



ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 27 February 2019
4pm

at

Guyra Council Chambers

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On behalf of councils, Local Government NSW (LGNSW) calls upon parties and candidates contesting the 2019 state election to commit to 12 priority areas to improve liveability and help local government deliver better infrastructure, services and outcomes for communities.



Cr Linda Scott
President, LGNSW

IMPROVE QUALITY OF LIFE



1. Save **recycling**

Reinvest 100% of the NSW Waste Levy, collected from community and industry, in a coordinated state-wide recycling and waste management approach and drive a circular economy.



2. Fund **public libraries** properly

Fund public libraries so they are sustainable. Double current funding commitments by providing an additional \$94 million over the next four years, with indexation. In line with NSW law, provide 50% of funding required for NSW public libraries, in perpetuity.



3. Fund **local infrastructure**

Establish an infrastructure funding program so councils can plan, build and maintain local roads, freight routes, cycling and pedestrian infrastructure, green space and sporting facilities, to meet rapid population growth and movements in NSW.

SUPPORT LOCAL DECISION-MAKING



4. Restore **planning powers to communities**

Reform the NSW planning system to:

- Restore the right of metropolitan councils to choose whether to use local planning panels, allowing councils and neighbourhoods to make decisions about developments that affect them
- Fix the NSW private certification system
- Set housing targets with local governments, not for them.

PROMOTE FINANCIAL STABILITY AND INDEPENDENCE



5. End **cost shifting**

Hold a public inquiry into cost shifting so that no new, increased or transferred responsibilities will be imposed on local government without a sufficient corresponding source of revenue or revenue-raising capacity.



6. Allow greater **financial independence**

Allow councils to levy rates up to 2% over the rate peg limit, without having to seek special rate variation approval, so councils can meet community needs with less red tape.



7. Support **disadvantaged communities**

Provide untied, recurrent grants for councils serving the most socio-economically disadvantaged areas in NSW so they can meet community needs.



8. Protect ownership of **local water utilities**

Commit to protecting local ownership and management of council-owned water utilities, to secure water supply and sewerage services for more than 1.8 million people in regional NSW.

PROMOTE STRONG GOVERNANCE AND DEMOCRACY



9. Renew our agreement

Renew the intergovernmental agreement with LGNSW to reaffirm the NSW Government's intention to work as an equal partner with local government across all issues affecting councils and communities.



10. Fix local government electoral expenditure laws

Commit to fairness in council elections by amending local government electoral expenditure provisions of the *Electoral Funding Act 2018* well before the 2020 elections (in line with NSW parliamentary committee recommendations).



11. Allow fair superannuation for mayors and councillors

Ensure mayors and councillors are entitled to receive superannuation, in line with elected federal and state parliamentarians and everyone else in the Australian workforce.



12. Address skills shortages

Fund a new, annual \$10 million program to increase the number of cadets, apprentices, trainees and university graduates employed by councils.

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1 Introduction

This Model Code of Meeting Practice for Local Councils in NSW is made under section 360 of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

This code applies to all meetings of council and committees of council of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

2 Meeting Principles

2.1 Council and Committee meetings should be:

Transparent Decisions are made in a way that is open and accountable.

Informed Decisions are made based on relevant, quality information.

Inclusive Decisions respect the diverse needs and interests of the local community.

Principled Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Respectful Councillors, staff and meeting attendees treat each other with respect

Effective Meetings are well organised, effectively run and skilfully chaired.

Orderly Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3 Before the Meeting

Timing of ordinary council meetings

- 3.1 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Extraordinary meetings

- 3.2 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.2 reflects section 366 of the Act.

Notice to the public of council meetings

- 3.3 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

Note: Clause 3.3 reflects section 9(1) of the Act.

- 3.4 For the purposes of clause 3.3, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.5 For the purposes of clause 3.3, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

- 3.6 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.6 reflects section 367(1) of the Act.

- 3.7 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.7 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

- 3.8 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.8 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

- 3.9 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted by 12noon, ten (10) business days before the meeting is to be held.
- 3.10 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion or question on notice submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.
- 3.11 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council.
- 3.12 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:
- (a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or
 - (b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

Questions on notice

- 3.13 A councillor may, by way of a notice submitted under clause 3.9, ask a question for response by the general manager about the performance or operations of the council.
- 3.14 A councillor is not permitted to ask a question with notice under clause 3.13 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.
- 3.15 The general manager or their nominee may respond to a question on notice submitted under clause 3.13 by way of a report included in the business papers and minutes of a

subsequent ordinary meeting of Council, or orally at the meeting.

Agenda and business papers for ordinary meetings

- 3.16 The general manager must ensure the agenda for a meeting of the council or a committee of the council is prepared as soon as practicable before the meeting.
- 3.17 The general manager must ensure that the agenda for an ordinary meeting of the council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
 - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
 - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
 - (d) any business of which due notice has been given under clause 3.9.
- 3.18 Nothing in clause 3.17 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.
- 3.19 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.
- 3.20 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:
- (a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
 - (b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.20 reflects section 9(2A)(a) of the Act.

- 3.21 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public, and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Availability of agenda and business papers to the public

- 3.22 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.22 reflects section 9(2) and (4) of the Act.

- 3.23 Clause 3.22 does not apply to the business papers for items of business that the general manager has identified under clause 3.20 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.23 reflects section 9(2A)(b) of the Act.

- 3.24 For the purposes of clause 3.22, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.24 reflects section 9(3) of the Act.

- 3.25 A copy of an agenda, or of an associated business paper made available under clause 3.22, may in addition be given or made available in electronic form.

Note: Clause 3.25 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

- 3.26 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.27 Despite clause 3.26, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency.

Note: It is common meeting practice for the chairperson to firstly rule that the business is of great urgency (b) before deciding on whether the motion is to be considered (a).

- 3.28 A motion moved under clause 3.27(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.
- 3.29 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.27(a) can speak to the motion before it is put.

- 3.30 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.27(b) on whether a matter is of great urgency.

Pre-meeting briefing sessions

- 3.31 Prior to each ordinary meeting of the council, the general manager **may** arrange a pre-meeting briefing session to brief councillors on the items of business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.
- 3.32 Pre-meeting briefing sessions are to be held in the absence of the public.
- 3.33 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.
- 3.34 Councillors (including the mayor) must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.
- 3.35 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do at a council or committee meeting. The council is to maintain a written record of all conflict of interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.

4 Public Forums (Have Your Say)

- 4.1 The council will hold a public forum at each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.
- 4.2 To speak at a public forum, a person must first make an application to the council by completing the online form. Applications to speak at the public forum must be received by 12.00noon on the day before the meeting date and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
- 4.3 A person may apply to speak on no more than two (2) items of business on the agenda of the council meeting.
- 4.4 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
- 4.5 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.
- 4.6 No more than two (2) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting.
- 4.7 The order of speakers will be as per the order of the agenda items.
- 4.8 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.
- 4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.
- 4.10 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than two (2) days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.
- 4.11 Each speaker will be allowed five (5) minutes to address the council. This time is to be strictly enforced by the chairperson.
- 4.12 Speakers at public forums must not digress from the item on the agenda of the council

- meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.
- 4.13 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
- 4.14 Speakers are under no obligation to answer a question put under clause 4.13.
- 4.15 Speakers at public forums cannot ask questions of the council, councillors or council staff.
- 4.16 The general manager or their nominee may, with the concurrence of the chairperson, address the council in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.
- 4.17 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.
- 4.18 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.
- 4.19 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.18, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.
- 4.20 Clause 4.19 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.
- 4.21 Where a speaker engages in conduct of the type referred to in clause 4.18, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.
- 4.22 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum.

5 Coming Together

Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

- 5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting.
- 5.3 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.
- 5.4 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.
- 5.5 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.6 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because he or she has been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.6 reflects section 234(1)(d) of the Act.

- 5.7 A councillor who intends to attend a meeting of the council despite having been granted leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

The quorum for a meeting

- 5.8 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

Note: Clause 5.8 reflects section 368(1) of the Act.

- 5.9 Clause 5.8 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

Note: Clause 5.9 reflects section 368(2) of the Act.

- 5.10 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
 - (b) within half an hour after the time designated for the holding of the meeting, or
 - (c) at any time during the meeting.
- 5.11 In either case, the meeting must be adjourned to a time, date and place fixed:
- (a) by the chairperson, or
 - (b) in his or her absence, by the majority of the councillors present, or
 - (c) failing that, by the general manager.
- 5.12 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the safety and welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster (such as, but not limited to flood or bushfire), the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.2.

Entitlement of the public to attend council meetings

- 5.15 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

Note: Clause 5.15 reflects section 10(1) of the Act.

- 5.16 Clause 5.15 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.17 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

- (a) by a resolution of the meeting, or
- (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.17 reflects section 10(2) of the Act.

Webcasting of meetings

5.18 All meetings of the council and committees of the council are to be webcast on the council's website. The livestreaming of the meetings is to comprise of an audio visual recording of the meeting.

5.19 Clause 5.18 does not apply to parts of a meeting that have been closed to the public under section 10A of the Act.

5.20 At the start of each meeting the chairperson is to make a statement informing those in attendance that the meeting is being webcast and that those in attendance should refrain from making any defamatory statements.

5.21 A recording of each meeting of the council and committee of the council is to be retained on the council's website for a period of 12 months. Recordings of meetings may be disposed of in accordance with the State Records Act 1998.

Attendance of the general manager and other staff at meetings

5.22 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

Note: Clause 5.22 reflects section 376(1) of the Act.

5.23 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

Note: Clause 5.23 reflects section 376(2) of the Act.

5.24 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.24 reflects section 376(3) of the Act.

5.25 The attendance of other council staff at a meeting, (other than as members of public) shall be with the approval of the general manager.

6 The Chairperson

The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

Note: Clause 6.1 reflects section 369(1) of the Act.

- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.
- 6.4 The election of chairperson must be conducted:
- (a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
 - (b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.
- 6.5 If, at an election of a chairperson, two or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.
- 6.6 For the purposes of clause 6.5, the person conducting the election must:
- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
 - (b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.
- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

6.9 When the chairperson rises or speaks during a meeting of the council:

- (a) any councillor then speaking or seeking to speak must, if standing, immediately resume their seat, and
- (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 Modes of Address

- 7.1 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor' or 'Madam Mayor'.
- 7.2 Where the chairperson is not the mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson'.
- 7.3 A councillor is to be addressed as 'Councillor [surname]'.
- 7.4 A council officer is to be addressed by their official designation or as Mr/Mrs [Surname]
- 7.5 A councillor shall address all remarks or questions, either through or to the chairperson.

8 Order of Business for Ordinary Council Meetings

8.1 The general order of business for an ordinary meeting of the council shall be:

- 01 Declaration of civic role and Acknowledgement of country
- 02 Statement in relation to live streaming of council meeting
- 03 Apologies and applications for leave of absence by councillors
- 04 Disclosures of interests
- 05 Public Forum (Have Your Say)
- 06 Confirmation of minutes
- 07 Mayoral minute(s)
- 08 Notices of rescission
- 09 Notices of motions
- 10 Reports to council
- 11 Reports to council
- 12 Committee Reports (Advisory Committees)
- 16 Authority to affix the Council Seal
- 17 Requests for Leave of Absence
- 18 Matters of an Urgent Nature
- 19 Questions on notice
- 12 Confidential matters (Closed Session)

8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: Part 13 allows council to deal with Items of business by exception.

8.3 Despite clauses 10.20-10.30, only the mover of a motion referred to in clause 8.2 may speak to the motion before it is put to a vote.

9 Consideration of Business at Council Meetings

Business that can be dealt with at a council meeting

9.1 The council must not consider business at a meeting of the council:

- (a) unless a councillor has given notice of the business, as required by clause 3.9, and
- (b) unless notice of the business has been sent to the councillors in accordance with clause 3.6 in the case of an ordinary meeting and clause 3.8 in the case of an extraordinary meeting.

9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

- (a) is already before, or directly relates to, a matter that is already before the council (for example, in the form of a supplementary motion), or
- (b) is the election of a chairperson to preside at the meeting, or
- (c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
- (d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.

9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:

- (a) a motion is passed to have the business considered at the meeting, and
- (b) the business to be considered is ruled by the chairperson to be of great urgency.

Note: It is common meeting practice for the chairperson to firstly rule that the business is of great urgency (b) before deciding on whether the motion is to be considered (a).

9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20-10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.

9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

Mayoral minutes

9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of council, or of which the council has official knowledge.

- 9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.
- 9.8 A recommendation made in a mayoral minute put by the mayor is, insofar as it is adopted by the council, a resolution of the council.
- 9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent, or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.
- 9.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

Staff reports

- 9.11 A recommendation made in a staff report is, insofar as it is adopted by the council, a resolution of the council.

Reports of committees of council

- 9.12 The recommendations of a committee of the council are, insofar as they are adopted by the council, resolutions of the council.
- 9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decision on each recommendation.

Questions

- 9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.9 and 3.13.
- 9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.
- 9.16 A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.
- 9.17 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. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.

- 9.18 The councillor must put every such question directly, succinctly and without argument.
- 9.19 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

10 Rules of Debate

Motions to be seconded

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

Notices of motion

- 10.2 A councillor who has submitted a notice of motion under clause 3.9 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.9 wishes to withdraw it after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the councillor may request the withdrawal of the motion when it is before the council.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other councillor may move the motion at the meeting, or
 - (b) the chairperson may defer the motion until the next meeting of the council at which the motion can be considered.

Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.7 Before ruling out of order a motion or an amendment to a motion under clause 11.6, the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.8 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been rejected.

Motions Requiring the Expenditure of Funds

- 10.9 A motion or an amendment to a motion which if passed would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the motion. If the motion does not identify a funding source, the council must

defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the motion if adopted.

Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

Foreshadowed motions

- 10.17 A councillor may propose a foreshadowed motion without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.
- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all foreshadowed amendments have been dealt with.

Limitations on the number and duration of speeches

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and to any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clause 10.22, the council may resolve to shorten the duration of speeches to expedite the consideration of business at a meeting.
- 10.25 Despite clause 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
 - (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.26 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.25. A seconder is not required for such a motion.
- 10.27 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.
- 10.28 If a motion that the original motion or an amendment be now put is rejected, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.29 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.30 Once the debate on a matter is closed and a matter has been dealt with, the chairperson must not allow further debate on the matter.

11 Voting

Voting entitlements of councillors

- 11.1 Each councillor is entitled to one vote.

Note: Clause 11.1 reflects section 370(1) of the Act.

- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.

Note: Clause 11.2 reflects section 370(2) of the Act.

- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

Voting at council meetings

- 11.4 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.

- 11.5 If a councillor who has voted against a motion put at a council meeting so requests, the general manager must ensure that the councillor's dissenting vote is recorded in the council's minutes.

- 11.6 The decision of the chairperson as to the result of a vote is final, unless the decision is immediately challenged and not fewer than two (2) councillors rise and call for a division.

- 11.7 When a division on a motion is called, the chairperson must ensure that the division takes place immediately. The general manager must ensure that the names of those who vote for the motion and those who vote against it are recorded in the council's minutes for the meeting.

- 11.8 When a division on a motion is called, any councillor who fails to vote will be recorded as having voted against the motion in accordance with clause 11.4 of this code.

- 11.9 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.

Voting on planning decisions

- 11.10 The general manager must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 11.11 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- 11.12 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.13 Clauses 11.10–11.12 apply also to meetings that are closed to the public.

Note: Clauses 11.10–11.13 reflect section 375A of the Act.

Note: The requirements of clause 11.10 may be satisfied by maintaining a register of the minutes of each planning decision.

12 Committee of the Whole

- 12.1 The council may resolve itself into a committee to consider any matter before the council.

Note: Clause 12.1 reflects section 373 of the Act.

- 12.2 All the provisions of this code relating to meetings of the council, insofar as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches.

Note: Clauses 10.20-10.30 limit the number and duration of speeches.

- 12.3 The general manager or, in the absence of the general manager, an employee of the council designated by the general manager, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full but any recommendations of the committee must be reported.

- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

13 Dealing with Items by Exception

- 13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution.
- 13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause 13.1, the chairperson is to list the items of business to be adopted and ask councillors to identify any of the individual items of business listed by the chairperson that they wish to speak on.
- 13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendations made in the business paper or to speak on.
- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.2.
- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken as having been adopted unanimously.
- 13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1 in accordance with the requirements of the council's code of conduct.

14 Closure of Council Meetings to the Public

Grounds on which meetings can be closed to the public

14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

- (a) personnel matters concerning particular individuals (other than councillors),
- (b) the personal hardship of any resident or ratepayer,
- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
- (d) commercial information of a confidential nature that would, if disclosed:
 - (i) prejudice the commercial position of the person who supplied it, or
 - (ii) confer a commercial advantage on a competitor of the council, or
 - (iii) reveal a trade secret,
- (e) information that would, if disclosed, prejudice the maintenance of law,
- (f) matters affecting the security of the council, councillors, council staff or council property,
- (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
- (i) alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and

- (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

- 14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

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

Note: Clause 14.4 reflects section 10B(2) of the Act.

- 14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

- 14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

- (a) a person may misinterpret or misunderstand the discussion, or
- (b) the discussion of the matter may:
 - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
 - (ii) cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

- 14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

Notice of likelihood of closure not required in urgent cases

- 14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
 - (b) the council or committee, after considering any representations made under section 14.9, resolves that further discussion of the matter:
 - (i) should not be deferred (because of the urgency of the matter), and
 - (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

- 14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

- 14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.11 Where the matter has been identified in the agenda of the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received by 12noon on the day before the meeting at which the matter is to be considered.
- 14.12 The general manager (or their delegate) may refuse an application made under clause 14.11.
- 14.13 No more than two (2) speakers are to be permitted to make representations under clause 14.9.
- 14.14 If more than the permitted number of speakers applies to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.
- 14.15 The general manager (or their delegate) is to determine the order of speakers.

- 14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.20 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than two (2) speakers to make representations in such order as determined by the chairperson.
- 14.17 Each speaker will be allowed five (5) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers are to confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to so digress. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-councillors from meetings closed to the public

- 14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the person from that place and, if necessary restrain that person from re-entering that place.

Information to be disclosed in resolutions closing meetings to the public

- 14.20 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
 - (b) the matter that is to be discussed during the closed part of the meeting,
 - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.20 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

- 14.21 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.
- 14.22 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.21 during a part of the meeting that is webcast.

15 Keeping Order at Meetings

Points of order

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.
- 15.3 A point of order must be taken immediately when it is raised. The chairperson must suspend business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

- 15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

- 15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.
- 15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been discharged as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

- (a) contravenes the Act or any regulation in force under the Act or this code, or
- (b) assaults or threatens to assault another councillor or person present at the meeting, or
- (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
- (d) insults or makes personal reflections on or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
- (e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into contempt.

15.12 The chairperson may require a councillor:

- (a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a) or (b), or
- (b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
- (c) to retract and apologise without reservation for an act of disorder referred to in clauses 15.11(d) and (e).

How disorder at a meeting may be dealt with

15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

15.14 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.

15.15 Clause 15.14, does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section

10(2)(a) of the Act.

- 15.16 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.
- 15.17 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.18 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.19 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.
- .

Use of mobile phones and the unauthorised recording of meetings

- 15.20 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.21 A person must not use a tape recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.
- 15.22 Any person who makes a recording or attempts to make a recording of a meeting of the council or a committee of the council in contravention of clause 15.21, may be expelled from the meeting as provided for under section 10(2) of the Act.
- 15.23 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

16 Conflicts of Interest

- 16.1 All councillors and, where applicable, all other persons, must declare and manage any conflicts of interest they may have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest and how the conflict of interest was managed by the person must be recorded in the minutes of the meeting at which the declaration was made.

17 Decisions of the Council

Council decisions

- 17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

Note: Clause 17.1 reflects section 371 of the Act.

- 17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given under clause 3.9.

Note: Clause 17.3 reflects section 372(1) of the Act.

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

Note: Clause 17.4 reflects section 372(2) of the Act.

- 17.5 If a motion has been rejected by the council, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with clause 3.10.

Note: Clause 17.5 reflects section 372(3) of the Act.

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been rejected by the council, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

Note: Clause 17.6 reflects section 372(4) of the Act.

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously rejected motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

Note: Clause 17.7 reflects section 372(5) of the Act.

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

Note: Clause 17.8 reflects section 372(7) of the Act.

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under

clause 3.10 with the consent of all signatories to the notice of motion.

- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the general manager no later than 4.00 pm on the day after the meeting at which the resolution was adopted.
- 17.11 A notice of motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council

Note: Clause 17.11 reflects section 372(6) of the Act.

- 17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:
- (a) a notice of motion signed by three (3) councillors is submitted to the chairperson, and
 - (b) a motion to have the motion considered at the meeting is passed, and
 - (c) the chairperson rules the business that is the subject of the motion is of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

Note: It is common meeting practice for the chairperson to firstly rule that the business is of great urgency (c) before deciding on whether the motion is to be considered (b).

- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 17.12(b) can speak to the motion before it is put.
- 17.14 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.12(c).

Recommitting resolutions to correct an error

- 17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the council's resolution, or
 - (b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.
- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite clauses 10.20–

10.30, only the mover of a motion referred to in clause 17.15 can speak to the motion before it is put.

17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.

17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

18 Time Limits on Council Meetings

18.1 Meetings of the council and committees of the council are to conclude no later than 8.00pm.

18.2 If the business of the meeting is unfinished at 8.00pm the council or the committee of council may, by resolution, extend the time of the meeting to 8.30pm.

18.3 If the business of the meeting is unfinished at 8.00pm, and the council does not resolve to extend the meeting under clause 18.2, the chairperson must either:

(a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or

(b) adjourn the meeting to a time, date and place fixed by the chairperson.

18.4 Clause 18.3 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.

18.5 Where a meeting is adjourned under clause 18.3 or 18.4, the general manager must:

(a) individually notify each councillor of the time, date and place at which the meeting will reconvene, and

(b) publish the time, date and place at which the meeting will reconvene:

(i) on the council's website, and

(ii) in such other manner that the general manager is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

19 After the Meeting

Minutes of meetings

- 19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

Note: Clause 19.1 reflects section 375(1) of the Act.

- 19.2 At a minimum, the general manager must ensure that the following matters are recorded in the council's minutes:

- (a) details of each motion moved at a council meeting and of any amendments moved to it,
- (b) the names of the mover and seconder of the motion or amendment,
- (c) whether the motion or amendment was passed or lost, and
- (d) such other matters specifically required under this code.

- 19.3 The minutes of a council meeting must be confirmed at a subsequent meeting of the council.

Note: Clause 19.3 reflects section 375(2) of the Act.

- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

Note: Clause 19.5 reflects section 375(2) of the Act.

- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

- 19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

Note: Clause 19.8 reflects section 11(1) of the Act

- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

Note: Clause 19.9 reflects section 11(2) of the Act.

- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

Note: Clause 19.10 reflects section 11(3) of the Act.

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

- 19.12 The general manager is to implement, without undue delay, lawful decisions of the council.

Note: Clause 19.12 reflects section 335(b) of the Act.

20 Council Committees

Application of this Part

20.1 This Part only applies to committees of the council whose members are all councillors.

Council committees whose members are all councillors

20.2 The council may, by resolution, establish such committees as it considers necessary.

20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.

20.4 The quorum for a meeting of a committee of the council is to be:

- (a) such number of members as the council decides, or
- (b) if the council has not decided a number – a majority of the members of the committee.

Functions of committees

20.5 The council must specify the functions of each of its committees when the committee is established, but may from time to time amend those functions.

Notice of committee meetings

20.6 The general manager must send to each councillor regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:

- (a) the time, date and place of the meeting, and
- (b) the business proposed to be considered at the meeting.

20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

Attendance at committee meetings

20.8 A committee member (other than the mayor) ceases to be a member of a committee if the committee member:

- (a) has been absent from three (3) consecutive meetings of the committee without having given reasons acceptable to the committee for the member's absences, or

- (b) has been absent from at least half of the meetings of the committee held during the immediately preceding year without having given to the committee acceptable reasons for the member's absences.
- 20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

Non-members entitled to attend committee meetings

- 20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
 - (b) to move or second a motion at the meeting, or
 - (c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

- 20.11 The chairperson of each committee of the council must be:
- (a) the mayor, or
 - (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
 - (c) if the council does not elect such a member, a member of the committee elected by the committee.
- 20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

- 20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.

- 20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.15.
- 20.17 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

- 20.18 The provisions of the Act and Part 15 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 20.19 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.
- 20.20 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is webcast.

Disorder in committee meetings

- 20.21 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

Minutes of council committee meetings

- 20.22 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
- (a) details of each motion moved at a meeting and of any amendments moved to it,
 - (b) the names of the mover and seconder of the motion or amendment,
 - (c) whether the motion or amendment was passed or lost, and
 - (d) such other matters specifically required under this code.
- 20.23 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 20.24 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

- 20.25 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.
- 20.26 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 20.27 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 Irregularities

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

- (a) a vacancy in a civic office, or
- (b) a failure to give notice of the meeting to any councillor or committee member,
or
- (c) any defect in the election or appointment of a councillor or committee member,
or
- (d) a failure of a councillor or a committee member to disclose a conflict of interest, or
to refrain from the consideration or discussion of, or vote on, the relevant matter,
at a council or committee meeting in accordance with the council's code of
conduct, or
- (e) a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 Definitions

general manager	general manager means the person referred to in the Local Government Act 1993 as the general manager of a council and, in the case of the Armidale Regional Council, means the person referred to as the Chief Executive Officer of the Armidale Regional Council
the Act	means the Local Government Act 1993
the Regulation	means the Local Government (General) Regulation 2005
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code; and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW and includes councillors, administrators, council staff, council committee members and delegates of the council
day	means calendar day
division	means a request by two (2) councillors under clause 11.6 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a

	visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the Environmental Planning and Assessment Act 1979 including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including the making of an order under Division 2A of Part 6 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later date
year	means the period beginning 1 July and ending the following 30 June

Authorisation

Adopted by Council:



29 November 2018



Armidale Regional Council
PO Box 75A
ARMIDALE NSW 2350

To the Mayor, Councillors and CEO (please distribute accordingly)

The Australian Local Government Association (ALGA) is now calling for Notices of Motions for National General Assembly 2019 (NGA).

The NGA will be celebrating 25 years in 2019! Over the last 25 years, the NGA has provided a platform for Local Government to address national issues and lobby the federal government on critical issues facing our sector.

The theme for the 2019 NGA is '*future focused*', this theme acknowledges that the assembly will be held after a federal election and we need to come together as a sector to ensure our voice is heard by the incoming government to deliver in collaboration for our communities.

ALGA received significant feedback on the motions process and topics from the 2018 NGA. In response to the feedback received, ALGA has prepared a discussion paper that explores data which identify critical areas local government needs to consider now and into the future.

To inform the submission of motions, please read the discussion paper (included with this letter) and ensure motions meet the identified criteria.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. be relevant to the work of local government nationally;
2. be consistent with the themes of the NGA;
3. complement or build on the policy objectives of your state and territory local government association;
4. be from a council which is a financial member of their state or territory local government association;
5. propose a clear action and outcome; and
6. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be lodged online at alga.asn.au no later than 11:59pm on Friday 29 March 2019.

Any administrative inquiries can be directed to ALGA by calling 02 6122 9400.



Adrian Beresford-Wylie
ALGA CEO

**Future
Focused**

NGA 19

16—19 June 2019. Canberra
National Convention Centre

Profiles



STEVE SAMMARTINO

Australian Futurist, Author, Technologist and Speaker

Steve wrote his first lines of computer code at age 10, and is one of Australia's most respected futurists.

