Support Services represented this services and contributions from Home Nursing Group and the Local Taxi Service. Rebecca shared a list of initiatives for Guyra:

- **Toilets beside the post office:** lighting is really dark, locks do not work, no paper towels or soap to wash hands.
- **Bradley street footpath:** has many cracks and trip hazards. Darren advised that the Bradley street footpaths will get a new surface as part of the Bradley Street refurbishment.
- **Walkway from IGA to Sue Ross Real Estate:** Water doesn't drain away and forms large pools making it difficult to cross the road. It's a high traffic area that may require a Wombat Crossing – plenty of near misses.
- **Pick-up/Drop Off Parking Bay** outside the National Bank in Bradley Street and Kirks IGA would be helpful for the elderly and people with a disability as they are at the ends of the main street. The one in Moore Street is too far away from shops.
- **People are abusing the allocated accessible car parks (for hours).** Do Council Rangers come in Guyra?
- **Billboard near main street post office and toilets, truck stop and sheep monument on the New England Hwy** is outdated and references businesses that no longer exist. Billboards need updating to remain current. This may not be a Council responsibility depending on the ownership of the billboards.
- **There are no accessible taxi service providers in Guyra.** Would a private operator be willing to look at getting government assistance to change that? Travel vouchers used by people with disabilities may provide an added incentive. There is the HACC bus, however community cannot use that service unless they are part of the program, plus it is currently volunteer run and therefore irregular. Is there a way it could be utilised around town?

ACTIONS:

- **Investigate Guyra billboards that need updating and if they are on Council assets.**
 - **Clarify if Council Rangers come to Guyra**
- **Investigate if Council conduct 'pedestrian counts' before establishing pedestrian Crossings**
- **Investigate if there is enough drainage and stormwater pits in Bradley Street near the walkway at IGA.**

3.1 Committee Meetings During Caretaker Period

All Committees will be disbanded over the Caretaker period. Committee members have agreed to meet informally when required during this time without Council support. Workshops for the DAIP can continue through the Caretaker period.

ACTION: Set a next formal meeting for 14th October, 2021 pending new Councils reinstatement of this committee moving forward.

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3.2 Other Business

Committee discussed Councillor Murat decision not to run for Council next term and resolved to provide him with a letter of thanks.

Moved: Jeff Parker

Seconded: Steve Austin

RECOMMENDATION

The Council note the Committee's letter of thanks to Councillor Murat for his participation and contribution to the Access Advisory Committee over his terms as Councillor for the Armidale Region.

Discussion took place with respect to the standards of laybacks on the curb guttering for new subdivisions. They were considered steep and not useful for wheel chairs and motorised scooters to get up and down. Further, the gradient for driveways was also considered relatively steep for cars carrying people with injury or disability, preventing comfortable access.

Darren Schaefer advised that there had been some revisions to driveway laybacks, removing the 15ml lip from the gutter to the ramp on driveways as a new standard for ARC. If a house were to require a different driveway access in these sub divisions, ARC would permit this new layback however it would be at the cost of the resident. However, changes to the layback standards for guttering have not been included as ARC are enforcing compliance to current building standards.

Questions were raised as to if ARC would like to take up the initiative to amend their own standards in an effort to pioneer a change at the local level? Further, is there an opportunity to consider pram ramps at certain intervals (e.g. 50m-100m) so to allow approaches from scooters and motorised wheelchairs so they do not have to go to the ends of the streets to access the pram ramps in these sub divisions.

3.3 Tour of Guyra Hub

The committee had a tour of the Guyra hub noting the accessible bathrooms (including full size change table) and potential for future committee meetings to be held at the venue. Interest from the committee had been raised to the potential to have an equivalent change table in a facility in Armidale.

Meeting closed 11.47am.

Next meeting: 14th October, 2021 pending new Councils reinstatement of this committee.