A media commentator, Steve is the technology reporter for ABC Radio National and the in house futurist for 3AW providing expert assessment on the rapidly evolving technology sector. His breadth of experience gives him an uncanny ability to make sense of how technology is shaping society and the economy.

Steve is currently working with the Australian Government on designing future proof transport and education infrastructure.

Steve has delivered to audiences in stadiums in excess of 10,000, as well as intimate board room settings for the Fortune 500.

Steve likes to work with companies who require an unbiased view of impending technological shifts, startups reinventing industries and Government bodies, focussing on hard economics of the future, exploring changes in business systems, capital flows and consumer behaviour.

Steve will deliver an energising keynote which explores a future where the way forward is about handing over the technology tools of design and production to those who populate our communities. A future where we work together as an eco-system. This Technology Revolution has taught us that co-creation, crowd design and crowd funding aren't just ways to expedite innovation, but a wonderful way to do more with less. An engaged community is one that participates in building a world they want to live in.



GENEVIEVE BELL

Distinguished Professor, Director, Autonomy, Agency & Assurance Institute

With her career focussing on the intersection of cultural anthropology with engineering and computer science, Professor Genevieve Bell's insights into helping shape next generation technology innovation are highly sought after to help understand what makes people tick.

Bell's impact has been recognised repeatedly. In 2010, she was named one of the top 25 women in technology to watch by AlwaysOn and as one of the 100 Most Creative People in Business by Fast Company. In 2012, Bell was inducted to the Women In Technology International Hall of Fame and in 2013, she was named Anita Borg's Women of Vision in Leadership.

In 2014, she was included in Elle Magazine's first list of influential women in technology and also included in a new exhibit at London's Design Museum profiling 25 women from around the world.

Professor Bell is the Director of the 3A Institute, Florence Violet McKenzie Chair, and a distinguished Professor at the Australian National University as well as Vice President and Senior Fellow at Intel Cooperation.

Professor Bell will share her visions and thoughts on how artificial intelligence will influence your local community

**REGISTER NOW:
NGA19.COM.AU**



**AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION**

The NGA 2019 Sponsorship & Exhibition are now open, visit NGA19.com.au to download the prospectus. If you have any questions please contact ALGA

on 02 6122 0400



Future Focused

Call for Motions
Discussion Paper 2019

National General Assembly
of Local Government **2019**

16—19 June 2019



**AUSTRALIAN
LOCAL GOVERNMENT
ASSOCIATION**

KEY DATES

End of November 2018
Opening of Call for Motions

29 March 2019
Acceptance of motions close

16 - 19 June 2019
National General Assembly

SUBMITTING MOTIONS

The National General Assembly of Local Government (NGA) is an important opportunity for you and your council to influence the national policy agenda.

To assist you to identify motions that address the theme of the NGA, the Australian Local Government Association (ALGA) Secretariat has prepared the short discussion paper. You are encouraged to read all of the sections of the paper, but are not expected to respond to every question. Your motion/s can address one or all of the issues identified in the discussion paper.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. be relevant to the work of local government nationally
2. be consistent with the themes of the NGA
3. complement or build on the policy objectives of your state and territory local government association
4. be submitted by a council which is a financial member of their state or territory local government association
5. propose a clear action and outcome
6. not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs. For example: That this National General Assembly call on the Federal Government to restore funding for local government financial assistance grants to a level equal to at least 1% of Commonwealth taxation revenue.

Motions should be lodged electronically using the online form available on the NGA website at: www.alga.asn.au. All motions require, among other things, a contact officer, a clear national objective, a summary of the key arguments in support of the motion, and endorsement of your council. Motions should be received no later than 11:59pm on Friday 29 March 2019.

Please note that for every motion it is important to complete the background section on the form. Submitters of motions should not assume knowledge. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-Committee as well as by state and territory local government associations to determine their eligibility for inclusion in the NGA Business Papers. When reviewing motions, the Sub-Committee considers the importance and relevance of the issue to local government. Please note that motions should not be prescriptive in directing how the matter should be pursued. With the agreement of the relevant council, motions may be edited before inclusion in the NGA Business Papers to ensure consistency. If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association, and will not be included in the NGA Business Papers.

INTRODUCTION

The purpose of this discussion paper is to provide guidance to councils developing Motions for Debate at the 2019 National General Assembly. This will be the 25th National General Assembly and will focus on the future of local government and local communities. It will consider what Councils can do today to get ready for the challenges, opportunities and changes that lie ahead.

Local governments across Australia already face a host of challenges including financial constraints, adapting to rapidly evolving technologies and community expectations of access to 24/7 services via websites, mobiles and call centres, changes in demographics and population size and preferred means of community engagement. It is unlikely that these challenges will disappear. In some cases, they will be compounded by climate change, the ageing population and further advances in disruptive technologies including artificial intelligences.

The challenges may also be exacerbated by increasing community expectations about the level and types of services and infrastructure provided by councils and the community's willingness to pay. The community, as council's customers, are increasingly growing accustomed to steadily falling prices for better products and services such as cars, computers, overseas travels. Exceptions to this are housing and in many cases government services such as health care and tertiary education. Another exception is council rates. While a number of states have capped rates, rates across the nation typically continue to rise.

In the case of rates, local communities can perceive that they are being asked to pay more money for the same product. The community may feel that they are paying enough and are therefore unlikely to be supportive of rate rises or swing behind the call for increased federal funding for local government ($\geq 1\%$ FAGs).

KEY QUESTIONS

This therefore raises the questions of:

1. What can local governments do differently now, and in the future, to deliver more for less?
 - o Are there new business models and new partnerships, new technologies and the willingness to reduce, phase out or change existing practices, opportunities for more sophisticated service planning and more efficient procurement?
2. How can local governments collaborate, be entrepreneurial and embrace disruption and innovation?
3. How can the Commonwealth Government help local governments prepare for the future and why should they care?
 - o What are the opportunities for leveraging regional, state and national partnerships?

THE PRESENT

Demographics

In 2018 the Australian population reached the 25 million mark.

73% of the population lives in stand-alone houses, while 27% of the population live in homes such as flats, apartments, semi-detached, row houses and town houses. 38% of occupied apartments are in high rise blocks with four or more storeys. That's up from 18% in 2006.

67% of Austalians live in capital cities, 23% in other urban areas and 10% live in rural Australia. In total more than 90% of our population lives within 100km of the coast making us one of the world's most urbanised coastal dwelling populations. 86% of all Aussie households have internet access at home.

Australia has an aging population and we're also living longer with almost 4,000 people over the age of 100. In 2017, 308,000 babies were born. As a population, we're made up of more than six million families and they come in all shapes and sizes¹.

Diversity and culture

Australia has one of the most multicultural populations in the world with more than 300 different ancestries and 28% of our resident population born overseas – nearly 7 million people. Across the country more than 300 languages are spoken.

At the 2016 Census 50.7% of the population was female. However, gender equality advances have stalled across the local government sector. The rates of women in senior positions are far lower than any other tier of government. At the last round of local government elections, women accounted for just 32 per cent of all candidates and were elected to 30 per cent of positions. Even fewer (24 per cent) mayoral candidates were women but almost all were elected. Women account for 46 per cent of staff positions but this falls as the management level rises. Only 11 per cent of council chief executives are women².

At the 2016 Census Aboriginal and Torres Strait Islander people made up 2.8 per cent of the Australian population (approximately 649,000 out of 23.4 million people). Only eight politicians who identify as Indigenous have served in the Federal Parliament with six of those having been elected since 2010³. With the exception of a small number of local governments it is expected that there are very few Aboriginal and Torres Strait Islanders holding elected or senior executive positions in local government (data is not available for this issue).

According to the 2016 Census, almost 50 per cent of Australians were born overseas or had a parent born overseas. Census data also indicates that almost one quarter of Australians speak languages other than English in their homes. State and federal parliaments and local governments should reflect contemporary Australia but fail to do so.

A 2016 report by the Australian Human Rights Commission revealed that 1.61 per cent of federal and state public service heads of department, and 0 per cent of federal Ministers and Assistant Ministers come from a non-European background. In the federal parliament 79 per cent of the 226 elected members in the Australian Parliament have an Anglo-Celtic background, 16 per cent have a European background and those from a non-European background make up less than four per cent of the total⁴. There are no statistics available about cultural diversity in local government.

Fair Work Australia statistics indicate that workers compensation claims involving alleged bullying in local government were among the second highest of all sectors in 2017, with 42.2 claims per 100 million hours worked in 2017, up from being the third highest in 2016⁵.

Roles and funding

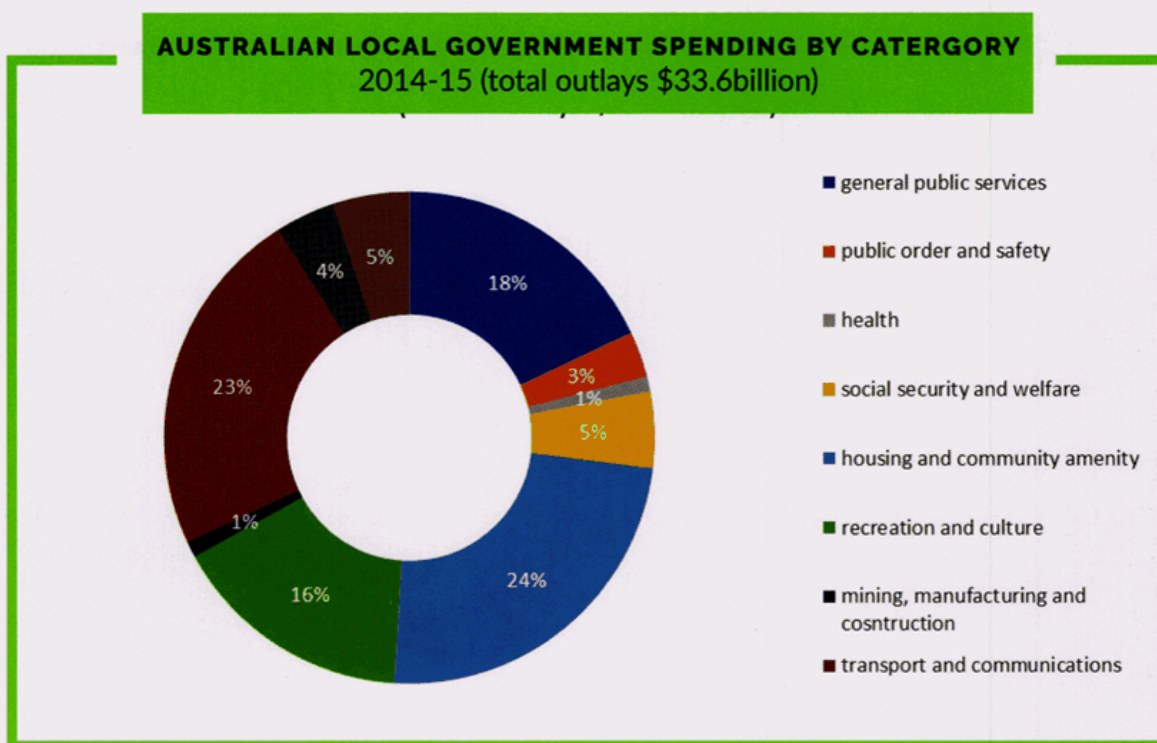
The scale and functional scope of local government spending has been subject to significant change over the last two decades. According to a report by the McKell Institute there has been a fourfold increase in spending by local governments in nominal terms (7.3% p.a. compound growth rate) from total outlays of A\$8.2 billion in 1994-95 to A\$33.6 billion in 2014-15 and \$35.9 billion in 2016-17 despite the fact that in some jurisdictions significant public service responsibilities (such as water and sewerage) have been stripped out from local government.

Causes for the increase in functions undertaken by local government⁶ include cost shifting, the need to address market failure (particularly in rural areas where it is commonly not financially viable for the private sector to provide essential goods and services such as aged care or childcare) and increasing community demand which has been rising steeply over the past two decades.

A gap has emerged between the community's propensity to pay for various amenities and the cost to council in providing those services. This has resulted in local governments under-charging and failing to effectively demonstrate the cost to consumers.

KEY QUESTION

What can local governments do differently?

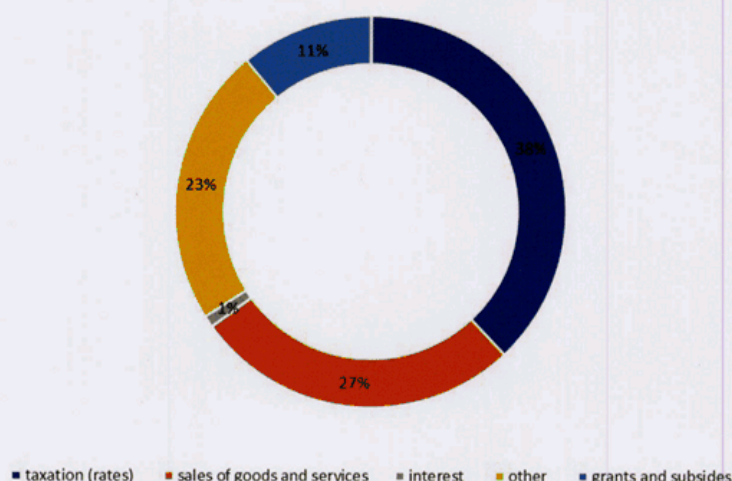


The following table demonstrates some of the key changes in local government expenditure between 2011-12 to 2016-17

Expense by purpose	Proportion of total expenditure	
	2011-12	2016-17
Transport and communications	23.7%	21.5%
Housing and community services	22.3%	24.2%
General public service	18.3%	17.6%
Recreation and culture	15%	16.6%
Social security and welfare	5.3%	4.8%
Other purpose	3.9%	4.2%
Other economic affairs	3.6%	3.6%
Public order and safety	2.6%	2.5%
Public debt transaction	2.1%	1.8%
Health	1.3%	1.2%
Mining, manufacturing and construction	1.2%	1.0%
Education	0.5%	0.6%
Fuel and energy	0.1%	0%
Agriculture, forestry and fishing	0.1%	0.1%
Total in \$\$	\$30.6b	\$35.9b

Between 2011-12 and 2016-17 local government revenue increased from \$36 billion to \$45.5 billion. Of this 88% (in 2011-12) and 89% (in 2016-17) was own source revenue⁷. Funding from the Commonwealth Government in the form of Financial Assistance Grants (FAGs) was \$2.14 billion in 2011-12 and \$2.29 billion (following the end on the freeze to indexation).

LOCAL GOVERNMENT REVENUE BY SOURCE 2016-17



KEY QUESTIONS

How can the Commonwealth Government help local governments?

Why should they care?

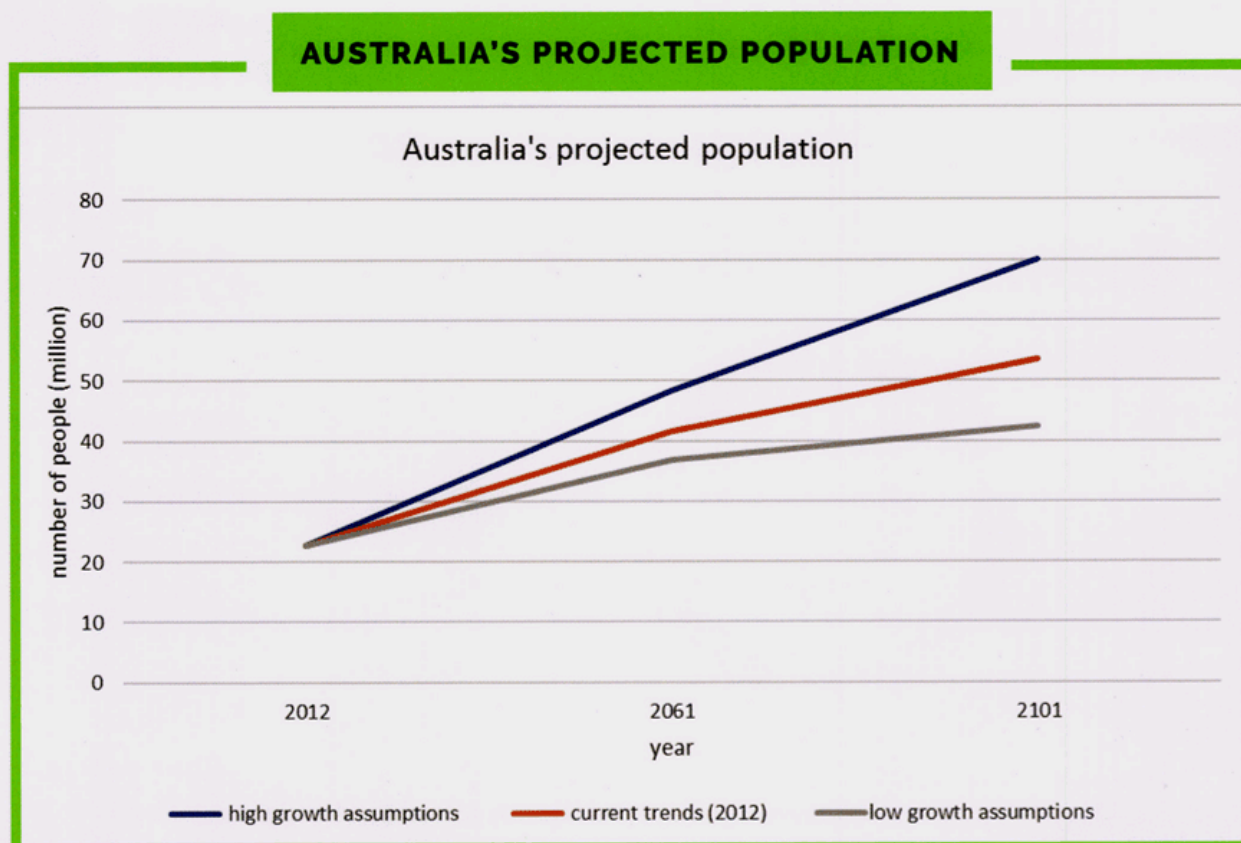
Total assets increased from \$350 billion in 2011-12 to \$467 billion in 2017-18. It has been estimated that the gross replacement value of local government infrastructure for all Australian councils was \$438 billion in 2014. 11% or \$47 billion of assets are in poor or very poor condition and require renewal or upgrade. Seven per cent or \$31 billion of the asset stock has poor function requiring upgrading to meet current or emerging local and regional service level targets for safety, compliance, social, environmental and economic performance. A further seven per cent or \$31 billion of assets have poor capacity and require augmenting

THE FUTURE

Demographics

Population projections by the Australian Bureau of Statistics illustrate the growth and change in population which would occur if certain assumptions about the future level of fertility, mortality, internal and overseas migration were to prevail over a projection period. Based on an estimated resident population of 22.7 million people at 30 June 2012 the population has been projected to increase to between 36.8 and 48.3 million people by 2061 and to between 42.4 and 70.1 million by 2101.

The median age of Australia's population (37.3 years at 30 June 2012) is projected to increase to between 38.6 years and 40.5 years in 2031 (high growth and low growth respectively) and to between 41.0 years and 44.5 years in 2061.



Source: ABS Population projections, Australia 2012 3222.0

Assuming the current (2012) trends continuing, the population will grow in all states and territories except Tasmania. All capital cities except Darwin are projected to experience higher percentage growth than their respective state or territory balances, resulting in a further concentration of Australia's population within the capital cities. In 2012, 66% of Australians lived in a capital city. By 2061 this proportion is projected to increase to 74%.

KEY QUESTIONS

*What partnerships, business models
can help local Government
deliver more with less?*

		2061		
State	2012	Low growth scenarios (C)	Current trend (B)	High growth scenario
NSW total	7.3 million	10.8 million	11.5 million	12.6 million
Sydney	4.7 million	8.0 million	8.5 million	8.9 million
Balance	2.6 million	2.9 million	3 million	3.7 million
Victoria Total	5.6 million	9.0 million	10.3 million	12.1 million
Melbourne	4.2 million	7.6 million	8.6 million	9.8 million
Balance	1.4 Million	1.4 million	1.7 million	2.3 million
Queensland total	4.6 million	7.9 million	9.3 million	11.1 million
Brisbane	2.2 million	3.8 million	4.8 million	5.6 million
Balance	2.4 million	4.1 million	4.5 million	5.5 million
Western Australia total	2.4 million	5.4 million	6.4 million	7.7 million
Perth	1.9 million	4.4 million	5.4 million	6.6 million
Balance	500,000	975,000	950,800	1.1 million
South Australia total	1.7 million	2.1 million	2.3 million	2.6 million
Adelaide	1.3 million	1.7 million	1.9 million	2.2 million
Balance	377,900	373,700 *	387,400	451,200
Tasmania Total	512,200	460,900 #	565,700 #	714,000
Hobart	217,000	228,700	270,600	339,300
Balance	295,400	232,200	295,100	374,700
Northern Territory total	235,200	455,700	453,000	457,800
Darwin	131,900	254,800	225,900	182,000
Balance	103,200	203,000	227,100	273,700
ACT Total	375,100	612,400	740,900	904,100

In the low growth scenario, the population for the balance of South Australia is projected to increase marginally over the next twenty years, peaking at 398,100 in 2033, before declining to 373,700 in 2061.

In the current trend scenario (2012) Tasmania's population increases slowly before levelling out by around 2046 and then decreasing marginally from 2047 onwards. In the low growth scenario Tasmania's population increases only slightly over the first 15 years and begins to decline from 2028 onwards⁹.

In the high growth scenario, Australia's growth rate initially increases to 1.9% per year and remains above the 20-year average (1.3%) until the middle of the century. Over the second half of the century, growth rates gradually decline, reaching 1.0% in 2071 and 0.8% in 2101. In the current (2012) trend scenario Australia's annual growth rate decreases from 1.7% in 2012 to 1.0% in 2045, and to 0.5% in 2101. In the low growth scenario Australia's annual growth rate decreases at a faster rate, reaching 1.0% in 2031 and 0.2% in 2101.

Climate Change

The CSIRO and Bureau of Meteorology have compiled different models for predicting the outcome of climate change in Australia. According to this work, droughts are predicted to increase in a large portion of southern Australia, ("medium" level of confidence). It is predicted that in the main the southern half of Australia will experience less rainfall in winter, spring or both (high or medium confidence). Every part of Australia will continue to experience increases in average temperature, and will have a higher frequency of hot days. This will also result in higher evaporation across Australia, which will continue to make drought conditions worse in the future.

People living in large cities can be more susceptible than non-urban dwellers to the effects of heatwaves as a result of the urban heat island effect. This is caused by the prevalence in cities of heat absorbing materials such as dark coloured pavements and roofs, concrete, urban canyons trapping hot air, and a lack of shade and green space in dense urban environments. It can result in substantially higher temperatures (particularly overnight) than surrounding non-urban areas.



<https://www.climatechangeinaustralia.gov.au/en/climate-projections/future-climate/regional-climate-change-explorer/super-clusters/>

Northern Australia

- Average temperatures will continue to increase in all seasons (very high confidence).
- More hot days and warm spells are projected with very high confidence.
- Changes to rainfall are possible but unclear.
- Increased intensity of extreme rainfall events is projected, with high confidence.
- Mean sea level will continue to rise and height of extreme sea-level events will also increase (very high confidence).
- With medium confidence, fewer but more intense tropical cyclones are projected.

The Rangelands

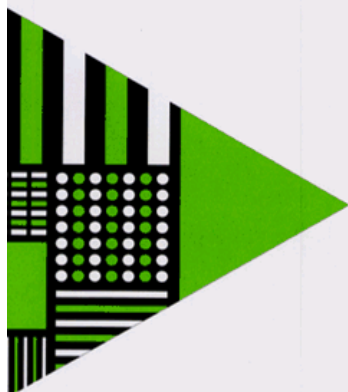
- Average temperatures will continue to increase in all seasons (very high confidence).
- More hot days and warm spells are projected with very high confidence. Fewer frosts are projected with high confidence.
- Changes to summer rainfall are possible but unclear. Winter rainfall is projected to decrease in the south with high confidence.
- Increased intensity of extreme rainfall events is projected, with high confidence.
- Mean sea levels will continue to rise and height of extreme sea-level events will also increase (very high confidence).

Eastern Australia

- Average temperatures will continue to increase in all seasons (very high confidence).
- More hot days and warm spells are projected with very high confidence. Fewer frosts are projected with high confidence.
- Average winter and spring rainfall is projected to decrease with medium confidence. Changes in summer and autumn are possible but unclear.
- Increased intensity of extreme rainfall events is projected, with high confidence.
- Mean sea level will continue to rise and height of extreme sea-level events will also increase (very high confidence).
- A harsher fire-weather climate in the future (high confidence).

Southern Australia

- Average temperatures will continue to increase in all seasons (very high confidence).
- More hot days and warm spells are projected with very high confidence. Fewer frosts are projected with high confidence.
- A continuation of the trend of decreasing winter rainfall is projected with high confidence. Spring rainfall decreases are also projected with high confidence. Changes to summer and autumn rainfall are possible but less clear.
- Increased intensity of extreme rainfall events is projected, with high confidence.
- Mean sea level will continue to rise and height of extreme sea-level events will also increase (very high confidence).
- A harsher fire-weather climate in the future (high confidence).



KEY QUESTIONS

How can local governments collaborate, build partnerships to address climate change?

Table 1 Climate Change Projections for selected Australian Cities

Variable	2030 (intermediate emission scenario)	2090 (intermediate emission scenario)	2090 (high emission scenario)
Adelaide			
Temperate	0.7	1.5	2.9
Rainfall (%)	-4	-7	-9
Days over 35°C (currently 20)	26	32	47
Alice Springs			
Temperate	1	2.1	4.4
Rainfall (%)	-2	-5	-4
Days over 35°C (currently 94)	113	133	168
Brisbane			
Temperate	0.9	1.8	3.7
Rainfall (%)	-4	-9	-16
Days over 35°C (currently 12)	18	27	55
Cairns			
Temperate	0.7	1.4	2.9
Rainfall (%)	0	-2	-2
Days over 35°C (currently 3)	5.5	11	48
Canberra			
Temperate	0.8	1.8	3.8
Rainfall (%)	-2	-6	-5
Days over 35°C (currently 20)	7.1	12	29
Darwin			
Temperate	0.9	1.8	3.7
Rainfall (%)	0	-1	+4
Days over 35°C (currently 11)	43	111	265
Dubbo			
Temperate	1	2.1	4.2
Rainfall (%)	-2	-4	-6
Days over 35°C (currently 22)	31	44	65
Hobart			
Temperate	0.6	1.4	2.9
Rainfall (%)	1	-1	-2
Days over 35°C (currently 1.6)	2	2.6	4.2
Melbourne			
Temperate	0.6	1.5	3
Rainfall (%)	-2	-7	-9
Days over 35°C (currently 11)	13	16	24
Perth			
Temperate	0.8	1.7	3.5
Rainfall (%)	-6	-12	-18
Days over 35°C (currently 28)	36	43	63
Sydney			
Temperate	0.9	1.8	3.7
Rainfall (%)	-3	-2	-3
Days over 35°C (currently 3.1)	4.3	6	11

Source: Webb, L.B. and Hennessy, K. 2015, Projections for selected Australian cities, CSIRO and Bureau of Meteorology, Australia.

Employment

Into the future, some of the most significant factors influencing employment will include change in industry structure, technological advances and globalisation. The trend towards employment requiring skills and training is also set to continue. The CSIRO estimates that while 44 per cent of Australian jobs are potentially at high risk of automation, this technology will also be responsible for the creation of new jobs. A projected growth area for regional economies is in the human services-related industries, particularly health care and social assistance for an ageing population. This will have significant implications for regional populations as service industries are more likely to cluster in regional centres than in smaller towns and rural areas. Tourism and related industries such as accommodation, food services and retail trade are also expected to continue to deliver economic growth in regional areas with help from the low Australian dollar. The knowledge economy, science, technology and finance will drive employment growth in urban areas.

Technology

The pace of technological change at present is increasing and almost daily we hear of new technologies that will disrupt existing markets and change the way our communities live, work, play and travel. It is difficult to predict which of these new technologies will come to fruition, let alone the full impact that they will have. It is also difficult to predict what is likely to occur in the future in terms of the type of technological changes and the speed of change. Forward planning is therefore problematic but it is reasonably safe to assume that drones and electric vehicles and semi-or fully autonomous vehicles (self-driving cars) will be part of our future. These will have dramatic impact on the look and feel of our communities and the services and infrastructure needed to support them.

Local government services that utilise Artificial Intelligence (AI) are already emerging. AI has the ability to tap into social media to learn about problems in real time. When people post or tweet about issues in the local area AI powered systems can improve council response times and reduce costs. Predictive elements in AI help councils analyse infrastructure issues and fix small problems before they grow larger. Modern systems can track water pressure and alert workers to fix pipes before they burst. The application of blockchain should allow local councils to reduce a great amount of transaction costs in the delivery of local services, while also providing greater transparency and participation for citizens.

Contact centre chat bots (virtual customer service assistants) can help the public to pay parking fines and rates, or apply for a permit at any time. Customer service AI can help community members find the information they need. Website AI can help individuals navigate online services. Some AI can even help residents with applications, guiding them through the process and suggesting additional services.

KEY QUESTIONS

How can local government embrace disruption and innovation?

AI technology is an opportunity to reimagine how future services can be delivered as well as gain value in:

- Reducing demand on services
- Improving efficiencies
- Enhancing the customer experience
- Driving better decision making from data insights

AI technology will not displace a team or service but complement it to truly be user-centric. It can reduce the burden of administrative tasks enabling staff to put their skills to more strategic and creative tasks and gain faster access to valuable insights. In doing so, the council is empowered to make better decisions for citizens.

AI has benefits for the workplace and citizens alike helping solve a problem and improving the lives of citizens. AI can have an enabling role in achieving this for local government today and for the 'council of the future.'

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PAGE FIVE - THE PRESENT:

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The Model Code of Conduct

for Local Councils in NSW - 2018

Unleash the opportunities

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PART 1 INTRODUCTION

This *Model Code of Conduct for Local Councils in NSW* ("the Model Code of Conduct") is made under section 440 of the *Local Government Act 1993* ("LGA") and the *Local Government (General) Regulation 2005* ("the Regulation").

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct. A council's or joint organisation's adopted code of conduct may also include provisions that supplement the Model Code of Conduct and that extend its application to persons that are not "council officials" for the purposes of the Model Code of Conduct (eg volunteers, contractors and members of wholly advisory committees).

A council's or joint organisation's adopted code of conduct has no effect to the extent that it is inconsistent with the Model Code of Conduct. However, a council's or joint organisation's adopted code of conduct may prescribe requirements that are more onerous than those prescribed in the Model Code of Conduct.

Councillors, administrators, members of staff of councils, delegates of councils, (including members of council committees that are delegates of a council) and any other person a council's adopted code of conduct applies to, must comply with the applicable provisions of their council's code of conduct. It is the personal responsibility of council officials to comply with the standards in the code and to regularly review their personal circumstances and conduct with this in mind.

Failure by a councillor to comply with the standards of conduct prescribed under this code constitutes misconduct for the purposes of the LGA. The LGA provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office. A councillor who has been suspended on three or more occasions for misconduct is automatically disqualified from holding civic office for five years.

Failure by a member of staff to comply with a council's code of conduct may give rise to disciplinary action.

Note: References in the Model Code of Conduct to councils are also to be taken as references to county councils and joint organisations.

Note: In adopting the Model Code of Conduct, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".

Note: In adopting the Model Code of Conduct, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

PART 2 DEFINITIONS

In this code the following terms have the following meanings:

LGA	the <i>Local Government Act 1993</i>
administrator	an administrator of a council appointed under the LGA other than an administrator appointed under section 66
committee	see the definition of “council committee”
complaint	a code of conduct complaint made for the purposes of clauses 4.1 and 4.2 of the Procedures.
council	includes county councils and joint organisations
council committee	a committee established by a council comprising of councillors, staff or other persons that the council has delegated functions to
council committee member	a person other than a councillor or member of staff of a council who is a member of a council committee other than a wholly advisory committee
council official	includes councillors, members of staff of a council, administrators, council committee members, delegates of council and, for the purposes of clause 4.16, council advisers
councillor	any person elected or appointed to civic office, including the mayor and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations
conduct	includes acts and omissions
delegate of council	a person (other than a councillor or member of staff of a council) or body, and the individual members of that body, to whom a function of the council is delegated
designated person	a person referred to in clause 4.8
election campaign	includes council, state and federal election campaigns
environmental planning instrument	has the same meaning as it has in the <i>Environmental Planning and Assessment Act 1979</i>
general manager	includes the executive officer of a joint organisation
joint organisation	a joint organisation established under section 4000 of the LGA

local planning panel	a local planning panel constituted under the <i>Environmental Planning and Assessment Act 1979</i>
mayor	includes the chairperson of a county council or a joint organisation
members of staff of a council	includes members of staff of county councils and joint organisations
the Office	Office of Local Government
personal information	information or an opinion (including information or an opinion forming part of a database and whether or not recorded in a material form) about an individual whose identity is apparent or can reasonably be ascertained from the information or opinion
the Procedures	the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW prescribed under the Regulation
the Regulation	the Local Government (General) Regulation 2005
voting representative	a voting representative of the board of a joint organisation
wholly advisory committee	a council committee that the council has not delegated any functions to

PART 3 GENERAL CONDUCT OBLIGATIONS

General conduct

- 3.1 You must not conduct yourself in a manner that:
- (a) is likely to bring the council or other council officials into disrepute
 - (b) is contrary to statutory requirements or the council's administrative requirements or policies
 - (c) is improper or unethical
 - (d) is an abuse of power
 - (e) causes, comprises or involves intimidation or verbal abuse
 - (f) involves the misuse of your position to obtain a private benefit
 - (g) constitutes harassment or bullying behaviour under this code, or is unlawfully discriminatory.
- 3.2 You must act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out your functions under the LGA or any other Act. (*section 439*).

Fairness and equity

- 3.3 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.
- 3.4 You must take all relevant facts known to you or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.
- 3.5 An act or omission in good faith, whether or not it involves error, will not constitute a breach of clauses 3.3 or 3.4.

Harassment and discrimination

- 3.6 You must not harass or unlawfully discriminate against others, or support others who harass or unlawfully discriminate against others, on the grounds of sex, pregnancy, breastfeeding, race, age, marital or domestic status, homosexuality, disability, transgender status, infectious disease, carer's responsibilities or political, religious or other affiliation.
- 3.7 For the purposes of this code, "harassment" is any form of behaviour towards a person that:
- (a) is not wanted by the person
 - (b) offends, humiliates or intimidates the person, and
 - (c) creates a hostile environment.

Bullying

- 3.8 You must not engage in bullying behaviour towards others.
- 3.9 For the purposes of this code, “bullying behaviour” is any behaviour in which:
- (a) a person or a group of people repeatedly behaves unreasonably towards another person or a group of persons and
 - (b) the behaviour creates a risk to health and safety.
- 3.10 Bullying behaviour may involve, but is not limited to, any of the following types of behaviour:
- (a) aggressive, threatening or intimidating conduct
 - (b) belittling or humiliating comments
 - (c) spreading malicious rumours
 - (d) teasing, practical jokes or ‘initiation ceremonies’
 - (e) exclusion from work-related events
 - (f) unreasonable work expectations, including too much or too little work, or work below or beyond a worker's skill level
 - (g) displaying offensive material
 - (h) pressure to behave in an inappropriate manner.
- 3.11 Reasonable management action carried out in a reasonable manner does not constitute bullying behaviour for the purposes of this code. Examples of reasonable management action may include, but are not limited to:
- (a) performance management processes
 - (b) disciplinary action for misconduct
 - (c) informing a worker about unsatisfactory work performance or inappropriate work behaviour
 - (d) directing a worker to perform duties in keeping with their job
 - (e) maintaining reasonable workplace goals and standards
 - (f) legitimately exercising a regulatory function
 - (g) legitimately implementing a council policy or administrative processes.

Work health and safety

- 3.12 All council officials, including councillors, owe statutory duties under the *Work Health and Safety Act 2011* (WH&S Act). You must comply with your duties under the WH&S Act and your responsibilities under any policies or procedures adopted by the council to ensure workplace health and safety. Specifically, you must:
- (a) take reasonable care for your own health and safety
 - (b) take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons
 - (c) comply, so far as you are reasonably able, with any reasonable instruction that is given to ensure compliance with the WH&S Act and any policies or procedures adopted by the council to ensure workplace health and safety
 - (d) cooperate with any reasonable policy or procedure of the council relating to workplace health or safety that has been notified to council staff

- (e) report accidents, incidents, near misses, to the general manager or such other staff member nominated by the general manager, and take part in any incident investigations
- (f) so far as is reasonably practicable, consult, co-operate and coordinate with all others who have a duty under the WH&S Act in relation to the same matter.

Land use planning, development assessment and other regulatory functions

- 3.13 You must ensure that land use planning, development assessment and other regulatory decisions are properly made, and that all parties are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the exercise of land use planning, development assessment and other regulatory functions.
- 3.14 In exercising land use planning, development assessment and other regulatory functions, you must ensure that no action, statement or communication between yourself and others conveys any suggestion of willingness to improperly provide concessions or preferential or unduly unfavourable treatment.

Binding caucus votes

- 3.15 You must not participate in binding caucus votes in relation to matters to be considered at a council or committee meeting.
- 3.16 For the purposes of clause 3.15, a binding caucus vote is a process whereby a group of councillors are compelled by a threat of disciplinary or other adverse action to comply with a predetermined position on a matter before the council or committee, irrespective of the personal views of individual members of the group on the merits of the matter before the council or committee.
- 3.17 Clause 3.15 does not prohibit councillors from discussing a matter before the council or committee prior to considering the matter in question at a council or committee meeting, or from voluntarily holding a shared view with other councillors on the merits of a matter.
- 3.18 Clause 3.15 does not apply to a decision to elect the mayor or deputy mayor, or to nominate a person to be a member of a council committee or a representative of the council on an external body.

Obligations in relation to meetings

- 3.19 You must comply with rulings by the chair at council and committee meetings or other proceedings of the council unless a motion dissenting from the ruling is passed.
- 3.20 You must not engage in bullying behaviour (as defined under this Part) towards the chair, other council officials or any members of the public present during council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions).
- 3.21 You must not engage in conduct that disrupts council or committee meetings or other proceedings of the council (such as, but not limited to, workshops and briefing sessions), or that would otherwise be inconsistent with the orderly conduct of meetings.

- 3.22 If you are a councillor, you must not engage in any acts of disorder or other conduct that is intended to prevent the proper or effective functioning of the council, or of a committee of the council. Without limiting this clause, you must not:
- (a) leave a meeting of the council or a committee for the purposes of depriving the meeting of a quorum, or
 - (b) submit a rescission motion with respect to a decision for the purposes of voting against it to prevent another councillor from submitting a rescission motion with respect to the same decision, or
 - (c) deliberately seek to impede the consideration of business at a meeting.

PART 4 PECUNIARY INTERESTS

What is a pecuniary interest?

- 4.1 A pecuniary interest is an interest that you have in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to you or a person referred to in clause 4.3.
- 4.2 You will not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision you might make in relation to the matter, or if the interest is of a kind specified in clause 4.6.
- 4.3 For the purposes of this Part, you will have a pecuniary interest in a matter if the pecuniary interest is:
- (a) your interest, or
 - (b) the interest of your spouse or de facto partner, your relative, or your partner or employer, or
 - (c) a company or other body of which you, or your nominee, partner or employer, is a shareholder or member.
- 4.4 For the purposes of clause 4.3:
- (a) Your “relative” is any of the following:
 - (i) your parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - (ii) your spouse’s or de facto partner’s parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
 - (iii) the spouse or de facto partner of a person referred to in paragraphs (i) and (ii).
 - (b) “de facto partner” has the same meaning as defined in section 21C of the *Interpretation Act 1987*.
- 4.5 You will not have a pecuniary interest in relation to a person referred to in subclauses 4.3(b) or (c):
- (a) if you are unaware of the relevant pecuniary interest of your spouse, de facto partner, relative, partner, employer or company or other body, or
 - (b) just because the person is a member of, or is employed by, a council or a statutory body, or is employed by the Crown, or
 - (c) just because the person is a member of, or a delegate of a council to, a company or other body that has a pecuniary interest in the matter, so long as the person has no beneficial interest in any shares of the company or body.

What interests do not have to be disclosed?

4.6 You do not have to disclose the following interests for the purposes of this Part:

- (a) your interest as an elector
- (b) your interest as a ratepayer or person liable to pay a charge
- (c) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to the public generally, or to a section of the public that includes persons who are not subject to this code
- (d) an interest you have in any matter relating to the terms on which the provision of a service or the supply of goods or commodities is offered to your relative by the council in the same manner and subject to the same conditions as apply to persons who are not subject to this code
- (e) an interest you have as a member of a club or other organisation or association, unless the interest is as the holder of an office in the club or organisation (whether remunerated or not)
- (f) if you are a council committee member, an interest you have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if you have been appointed to represent the organisation or group on the council committee
- (g) an interest you have relating to a contract, proposed contract or other matter, if the interest arises only because of a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company
- (h) an interest you have arising from the proposed making by the council of an agreement between the council and a corporation, association or partnership, being a corporation, association or partnership that has more than 25 members, if the interest arises because your relative is a shareholder (but not a director) of the corporation, or is a member (but not a member of the committee) of the association, or is a partner of the partnership
- (i) an interest you have arising from the making by the council of a contract or agreement with your relative for, or in relation to, any of the following, but only if the proposed contract or agreement is similar in terms and conditions to such contracts and agreements as have been made, or as are proposed to be made, by the council in respect of similar matters with other residents of the area:
 - (j) the performance by the council at the expense of your relative of any work or service in connection with roads or sanitation
 - (k) security for damage to footpaths or roads
 - (l) any other service to be rendered, or act to be done, by the council by or under any Act conferring functions on the council, or by or under any contract
- (m) an interest relating to the payment of fees to councillors (including the mayor and deputy mayor)
- (n) an interest relating to the payment of expenses and the provision of facilities to councillors (including the mayor and deputy mayor) in accordance with a policy under section 252 of the LGA,
- (o) an interest relating to an election to the office of mayor arising from the fact that a fee for the following 12 months has been determined for the office of mayor
- (p) an interest of a person arising from the passing for payment of a regular account for the wages or salary of an employee who is a relative of the person
- (q) an interest arising from being covered by, or a proposal to be covered by, indemnity insurance as a councillor or a council committee member

- (r) an interest arising from the appointment of a councillor to a body as a representative or delegate of the council, whether or not a fee or other recompense is payable to the representative or delegate.

4.7 For the purposes of clause 4.6, “relative” has the same meaning as in clause 4.4, but includes your spouse or de facto partner.

What disclosures must be made by a designated person?

4.8 Designated persons include:

- (a) the general manager
- (b) other senior staff of the council for the purposes of section 332 of the LGA
- (c) a person (other than a member of the senior staff of the council) who is a member of staff of the council or a delegate of the council and who holds a position identified by the council as the position of a designated person because it involves the exercise of functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person’s duty as a member of staff or delegate and the person’s private interest
- (d) a person (other than a member of the senior staff of the council) who is a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of the council’s functions (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member’s duty as a member of the committee and the member’s private interest.

4.9 A designated person:

- (a) must prepare and submit written returns of interests in accordance with clauses 4.21, and
- (b) must disclose pecuniary interests in accordance with clause 4.10.

4.10 A designated person must disclose in writing to the general manager (or if the person is the general manager, to the council) the nature of any pecuniary interest the person has in any council matter with which the person is dealing as soon as practicable after becoming aware of the interest.

4.11 Clause 4.10 does not require a designated person who is a member of staff of the council to disclose a pecuniary interest if the interest relates only to the person’s salary as a member of staff, or to their other conditions of employment.

4.12 The general manager must, on receiving a disclosure from a designated person, deal with the matter to which the disclosure relates or refer it to another person to deal with.

4.13 A disclosure by the general manager must, as soon as practicable after the disclosure is made, be laid on the table at a meeting of the council and the council must deal with the matter to which the disclosure relates or refer it to another person to deal with.

What disclosures must be made by council staff other than designated persons?

- 4.14 A member of staff of council, other than a designated person, must disclose in writing to their manager or the general manager the nature of any pecuniary interest they have in a matter they are dealing with as soon as practicable after becoming aware of the interest.
- 4.15 The staff member's manager or the general manager must, on receiving a disclosure under clause 4.14, deal with the matter to which the disclosure relates or refer it to another person to deal with.

What disclosures must be made by council advisers?

- 4.16 A person who, at the request or with the consent of the council or a council committee, gives advice on any matter at any meeting of the council or committee, must disclose the nature of any pecuniary interest the person has in the matter to the meeting at the time the advice is given. The person is not required to disclose the person's interest as an adviser.
- 4.17 A person does not breach clause 4.16 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.

What disclosures must be made by a council committee member?

- 4.18 A council committee member must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29.
- 4.19 For the purposes of clause 4.18, a "council committee member" includes a member of staff of council who is a member of the committee.

What disclosures must be made by a councillor?

- 4.20 A councillor:
- (a) must prepare and submit written returns of interests in accordance with clause 4.21, and
 - (b) must disclose pecuniary interests in accordance with clause 4.28 and comply with clause 4.29 where it is applicable.

Disclosure of interests in written returns

- 4.21 A councillor or designated person must make and lodge with the general manager a return in the form set out in schedule 2 to this code, disclosing the councillor's or designated person's interests as specified in schedule 1 to this code within 3 months after:
- (a) becoming a councillor or designated person, and
 - (b) 30 June of each year, and
 - (c) the councillor or designated person becoming aware of an interest they are required to disclose under schedule 1 that has not been previously disclosed in a return lodged under paragraphs (a) or (b).

- 4.22 A person need not make and lodge a return under clause 4.21, paragraphs (a) and (b) if:
- (a) they made and lodged a return under that clause in the preceding 3 months, or
 - (b) they have ceased to be a councillor or designated person in the preceding 3 months.
- 4.23 A person must not make and lodge a return that the person knows or ought reasonably to know is false or misleading in a material particular.
- 4.24 The general manager must keep a register of returns required to be made and lodged with the general manager.
- 4.25 Returns required to be lodged with the general manager under clause 4.21(a) and (b) must be tabled at the first meeting of the council after the last day the return is required to be lodged.
- 4.26 Returns required to be lodged with the general manager under clause 4.21(c) must be tabled at the next council meeting after the return is lodged.
- 4.27 Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

Disclosure of pecuniary interests at meetings

- 4.28 A councillor or a council committee member who has a pecuniary interest in any matter with which the council is concerned, and who is present at a meeting of the council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable.
- 4.29 The councillor or council committee member must not be present at, or in sight of, the meeting of the council or committee:
- (a) at any time during which the matter is being considered or discussed by the council or committee, or
 - (b) at any time during which the council or committee is voting on any question in relation to the matter.
- 4.30 In the case of a meeting of a board of a joint organisation, a voting representative is taken to be present at the meeting for the purposes of clauses 4.28 and 4.29 where they participate in the meeting by telephone or other electronic means.
- 4.31 A disclosure made at a meeting of a council or council committee must be recorded in the minutes of the meeting.
- 4.32 A general notice may be given to the general manager in writing by a councillor or a council committee member to the effect that the councillor or council committee member, or the councillor's or council committee member's spouse, de facto partner or relative, is:
- (a) a member of, or in the employment of, a specified company or other body, or
 - (b) a partner of, or in the employment of, a specified person.

Such a notice is, unless and until the notice is withdrawn or until the end of the term of the council in which it is given (whichever is the sooner), sufficient disclosure of the councillor's or council committee member's interest in a matter relating to the specified company, body or person that may be the subject of consideration by the council or council committee after the date of the notice.

- 4.33 A councillor or a council committee member is not prevented from being present at and taking part in a meeting at which a matter is being considered, or from voting on the matter, merely because the councillor or council committee member has an interest in the matter of a kind referred to in clause 4.6.
- 4.34 A person does not breach clauses 4.28 or 4.29 if the person did not know, and could not reasonably be expected to have known, that the matter under consideration at the meeting was a matter in which they had a pecuniary interest.
- 4.35 Despite clause 4.29, a councillor who has a pecuniary interest in a matter may participate in a decision to delegate consideration of the matter in question to another body or person.
- 4.36 Clause 4.29 does not apply to a councillor who has a pecuniary interest in a matter that is being considered at a meeting if:
- (a) the matter is a proposal relating to:
 - (i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
 - (b) the pecuniary interest arises only because of an interest of the councillor in the councillor's principal place of residence or an interest of another person (whose interests are relevant under clause 4.3) in that person's principal place of residence, and
 - (c) the councillor made a special disclosure under clause 4.37 in relation to the interest before the commencement of the meeting.
- 4.37 A special disclosure of a pecuniary interest made for the purposes of clause 4.36(c) must:
- (a) be in the form set out in schedule 3 of this code and contain the information required by that form, and
 - (b) be laid on the table at a meeting of the council as soon as practicable after the disclosure is made, and the information contained in the special disclosure is to be recorded in the minutes of the meeting.
- 4.38 The Minister for Local Government may, conditionally or unconditionally, allow a councillor or a council committee member who has a pecuniary interest in a matter with which the council is concerned to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:
- (a) that the number of councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
 - (b) that it is in the interests of the electors for the area to do so.

- 4.39 A councillor or a council committee member with a pecuniary interest in a matter who is permitted to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter under clause 4.38, must still disclose the interest they have in the matter in accordance with clause 4.28.

PART 5 NON-PECUNIARY CONFLICTS OF INTEREST

What is a non-pecuniary conflict of interest?

- 5.1 Non-pecuniary interests are private or personal interests a council official has that do not amount to a pecuniary interest as defined in clause 4.1 of this code. These commonly arise out of family or personal relationships, or out of involvement in sporting, social, religious or other cultural groups and associations, and may include an interest of a financial nature.
- 5.2 A non-pecuniary conflict of interest exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your official functions in relation to a matter.
- 5.3 The personal or political views of a council official do not constitute a private interest for the purposes of clause 5.2.
- 5.4 Non-pecuniary conflicts of interest must be identified and appropriately managed to uphold community confidence in the probity of council decision-making. The onus is on you to identify any non-pecuniary conflict of interest you may have in matters that you deal with, to disclose the interest fully and in writing, and to take appropriate action to manage the conflict in accordance with this code.
- 5.5 When considering whether or not you have a non-pecuniary conflict of interest in a matter you are dealing with, it is always important to think about how others would view your situation.

Managing non-pecuniary conflicts of interest

- 5.6 Where you have a non-pecuniary conflict of interest in a matter for the purposes of clause 5.2, you must disclose the relevant private interest you have in relation to the matter fully and in writing as soon as practicable after becoming aware of the non-pecuniary conflict of interest and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter. In the case of members of council staff other than the general manager, such a disclosure is to be made to the staff member's manager. In the case of the general manager, such a disclosure is to be made to the mayor.
- 5.7 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes on each occasion on which the non-pecuniary conflict of interest arises. This disclosure constitutes disclosure in writing for the purposes of clause 5.6.
- 5.8 How you manage a non-pecuniary conflict of interest will depend on whether or not it is significant.
- 5.9 As a general rule, a non-pecuniary conflict of interest will be significant where it does not involve a pecuniary interest for the purposes of clause 4.1, but it involves:

- (a) a relationship between a council official and another person who is affected by a decision or a matter under consideration that is particularly close, such as a current or former spouse or de facto partner, a relative for the purposes of clause 4.4 or another person from the council official's extended family that the council official has a close personal relationship with, or another person living in the same household
- (b) other relationships with persons who are affected by a decision or a matter under consideration that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship.
- (c) an affiliation between the council official and an organisation (such as a sporting body, club, religious, cultural or charitable organisation, corporation or association) that is affected by a decision or a matter under consideration that is particularly strong. The strength of a council official's affiliation with an organisation is to be determined by the extent to which they actively participate in the management, administration or other activities of the organisation.
- (d) membership, as the council's representative, of the board or management committee of an organisation that is affected by a decision or a matter under consideration, in circumstances where the interests of the council and the organisation are potentially in conflict in relation to the particular matter
- (e) a financial interest (other than an interest of a type referred to in clause 4.6) that is not a pecuniary interest for the purposes of clause 4.1
- (f) the conferral or loss of a personal benefit other than one conferred or lost as a member of the community or a broader class of people affected by a decision.

5.10 Significant non-pecuniary conflicts of interest must be managed in one of two ways:

- (a) by not participating in consideration of, or decision making in relation to, the matter in which you have the significant non-pecuniary conflict of interest and the matter being allocated to another person for consideration or determination, or
- (b) if the significant non-pecuniary conflict of interest arises in relation to a matter under consideration at a council or committee meeting, by managing the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29.

5.11 If you determine that you have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest you must also explain in writing why you consider that the non-pecuniary conflict of interest is not significant and does not require further action in the circumstances.

5.12 If you are a member of staff of council other than the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of your manager. In the case of the general manager, the decision on which option should be taken to manage a non-pecuniary conflict of interest must be made in consultation with and at the direction of the mayor.

5.13 Despite clause 5.10(b), a councillor who has a significant non-pecuniary conflict of interest in a matter, may participate in a decision to delegate consideration of the matter in question to another body or person.

- 5.14 Council committee members are not required to declare and manage a non-pecuniary conflict of interest in accordance with the requirements of this Part where it arises from an interest they have as a person chosen to represent the community, or as a member of a non-profit organisation or other community or special interest group, if they have been appointed to represent the organisation or group on the council committee.

Political donations

- 5.15 Councillors should be aware that matters before council or committee meetings involving their political donors may also give rise to a non-pecuniary conflict of interest.
- 5.16 Where you are a councillor and have received or knowingly benefitted from a reportable political donation:
- (a) made by a major political donor in the previous four years, and
 - (b) the major political donor has a matter before council,

you must declare a non-pecuniary conflict of interest in the matter, disclose the nature of the interest, and manage the conflict of interest as if you had a pecuniary interest in the matter by complying with clauses 4.28 and 4.29. A disclosure made under this clause must be recorded in the minutes of the meeting.

- 5.17 For the purposes of this Part:
- (a) a “reportable political donation” has the same meaning as it has in section 6 of the *Electoral Funding Act 2018*
 - (b) “major political donor” has the same meaning as it has in the *Electoral Funding Act 2018*.
- 5.18 Councillors should note that political donations that are not a “reportable political donation”, or political donations to a registered political party or group by which a councillor is endorsed, may still give rise to a non-pecuniary conflict of interest. Councillors should determine whether or not such conflicts are significant for the purposes of clause 5.9 and take the appropriate action to manage them.
- 5.19 Despite clause 5.16, a councillor who has received or knowingly benefitted from a reportable political donation of the kind referred to in that clause, may participate in a decision to delegate consideration of the matter in question to another body or person.

Loss of quorum as a result of compliance with this Part

- 5.20 A councillor who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interest in the matter is permitted to participate in consideration of the matter if:

- (a) the matter is a proposal relating to:
 - (i) the making of a principal environmental planning instrument applying to the whole or a significant portion of the council's area, or
 - (ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant portion of the council's area, and
- (b) the non-pecuniary conflict of interest arises only because of an interest that a person has in that person's principal place of residence, and
- (c) the councillor discloses the interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part in accordance with clause 5.6.

5.21 The Minister for Local Government may, conditionally or unconditionally, allow a councillor or a council committee member who is precluded under this Part from participating in the consideration of a matter to be present at a meeting of the council or committee, to take part in the consideration or discussion of the matter and to vote on the matter if the Minister is of the opinion:

- (a) that the number of councillors prevented from voting would be so great a proportion of the whole as to impede the transaction of business, or
- (b) that it is in the interests of the electors for the area to do so.

5.22 Where the Minister exempts a councillor or committee member from complying with a requirement under this Part under clause 5.21, the councillor or committee member must still disclose any interests they have in the matter the exemption applies to, in accordance with clause 5.6.

Other business or employment

5.23 The general manager must not engage, for remuneration, in private employment, contract work or other business outside the service of the council without the approval of the council.

5.24 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the council that relates to the business of the council or that might conflict with the staff member's council duties unless they have notified the general manager in writing of the employment, work or business and the general manager has given their written approval for the staff member to engage in the employment, work or business.

5.25 The general manager may at any time prohibit a member of staff from engaging, for remuneration, in private employment, contract work or other business outside the service of the council that relates to the business of the council, or that might conflict with the staff member's council duties.

5.26 A member of staff must not engage, for remuneration, in private employment, contract work or other business outside the service of the council if prohibited from doing so.

- 5.27 Members of staff must ensure that any outside employment, work or business they engage in will not:
- (a) conflict with their official duties
 - (b) involve using confidential information or council resources obtained through their work with the council including where private use is permitted
 - (c) require them to work while on council duty
 - (d) discredit or disadvantage the council
 - (e) pose, due to fatigue, a risk to their health or safety, or to the health and safety of their co-workers.

Personal dealings with council

- 5.28 You may have reason to deal with your council in your personal capacity (for example, as a ratepayer, recipient of a council service or applicant for a development consent granted by council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.
- 5.29 You must undertake any personal dealings you have with the council in a manner that is consistent with the way other members of the community deal with the council. You must also ensure that you disclose and appropriately manage any conflict of interest you may have in any matter in accordance with the requirements of this code.

PART 6 PERSONAL BENEFIT

- 6.1 For the purposes of this Part, a gift or a benefit is something offered to or received by a council official or someone personally associated with them for their personal use and enjoyment.
- 6.2 A reference to a gift or benefit in this Part does not include:
- (a) a political donation for the purposes of the *Electoral Funding Act 2018*
 - (b) a gift provided to the council as part of a cultural exchange or sister-city relationship that is not converted for the personal use or enjoyment of any individual council official or someone personally associated with them
 - (c) attendance by a council official at a work-related event or function for the purposes of performing their official duties, or
 - (d) free or subsidised meals, beverages or refreshments of token value provided to council officials in conjunction with the performance of their official duties such as, but not limited to:
 - (i) the discussion of official business
 - (ii) work-related events such as council-sponsored or community events, training, education sessions or workshops
 - (iii) conferences
 - (iv) council functions or events
 - (v) social functions organised by groups, such as council committees and community organisations.

Gifts and benefits

- 6.3 You must avoid situations that would give rise to the appearance that a person or body is attempting to secure favourable treatment from you or from the council, through the provision of gifts, benefits or hospitality of any kind to you or someone personally associated with you.
- 6.4 A gift or benefit is deemed to have been accepted by you for the purposes of this Part, where it is received by you or someone personally associated with you.

How are offers of gifts and benefits to be dealt with?

- 6.5 You must not:
- (a) seek or accept a bribe or other improper inducement
 - (b) seek gifts or benefits of any kind
 - (c) accept any gift or benefit that may create a sense of obligation on your part, or may be perceived to be intended or likely to influence you in carrying out your public duty
 - (d) subject to clause 6.7, accept any gift or benefit of more than token value as defined by clause 6.9
 - (e) accept an offer of cash or a cash-like gift as defined by clause 6.13, regardless of the amount
 - (f) participate in competitions for prizes where eligibility is based on the council being in or entering into a customer–supplier relationship with the competition organiser

- (g) personally benefit from reward points programs when purchasing on behalf of the council.
- 6.6 Where you receive a gift or benefit of any value other than one referred to in clause 6.2, you must disclose this promptly to your manager or the general manager in writing. The recipient, manager, or general manager must ensure that, at a minimum, the following details are recorded in the council's gift register:
- (a) the nature of the gift or benefit
 - (b) the estimated monetary value of the gift or benefit
 - (c) the name of the person who provided the gift or benefit, and
 - (d) the date on which the gift or benefit was received.
- 6.7 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, the gift or benefit must be surrendered to the council, unless the nature of the gift or benefit makes this impractical.

Gifts and benefits of token value

- 6.8 You may accept gifts and benefits of token value. Gifts and benefits of token value are one or more gifts or benefits received from a person or organisation over a 12-month period that, when aggregated, do not exceed a value of \$50. They include, but are not limited to:
- (a) invitations to and attendance at local social, cultural or sporting events with a ticket value that does not exceed \$50
 - (b) gifts of alcohol that do not exceed a value of \$50
 - (c) ties, scarves, coasters, tie pins, diaries, chocolates or flowers or the like
 - (d) prizes or awards that do not exceed \$50 in value.

Gifts and benefits of more than token value

- 6.9 Gifts or benefits that exceed \$50 in value are gifts or benefits of more than token value for the purposes of clause 6.5(d) and, subject to clause 6.7, must not be accepted.
- 6.10 Gifts and benefits of more than token value include, but are not limited to, tickets to major sporting events (such as international matches or matches in national sporting codes) with a ticket value that exceeds \$50, corporate hospitality at a corporate facility at major sporting events, free or discounted products or services for personal use provided on terms that are not available to the general public or a broad class of persons, the use of holiday homes, artworks, free or discounted travel.

- 6.11 Where you have accepted a gift or benefit of token value from a person or organisation, you must not accept a further gift or benefit from the same person or organisation or another person associated with that person or organisation within a single 12-month period where the value of the gift, added to the value of earlier gifts received from the same person or organisation, or a person associated with that person or organisation, during the same 12-month period would exceed \$50 in value.
- 6.12 For the purposes of this Part, the value of a gift or benefit is the monetary value of the gift or benefit inclusive of GST.

“Cash-like gifts”

- 6.13 For the purposes of clause 6.5(e), “cash-like gifts” include but are not limited to, gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internet credit, lottery tickets, memberships or entitlements to discounts that are not available to the general public or a broad class of persons.

Improper and undue influence

- 6.14 You must not use your position to influence other council officials in the performance of their official functions to obtain a private benefit for yourself or for somebody else. A councillor will not be in breach of this clause where they seek to influence other council officials through the proper exercise of their role as prescribed under the LGA.
- 6.15 You must not take advantage (or seek to take advantage) of your status or position with council, or of functions you perform for council, in order to obtain a private benefit for yourself or for any other person or body.

PART 7 RELATIONSHIPS BETWEEN COUNCIL OFFICIALS

Obligations of councillors and administrators

- 7.1 Each council is a body politic. The councillors or administrator/s are the governing body of the council. Under section 223 of the LGA, the role of the governing body of the council includes the development and endorsement of the strategic plans, programs, strategies and policies of the council, including those relating to workforce policy, and to keep the performance of the council under review.
- 7.2 Councillors or administrators must not:
- (a) direct council staff other than by giving appropriate direction to the general manager by way of council or committee resolution, or by the mayor or administrator exercising their functions under section 226 of the LGA
 - (b) in any public or private forum, direct or influence, or attempt to direct or influence, any other member of the staff of the council or a delegate of the council in the exercise of the functions of the staff member or delegate
 - (c) contact a member of the staff of the council on council-related business unless in accordance with the policy and procedures governing the interaction of councillors and council staff that have been authorised by the council and the general manager
 - (d) contact or issue instructions to any of the council's contractors, including the council's legal advisers, unless by the mayor or administrator exercising their functions under section 226 of the LGA.
- 7.3 Despite clause 7.2, councillors may contact the council's external auditor or the chair of the council's audit risk and improvement committee to provide information reasonably necessary for the external auditor or the audit, risk and improvement committee to effectively perform their functions.

Obligations of staff

- 7.4 Under section 335 of the LGA, the role of the general manager includes conducting the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council, implementing without undue delay, lawful decisions of the council and ensuring that the mayor and other councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their official functions.
- 7.5 Members of staff of council must:
- (a) give their attention to the business of the council while on duty
 - (b) ensure that their work is carried out ethically, efficiently, economically and effectively
 - (c) carry out reasonable and 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 interfere with the performance of their official duties.

Inappropriate interactions

7.6 You must not engage in any of the following inappropriate interactions:

- (a) councillors and administrators approaching staff and staff organisations to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- (b) council staff approaching councillors and administrators to discuss individual or operational staff matters (other than matters relating to broader workforce policy), grievances, workplace investigations and disciplinary matters
- (c) subject to clause 8.6, council staff refusing to give information that is available to other councillors to a particular councillor
- (d) councillors and administrators who have lodged an application with the council, discussing the matter with council staff in staff-only areas of the council
- (e) councillors and administrators approaching members of local planning panels or discussing any application that is either before the panel or that will come before the panel at some future time, except during a panel meeting where the application forms part of the agenda and the councillor has a right to be heard by the panel at the meeting
- (f) councillors and administrators being overbearing or threatening to council staff
- (g) council staff being overbearing or threatening to councillors or administrators
- (h) councillors and administrators making personal attacks on council staff or engaging in conduct towards staff that would be contrary to the general conduct provisions in Part 3 of this code in public forums including social media
- (i) councillors and administrators directing or pressuring council staff in the performance of their work, or recommendations they should make
- (j) council staff providing ad hoc advice to councillors and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community
- (k) council staff meeting with applicants or objectors alone AND outside office hours to discuss planning applications or proposals
- (l) councillors attending on-site inspection meetings with lawyers and/or consultants engaged by the council associated with current or proposed legal proceedings unless permitted to do so by the council's general manager or, in the case of the mayor or administrator, unless they are exercising their functions under section 226 of the LGA.

PART 8 ACCESS TO INFORMATION AND COUNCIL RESOURCES

Councillor and administrator access to information

- 8.1 The general manager is responsible for ensuring that councillors and administrators can access information necessary for the performance of their official functions. The general manager and public officer are also responsible for ensuring that members of the public can access publicly available council information under the *Government Information (Public Access) Act 2009* (the GIPA Act).
- 8.2 The general manager must provide councillors and administrators with the information necessary to effectively discharge their official functions.
- 8.3 Members of staff of council must provide full and timely information to councillors and administrators sufficient to enable them to exercise their official functions and in accordance with council procedures.
- 8.4 Members of staff of council who provide any information to a particular councillor in the performance of their official functions must also make it available to any other councillor who requests it and in accordance with council procedures.
- 8.5 Councillors and administrators who have a private interest only in council information have the same rights of access as any member of the public.
- 8.6 Despite clause 8.4, councillors and administrators who are precluded from participating in the consideration of a matter under this code because they have a conflict of interest in the matter, are not entitled to request access to council information in relation to the matter unless the information is otherwise available to members of the public, or the council has determined to make the information available under the GIPA Act.

Councillors and administrators to properly examine and consider information

- 8.7 Councillors and administrators must ensure that they comply with their duty under section 439 of the LGA to act honestly and exercise a reasonable degree of care and diligence by properly examining and considering all the information provided to them relating to matters that they are required to make a decision on.

Refusal of access to information

- 8.8 Where the general manager or public officer determine to refuse access to information requested by a councillor or administrator, they must act reasonably. In reaching this decision they must take into account whether or not the information requested is necessary for the councillor or administrator to perform their official functions (see clause 8.2) and whether they have disclosed a conflict of interest in the matter the information relates to that would preclude their participation in consideration of the matter (see clause 8.6). The general manager or public officer must state the reasons for the decision if access is refused.

Use of certain council information

8.9 In regard to information obtained in your capacity as a council official, you must:

- (a) subject to clause 8.14, only access council information needed for council business
- (b) not use that council information for private purposes
- (c) not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have access by virtue of your office or position with council
- (d) only release council information in accordance with established council policies and procedures and in compliance with relevant legislation.

Use and security of confidential information

8.10 You must maintain the integrity and security of confidential information in your possession, or for which you are responsible.

8.11 In addition to your general obligations relating to the use of council information, you must:

- (a) only access confidential information that you have been authorised to access and only do so for the purposes of exercising your official functions
- (b) protect confidential information
- (c) only release confidential information if you have authority to do so
- (d) only use confidential information for the purpose for which it is intended to be used
- (e) not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
- (f) not use confidential information with the intention to cause harm or detriment to the council or any other person or body
- (g) not disclose any confidential information discussed during a confidential session of a council or committee meeting or any other confidential forum (such as, but not limited to, workshops or briefing sessions).

Personal information

8.12 When dealing with personal information you must comply with:

- (a) the Privacy and Personal Information Protection Act 1998
- (b) the Health Records and Information Privacy Act 2002
- (c) the Information Protection Principles and Health Privacy Principles
- (d) the council's privacy management plan
- (e) the Privacy Code of Practice for Local Government

Use of council resources

8.13 You must use council resources ethically, effectively, efficiently and carefully in exercising your official functions, and must not use them for private purposes, except when supplied as part of a contract of employment (but not for private business purposes), unless this use is lawfully authorised and proper payment is made where appropriate.

- 8.14 Union delegates and consultative committee members may have reasonable access to council resources and information for the purposes of carrying out their industrial responsibilities, including but not limited to:
- (a) the representation of members with respect to disciplinary matters
 - (b) the representation of employees with respect to grievances and disputes
 - (c) functions associated with the role of the local consultative committee.
- 8.15 You must be scrupulous in your use of council property, including intellectual property, official services, facilities, technology and electronic devices and must not permit their misuse by any other person or body.
- 8.16 You must avoid any action or situation that could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.
- 8.17 You must not use council resources (including council staff), property or facilities for the purpose of assisting your election campaign or the election campaigns of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.
- 8.18 You must not use the council letterhead, council crests, council email or social media or other information that could give the appearance it is official council material:
- (a) for the purpose of assisting your election campaign or the election campaign of others, or
 - (b) for other non-official purposes.
- 8.19 You must not convert any property of the council to your own use unless properly authorised.

Internet access

- 8.20 You must not use council's computer resources or mobile or other devices to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature, or that could otherwise lead to criminal penalty or civil liability and/or damage the council's reputation.

Use of social media (Supplementary provision)

- 8.21 You must not use social media to post or share comments, photos, videos, electronic recordings or other information that:
- (a) is offensive, humiliating, threatening or intimidating to other council officials or those that deal with the council;
 - (b) contains content about the council that is misleading or deceptive;
 - (c) divulges confidential council information;
 - (d) breaches the privacy of other council officials or those that deal with council;
 - (e) contains allegations of suspected breaches of this code or information about the consideration of a matter under the Procedures, or
 - (f) could be perceived to be an official comment on behalf of the council where you have not been authorised to make such comment.

Council record keeping

- 8.22 You must comply with the requirements of the *State Records Act 1998* and the council's records management policy.
- 8.23 All information created, sent and received in your official capacity is a council record and must be managed in accordance with the requirements of the *State Records Act 1998* and the council's approved records management policies and practices.
- 8.24 All information stored in either soft or hard copy on council supplied resources (including technology devices and email accounts) is deemed to be related to the business of the council and will be treated as council records, regardless of whether the original intention was to create the information for personal purposes.
- 8.25 You must not destroy, alter, or dispose of council information or records, unless authorised to do so. If you need to alter or dispose of council information or records, you must do so in consultation with the council's records manager and comply with the requirements of the *State Records Act 1998*.

Councillor access to council buildings

- 8.26 Councillors and administrators are entitled to have access to the council chamber, committee room, mayor's office (subject to availability), councillors' rooms, and public areas of council's buildings during normal business hours and for meetings. Councillors and administrators needing access to these facilities at other times must obtain authority from the general manager.
- 8.27 Councillors and administrators must not enter staff-only areas of council buildings without the approval of the general manager (or their delegate) or as provided for in the procedures governing the interaction of councillors and council staff.
- 8.28 Councillors and administrators must ensure that when they are within a staff only area they refrain from conduct that could be perceived to improperly influence council staff decisions.

PART 9 MAINTAINING THE INTEGRITY OF THIS CODE

Complaints made for an improper purpose

- 9.1 You must not make or threaten to make a complaint or cause a complaint to be made alleging a breach of this code for an improper purpose.
- 9.2 For the purposes of clause 9.1, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:
- (a) to bully, intimidate or harass another council official
 - (b) to damage another council official's reputation
 - (c) to obtain a political advantage
 - (d) to influence a council official in the exercise of their official functions or to prevent or disrupt the exercise of those functions
 - (e) to influence the council in the exercise of its functions or to prevent or disrupt the exercise of those functions
 - (f) to avoid disciplinary action under the Procedures
 - (g) to take reprisal action against a person for making a complaint alleging a breach of this code
 - (h) to take reprisal action against a person for exercising a function prescribed under the Procedures
 - (i) to prevent or disrupt the effective administration of this code under the Procedures.

Detrimental action

- 9.3 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made alleging a breach of this code.
- 9.4 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under the Procedures.
- 9.5 For the purposes of clauses 9.3 and 9.4, a detrimental action is an action causing, comprising or involving any of the following:
- (a) injury, damage or loss
 - (b) intimidation or harassment
 - (c) discrimination, disadvantage or adverse treatment in relation to employment
 - (d) dismissal from, or prejudice in, employment
 - (e) disciplinary proceedings.

Compliance with requirements under the Procedures

- 9.6 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under the Procedures.
- 9.7 You must comply with a reasonable and lawful request made by a person exercising a function under the Procedures. A failure to make a written or oral submission invited under the Procedures will not constitute a breach of this clause.

- 9.8 You must comply with a practice ruling made by the Office under the Procedures.
- 9.9 Where you are a councillor or the general manager, you must comply with any council resolution requiring you to take action as a result of a breach of this code.

Disclosure of information about the consideration of a matter under the Procedures

- 9.10 All allegations of breaches of this code must be dealt with under and in accordance with the Procedures.
- 9.11 You must not allege breaches of this code other than by way of a complaint made or initiated under the Procedures.
- 9.12 You must not make allegations about, or disclose information about, suspected breaches of this code at council, committee or other meetings, whether open to the public or not, or in any other forum, whether public or not.
- 9.13 You must not disclose information about a complaint you have made alleging a breach of this code or a matter being considered under the Procedures except for the purposes of seeking legal advice, unless the disclosure is otherwise permitted under the Procedures.
- 9.14 Nothing under this Part prevents a person from making a public interest disclosure to an appropriate public authority or investigative authority under the *Public Interest Disclosures Act 1994*.

Complaints alleging a breach of this Part

- 9.15 Complaints alleging a breach of this Part by a councillor, the general manager or an administrator are to be managed by the Office. This clause does not prevent the Office from referring an alleged breach of this Part back to the council for consideration in accordance with the Procedures.
- 9.16 Complaints alleging a breach of this Part by other council officials are to be managed by the general manager in accordance with the Procedures.

SCHEDULE 1: DISCLOSURES OF INTERESTS AND OTHER MATTERS IN WRITTEN RETURNS SUBMITTED UNDER CLAUSE 4.21

Part 1: Preliminary

Definitions

1. For the purposes of the schedules to this code, the following definitions apply:

address means:

- (a) in relation to a person other than a corporation, the last residential or business address of the person known to the councillor or designated person disclosing the address, or
- (b) in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- (c) in relation to any real property, the street address of the property.

de facto partner has the same meaning as defined in section 21C of the *Interpretation Act 1987*.

disposition of property means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- (a) the allotment of shares in a company
- (b) the creation of a trust in respect of property
- (c) the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property
- (d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property
- (e) the exercise by a person of a general power of appointment over property in favour of another person
- (f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

gift means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

interest means:

- (a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or
- (b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth) in securities issued or made available by the corporation.

listed company means a company that is listed within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth.

occupation includes trade, profession and vocation.

professional or business association means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the economic interests of its members in any occupation.

property includes money.

return date means:

- (a) in the case of a return made under clause 4.21(a), the date on which a person became a councillor or designated person
- (b) in the case of a return made under clause 4.21(b), 30 June of the year in which the return is made
- (c) in the case of a return made under clause 4.21(c), the date on which the councillor or designated person became aware of the interest to be disclosed.

relative includes any of the following:

- (a) a person's spouse or de facto partner
- (b) a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- (c) a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- (d) the spouse or de facto partner of a person referred to in paragraphs (b) and (c).

travel includes accommodation incidental to a journey.

Matters relating to the interests that must be included in returns

2. *Interests etc. outside New South Wales:* A reference in this schedule or in schedule 2 to a disclosure concerning a corporation or other thing includes any reference to a disclosure concerning a corporation registered, or other thing arising or received, outside New South Wales.
3. *References to interests in real property:* A reference in this schedule or in schedule 2 to real property in which a councillor or designated person has an interest includes a reference to any real property situated in Australia in which the councillor or designated person has an interest.
4. *Gifts, loans etc. from related corporations:* For the purposes of this schedule and schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a councillor or designated person by two or more corporations that are related to each other for the purposes of section 50 of the *Corporations Act 2001* of the Commonwealth are all given, made or supplied by a single corporation.

Part 2: Pecuniary interests to be disclosed in returns

Real property

5. A person making a return under clause 4.21 of this code must disclose:
 - (a) the street address of each parcel of real property in which they had an interest on the return date, and
 - (b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
 - (c) the nature of the interest.
6. An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
 - (a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
 - (b) as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
7. An interest in a parcel of real property need not be disclosed in a return if the person ceased to hold the interest prior to becoming a councillor or designated person.
8. For the purposes of clause 5 of this schedule, “interest” includes an option to purchase.

Gifts

9. A person making a return under clause 4.21 of this code must disclose:
 - (a) a description of each gift received in the period since 30 June of the previous financial year, and
 - (b) the name and address of the donor of each of the gifts.
10. A gift need not be included in a return if:
 - (a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
 - (b) it was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - (c) the donor was a relative of the donee, or
 - (d) subject to paragraph (a), it was received prior to the person becoming a councillor or designated person.
11. For the purposes of clause 10 of this schedule, the amount of a gift other than money is an amount equal to the value of the property given.

Contributions to travel

12. A person making a return under clause 4.21 of this code must disclose:

- (a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and
- (b) the dates on which the travel was undertaken, and
- (c) the names of the states and territories, and of the overseas countries, in which the travel was undertaken.

13. A financial or other contribution to any travel need not be disclosed under this clause if it:

- (a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or council vehicles), or
- (b) was made by a relative of the traveller, or
- (c) was made in the ordinary course of an occupation of the traveller that is not related to their functions as the holder of a position requiring the making of a return, or
- (d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
- (e) was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
- (f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
- (g) subject to paragraph (d) it was received prior to the person becoming a councillor or designated person.

14. For the purposes of clause 13 of this schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.

Interests and positions in corporations

15. A person making a return under clause 4.21 of this code must disclose:

- a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
- b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
- c) the nature of the interest, or the position held, in each of the corporations, and
- d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.

16. An interest in, or a position held in, a corporation need not be disclosed if the corporation is:

- (a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and
- (b) required to apply its profits or other income in promoting its objects, and
- (c) prohibited from paying any dividend to its members.

17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.
18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a councillor or designated person.

Interests as a property developer or a close associate of a property developer

19. A person making a return under clause 4.21 of this code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.
20. For the purposes of clause 19 of this schedule:

close associate, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the *Electoral Funding Act 2018*.

property developer has the same meaning as it has in Division 7 of Part 3 of the *Electoral Funding Act 2018*.

Positions in trade unions and professional or business associations

21. A person making a return under clause 4.21 of the code must disclose:
 - (a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
 - (b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
 - (c) a description of the position held in each of the unions and associations.
22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a councillor or designated person.

Dispositions of real property

23. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.
24. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return, being a disposition under which the person making the return obtained wholly or partly the use of the property.
25. A disposition of real property need not be disclosed if it was made prior to a person becoming a councillor or designated person.

Sources of income

26. A person making a return under clause 4.21 of this code must disclose:

- (a) each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
- (b) each source of income received by the person in the period since 30 June of the previous financial year.

27. A reference in clause 26 of this schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:

- (a) in relation to income from an occupation of the person:
 - (i) a description of the occupation, and
 - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
 - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
- (b) in relation to income from a trust, the name and address of the settlor and the trustee, or
- (c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.

28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.

29. The source of any income received by the person that they ceased to receive prior to becoming a councillor or designated person need not be disclosed.

30. A fee paid to a councillor or to the mayor or deputy mayor under sections 248 or 249 of the LGA need not be disclosed.

Debts

31. A person making a return under clause 4.21 of this code must disclose the name and address of each person to whom the person was liable to pay any debt:

- (a) on the return date, and
- (b) at any time in the period since 30 June of the previous financial year.

32. A liability to pay a debt must be disclosed by a person in a return made under clause 4.21 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.

33. A liability to pay a debt need not be disclosed by a person in a return if:

- (a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:
 - (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the previous financial year, as the case may be, and
 - (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
- (b) the person was liable to pay the debt to a relative, or
- (c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposit-taking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
- (d) in the case of a debt arising from the supply of goods or services:
 - (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or
 - (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
- (e) subject to paragraph (a), the debt was discharged prior to the person becoming a councillor or designated person.

Discretionary disclosures

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.

SCHEDULE 2: FORM OF WRITTEN RETURN OF INTERESTS SUBMITTED UNDER CLAUSE 4.21**‘Disclosures by councillors and designated persons’ return**

1. The pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the general manager after becoming a councillor or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a councillor or designated person.
3. If you have previously lodged a return with the general manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the general manager, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a councillor or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the general manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.
6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word “NIL” is to be placed in an appropriate space under that heading.

Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the general manager in a register of returns. The general manager is required to table all returns at a council meeting.

Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the

Government Information (Public Access) Regulation 2009 and any guidelines issued by the Information Commissioner.

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

Disclosure of pecuniary interests and other matters

by [full name of councillor or designated person]

as at [return date]

in respect of the period from [date] to [date]

[councillor's or designated person's signature]

[date]

A. Real Property

Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June	Nature of interest

B. Sources of income

1 Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from an occupation at any time since 30 June

Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)

2 Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June

Sources of income I received from a trust since 30 June

Name and address of settlor	Name and address of trustee

3 Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June

Sources of other income I received at any time since 30 June

[Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]

C. Gifts

Description of each gift I received at any time since 30 June	Name and address of donor

D. Contributions to travel

Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken

E. Interests and positions in corporations

Name and address of each corporation in which I had an interest or held a position at the return date/at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)
---	-----------------------------	----------------------------------	---

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at the return date/at any time since 30 June	Description of position
---	-------------------------

H. Debts

Name and address of each person to whom I was liable to pay any debt at the return date/at any time since 30 June

I. Dispositions of property

1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time

2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property

J. Discretionary disclosures

SCHEDULE 3: FORM OF SPECIAL DISCLOSURE OF PECUNIARY INTEREST SUBMITTED UNDER CLAUSE 4.37

1. This form must be completed using block letters or typed.
2. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the Model Code of Conduct for Local Councils in NSW (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

Special disclosure of pecuniary interests by matters

[full name of councillor]

in the matter of [insert name of environmental planning instrument]

which is to be considered at a meeting of the [name of council or council committee (as the case requires)]

to be held on the day of 20 .

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	
Relationship of identified land to the councillor [Tick or cross one box.]	<input type="checkbox"/> The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). <input type="checkbox"/> An associated person of the councillor has an interest in the land. <input type="checkbox"/> An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest ¹	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land) ² [Tick or cross one box]	<input type="checkbox"/> The identified land. <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]	
Proposed change of zone/planning control [Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]	
Effect of proposed change of zone/planning control on councillor or associated person [Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"]	

[If more than one pecuniary interest is to be declared, reprint the above box and fill in for each additional interest.]

¹ Clause 4.1 of the Model Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Model Code of Conduct.

² A pecuniary interest may arise by way of a change of permissible use of land adjoining, adjacent to or in proximity to land in which a councillor or a person, company or body referred to in clause 4.3 of the Model Code of Conduct has a proprietary interest.

Councillor's signature

Date

[This form is to be retained by the council's general manager and included in full in the minutes of the meeting]

Procedures for the
Administration of

The Model Code of Conduct

for Local Councils in NSW

2018



PROCEDURES FOR THE ADMINISTRATION OF THE MODEL CODE OF CONDUCT FOR LOCAL COUNCILS IN NSW

2018

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Monday to Friday

9.00am to 5.00pm

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All offices are wheelchair accessible.

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Produced by the NSW Office of Local Government, Department of Planning and Environment

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Part 1:

Introduction

These procedures (“the Model Code Procedures”) are prescribed for the administration of the *Model Code of Conduct for Local Councils in NSW* (“the Model Code of Conduct”).

The Model Code of Conduct is made under section 440 of the *Local Government Act 1993* (“the LGA”) and the *Local Government (General) Regulation 2005* (“the Regulation”). Section 440 of the LGA requires every council (including county councils) and joint organisation to adopt a code of conduct that incorporates the provisions of the Model Code of Conduct.

The Model Code Procedures are made under section 440AA of the LGA and the Regulation. Section 440AA of the LGA requires every council (including county councils) and joint organisation to adopt procedures for the administration of their code of conduct that incorporate the provisions of the Model Code Procedures.

In adopting procedures for the administration of their adopted codes of conduct, councils and joint organisations may supplement the Model Code Procedures. However, provisions that are not consistent with those prescribed under the Model Code Procedures will have no effect.

Note: References in these procedures to councils are also to be taken as references to county councils and joint organisations.

Note: In adopting the Model Code Procedures, joint organisations should adapt them to substitute the terms “board” for “council”, “chairperson” for “mayor”, “voting representative” for “councillor” and “executive officer” for “general manager”.

Note: In adopting the Model Code Procedures, county councils should adapt them to substitute the term “chairperson” for “mayor” and “member” for “councillor”.

Note: Parts 6, 7, 8 and 11 of these procedures apply only to the management of code of conduct complaints about councillors (including the mayor) or the general manager.

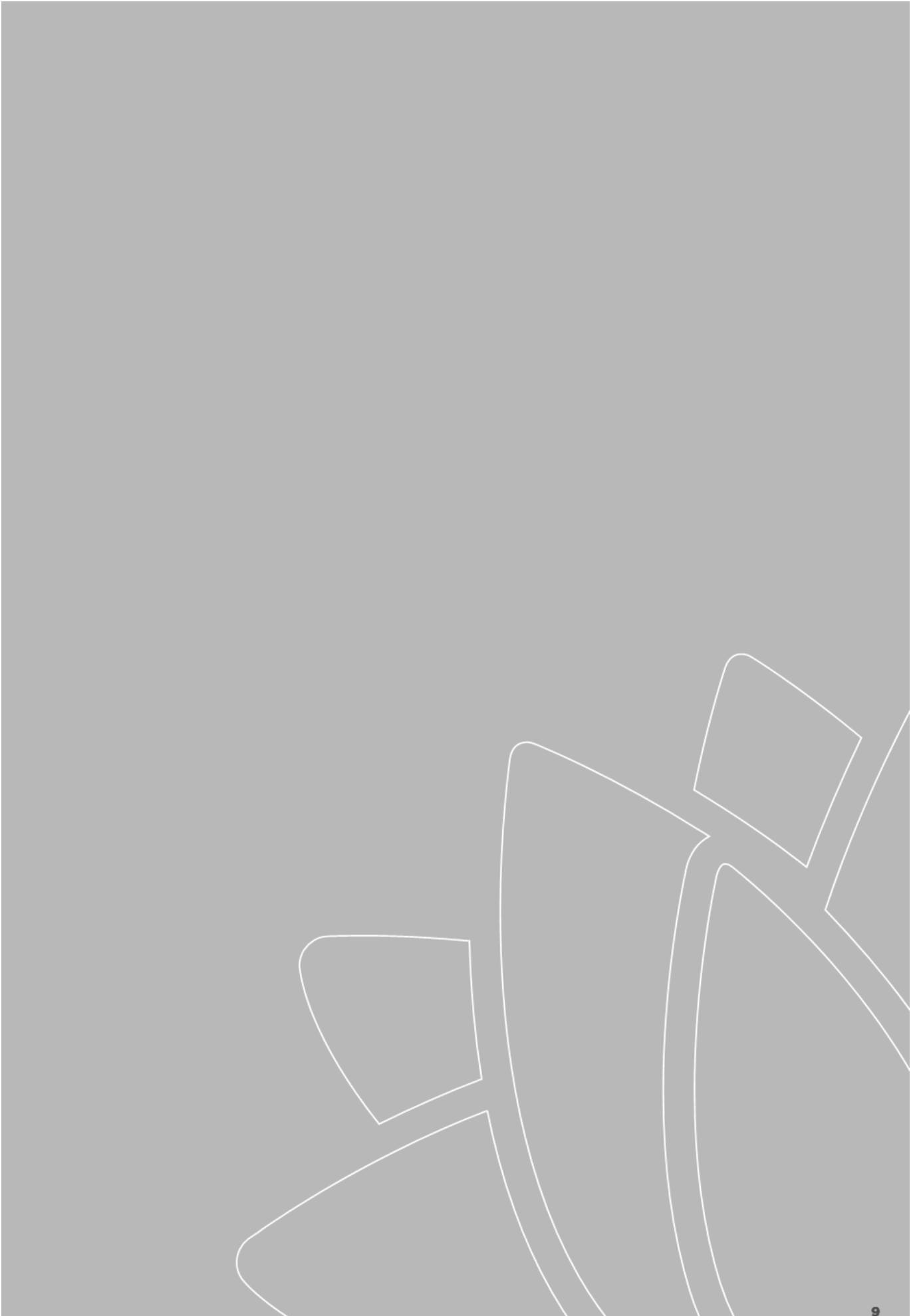
Part 2:

Definitions

In these procedures the following terms have the following meanings:

administrator	an administrator of a council appointed under the LGA other than an administrator appointed under section 66
code of conduct	a code of conduct adopted under section 440 of the LGA
code of conduct complaint	a complaint that is a code of conduct complaint for the purposes of clauses 4.1 and 4.2 of these procedures
complainant	a person who makes a code of conduct complaint
complainant councillor	a councillor who makes a code of conduct complaint
complaints coordinator	a person appointed by the general manager under these procedures as a complaints coordinator
conduct reviewer	a person appointed under these procedures to review allegations of breaches of the code of conduct by councillors or the general manager
council	includes county councils and joint organisations
council committee	a committee established by a council comprising of councillors, staff or other persons that the council has delegated functions to
council committee member	a person other than a councillor or member of staff of a council who is a member of a council committee other than a wholly advisory committee
councillor	any person elected or appointed to civic office, including the mayor, and includes members and chairpersons of county councils and voting representatives of the boards of joint organisations and chairpersons of joint organisations
council official	any councillor, member of staff of council, administrator, council committee member, delegate of council and, for the purposes of clause 4.16 of the Model Code of Conduct, council adviser
delegate of council	a person (other than a councillor or member of staff of a council) or body, and the individual members of that body, to whom a function of the council is delegated
external agency	a state government agency such as, but not limited to, the Office, the ICAC, the NSW Ombudsman or the police
general manager	includes the executive officer of a joint organisation
ICAC	the Independent Commission Against Corruption
investigator	a conduct reviewer
joint organisation	a joint organisation established under section 4000 of the LGA

LGA	the <i>Local Government Act 1993</i>
mayor	includes the chairperson of a county council or a joint organisation
members of staff of a council	includes members of staff of county councils and joint organisations
the Office	the Office of Local Government
the Regulation	the <i>Local Government (General) Regulation 2005</i>
respondent	a person whose conduct is the subject of investigation by a conduct reviewer under these procedures
wholly advisory committee	a council committee that the council has not delegated any functions to



Part 3:

Administrative Framework

The establishment of a panel of conduct reviewers

- 3.1 The council must by resolution establish a panel of conduct reviewers.
- 3.2 The council may by resolution enter into an arrangement with one or more other councils to share a panel of conduct reviewers including through a joint organisation or another regional body associated with the councils.
- 3.3 The panel of conduct reviewers is to be established following a public expression of interest process.
- 3.4 An expression of interest for members of the council's panel of conduct reviewers must, at a minimum, be advertised locally and in the Sydney metropolitan area.
- 3.5 To be eligible to be a conduct reviewer, a person must, at a minimum, meet the following requirements:
 - a) an understanding of local government, and
 - b) knowledge of investigative processes including but not limited to procedural fairness requirements and the requirements of the *Public Interest Disclosures Act 1994*, and
 - c) knowledge and experience of one or more of the following:
 - i) investigations
 - ii) law
 - iii) public administration
 - iv) public sector ethics
 - v) alternative dispute resolution, and
 - d) meet the eligibility requirements for membership of a panel of conduct reviewers under clause 3.6.
- 3.6 A person is not eligible to be a conduct reviewer if they are:
 - a) a councillor, or
 - b) a nominee for election as a councillor, or
 - c) an administrator, or
 - d) an employee of a council, or
 - e) a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or
 - f) a nominee for election as a member of the Commonwealth Parliament or any State Parliament or Territory Assembly, or
 - g) a person who has a conviction for an indictable offence that is not an expired conviction.
- 3.7 A person is not precluded from being a member of the council's panel of conduct reviewers if they are a member of another council's panel of conduct reviewers.
- 3.8 An incorporated or other entity may be appointed to a council's panel of conduct reviewers where the council is satisfied that all the persons who will be undertaking the functions of a conduct reviewer on behalf of the entity meet the selection and eligibility criteria prescribed under this Part.
- 3.9 A panel of conduct reviewers established under this Part is to have a term of up to four years.
- 3.10 The council may terminate the panel of conduct reviewers at any time by resolution. Where a panel of conduct reviewers has been terminated, conduct reviewers who were members of the panel may continue to deal with any matter referred to them under these procedures prior to the termination of the panel until they have finalised their consideration of the matter.

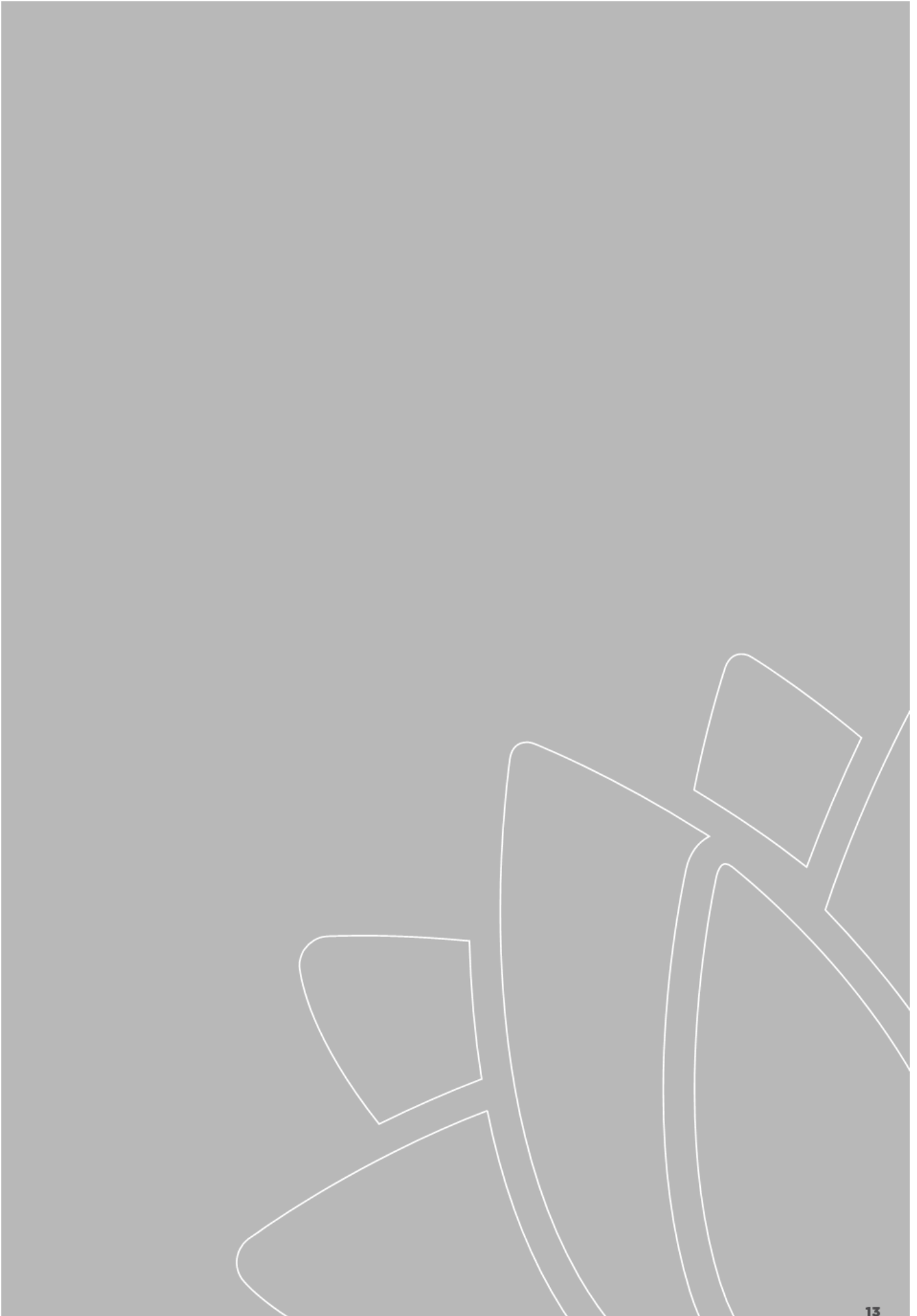
- 3.11 When the term of the panel of conduct reviewers concludes or is terminated, the council must establish a new panel of conduct reviewers in accordance with the requirements of this Part.
- 3.12 A person who was a member of a previous panel of conduct reviewers established by the council may be a member of subsequent panels of conduct reviewers established by the council if they continue to meet the selection and eligibility criteria for membership of the panel.

The appointment of an internal ombudsman to a panel of conduct reviewers

- 3.13 Despite clause 3.6(d), an employee of a council who is the nominated internal ombudsman of one or more councils may be appointed to a council's panel of conduct reviewers with the Office's consent.
- 3.14 To be appointed to a council's panel of conduct reviewers, an internal ombudsman must meet the qualification requirements for conduct reviewers prescribed under clause 3.5 as modified by the operation of clause 3.13.
- 3.15 An internal ombudsman appointed to a council's panel of conduct reviewers may also exercise the functions of the council's complaints coordinator. For the purposes of clause 6.1, an internal ombudsman who is a council's complaints coordinator and has been appointed to the council's panel of conduct reviewers, may either undertake a preliminary assessment and investigation of a matter referred to them under clauses 5.26 or 5.33 or refer the matter to another conduct reviewer in accordance with clause 6.2.
- 3.16 Clause 6.4(c) does not apply to an internal ombudsman appointed to a council's panel of conduct reviewers.

The appointment of complaints coordinators

- 3.17 The general manager must appoint a member of staff of the council or another person (such as, but not limited to, a member of staff of another council or a member of staff of a joint organisation or other regional body associated with the council), to act as a complaints coordinator. Where the complaints coordinator is a member of staff of the council, the complaints coordinator should be a senior and suitably qualified member of staff.
- 3.18 The general manager may appoint other members of staff of the council or other persons (such as, but not limited to, members of staff of another council or members of staff of a joint organisation or other regional body associated with the council), to act as alternates to the complaints coordinator.
- 3.19 The general manager must not undertake the role of complaints coordinator.
- 3.20 The person appointed as complaints coordinator or alternate complaints coordinator must also be a nominated disclosures coordinator appointed for the purpose of receiving and managing reports of wrongdoing under the *Public Interest Disclosures Act 1994*.
- 3.21 The role of the complaints coordinator is to:
- a) coordinate the management of complaints made under the council's code of conduct
 - b) liaise with and provide administrative support to a conduct reviewer
 - c) liaise with the Office and
 - d) arrange the annual reporting of code of conduct complaints statistics.



Part 4:

How May Code of Conduct Complaints be Made?

What is a code of conduct complaint?

- 4.1 For the purpose of these procedures, a code of conduct complaint is a complaint that shows or tends to show conduct on the part of a council official in connection with their role as a council official or the exercise of their functions as a council official that would constitute a breach of the standards of conduct prescribed under the council's code of conduct if proven.
- 4.2 The following are not "code of conduct complaints" for the purposes of these procedures:
- a) complaints about the standard or level of service provided by the council or a council official
 - b) complaints that relate solely to the merits of a decision made by the council or a council official or the exercise of a discretion by the council or a council official
 - c) complaints about the policies or procedures of the council
 - d) complaints about the conduct of a council official arising from the exercise of their functions in good faith, whether or not involving error, that would not otherwise constitute a breach of the standards of conduct prescribed under the council's code of conduct.
- 4.3 Only code of conduct complaints are to be dealt with under these procedures. Complaints that do not satisfy the definition of a code of conduct complaint are to be dealt with under the council's routine complaints management processes.

When must a code of conduct complaint be made?

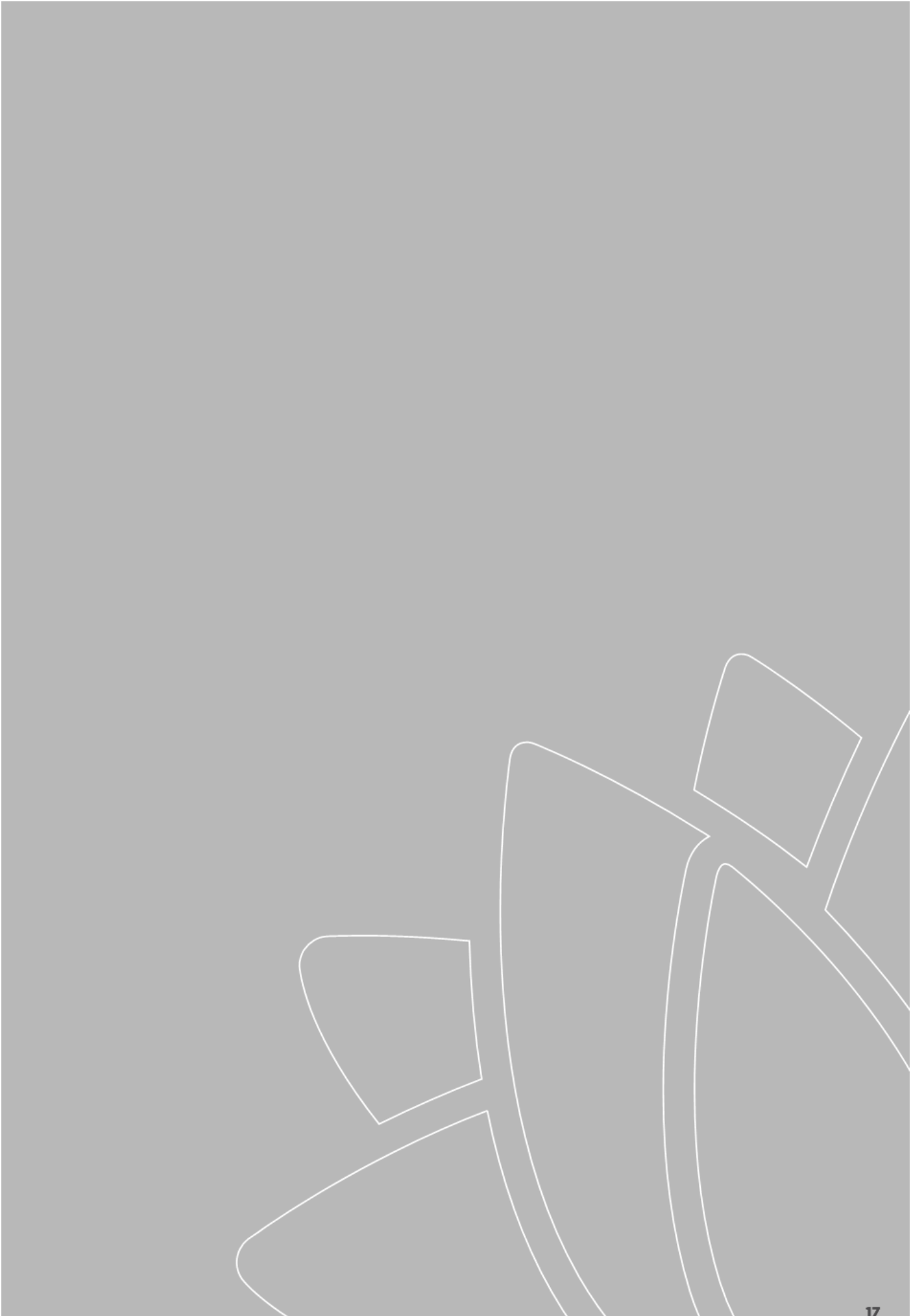
- 4.4 A code of conduct complaint must be made within three months of the alleged conduct occurring or within three months of the complainant becoming aware of the alleged conduct.
- 4.5 A complaint made after 3 months may only be accepted if the general manager or their delegate, or, in the case of a complaint about the general manager, the mayor or their delegate, is satisfied that the allegations are serious and compelling grounds exist for the matter to be dealt with under the code of conduct.

How may a code of conduct complaint about a council official other than the general manager be made?

- 4.6 All code of conduct complaints other than those relating to the general manager are to be made to the general manager in writing. This clause does not operate to prevent a person from making a complaint to an external agency.
- 4.7 Where a code of conduct complaint about a council official other than the general manager cannot be made in writing, the complaint must be confirmed with the complainant in writing as soon as possible after the receipt of the complaint.
- 4.8 In making a code of conduct complaint about a council official other than the general manager, the complainant may nominate whether they want the complaint to be resolved by mediation or by other alternative means.
- 4.9 The general manager or their delegate, or, where the complaint is referred to a conduct reviewer, the conduct reviewer, must consider the complainant's preferences in deciding how to deal with the complaint.
- 4.10 Notwithstanding clauses 4.6 and 4.7, where the general manager becomes aware of a possible breach of the council's code of conduct, they may initiate the process for the consideration of the matter under these procedures without a written complaint.

How may a code of conduct complaint about the general manager be made?

- 4.11 Code of conduct complaints about the general manager are to be made to the mayor in writing. This clause does not operate to prevent a person from making a complaint about the general manager to an external agency.
- 4.12 Where a code of conduct complaint about the general manager cannot be made in writing, the complaint must be confirmed with the complainant in writing as soon as possible after the receipt of the complaint.
- 4.13 In making a code of conduct complaint about the general manager, the complainant may nominate whether they want the complaint to be resolved by mediation or by other alternative means.
- 4.14 The mayor or their delegate, or, where the complaint is referred to a conduct reviewer, the conduct reviewer, must consider the complainant's preferences in deciding how to deal with the complaint.
- 4.15 Notwithstanding clauses 4.11 and 4.12, where the mayor becomes aware of a possible breach of the council's code of conduct by the general manager, they may initiate the process for the consideration of the matter under these procedures without a written complaint.



Part 5:

How are Code of Conduct Complaints to be Managed?

Delegation by general managers and mayors of their functions under this Part

- 5.1 A general manager or mayor may delegate their functions under this Part to a member of staff of the council or to a person or persons external to the council other than an external agency. References in this Part to the general manager or mayor are also to be taken to be references to their delegates.

Consideration of complaints by general managers and mayors

- 5.2 In exercising their functions under this Part, general managers and mayors may consider the complaint assessment criteria prescribed under clause 6.31.

What complaints may be declined at the outset?

- 5.3 Without limiting any other provision in these procedures, the general manager or, in the case of a complaint about the general manager, the mayor, may decline to deal with a complaint under these procedures where they are satisfied that the complaint:
- a) is not a code of conduct complaint, or
 - b) subject to clause 4.5, is not made within 3 months of the alleged conduct occurring or the complainant becoming aware of the alleged conduct, or
 - c) is trivial, frivolous, vexatious or not made in good faith, or

- d) relates to a matter the substance of which has previously been considered and addressed by the council and does not warrant further action, or
- e) is not made in a way that would allow the alleged conduct and any alleged breaches of the council's code of conduct to be readily identified.

How are code of conduct complaints about staff (other than the general manager) to be dealt with?

- 5.4 The general manager is responsible for the management of code of conduct complaints about members of staff of council (other than complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct) and for determining the outcome of such complaints.
- 5.5 The general manager must refer code of conduct complaints about members of staff of council alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct to the Office.
- 5.6 The general manager may decide to take no action in relation to a code of conduct complaint about a member of staff of council other than one requiring referral to the Office under clause 5.5 where they consider that no action is warranted in relation to the complaint.
- 5.7 Where the general manager decides to take no action in relation to a code of conduct complaint about a member of staff of council, the general manager must give the complainant reasons in writing for their decision and this shall finalise the consideration of the matter under these procedures.

- 5.8 Code of conduct complaints about members of staff of council must be managed in accordance with the relevant industrial instrument or employment contract and make provision for procedural fairness including the right of an employee to be represented by their union.
- 5.9 Sanctions for breaches of the code of conduct by staff depend on the severity, scale and importance of the breach and must be determined in accordance with any relevant industrial instruments or contracts.

How are code of conduct complaints about delegates of council, council advisers and council committee members to be dealt with?

- 5.10 The general manager is responsible for the management of code of conduct complaints about delegates of council and council committee members (other than complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct) and for determining the outcome of such complaints.
- 5.11 The general manager must refer code of conduct complaints about council advisers, delegates of council and council committee members alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct to the Office.
- 5.12 The general manager may decide to take no action in relation to a code of conduct complaint about a delegate of council or a council committee member other than one requiring referral to the Office under clause 5.11 where they consider that no action is warranted in relation to the complaint.
- 5.13 Where the general manager decides to take no action in relation to a code of conduct complaint about a delegate of council or a council committee member, the general manager must give the complainant reasons in writing for their decision and this shall finalise the consideration of the matter under these procedures.
- 5.14 Where the general manager considers it to be practicable and appropriate to do so, the general manager may seek to resolve code of conduct complaints about delegates of council or council committee members, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a code of conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 5.15 Where the general manager resolves a code of conduct complaint under clause 5.14 to the general manager's satisfaction, the general manager must notify the complainant in writing of the steps taken to resolve the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.16 Sanctions for breaches of the code of conduct by delegates of council and/or council committee members depend on the severity, scale and importance of the breach and may include one or more of the following:
- a) censure

- b) requiring the person to apologise to any person or organisation adversely affected by the breach in such a time and form specified by the general manager
- c) prosecution for any breach of the law
- d) removing or restricting the person's delegation
- e) removing the person from membership of the relevant council committee.

5.17 Prior to imposing a sanction against a delegate of council or a council committee member under clause 5.16, the general manager or any person making enquiries on behalf of the general manager must comply with the requirements of procedural fairness. In particular:

- a) the substance of the allegation (including the relevant provision/s of the council's code of conduct that the alleged conduct is in breach of) must be put to the person who is the subject of the allegation, and
- b) the person must be given an opportunity to respond to the allegation, and
- c) the general manager must consider the person's response in deciding whether to impose a sanction under clause 5.16.

How are code of conduct complaints about administrators to be dealt with?

5.18 The general manager must refer all code of conduct complaints about administrators to the Office for its consideration.

5.19 The general manager must notify the complainant of the referral of their complaint in writing.

How are code of conduct complaints about councillors to be dealt with?

5.20 The general manager must refer the following code of conduct complaints about councillors to the Office:

- a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct
- b) complaints alleging a failure to comply with a requirement under the code of conduct to disclose and appropriately manage conflicts of interest arising from political donations (see section 328B of the LGA)
- c) complaints alleging a breach of the provisions relating to the maintenance of the integrity of the code of conduct contained in Part 9 of the code of conduct
- d) complaints that are the subject of a special complaints management arrangement with the Office under clause 5.49.

5.21 Where the general manager refers a complaint to the Office under clause 5.20, the general manager must notify the complainant of the referral in writing.

5.22 The general manager may decide to take no action in relation to a code of conduct complaint about a councillor, other than one requiring referral to the Office under clause 5.20, where they consider that no action is warranted in relation to the complaint.

5.23 Where the general manager decides to take no action in relation to a code of conduct complaint about a councillor, the general manager must give the complainant reasons in writing for their decision within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.

5.24 Where the general manager considers it to be practicable and appropriate to do so, the general manager may seek to resolve code of conduct complaints about councillors, other than those requiring referral to the Office under clause 5.20, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a code of conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's code of conduct.

5.25 Where the general manager resolves a code of conduct complaint under clause 5.24 to the general manager's satisfaction, the general manager must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.

5.26 The general manager must refer all code of conduct complaints about councillors, other than those referred to the Office under clause 5.20 or finalised under clause 5.23 or resolved under clause 5.24, to the complaints coordinator.

How are code of conduct complaints about the general manager to be dealt with?

5.27 The mayor must refer the following code of conduct complaints about the general manager to the Office:

- a) complaints alleging a breach of the pecuniary interest provisions contained in Part 4 of the code of conduct
- b) complaints alleging a breach of the provisions relating to the maintenance of the integrity of the code of conduct contained in Part 9 of the code of conduct
- c) complaints that are the subject of a special complaints management arrangement with the Office under clause 5.49.

5.28 Where the mayor refers a complaint to the Office under clause 5.27, the mayor must notify the complainant of the referral in writing.

5.29 The mayor may decide to take no action in relation to a code of conduct complaint about the general manager, other than one requiring referral to the Office under clause 5.27, where they consider that no action is warranted in relation to the complaint.

5.30 Where the mayor decides to take no action in relation to a code of conduct complaint about the general manager, the mayor must give the complainant reasons in writing for their decision within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.

- 5.31 Where the mayor considers it to be practicable and appropriate to do so, the mayor may seek to resolve code of conduct complaints about the general manager, other than those requiring referral to the Office under clause 5.27, by alternative means such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour. The resolution of a code of conduct complaint under this clause is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 5.32 Where the mayor resolves a code of conduct complaint under clause 5.31 to the mayor's satisfaction, the mayor must notify the complainant in writing of the steps taken to resolve the complaint within 21 days of receipt of the complaint and this shall finalise the consideration of the matter under these procedures.
- 5.33 The mayor must refer all code of conduct complaints about the general manager, other than those referred to the Office under clause 5.27 or finalised under clause 5.30 or resolved under clause 5.31, to the complaints coordinator.

How are complaints about both the general manager and the mayor to be dealt with?

- 5.34 Where the general manager or mayor receives a code of conduct complaint that alleges a breach of the code of conduct by both the general manager and the mayor, the general manager or mayor must either:
- a) delegate their functions under this part with respect to the complaint to a member of staff of the council other than the general manager where the allegation is not serious, or to a person external to the council, or
 - b) refer the matter to the complaints coordinator under clause 5.26 and clause 5.33.

Referral of code of conduct complaints to external agencies

- 5.35 The general manager, mayor or a conduct reviewer may, at any time, refer a code of conduct complaint to an external agency for its consideration, where they consider such a referral is warranted.
- 5.36 The general manager, mayor or a conduct reviewer must report to the ICAC any matter that they suspect on reasonable grounds concerns or may concern corrupt conduct.
- 5.37 Where the general manager, mayor or conduct reviewer refers a complaint to an external agency under clause 5.35, they must notify the complainant of the referral in writing unless they form the view, on the advice of the relevant agency, that it would not be appropriate for them to do so.

5.38 Referral of a matter to an external agency shall finalise consideration of the matter under these procedures unless the council is subsequently advised otherwise by the referral agency.

Disclosure of the identity of complainants

5.39 In dealing with matters under these procedures, information that identifies or tends to identify complainants is not to be disclosed unless:

- a) the complainant consents in writing to the disclosure, or
- b) it is generally known that the complainant has made the complaint as a result of the complainant having voluntarily identified themselves as the person who made the complaint, or
- c) it is essential, having regard to procedural fairness requirements, that the identifying information be disclosed, or
- d) a conduct reviewer is of the opinion that disclosure of the information is necessary to investigate the matter effectively, or
- e) it is otherwise in the public interest to do so.

5.40 Clause 5.39 does not apply to code of conduct complaints made by councillors about other councillors or the general manager.

5.41 Where a councillor makes a code of conduct complaint about another councillor or the general manager, and the complainant councillor considers that compelling grounds exist that would warrant information that identifies or tends to identify them as the complainant not to be disclosed, they may request in writing that such information not be disclosed.

5.42 A request made by a complainant councillor under clause 5.41 must be made at the time they make a code of conduct complaint and must state the grounds upon which the request is made.

5.43 The general manager or mayor, and where the matter is referred to a conduct reviewer, the conduct reviewer, must consider a request made under clause 5.41 before disclosing information that identifies or tends to identify the complainant councillor, but they are not obliged to comply with the request.

5.44 Where a complainant councillor makes a request under clause 5.41, the general manager or mayor or, where the matter is referred to a conduct reviewer, the conduct reviewer, shall notify the councillor in writing of their intention to disclose information that identifies or tends to identify them prior to disclosing the information.

Code of conduct complaints made as public interest disclosures

5.45 These procedures do not override the provisions of the *Public Interest Disclosures Act 1994*. Code of conduct complaints that are made as public interest disclosures under that Act are to be managed in accordance with the requirements of that Act, the council's internal reporting policy, and any guidelines issued by the NSW Ombudsman that relate to the management of public interest disclosures.

5.46 Where a councillor makes a code of conduct complaint about another councillor or the general manager as a public interest disclosure, before the matter may be dealt with under these

procedures, the complainant councillor must consent in writing to the disclosure of their identity as the complainant.

- 5.47 Where a complainant councillor declines to consent to the disclosure of their identity as the complainant under clause 5.46, the general manager or the mayor must refer the complaint to the Office for consideration. Such a referral must be made under section 26 of the *Public Interest Disclosures Act 1994*.

Special complaints management arrangements

- 5.48 The general manager may request in writing that the Office enter into a special complaints management arrangement with the council in relation to code of conduct complaints made by or about a person or persons.

- 5.49 Where the Office receives a request under clause 5.48, it may agree to enter into a special complaints management arrangement if it is satisfied that the number or nature of code of conduct complaints made by or about a person or persons has:

- a) imposed an undue and disproportionate cost burden on the council's administration of its code of conduct, or
- b) impeded or disrupted the effective administration by the council of its code of conduct, or
- c) impeded or disrupted the effective functioning of the council.

- 5.50 A special complaints management arrangement must be in writing and must specify the following:

- a) the code of conduct complaints the arrangement relates to, and
- b) the period that the arrangement will be in force.


- 5.51 The Office may, by notice in writing, amend or terminate a special complaints management arrangement at any time.

- 5.52 While a special complaints management arrangement is in force, an officer of the Office (the assessing OLG officer) must undertake the preliminary assessment of the code of conduct complaints specified in the arrangement in accordance with the requirements of Part 6 of these procedures.

- 5.53 Where, following a preliminary assessment, the assessing OLG officer determines that a code of conduct complaint warrants investigation by a conduct reviewer, the assessing OLG officer shall notify the complaints coordinator in writing of their determination and the reasons for their determination. The complaints coordinator must comply with the recommendation of the assessing OLG officer.

- 5.54 Prior to the expiry of a special complaints management arrangement, the Office may, at the request of the general manager, review the arrangement to determine whether it should be renewed or amended.

- 5.55 A special complaints management arrangement shall expire on the date specified in the arrangement unless renewed under clause 5.54.



Part 6:

Preliminary Assessment of Code of Conduct Complaints About Councillors or the General Manager by Conduct Reviewers

Referral of code of conduct complaints about councillors or the general manager to conduct reviewers

- 6.1 The complaints coordinator must refer all code of conduct complaints about councillors or the general manager that have not been referred to an external agency or declined or resolved by the general manager, mayor or their delegate and that have been referred to them under clauses 5.26 or 5.33, to a conduct reviewer within 21 days of receipt of the complaint by the general manager or the mayor.
- 6.2 For the purposes of clause 6.1, the complaints coordinator will refer a complaint to a conduct reviewer selected from:
 - a) a panel of conduct reviewers established by the council, or
 - b) a panel of conduct reviewers established by an organisation approved by the Chief Executive of the Office.
- 6.3 In selecting a suitable conduct reviewer, the complaints coordinator may have regard to the qualifications and experience of members of the panel of conduct reviewers. Where the conduct reviewer is an incorporated or other entity, the complaints coordinator must also ensure that the person assigned to receive the referral on behalf of the entity meets the selection and eligibility criteria for conduct reviewers prescribed under Part 3 of these procedures.
- 6.4 A conduct reviewer must not accept the referral of a code of conduct complaint where:
 - a) they have a conflict of interest in relation to the matter referred to them, or
 - b) a reasonable apprehension of bias arises in relation to their consideration of the matter, or
 - c) they or their employer has entered into one or more contracts with the council (other than contracts relating to the exercise of their functions as a conduct reviewer) in the 2 years preceding the referral, and they or their employer have received or expect to receive payments under the contract or contracts of a value that, when aggregated, exceeds \$100,000, or
 - d) at the time of the referral, they or their employer are the council's legal service provider or are a member of a panel of legal service providers appointed by the council.
- 6.5 For the purposes of clause 6.4(a), a conduct reviewer will have a conflict of interest in a matter where a reasonable and informed person would perceive that they could be influenced by a private interest when carrying out their public duty (see clause 5.2 of the Model Code of Conduct).
- 6.6 For the purposes of clause 6.4(b), a reasonable apprehension of bias arises where a fair-minded observer might reasonably apprehend that the conduct reviewer might not bring an impartial and unprejudiced mind to the matter referred to the conduct reviewer.
- 6.7 Where the complaints coordinator refers a matter to a conduct reviewer, they will provide the conduct reviewer with a copy of the code of conduct complaint and any other information relevant to the matter held by the council, including any information about previous proven

breaches and any information that would indicate that the alleged conduct forms part of an ongoing pattern of behaviour.

- 6.8 The complaints coordinator must notify the complainant in writing that the matter has been referred to a conduct reviewer, and advise which conduct reviewer the matter has been referred to.
- 6.9 Conduct reviewers must comply with these procedures in their consideration of matters that have been referred to them and exercise their functions in a diligent and timely manner.
- 6.10 The complaints coordinator may at any time terminate the referral of a matter to a conduct reviewer and refer the matter to another conduct reviewer where the complaints coordinator is satisfied that the conduct reviewer has failed to:
 - a) comply with these procedures in their consideration of the matter, or
 - b) comply with a lawful and reasonable request by the complaints coordinator, or
 - c) exercise their functions in a timely or satisfactory manner.
- 6.11 Where the complaints coordinator terminates a referral to a conduct reviewer under clause 6.10, they must notify the complainant and any other affected person in writing of their decision and the reasons for it and advise them which conduct reviewer the matter has been referred to instead.

Preliminary assessment of code of conduct complaints about councillors or the general manager by a conduct reviewer

- 6.12 The conduct reviewer is to undertake a preliminary assessment of a complaint referred to them by the complaints coordinator for the purposes of determining how the complaint is to be managed.
- 6.13 The conduct reviewer may determine to do one or more of the following in relation to a complaint referred to them by the complaints coordinator:
 - a) to take no action
 - b) to resolve the complaint by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
 - c) to refer the matter back to the general manager or, in the case of a complaint about the general manager, the mayor, for resolution by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
 - d) to refer the matter to an external agency
 - e) to investigate the matter.
- 6.14 In determining how to deal with a matter under clause 6.13, the conduct reviewer must have regard to the complaint assessment criteria prescribed under clause 6.31.

- 6.15 The conduct reviewer may make such enquiries the conduct reviewer considers to be reasonably necessary to determine what options to exercise under clause 6.13.
- 6.16 The conduct reviewer may request the complaints coordinator to provide such additional information the conduct reviewer considers to be reasonably necessary to determine what options to exercise in relation to the matter under clause 6.13. The complaints coordinator will, as far as is reasonably practicable, supply any information requested by the conduct reviewer.
- 6.17 The conduct reviewer must refer to the Office any complaints referred to them that should have been referred to the Office under clauses 5.20 and 5.27.
- 6.18 The conduct reviewer must determine to take no action on a complaint that is not a code of conduct complaint for the purposes of these procedures.
- 6.19 The resolution of a code of conduct complaint under clause 6.13, paragraphs (b) or (c) is not to be taken as a determination that there has been a breach of the council's code of conduct.
- 6.20 Where the conduct reviewer completes their preliminary assessment of a complaint by determining to exercise an option under clause 6.13, paragraphs (a), (b) or (c), they must provide the complainant with written notice of their determination and provide reasons for it, and this will finalise consideration of the matter under these procedures.
- 6.21 Where the conduct reviewer refers a complaint to an external agency, they must notify the complainant of the referral in writing unless they form the view, on the advice of the relevant agency, that it would not be appropriate for them to do so.
- 6.22 The conduct reviewer may only determine to investigate a matter where they are satisfied as to the following:
- a) that the complaint is a code of conduct complaint for the purposes of these procedures, and
 - b) that the alleged conduct is sufficiently serious to warrant investigation, and
 - c) that the matter is one that could not or should not be resolved by alternative means.
- 6.23 In determining whether a matter is sufficiently serious to warrant investigation, the conduct reviewer is to consider the following:
- a) the harm or cost that the alleged conduct has caused to any affected individuals and/or the council
 - b) the likely impact of the alleged conduct on the reputation of the council and public confidence in it
 - c) whether the alleged conduct was deliberate or undertaken with reckless intent or negligence
 - d) any previous proven breaches by the person whose alleged conduct is the subject of the complaint and/or whether the alleged conduct forms part of an ongoing pattern of behaviour.
- 6.24 The conduct reviewer must complete their preliminary assessment of the complaint within 28 days of referral of the matter to them by the complaints coordinator and notify the complaints coordinator in writing of the outcome of their assessment.
- 6.25 The conduct reviewer is not obliged to give prior notice to or to consult with any person before making a determination in relation to their preliminary assessment of a complaint, except as may be specifically required under these procedures.

Referral back to the general manager or mayor for resolution

- 6.26 Where the conduct reviewer determines to refer a matter back to the general manager or to the mayor to be resolved by alternative and appropriate means, they must write to the general manager or, in the case of a complaint about the general manager, to the mayor, recommending the means by which the complaint may be resolved.
- 6.27 The conduct reviewer must consult with the general manager or mayor prior to referring a matter back to them under clause 6.13(c).
- 6.28 The general manager or mayor may decline to accept the conduct reviewer's recommendation. In such cases, the conduct reviewer may determine to deal with the complaint by other means under clause 6.13.
- 6.29 Where the conduct reviewer refers a matter back to the general manager or mayor under clause 6.13(c), the general manager or, in the case of a complaint about the general manager, the mayor, is responsible for implementing or overseeing the implementation of the conduct reviewer's recommendation.
- 6.30 Where the conduct reviewer refers a matter back to the general manager or mayor under clause 6.13(c), the general manager, or, in the case of a complaint about the general manager, the mayor, must advise the complainant in writing of the steps taken to implement the conduct reviewer's recommendation once these steps have been completed.

Complaints assessment criteria

- 6.31 In undertaking the preliminary assessment of a complaint, the conduct reviewer must have regard to the following considerations:
- a) whether the complaint is a code of conduct complaint for the purpose of these procedures
 - b) whether the complaint has been made in a timely manner in accordance with clause 4.4, and if not, whether the allegations are sufficiently serious for compelling grounds to exist for the matter to be dealt with under the council's code of conduct
 - c) whether the complaint is trivial, frivolous, vexatious or not made in good faith
 - d) whether the complaint discloses prima facie evidence of conduct that, if proven, would constitute a breach of the code of conduct
 - e) whether the complaint raises issues that would be more appropriately dealt with by an external agency
 - f) whether there is or was an alternative and satisfactory means of redress available in relation to the conduct complained of
 - g) whether the complaint is one that can be resolved by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour
 - h) whether the issue/s giving rise to the complaint have previously been addressed or resolved

- i) any previous proven breaches of the council's code of conduct
- j) whether the conduct complained of forms part of an ongoing pattern of behaviour
- k) whether there were mitigating circumstances giving rise to the conduct complained of
- l) the seriousness of the alleged conduct (having regard to the criteria specified in clause 6.23)
- m) the significance of the conduct or the impact of the conduct for the council
- n) how much time has passed since the alleged conduct occurred
- o) such other considerations that the conduct reviewer considers may be relevant to the assessment of the complaint.

Part 7:

Investigations of Code of Conduct Complaints About Councillors or the General Manager

What matters may a conduct reviewer investigate?

- 7.1 A conduct reviewer (hereafter referred to as an “investigator”) may investigate a code of conduct complaint that has been referred to them by the complaints coordinator and any matters related to or arising from that complaint.
- 7.2 Where an investigator identifies further separate possible breaches of the code of conduct that are not related to or arise from the code of conduct complaint that has been referred to them, they are to report the matters separately in writing to the general manager, or, in the case of alleged conduct on the part of the general manager, to the mayor.
- 7.3 The general manager or the mayor or their delegate is to deal with a matter reported to them by an investigator under clause 7.2 as if it were a new code of conduct complaint in accordance with these procedures.

How are investigations to be commenced?

- 7.4 The investigator must at the outset of their investigation provide a written notice of investigation to the respondent. The notice of investigation must:
 - a) disclose the substance of the allegations against the respondent, and
 - b) advise of the relevant provisions of the code of conduct that apply to the alleged conduct, and
 - c) advise of the process to be followed in investigating the matter, and
- d) advise the respondent of the requirement to maintain confidentiality, and
- e) invite the respondent to make a written submission in relation to the matter within at least 14 days or such other period specified by the investigator in the notice, and
- f) provide the respondent the opportunity to address the investigator on the matter within such reasonable time specified in the notice.
- 7.5 The respondent may, within 7 days of receipt of the notice of investigation, request in writing that the investigator provide them with such further information they consider necessary to assist them to identify the substance of the allegation against them. An investigator will only be obliged to provide such information that the investigator considers reasonably necessary for the respondent to identify the substance of the allegation against them.
- 7.6 An investigator may at any time prior to issuing a draft report, issue an amended notice of investigation to the respondent in relation to the matter referred to them.
- 7.7 Where an investigator issues an amended notice of investigation, they must provide the respondent with a further opportunity to make a written submission in response to the amended notice of investigation within at least 14 days or such other period specified by the investigator in the amended notice.
- 7.8 The investigator must also, at the outset of their investigation, provide written notice of the investigation to the complainant, the complaints coordinator and the general manager, or in the case of a complaint about the general manager, to the complainant, the complaints coordinator and the mayor. The notice must:

- a) advise them of the matter the investigator is investigating, and
- b) in the case of the notice to the complainant, advise them of the requirement to maintain confidentiality, and
- c) invite the complainant to make a written submission in relation to the matter within at least 14 days or such other period specified by the investigator in the notice.

- 7.13 Where the respondent accepts the opportunity to address the investigator in person, they may have a support person or legal adviser in attendance. The support person or legal adviser will act in an advisory or support role to the respondent only. They must not speak on behalf of the respondent or otherwise interfere with or disrupt proceedings.
- 7.14 The investigator must consider all written and oral submissions made to them in relation to the matter.

Written and oral submissions

- 7.9 Where the respondent or the complainant fails to make a written submission in relation to the matter within the period specified by the investigator in their notice of investigation or amended notice of investigation, the investigator may proceed to prepare their draft report without receiving such submissions.
- 7.10 The investigator may accept written submissions received outside the period specified in the notice of investigation or amended notice of investigation.
- 7.11 Prior to preparing a draft report, the investigator must give the respondent an opportunity to address the investigator on the matter being investigated. The respondent may do so in person or by telephone or other electronic means.
- 7.12 Where the respondent fails to accept the opportunity to address the investigator within the period specified by the investigator in the notice of investigation, the investigator may proceed to prepare a draft report without hearing from the respondent.

How are investigations to be conducted?

- 7.15 Investigations are to be undertaken without undue delay.
- 7.16 Investigations are to be undertaken in the absence of the public and in confidence.
- 7.17 Investigators must make any such enquiries that may be reasonably necessary to establish the facts of the matter.
- 7.18 Investigators may seek such advice or expert guidance that may be reasonably necessary to assist them with their investigation or the conduct of their investigation.
- 7.19 An investigator may request that the complaints coordinator provide such further information that the investigator considers may be reasonably necessary for them to establish the facts of the matter. The complaints coordinator will, as far as is reasonably practicable, provide the information requested by the investigator.

Referral or resolution of a matter after the commencement of an investigation

- 7.20 At any time after an investigator has issued a notice of investigation and before they have issued a draft report, an investigator may determine to:
- a) resolve the matter by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour, or
 - b) refer the matter to the general manager, or, in the case of a complaint about the general manager, to the mayor, for resolution by alternative and appropriate strategies such as, but not limited to, explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology or an undertaking not to repeat the offending behaviour, or
 - c) refer the matter to an external agency.
- 7.21 Where an investigator determines to exercise any of the options under clause 7.20 after the commencement of an investigation, they must do so in accordance with the requirements of Part 6 of these procedures relating to the exercise of these options at the preliminary assessment stage.
- 7.22 The resolution of a code of conduct complaint under clause 7.20, paragraphs (a) or (b) is not to be taken as a determination that there has been a breach of the council's code of conduct.

- 7.23 Where an investigator determines to exercise any of the options under clause 7.20 after the commencement of an investigation, they may by written notice to the respondent, the complainant, the complaints coordinator and the general manager, or in the case of a complaint about the general manager, to the respondent, the complainant, the complaints coordinator and the mayor, discontinue their investigation of the matter.
- 7.24 Where the investigator discontinues their investigation of a matter under clause 7.23, this shall finalise the consideration of the matter under these procedures.
- 7.25 An investigator is not obliged to give prior notice to or to consult with any person before making a determination to exercise any of the options under clause 7.20 or to discontinue their investigation except as may be specifically required under these procedures.

Draft investigation reports

- 7.26 When an investigator has completed their enquiries and considered any written or oral submissions made to them in relation to a matter, they must prepare a draft of their proposed report.
- 7.27 The investigator must provide their draft report to the respondent and invite them to make a written submission in relation to it within at least 14 days or such other period specified by the investigator.
- 7.28 Where the investigator proposes to make adverse comment about any other person (an affected person) in their report, they must also provide the affected person with relevant extracts of their draft report containing such comment and invite the affected person to make a written submission in relation to it within at least 14 days or such other period specified by the investigator.

- 7.29 The investigator must consider written submissions received in relation to the draft report prior to finalising their report in relation to the matter.
- 7.30 The investigator may, after consideration of all written submissions received in relation to their draft report, make further enquiries into the matter. If, as a result of making further enquiries, the investigator makes any material change to their proposed report that makes new adverse comment about the respondent or an affected person, they must provide the respondent or affected person as the case may be with a further opportunity to make a written submission in relation to the new adverse comment.
- 7.31 Where the respondent or an affected person fails to make a written submission in relation to the draft report within the period specified by the investigator, the investigator may proceed to prepare and issue their final report without receiving such submissions.
- 7.32 The investigator may accept written submissions in relation to the draft report received outside the period specified by the investigator at any time prior to issuing their final report.
- a) make findings of fact in relation to the matter investigated, and,
- b) make a determination that the conduct investigated either,
- i) constitutes a breach of the code of conduct, or
 - ii) does not constitute a breach of the code of conduct, and
- c) provide reasons for the determination.
- 7.36 Where the investigator determines that the conduct investigated constitutes a breach of the code of conduct, the investigator may make one or more of the following recommendations:
- a) that the council revise any of its policies, practices or procedures
 - b) that the respondent undertake any training or other education relevant to the conduct giving rise to the breach
 - c) that the respondent be counselled for their conduct
 - d) that the respondent be removed from membership of a committee of the council or any other body or organisation that the respondent serves on as the council's representative
 - e) that the respondent gives an undertaking not to repeat the offending behaviour in such time and form specified by the recommendation
 - f) that the respondent apologise to any person or organisation affected by the breach in such a time and form specified by the recommendation
 - g) that findings of inappropriate conduct be made public by publishing the investigator's findings and determination in the minutes of the council meeting at which the matter is considered

Final investigation reports

- 7.33 Where an investigator issues a notice of investigation they must prepare a final report in relation to the matter unless the investigation is discontinued under clause 7.23.
- 7.34 An investigator must not prepare a final report in relation to the matter at any time before they have finalised their consideration of the matter in accordance with the requirements of these procedures.
- 7.35 The investigator's final report must:

- h) in the case of a breach by the general manager, that action be taken under the general manager's contract
 - i) in the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the LGA
 - j) in the case of a breach by a councillor, that the council resolves as follows:
 - i) that the councillor be formally censured for the breach under section 440G of the LGA, and
 - ii) that the matter be referred to the Office for further action under the misconduct provisions of the LGA.
- 7.37 Where the investigator determines that the conduct investigated does not constitute a breach of the code of conduct, the investigator may make one or more of the following recommendations:
- a) that the council revise any of its policies, practices or procedures
 - b) that a person or persons undertake any training or other education.
- 7.38 In making a recommendation under clause 7.36, the investigator may have regard to the following:
- a) the seriousness of the breach
 - b) whether the breach can be easily remedied or rectified
 - c) whether the respondent has remedied or rectified their conduct
 - d) whether the respondent has expressed contrition
 - e) whether there were any mitigating circumstances
 - f) the age, physical or mental health or special infirmity of the respondent
 - g) whether the breach is technical or trivial only
 - h) any previous proven breaches
 - i) whether the breach forms part of an ongoing pattern of behaviour
 - j) the degree of reckless intention or negligence of the respondent
 - k) the extent to which the breach has affected other parties or the council as a whole
 - l) the harm or potential harm to the reputation of the council or local government in general arising from the conduct
 - m) whether the findings and recommendations can be justified in terms of the public interest and would withstand public scrutiny
 - n) whether an educative approach would be more appropriate than a punitive one
 - o) the relative costs and benefits of taking formal disciplinary action as opposed to taking no action or taking informal action
 - p) what action or remedy would be in the public interest.
- 7.39 Where the investigator proposes to make a recommendation under clause 7.36(j), the investigator must first consult with the Office on their proposed findings, determination and recommendation prior to finalising their report, and must take any comments by the Office into consideration when finalising their report.
- 7.40 At a minimum, the investigator's final report must contain the following information:
- a) a description of the allegations against the respondent

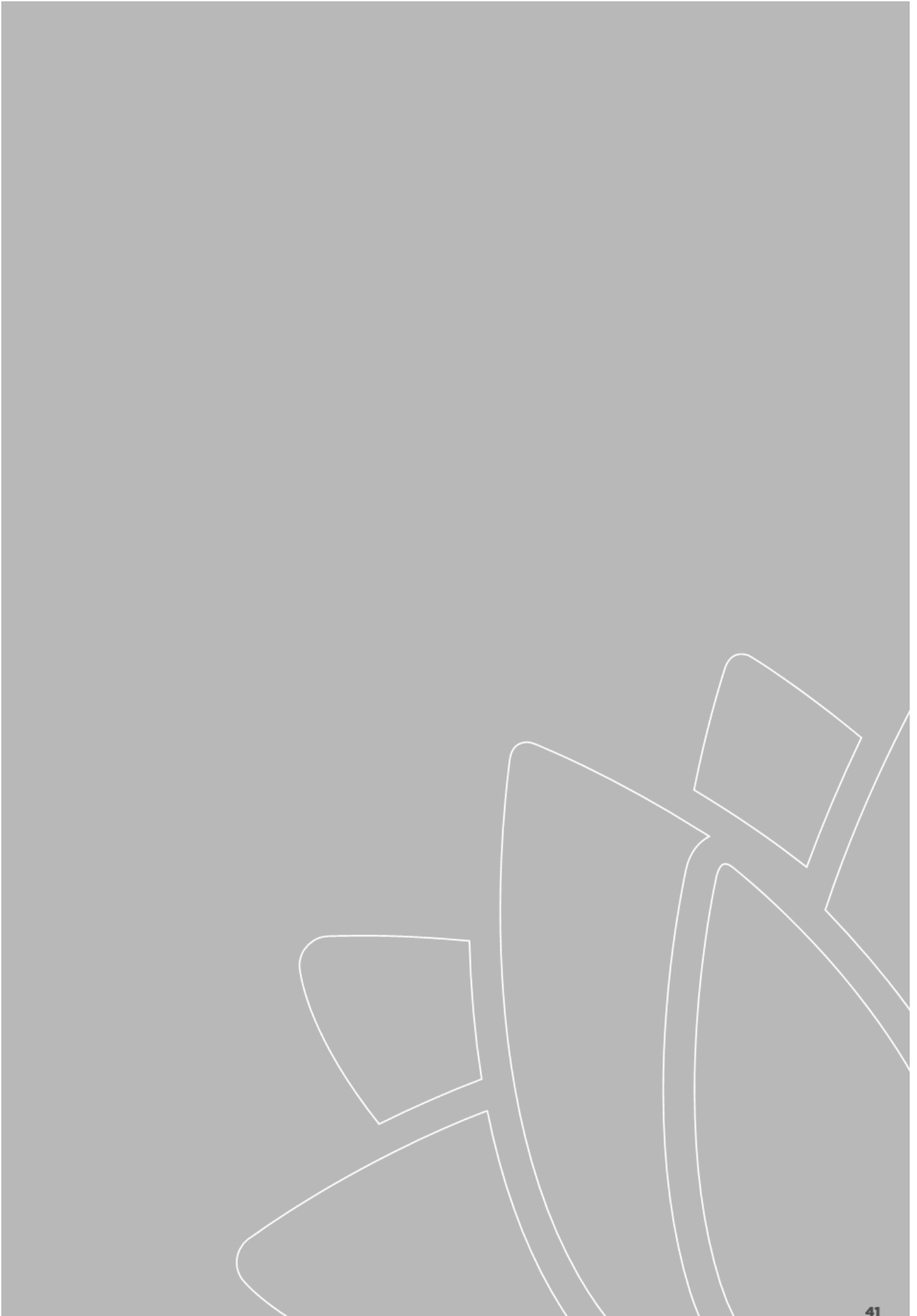
- b) the relevant provisions of the code of conduct that apply to the alleged conduct investigated
 - c) a statement of reasons as to why the matter warranted investigation (having regard to the criteria specified in clause 6.23)
 - d) a statement of reasons as to why the matter was one that could not or should not be resolved by alternative means
 - e) a description of any attempts made to resolve the matter by use of alternative means
 - f) the steps taken to investigate the matter
 - g) the facts of the matter
 - h) the investigator's findings in relation to the facts of the matter and the reasons for those findings
 - i) the investigator's determination and the reasons for that determination
 - j) any recommendations.
- 7.41 The investigator must provide a copy of their report to the complaints coordinator and the respondent.
- 7.42 At the time the investigator provides a copy of their report to the complaints coordinator and the respondent, the investigator must provide the complainant with a written statement containing the following information:
- a) the investigator's findings in relation to the facts of the matter and the reasons for those findings
 - b) the investigator's determination and the reasons for that determination
 - c) any recommendations, and
 - d) such other additional information that the investigator considers may be relevant.
- 7.43 Where the investigator has determined that there has not been a breach of the code of conduct, the complaints coordinator must provide a copy of the investigator's report to the general manager or, where the report relates to the general manager's conduct, to the mayor, and this will finalise consideration of the matter under these procedures.
- 7.44 Where the investigator has determined that there has been a breach of the code of conduct and makes a recommendation or recommendations under clause 7.36, paragraph (a) only, the complaints coordinator must provide a copy of the investigator's report to the general manager. Where the general manager agrees with the recommendation/s, the general manager is responsible for implementing the recommendation/s.
- 7.45 Where the investigator has determined that there has been a breach of the code of conduct and makes a recommendation or recommendations under clause 7.36, paragraphs (b) or (c) only, the complaints coordinator must provide a copy of the investigator's report to the general manager or, where the report relates to the general manager's conduct, to the mayor. The general manager is responsible for arranging the implementation of the recommendation/s where the report relates to a councillor's conduct. The mayor is responsible for arranging the implementation of the recommendation/s where the report relates to the general manager's conduct.
- 7.46 Where the investigator has determined that there has been a breach of the code of conduct and makes a recommendation or recommendations under clause 7.36, paragraphs (d) to (j) (whether or not in conjunction with recommendations made under clause 7.36, paragraphs (a) to (c)),

the complaints coordinator must, where practicable, arrange for the investigator's report to be reported to the next ordinary council meeting for the council's consideration, unless the meeting is to be held within the 4 weeks prior to an ordinary local government election, in which case the report must be reported to the first ordinary council meeting following the election.

Consideration of the final investigation report by council

- 7.47 The role of the council in relation to a final investigation report is to impose a sanction if the investigator has determined that there has been a breach of the code of conduct and has made a recommendation in their final report under clause 7.36, paragraphs (d) to (j) (whether or not in conjunction with recommendations made under clause 7.36, paragraphs (a) to (c)).
- 7.48 The council is to close its meeting to the public to consider the final investigation report in cases where it is permitted to do so under section 10A of the LGA.
- 7.49 Where the complainant is a councillor, they must absent themselves from the meeting and take no part in any discussion or voting on the matter. The complainant councillor may absent themselves without making any disclosure of interest in relation to the matter unless otherwise required to do so under the code of conduct.
- 7.50 Prior to imposing a sanction, the council must provide the respondent with an opportunity to make a submission to the council. A submission may be made orally or in writing. The respondent is to confine their submission to addressing the investigator's recommendation/s.
- 7.51 Once the respondent has made their submission they must absent themselves from the meeting and, where they are a councillor, take no part in any discussion or voting on the matter.
- 7.52 The council must not invite submissions from other persons for the purpose of seeking to rehear evidence previously considered by the investigator.
- 7.53 Prior to imposing a sanction, the council may by resolution:
- a) request that the investigator make additional enquiries and/or provide additional information to it in a supplementary report, or
 - b) seek an opinion from the Office in relation to the report.
- 7.54 The council may, by resolution, defer further consideration of the matter pending the receipt of a supplementary report from the investigator or an opinion from the Office.
- 7.55 The investigator may make additional enquiries for the purpose of preparing a supplementary report.
- 7.56 Where the investigator prepares a supplementary report, they must provide copies to the complaints coordinator who shall provide a copy each to the council and the respondent.
- 7.57 The investigator is not obliged to notify or consult with any person prior to submitting the supplementary report to the complaints coordinator.
- 7.58 The council is only required to provide the respondent a further opportunity to make an oral or written submission on a supplementary report if the supplementary report contains new information that is adverse to them.
- 7.59 A council may by resolution impose one or more of the following sanctions on a respondent:

- a) that the respondent undertake any training or other education relevant to the conduct giving rise to the breach
 - b) that the respondent be counselled for their conduct
 - c) that the respondent be removed from membership of a committee of the council or any other body or organisation that the respondent serves on as the council's representative
 - d) that the respondent gives an undertaking not to repeat the offending behaviour in such time and form specified by the resolution
 - e) that the respondent apologise to any person or organisation affected by the breach in such a time and form specified by the resolution
 - f) that findings of inappropriate conduct be made public by publishing the investigator's findings and determination in the minutes of the meeting
 - g) in the case of a breach by the general manager, that action be taken under the general manager's contract for the breach
 - h) in the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the LGA
 - i) in the case of a breach by a councillor:
 - i) that the councillor be formally censured for the breach under section 440G of the LGA, and
 - ii) that the matter be referred to the Office for further action under the misconduct provisions of the LGA.
- 7.60 The council is not obliged to adopt the investigator's recommendation/s. Where the council proposes not to adopt one or more of the investigator's recommendation/s, the council must resolve not to adopt the recommendation/s and state in its resolution the reasons for its decision.
- 7.61 Where the council proposes to impose a sanction on the respondent under clause 7.59 that is different to the sanction recommended by the investigator in their final report, the council must state in its resolution the reasons for its decision.
- 7.62 Where the council resolves not to adopt the investigator's recommendation/s or imposes a sanction on the respondent under clause 7.59 that is different to the sanction recommended by the investigator, the complaints coordinator must notify the Office of the council's decision and the reasons for it.



Part 8:

Oversight and Rights of Review

The Office's powers of review

- 8.1 The Office may, at any time, whether or not in response to a request, review the consideration of a matter under a council's code of conduct where it is concerned that a person has failed to comply with a requirement prescribed under these procedures or has misinterpreted or misapplied the standards of conduct prescribed under the code of conduct in their consideration of a matter.
- 8.2 The Office may direct any person, including the council, to defer taking further action in relation to a matter under consideration under the council's code of conduct pending the completion of its review. Any person the subject of a direction must comply with the direction.
- 8.3 Where the Office undertakes a review of a matter under clause 8.1, it will notify the complaints coordinator and any other affected persons, of the outcome of the review.

Complaints about conduct reviewers

- 8.4 The general manager or their delegate must refer code of conduct complaints about conduct reviewers to the Office for its consideration.
- 8.5 The general manager must notify the complainant of the referral of their complaint about the conduct reviewer in writing.
- 8.6 The general manager must implement any recommendation made by the Office as a result of its consideration of a complaint about a conduct reviewer.

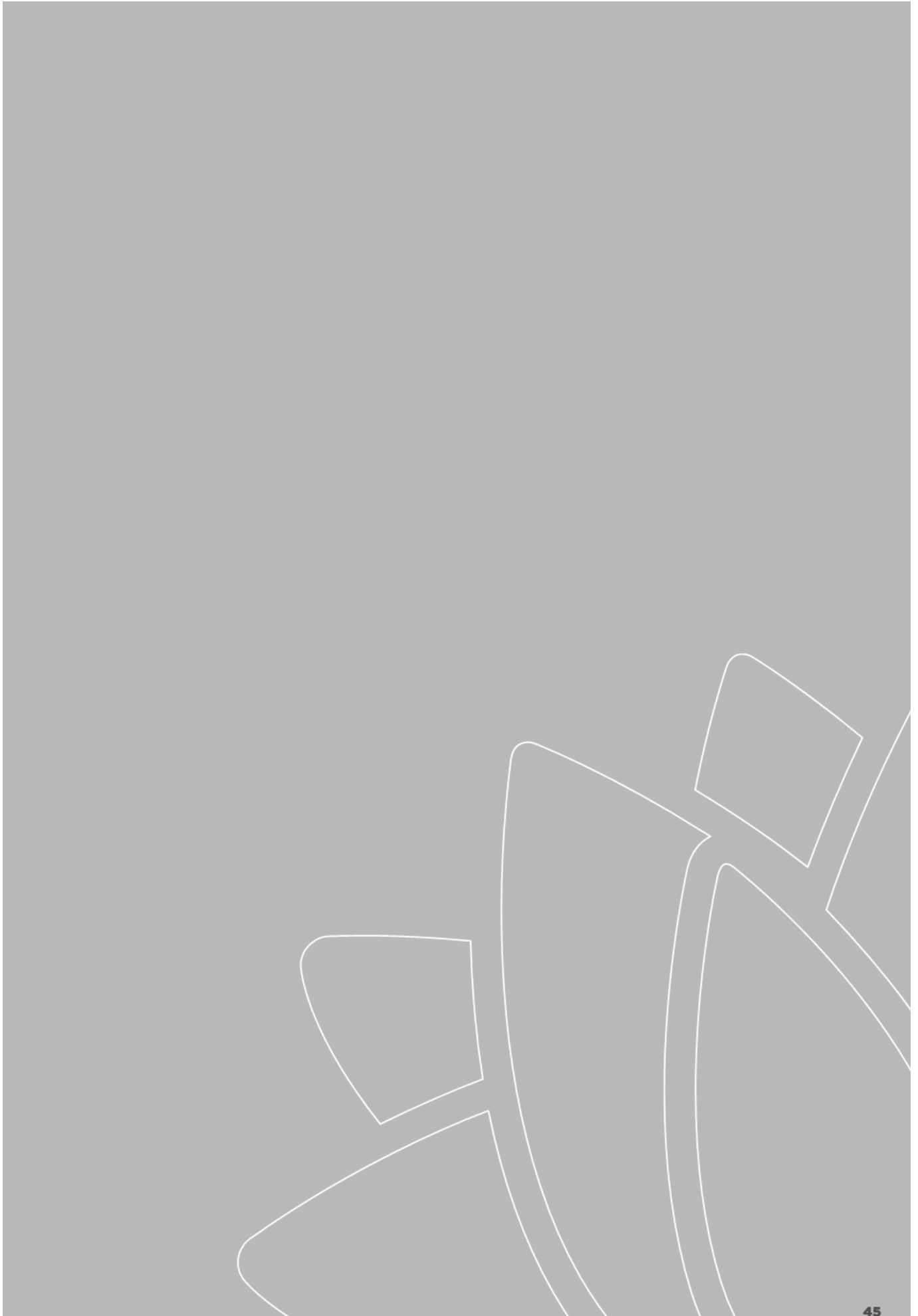
Practice rulings

- 8.7 Where a respondent and an investigator are in dispute over a requirement under these procedures, either person may make a request in writing to the Office to make a ruling on a question of procedure (a practice ruling).
- 8.8 Where the Office receives a request in writing for a practice ruling, the Office may provide notice in writing of its ruling and the reasons for it to the person who requested it and to the investigator, where that person is different.
- 8.9 Where the Office makes a practice ruling, all parties must comply with it.
- 8.10 The Office may decline to make a practice ruling. Where the Office declines to make a practice ruling, it will provide notice in writing of its decision and the reasons for it to the person who requested it and to the investigator, where that person is different.

Review of decisions to impose sanctions

- 8.11 A person who is the subject of a sanction imposed under Part 7 of these procedures other than one imposed under clause 7.59, paragraph (i), may, within 28 days of the sanction being imposed, seek a review of the investigator's determination and recommendation by the Office.
- 8.12 A review under clause 8.11 may be sought on the following grounds:
 - a) that the investigator has failed to comply with a requirement under these procedures, or
 - b) that the investigator has misinterpreted or misapplied the standards of conduct prescribed under the code of conduct, or

- c) that in imposing its sanction, the council has failed to comply with a requirement under these procedures.
- 8.13 A request for a review made under clause 8.11 must be made in writing and must specify the grounds upon which the person believes the investigator or the council has erred.
- 8.14 The Office may decline to conduct a review, in cases where the grounds upon which the review is sought are not sufficiently specified.
- 8.15 The Office may undertake a review of a matter without receiving a request under clause 8.11.
- 8.16 The Office will undertake a review of the matter on the papers. However, the Office may request that the complaints coordinator provide such further information that the Office considers reasonably necessary for it to review the matter. The complaints coordinator must, as far as is reasonably practicable, provide the information requested by the Office.
- 8.17 Where a person requests a review under clause 8.11, the Office may direct the council to defer any action to implement a sanction. The council must comply with a direction to defer action by the Office.
- 8.18 The Office must notify the person who requested the review and the complaints coordinator of the outcome of the Office's review in writing and the reasons for its decision. In doing so, the Office may comment on any other matters the Office considers to be relevant.
- 8.19 Where the Office considers that the investigator or the council has erred, the Office may recommend that a decision to impose a sanction under these procedures be reviewed.
- 8.20 In the case of a sanction implemented by the general manager or mayor under clause 7.45, where the Office recommends that the decision to impose a sanction be reviewed:
 - a) the complaints coordinator must provide a copy of the Office's determination in relation to the matter to the general manager or the mayor, and
 - b) the general manager or mayor must review any action taken by them to implement the sanction, and
 - c) the general manager or mayor must consider the Office's recommendation in doing so.
- 8.21 In the case of a sanction imposed by the council by resolution under clause 7.59, where the Office recommends that the decision to impose a sanction be reviewed:
 - a) the complaints coordinator must, where practicable, arrange for the Office's determination to be tabled at the next ordinary council meeting unless the meeting is to be held within the 4 weeks prior to an ordinary local government election, in which case it must be tabled at the first ordinary council meeting following the election, and
 - b) the council must:
 - i) review its decision to impose the sanction, and
 - ii) consider the Office's recommendation in doing so, and
 - iii) resolve to either rescind or reaffirm its previous resolution in relation to the matter.
- 8.22 Where, having reviewed its previous decision in relation to a matter under clause 8.21, the council resolves to reaffirm its previous decision, the council must state in its resolution its reasons for doing so.



Part 9:

Procedural Irregularities

- 9.1 A failure to comply with these procedures does not, on its own, constitute a breach of the code of conduct, except as may be otherwise specifically provided under the code of conduct.
- 9.2 A failure to comply with these procedures will not render a decision made in relation to a matter invalid where:
- a) the non-compliance is isolated and/or minor in nature, or
 - b) reasonable steps are taken to correct the non-compliance, or
 - c) reasonable steps are taken to address the consequences of the non-compliance.

Part 10: Practice Directions

- 10.1 The Office may at any time issue a practice direction in relation to the application of these procedures.
- 10.2 The Office will issue practice directions in writing, by circular to all councils.
- 10.3 All persons performing a function prescribed under these procedures must consider the Office's practice directions when performing the function.

Part 11:

Reporting Statistics on Code of Conduct Complaints About Councillors and the General Manager

- 11.1 The complaints coordinator must arrange for the following statistics to be reported to the council within 3 months of the end of September of each year:
- a) the total number of code of conduct complaints made about councillors and the general manager under the code of conduct in the year to September (the reporting period)
 - b) the number of code of conduct complaints referred to a conduct reviewer during the reporting period
 - c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints
 - d) the number of code of conduct complaints investigated by a conduct reviewer during the reporting period
 - e) without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period
 - f) the number of matters reviewed by the Office during the reporting period and, without identifying particular matters, the outcome of the reviews, and
 - g) the total cost of dealing with code of conduct complaints made about councillors and the general manager during the reporting period, including staff costs.
- 11.2 The council is to provide the Office with a report containing the statistics referred to in clause 11.1 within 3 months of the end of September of each year.

Part 12: Confidentiality

- 12.1 Information about code of conduct complaints and the management and investigation of code of conduct complaints is to be treated as confidential and is not to be publicly disclosed except as may be otherwise specifically required or permitted under these procedures.
- 12.2 Where a complainant publicly discloses information on one or more occasions about a code of conduct complaint they have made or purported to make, the general manager or their delegate may, with the consent of the Office, determine that the complainant is to receive no further information about their complaint and any future code of conduct complaint they make or purport to make.
- 12.3 Prior to seeking the Office's consent under clause 12.2, the general manager or their delegate must give the complainant written notice of their intention to seek the Office's consent, invite them to make a written submission within at least 14 days or such other period specified by the general manager or their delegate, and consider any submission made by them.
- 12.4 In giving its consent under clause 12.2, the Office must consider any submission made by the complainant to the general manager or their delegate.
- 12.5 The general manager or their delegate must give written notice of a determination made under clause 12.2 to:
- a) the complainant
 - b) the complaints coordinator
 - c) the Office, and
 - d) any other person the general manager or their delegate considers should be notified of the determination.
- 12.6 Any requirement under these procedures that a complainant is to be provided with information about a code of conduct complaint that they have made or purported to make, will not apply to a complainant the subject of a determination made by the general manager or their delegate under clause 12.2.
- 12.7 Clause 12.6 does not override any entitlement a person may have to access to council information under the *Government Information (Public Access) Act 2009* or to receive information under the *Public Interest Disclosures Act 1994* in relation to a complaint they have made.



Armidale Regional Council

Quarterly Budget Review Statement
for the period 01/10/18 to 31/12/18**Table of Contents**

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Armidale Regional Council

Quarterly Budget Review Statement
for the period 01/10/18 to 31/12/18

Report by Responsible Accounting Officer

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

31 December 2018

It is my opinion that the Quarterly Budget Review Statement for Armidale Regional Council for the quarter ended 31/12/18 indicates that Council's projected financial position at 30/6/19 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



date: 11/02/2019

Kelly Stidworthy
Responsible Accounting Officer

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2018

Income & Expenses - General Fund

(\$000's)	Original Budget 2018/19	Approved Changes					Revised Budget 2018/19	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs					
Income											
Rates and Annual Charges	21,545		2,932				24,477	(8)	1	24,469	24,452
User Charges and Fees	12,476		(2,932)	(809)			8,734	360	2	9,094	4,975
Interest and Investment Revenues	653			(3)			650			650	341
Other Revenues	1,746			887			2,633	(105)	3	2,528	1,036
Grants & Contributions - Operating	12,972			3,062			16,034	528	4	16,562	6,560
Grants & Contributions - Capital	1,060			2,212			3,271	299	5	3,570	1,435
Total Income from Continuing Operations	50,451	-	-	5,349	-	-	55,800	1,073		56,873	38,799
Expenses											
Employee Costs	21,040			115			21,155	26	6	21,181	10,301
Borrowing Costs	1,274			1			1,275			1,275	515
Materials & Contracts	8,704	1,269		94			10,068	2,125	7	12,193	7,615
Depreciation	12,161						12,161			12,161	6,081
Legal Costs	126			76			201	36	8	237	177
Consultants	1,735			(534)			1,201	263	9	1,464	471
Other Expenses	7,809			(557)			7,252			7,252	3,703
Total Expenses from Continuing Operations	52,849	1,269	-	(805)	-	-	53,314	2,450		55,764	28,863
Net Operating Result from Continuing Operation	(2,398)	(1,269)	-	6,154	-	-	2,486	(1,377)		1,109	9,936
Discontinued Operations - Surplus/(Deficit)							-			-	
Net Operating Result from All Operations	(2,398)	(1,269)	-	6,154	-	-	2,486	(1,377)		1,109	9,936
Net Operating Result before Capital Items	(3,458)	(1,269)	-	3,942	-	-	(785)	(1,676)		(2,461)	8,501

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2018

Income & Expenses - Water Fund

(\$000's)	Original Budget 2018/19	Approved Changes					Revised Budget 2018/19	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Income											
Rates and Annual Charges	2,142						2,142			2,142	2,155
User Charges and Fees	8,558						8,558			8,558	3,921
Interest and Investment Revenues	230						230			230	11
Other Revenues	4						4			4	2
Grants & Contributions - Operating	89						89			89	72
Grants & Contributions - Capital	13,100			(3,470)			9,630		11	9,630	6,087
Total Income from Continuing Operations	24,122	-	-	(3,470)	-	-	20,652	-		20,652	12,248
Expenses											
Employee Costs	1,936			(122)			1,815		12	1,815	853
Borrowing Costs	344						344			344	130
Materials & Contracts	4,969			(187)			4,782		13	4,782	598
Depreciation	3,052						3,052			3,052	1,526
Legal Costs							-			-	
Consultants	605			(295)			310		14	310	127
Other Expenses	324			(5)			319			319	191
Total Expenses from Continuing Operations	11,230	-	-	(608)	-	-	10,623	-		10,623	3,425
Net Operating Result from Continuing Operation	12,892	-	-	(2,862)	-	-	10,030	-		10,030	8,823
Discontinued Operations - Surplus/(Deficit)							-			-	
Net Operating Result from All Operations	12,892	-	-	(2,862)	-	-	10,030	-		10,030	8,823
Net Operating Result before Capital Items	(208)	-	-	608	-	-	400	-		400	2,736

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2018

Income & Expenses - Sewer Fund

(\$000's)	Original Budget 2018/19	Approved Changes					Revised Budget 2018/19	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Income											
Rates and Annual Charges	3,656		1,592				5,248		15	5,248	5,280
User Charges and Fees	1,764		(1,592)				172		16	172	86
Interest and Investment Revenues	317						317			317	6
Other Revenues	985						985			985	338
Grants & Contributions - Operating	88			(4)			84			84	89
Grants & Contributions - Capital	500						500			500	71
Total Income from Continuing Operations	7,309	-	-	(4)	-	-	7,305	-		7,305	5,870
Expenses											
Employee Costs	1,386			410			1,796		17	1,796	739
Borrowing Costs							-			-	1
Materials & Contracts	2,919			(418)			2,502		18	2,502	234
Depreciation	1,593						1,593			1,593	797
Legal Costs							-			-	
Consultants	203			(90)			113		19	113	3
Other Expenses	869			(60)			810		20	810	406
Total Expenses from Continuing Operations	6,971	-	-	(158)	-	-	6,813	-		6,813	2,180
Net Operating Result from Continuing Operation	338	-	-	154	-	-	492	-		492	3,690
Discontinued Operations - Surplus/(Deficit)							-			-	
Net Operating Result from All Operations	338	-	-	154	-	-	492	-		492	3,690
Net Operating Result before Capital Items	(162)	-	-	154	-	-	(8)	-		(8)	3,619

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2018

Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2018/19	Approved Changes					Revised Budget 2018/19	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs					
Income											
Rates and Annual Charges	27,343	-	4,524	-	-	-	31,867	(8)		31,859	31,887
User Charges and Fees	22,797	-	(4,524)	(809)	-	-	17,464	360		17,823	8,982
Interest and Investment Revenues	1,200	-	-	(3)	-	-	1,197	0		1,197	358
Other Revenues	2,734	-	-	887	-	-	3,621	(105)		3,517	1,376
Grants & Contributions - Operating	13,148	-	-	3,058	-	-	16,206	528		16,735	6,721
Grants & Contributions - Capital	14,660	-	-	(1,258)	-	-	13,401	299		13,700	7,593
Total Income from Continuing Operations	81,882	-	-	1,875	-	-	83,757	1,073		84,830	56,917
Expenses											
Employee Costs	24,363	-	-	403	-	-	24,765	26		24,792	11,893
Borrowing Costs	1,619	-	-	1	-	-	1,620	0		1,620	646
Materials & Contracts	16,593	1,269	-	(511)	-	-	17,352	2,125		19,477	8,447
Depreciation	16,806	-	-	-	-	-	16,806	0		16,806	8,404
Legal Costs	126	-	-	76	-	-	201	36		237	177
Consultants	2,543	-	-	(919)	-	-	1,624	263		1,887	601
Other Expenses	9,002	-	-	(621)	-	-	8,381	0		8,381	4,300
Total Expenses from Continuing Operations	71,050	1,269	-	(1,571)	-	-	70,749	2,450		73,200	34,468
Net Operating Result from Continuing Operation	10,832	(1,269)	-	3,445	-	-	13,008	(1,377)		11,630	22,449
Discontinued Operations - Surplus/(Deficit)							-			-	
Net Operating Result from All Operations	10,832	(1,269)	-	3,445	-	-	13,008	(1,377)		11,630	22,449
Net Operating Result before Capital Items	(3,828)	(1,269)	-	4,704	-	-	(394)	(1,676)		(2,070)	14,856

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Income & Expenses Budget Review Statement

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Rates and Annual Charges (General Fund) Realignment of rates and annual charges with actuals: - Urban stormwater drainage charge \$462k - Domestic waste management annual charge \$100k - Other waste management charges (\$535k) - Pension rebate (\$35k) Net impact on budget is \$8k reduction
2	User Charges and Fees (General Fund) Recognise increase in waste user charges \$354k Transfer of grant revenues to user charges and fees \$6k
3	Other Revenues (General Fund) Realignment of other waste management charges
4	Grants & Contributions - Operating (General Fund) Recognise increase in revenue due to: - Drought funding \$500k - Crown Lands funding \$35k Offset by transfer of grant revenues to user charges and fees (\$6k)
5	Grants & Contributions - Capital (General Fund) Recognise increase in revenue due to: - Land sales \$200k - Tingha Skate Park \$76k - RAFT Shed \$23k
6	Employee Costs (General Fund) Transfer of \$64k relating to unspent grant carry forward from materials and contracts to employee costs for training programs Operational savings identified (\$37k)
7	Materials & Contracts (General Fund) Key adjustments relate to increase in expenditure budget for: - roundabout works \$1,300k - plant operations \$1,133k Remaining adjustments relate to: - operational savings (\$165k) - reallocation of unspent grant carry forward \$282k - Recognise drought funding project \$90k - Unspent grants reimbursement \$50k offset by reduction in capital expenditure
8	Legal Costs (General Fund) Recognise increase in estimate for legal fees due to Barney St land purchase
9	Consultants (General Fund) Reallocation of unspent grant carry forward \$218k Recognise full cost of ArcBlue program participation \$10k Recognise Crown Lands funding project \$35k

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2018

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2018/19	Approved Changes					Revised Budget 2018/19	Variations for this Dec Qtr		Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS						
Capital Expenditure												
New Assets												
- Plant & Equipment				92			92	60	1		152	16
- Land & Buildings	150	30		1,453			1,633	51	2		1,684	652
- Facilities	41	304		1,313			1,658	134	3		1,792	240
- Footpaths				25			25				25	24
- Roads	2,051			(658)			1,392				1,392	38
- Airport Infrastructure	1,348			415			1,763				1,763	289
- Waste Infrastructure	5,786			(233)			5,553				5,553	1,547
- Other	396	1,169		(63)			1,502				1,502	365
- Water Infrastructure	18,472			(7,151)			11,321	(300)	4		11,021	260
- Sewer Infrastructure	344			(0)			344				344	
Renewal Assets (Replacement)												
- Plant & Equipment	3,106			(216)			2,890				2,890	1,287
- Buildings	85			(19)			66				66	3
- Facilities	100	4		(71)			33				33	4
- Bridges		2,121		46			2,167	200	5		2,367	1,009
- Roads	3,942	2,009		(580)			5,371	18	6		5,389	633
- Other							-				-	
- Water Infrastructure	2,158			311			2,468				2,468	728
- Sewer Infrastructure	2,850			80			2,931				2,931	855
Loan Repayments (Principal)	3,096			(112)			2,984				2,984	1,467
Total Capital Expenditure	43,925	5,638	-	(5,369)	-	-	44,194	163			44,357	9,418
Capital Funding												
Rates & Other Untied Funding							-				-	
Capital Grants & Contributions	14,660			(1,258)			13,401	(299)	7		13,102	7,594
Reserves:												
- External Restrictions/Reserves	1,578	6,907		2,192			10,677	(5)	8		10,672	
- Internal Restrictions/Reserves	4,220			(4,591)			(371)	(60)	9		(431)	
New Loans							-				-	
Receipts from Sale of Assets												
- Plant & Equipment	1,190			(31)			1,158				1,158	372
- Land & Buildings	2,000						2,000				2,000	
Total Capital Funding	23,647	6,907	-	(3,689)	-	-	26,865	(364)			26,501	7,966
Net Capital Funding - Surplus/(Deficit)	(20,278)	1,269	-	1,680	-	-	(17,328)	(527)			(17,855)	(1,452)
New Assets	28,588	1,503		(4,807)			25,283	(55)			25,228	
Renewal Assets	15,338	4,135		(562)			18,910	218			19,128	
Total	43,925	5,638	-	(5,369)	-	-	44,194	163			44,357	
Capital Funding												
Net Operating Result before Capital Items	(3,828)	(1,269)		4,704			(394)	(1,676)			(2,070)	
Add Back: Depreciation	16,806	-		-			16,806	-			16,806	
Add Back: Capital Funding	23,647	6,907		(3,689)			26,865	(364)			26,501	
Add Back: Brought Forward Cash	7,300	-		(6,384)			916	1,612			2,528	
Total	43,925	5,638	-	(5,369)	-	-	44,194	(428)			43,766	
	(0)	0		0			(0)	591			591	

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Capital Budget Review Statement

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Plant & Equipment (New) Increase in expenditure to cover cost of generator offset by transfer from Kolora reserve
2	Land Buildings (New) Increase in expenditure to cover cost of Guyra SES Shed \$28k Increase in expenditure for RFS RAFT Shed \$23k offset by increased capital grant revenue
3	Facilities (New) Increase budget to full project allocation for Tingha Skate Park \$76k offset by increased capital grant revenue Recognise Sports Council capital allocation to match available reserve funding \$58k
4	Water Infrastructure (New) Recognise drought funding project \$100k (water filling stations) Reduce water engineering capital as per capital program review (\$400k)
5	Bridges (Renewal) Increase bridge renewal program in line with available unspent merger funding \$200k
6	Roads (Renewal) Recognise drought funding project \$310k (Borrolong Road upgrade) Reduce urban reseal program as unable to fund portion from unspent grant funds (\$242k) Reduce causeway renewal program to offset cost of unspent grant reimbursement (\$50k)
7	Capital Grants and Contributions Recognise capital grant funding for Tingha Skate Park \$76k Recognise capital grant funding for RFS RAFT Shed \$23k Recognise increased funding from land divestment program \$200k
8	External Restrictions/Reserves Net transfer to unspent merger funds reserve \$53k Transfer from Sports Council reserve \$58k
9	Internal Restrictions/Reserves Transfer from Kolora reserve \$60k

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2018

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2018/19	Approved Changes					Revised Budget 2018/19	Variations for this Dec Qtr		Notes	Projected Year End Result
		Carry Forwards ⁽¹⁾	Other than by QBRS	Sep QBRS	Dec QBRS	Mar QBRS					
Externally Restricted ⁽¹⁾											
Developer Contributions	1,664		223				1,887				1,887
Specific Purpose Unexpended Grants	2,839		6,519	(6,907)			2,451	(5)			2,446
Aged care bonds	2,010		72	(2,082)			-				-
NIRW Grant from EPA	499		482	(450)			531				531
RMS Contributions	142		10				152				152
Trust Fund			1,200				1,200				1,200
Unexpended Loans	1,294		5,617	(4,870)			2,041				2,041
External Reserve Water	19,802		4,893	2,979			27,674	(400)			27,274
External Reserve Sewer	12,773		1,149	(74)			13,848				13,848
Other			164				164				164
Total Externally Restricted	41,024	-	20,328	(11,404)	-	-	49,948	(405)			49,543
(1) Funds that must be spent for a specific purpose											
Internally Restricted ⁽²⁾											
Plant and Fleet	1,848		(1,848)				-				-
Employee Leave Entitlement	4,000		(1,479)	1,000			3,521				3,521
Sports Council	40		(40)				-				-
Kolora Sinking Fund				420			420	(60)			360
Kolora R&M				151			151				151
Performing Arts Centre				300			300				300
Total Internally Restricted	5,888	-	(3,367)	1,871	-	-	4,392	(60)			4,332
(2) Funds that Council has earmarked for a specific purpose											
Unrestricted (ie. available after the above Restrictic	3,247	-	(1,756)	3,333	-	-	4,824	(1,876)			2,948
Total Cash & Investments	50,159		15,205	(6,199)			59,165	(2,341)			56,824

Armidale Regional Council

Quarterly Budget Review Statement
for the period 01/10/18 to 31/12/18

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

The overall budget review position decreased unrestricted cash by around \$1.9m resulting in Council's forecast unrestricted cash position decreasing to around \$2.9m from a minimum level of around \$1.5m.

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 \$56,823,820

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2018

(\$000's)	Current Projection		Original Budget 18/19	Actuals Prior Periods	
	Amounts	Indicator		17/18	16/17
	18/19	18/19			

NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	(2,070)	-2.9 %	-5.7 %	-8.7 %	12.4 %
Operating Revenue (excl. Capital Grants & Contributions)	71,130				

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

2. Own Source Operating Revenue

Operating Revenue (excl. ALL Grants & Contributions)	54,396	64.1 %	66.0 %	71.3 %	59.5 %
Total Operating Revenue (incl. Capital Grants & Cont)	84,830				

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

3. Unrestricted Current Ratio

Current Assets less all External Restrictions	10,776	1.07	1.26	1.53	2.21
Current Liabilities less Specific Purpose Liabilities	10,097				

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2018

(\$000's)	Current Projection		Original Budget 18/19	Actuals Prior Periods	
	Amounts	Indicator		17/18	16/17
	18/19	18/19			

NSW Local Government Industry Key Performance Indicators (OLG):

4. Debt Service Cover Ratio

Operating Result before Interest & Dep. exp (EBITDA)	16,356	3.55	3.31	2.81	6.00
Principal Repayments + Borrowing Interest Costs	4,603				

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

5. Rates, Annual Charges, Interest & Extra Charges Outstanding

Rates, Annual & Extra Charges Outstanding	2,870	9.5 %	9.5 %	7.2 %	6.8 %
Rates, Annual & Extra Charges Collectible	30,184				

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

6. Cash Expense Cover Ratio

Current Year's Cash & Cash Equivalents (incl.Term Deposits)	56,824	12.45	10.34	13.37	14.40
Operating & financing activities Cash Flow payments	4,562				

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Armidale Regional Council

Quarterly Budget Review Statement

for the period 01/10/18 to 31/12/18

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2018

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Ground Doctor	Guyra Remediation of underground fuel tanks	\$ 265,606	17/12/18		Y	
Motivate Training	ELT & SLT - The Leadership Alliance (Motivate Training)	\$ 57,600	20/09/18		Y	
BP Aust	Bulk Fuel	Sch of rates	01/11/18		Y	
Watchout Traffic (DOB Ent)	Traffic Control LGP contract	Sch of rates	16/10/18	15/10/2019	Y	
DCA	Supply & installation of parking technology (Parking pods)	\$117K pa	22/11/18	21/11/2023	Y	
Monadelphous Engineering	ARC Malpas to Guyra pipeline design	\$ 12,130,231	03/12/18		Y	

Armidale Regional Council

Quarterly Budget Review Statement
for the period 01/10/18 to 31/12/18

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	601,270	Y
Legal Fees	177,145	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.



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4 October 2018

Ms Deborah Walls
Accountant
Armidale Regional Council
PO Box 75A
ARMIDALE NSW 2350

Dear Deborah,

Review of Council's Investment Policy

Following your recent request to TCorp for feedback on Council's investment policy, we are pleased to provide our comments below.

Council's current policy outlines the basic elements of an investment policy and our suggestions and observations are designed to expand the detail and align the policy with other NSW council policies. Further, we have sought to strengthen the policy directives over management of the portfolio.

Page One

- 'Objective'. We would suggest the objective of the policy is to (in order of importance):
'provide a framework for investment of Council's funds having regard to the safety of both principal and accrued interest, Council's ongoing liquidity requirements and Council's investment return objectives and risk appetite.'
- Definitions. We suggest a list of definitions be included after 'Objective'. Definitions should include terms used in the policy as well as terms commonly used in the Ministerial Investment Order. Frequently used definitions include:
 - Authorised Deposit-taking Institutions;
 - Ausbond Bank Bill Index;
 - Bank Bill Swap Rate;
 - Bills of Exchange;
 - Debentures;
 - TCorp; and
 - Term Deposits (Deposits).

A list of examples for these definitions is attached.

Page Two

- 'Delegation of Authority'. For the sake of clarity we suggest substitution of 'month' for 'month's' (second line) and substitution of 'after' for 'by' (third line).

- 'Authorised Investments'. Please substitute 'TCorp Investment Management (TCorplM) Funds' for 'Hourglass Investment Facilities' (third bullet point). The Hourglass Facilities were renamed 'TCorplM Funds' in 2016.
- 'Guidelines'

We would enquire on what basis Council limits the tenor of its investments to 12 months. With longer term liabilities (e.g. costs of future replacement or upgrade of water and sewer facilities) assumed to increase by CPI plus a margin, Council is not aligning the time horizon of its investments with its future liabilities. As a result, Council is likely to be required to periodically 'top up' funds already put aside for long term commitments.

The capital preservation objective does not preclude Council from considering longer term investments for funds not earmarked for liquidity. As you know, options under the 2011 Investment Order include TCorpIM's Medium and Long Term Growth Funds. Investments in diversified funds such as these should be considered in the context of their associated investment time frames and expected return volatility. The risk of a negative return (i.e. capital degradation) actually reduces over longer time frames, relative to shorter time frames. Both these Funds target returns at CPI plus a margin, which represents stronger alignment with Council's longer term liabilities.

Example table to regulate the framework for 'Term to Maturity'

Tenor	Minimum% (Example)	Maximum% (Example)
0 – 6 months	10	100
7 – 24 months	0	60
25 months – 60 months	0	40
61 months +	0	25

We have completed the percentages in the table by way of example only and Council should review its ongoing liquidity requirements as well as its medium and longer term liability profiles, before inserting its own percentage figures.

- 'Council's Direct Investments'. Please delete 'a' in the second sentence (after 'Where') in the second line of Paragraph ii. Insert 'of' after 'any' in the first line of Paragraph iii.

Page Three

- 'Diversification/Credit Risk'. Having regard to the quantum of capital and reserves held by some of the smaller Authorised Deposit-taking Institutions in NSW along with the greater risk generated by a poorly diversified cash and investments portfolio, we would question Council's counterparty ceiling of 45%.

Portfolio and Counterparty exposure limits would normally be expressed using a table and we propose the format for this table on Page 3 be adopted. Portfolio and Counterparty exposure limits are normally dictated by the counterparty's credit rating. A completed table is attached incorporating suggested portfolio and counterparty exposure limits by the Long Term Credit Ratings issued by Standard and Poor's.

Example Table of Maximum Investment Exposures by Long Term Rating

Long Term Rating – Standard and Poor's	Portfolio Limit	Counterparty Limit
Securities issued by the Commonwealth of Australia or any state of the Commonwealth or Territory		
AA+ to AA-		
Major Australian Banks AA- (CBA, ANZ, NAB and Westpac and their subsidiaries e.g. St George Bank)		
A+ to A-		
BBB+ to BBB		
BBB- and Unrated		

Having reviewed the cash and investments portfolio report to Council for the September Ordinary Meeting, we note the largest exposure to one counterparty (NAB) is 24%.

- 'Performance Benchmarks'. The most common benchmark used by NSW councils for direct investments is the Bloomberg Ausbond Bank Bill Index. You can view this index on the Bloomberg website at <http://www.bloombergindices.com/ausbond> The most appropriate benchmark for investments with a term or investment horizon exceeding 24 months is the Bloomberg Ausbond Composite 2-5 Year Index www.bloomberg.com/quote/BACM25:IND
- 'Independent Advice'. We would suggest expansion of this section to include the requirement that the adviser (other than TCorp) be licensed by the Australian Securities and Investment Commission and that their disclosure confirms that they do not have a conflict or potential conflict in relation to their recommendations of investment products for use by Council. They should also confirm that they will not be receiving any commissions or benefits in any form as a result of recommending any investment product to Council.

Council should not, however, be prevented from using TCorp's advisory service while investing in the TCorpIM Funds. To accommodate this situation please insert 'other than in its dealings with TCorp' before 'Council' in the first line of the second paragraph in this section.

General Observations

- Safe Custody. For the sake of completeness and in light of Council's earlier decision to invest funds in the TCorpIM Cash Fund, we suggest Council adopts a paragraph relating to safe custody arrangements. The paragraph should include the following requirements:
 - a) Council must retain beneficial ownership at all times;
 - b) Council must be in receipt of documentation verifying the existence of the investment;
 - c) The custodian must be:

The custodian nominated by TCorp for investment in TCorpIM Funds, or
Austraclear, or

An Investment Grade institution so rated by Standard and Poor's, Moody's or Fitch.

- The Office of Local Government Investment Policy Guidelines require councils to review their policies at least on an annual basis (*Paragraph 3.11*) with amendments to be approved by a resolution of the council. A clause to this effect should be included in Council's policy.
- We notice there are occasional inconsistencies in the narrative e.g. 'council officials' and 'Council Officer'.

We trust these observations and suggestions are helpful in reviewing the policy and go on to strengthen Council's management of its investments. We recommend you seek appropriate advice from professionals (TCorp is able to offer this advice) before making investment decisions.

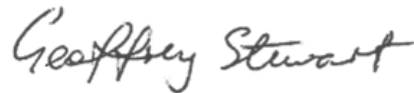
Should you require any further information, please don't hesitate to contact Stephen Hart on 02 9325 9251 or any other member of the Local Government Services Team.

Yours sincerely,
New South Wales Treasury Corporation



Stephen Hart
Acting Head of Local Government Services

E: stephen.hart@tcorp.nsw.gov.au
T: 02 9325 9251



Geoff Stewart
Senior Manager, Investment
Advisory



Investment Policy

Objective

~~To undertake investment of surplus funds in line with Council's current Investment Policy.~~

~~To maximise earnings from authorised investments and ensure the security of Council Funds.~~

To provide a framework for investment of Council's funds having regard to the safety of both principal and accrued interest. Council's ongoing liquidity requirements and Council's investment return objectives and risk appetite.

Responsibilities

The Mayor (Administrator) is to lead Councillors in their understanding of and compliance with this policy.

The Chief Executive Officer (CEO) 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.

All council officials are responsible for ensuring compliance with this policy, related legislation and procedures.

Authority For Investment

All investments are to be made in accordance with:

- Local Government Act 1993 – Section 625 (Appendix I)
- Local Government Act 1993 – Order of the Minister dated 12 January 2011

- Local Government (General) Regulation 2005
- Local Government Code of Accounting Practice
- Australian Accounting Standards
- The Trustee Amendment Discretionary Investments Act 1997 – Sections 14A(2), 14C(1) & (2)

Delegation of Authority

The CEO or delegated representative (Sec 378 LGA) has the authority to invest surplus funds in accordance with this policy. All investments with a greater than 12 ~~month's~~ *month* maturity date are to be made ~~by~~ *after* the approval of Council.

Authorised Investments

All investments must be denominated in Australian Dollars. Authorised investments include:

- Local/State/Commonwealth Bonds, Debentures or Securities;
- Interest bearing deposits/securities issued by a licensed bank, building society or credit union that are accredited by APRA;
- Investments with NSW Treasury Corp/~~Hourglass Investment Facilities~~ *TCorp Investment Management (TCORPIM) Funds*

Guidelines

Fund Type	Minimum Investment Time Horizon	Maximum Exposure as % of Total Investment Portfolio
Cash Funds (at call)	0-180 days	0-100
Term Deposits with ADI's	3-12 Months	0-95

<i>Fund Type</i>	<i>Term to Maturity Limits</i>	<i>Maximum Exposure of Total Portfolio</i>
<i>Cash Funds (at call)</i>	<i>0-30 days</i>	<i>0% - 100%</i>
<i>Term Deposits < 12 months</i>	<i>90 – 365 days</i>	<i>0% - 95%</i>
<i>Term Deposits > 12 months</i>	<i>365 days +</i>	<i>0% - 40%</i>

The time to maturity is to be consistent with the time horizon and liquidity requirements of Council.

Council's Direct Investments

- i. Require Quotation on Investments unless using a research facility.
- ii. Not less than three (3) quotations shall be obtained from authorised institutions when an investment is proposed by an authorised Council officer. Where a Council has engaged the services of a professional Investment Advisor in accordance with part G of this policy, three (3) quotations will not be required.
- iii. Term to Maturity - The term to maturity of any Council's direct investments may range from less than one month duration to a maximum term to maturity of one (1) year.
Approval of Council must first be made where investments have a greater than 12 month maturity date.

General Policy Guidelines

DIVERSIFICATION/CREDIT RISK

The amount invested with any one Institution ~~should not exceed 45% of average annual funds invested~~ *will be restricted by their S&P rating so that single exposure is limited, as detailed in the table below.*

Individual Institutional Limits		
Long Term Credit Ratings	Short Term credit Ratings	Maximum (per Institution)
AAA Category	A-1+/AA-	40%
AA Category	A-1/A	30%
A Category	A-2/BBB+	30%
A Category	A-2/BBB	30%
Unrated	Unrated	5%

PERFORMANCE BENCHMARKS

All investments will be reported against the Australian Financial Markets Association (AFMA) Bank Bill Reference Rate (BBSW).

VARIATIONS TO POLICY

Changes to this policy require a Council resolution.

Reporting

- (i) A monthly report is to be provided to Council, detailing the investment in terms of performance and percentage of total investment. The report should also detail investment income earned vs. budget year to date.
- (ii) For external audit purposes certificates must be obtained from all investment institutions that Council has funds invested confirming the amounts held on Councils behalf as at 30 June of each year.

Independent Advice

Pursuant to Section 14C of the Trustee Amendment (Discretionary Investments) Act 1997 No 102, Council may appoint a suitably ~~qualified~~ *licensed* Investment Adviser specialising in local government investments. *Confirmation will be required from this advisor disclosing any conflict or potential conflict of interest in relation to their recommendations of investment products for use by Council. The advisor should also confirm they will not receive any commissions or benefits in any form as a result of recommending any investment product to Council.*

~~A full disclosure statement is required by the Advisor and Council will not be permitted to purchase any securities from the advisors organisation.~~

Supplementary Policy Information

LOCAL GOVERNMENT ACT 1993 - SECT 625 How may Councils invest?

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

TRUSTEE AMENDMENT (DISCRETIONARY INVESTMENTS) ACT 1997 NO 102

This Act defines the legal responsibility of the Trustee (i.e. Councils) and the need for accountability. A summary of the attached is as follows:

- Investment decisions must be made not by “an average person” but by a prudent person who has exercised a “duty of care” i.e. a suitably qualified person.
- Trustees must not be overly conservative by merely investing in safe, low risk, low interest investments.
- Once investments have been made they cannot be left unmanaged for long periods of time.
- Council’s investment portfolio performance needs to be reviewed at least annually verses benchmark.
- A Council should develop and document an investment strategy as part of its overall financial plan (Management Plan).
- Section 14C of the Trustee Act emphasises that trustees should seek out and obtain independent and impartial advice.

DEFINITIONS

- *Authorised Deposit-taking Institutions (ADIs) are corporations authorized under the Bank Act 1959(Cwth) to take deposits from customers. ADI’s include banks, building societies and credit unions all of which are regulated by the Australian Prudential Regulation Authority (APRA)*
- *Bank Bill Swap Rate is the compilation and average rate of market rates supplied by domestic banks relating to multiple maturities of bank bills*
- *Term Deposits are non-tradable investments offered by ADIs with varying maturity dates and a rate set at the outset. Interest is normally payable upon maturity or if the term is longer than 12 months, annually from the investment date. Penalties apply if the funds are withdrawn before maturity and a notice period of 31 days is usually required.*

CREDIT RATING DEFINITIONS

- *AAA – Highest credit quality – this rating indicates the lowest expectation of credit risk. They are assigned only in the case of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events.*

- *AA – Very High Credit quality – this rating indicates expectations of very low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.*
- *A – High credit quality – This rating indicates expectations of low credit risk. The capacity for payment of financial commitments is considered strong. The capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.*
- *BBB – Good credit rating – this rating indicates that there is currently an expectation of low credit risk. The capacity for payment of financial commitments is considered adequate, but adverse changes in circumstances and in economic conditions is more likely to impair its capacity.*
- *Unrated (or Not Rated) – This indicates that no rating has been requested, or that that there is insufficient information on which to base a rating*

The ratings from “AA” to “BBB” may be modified by the addition of a plus (+) or minus (-) sign to show relative standings within the major credit rating categories.

Review

In accordance with the Office of Local Government Investment Policy Guidelines Council will review this policy on an annual basis with amendments to be approved by a resolution of the council.

Authorisation

Adopted by Council: *27 July 2016*

ARMIDALE REGION TOURISM STRATEGY | 2018 - 2020

armidaletourism.com.au

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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 600,000 visitors annually, and the total value of tourism to the Armidale region tops \$170 million per year.

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:

- 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 own economic development strategies.

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:

STRENGTHS <ul style="list-style-type: none"> • Nature and outdoors • Culture • Education • Accessible location • Agritourism 	WEAKNESSES <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
OPPORTUNITIES <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 and conferencing 	THREATS <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

Tourism strategy pillars

An actionable tourism strategy has been developed for implementation over the next 24 months. It is comprised of five principal pillars, which are the most important aspects of tourism in the region, plus five supplementary pillars that augment the tourism offering.



COLLABORATION (Tier 1)

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

- Actions:**
- Formalise local tourism industry collaboration group
 - Facilitate training opportunities
 - Nurture collaboration and innovation

**MARKETING (Tier 1)**

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

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

**NATURE and OUTDOORS (Tier 1)**

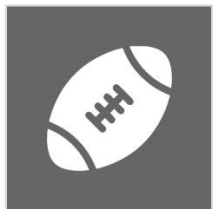
Goal: To take advantage of the natural environment and distinct seasons to position the Armidale region as a destination for people who enjoy nature-based and outdoor activities

- Actions:**
- i. Undertake product audit
 - ii. Support development of new nature-based experiences
 - iii. Position the Armidale region as the new 'high altitude' summer destination
 - iv. Continue close working relationship with NPWS
 - v. Promote four distinct seasons

**FESTIVALS and EVENTS (Tier 1)**

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

- Actions:**
- i. Map all current events and festivals
 - ii. Differentiate between community and tourism events
 - iii. Support further development of events
 - iv. Provide assistance for smoother event operations
 - v. Capture data from festivals and events

**SPORTS TOURISM (Tier 1)**

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



CULTURE (Tier 2)

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 industry collaboration group
 - ii. Support development of cultural attractions
 - iii. Encourage greater integration with indigenous culture
 - iv. Link cultural attractions to conferencing strategy



EDUTOURISM (Tier 2)

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

- Actions:**
- i. Ensure the education sector is included in the tourism industry collaboration group
 - ii. Document educational inventory
 - iii. Work with UNE to enhance tourism integration
 - iv. Assist attractions to develop curriculum links
 - v. Promote eduTourism opportunities



CONFERENCING (Tier 2)

Goal: To build a regional conferencing offering to attract more small-medium conferences and meetings to the Armidale region

- Actions:**
- i. Apply NSW Regional Conferencing Strategy and Action Plan
 - ii. Document inventory of conferencing facilities
 - iii. Work with conferencing stakeholders
 - iv. Proactively market to conference and event planners
 - v. Support for additional product and experiences



AGRITOURISM (Tier 2)

Goal: To use local produce to diversify the tourism offering and create a link between agriculture and tourism

- Actions:**
- i. Showcase local produce on local menus
 - ii. Support farmers markets
 - iii. Support development of on-farm experiences



AVIATION (Tier 2)

Goal: To support the improvement of infrastructure and facilities at Armidale Regional Airport

- Actions:**
- i. Provide support for upgrades to Armidale Regional Airport

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 (FY2018 – 2019)
- Medium term: 12-24 months (FY2019 – 2020)
- Long term: 24+ months (FY2020 and beyond)

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

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.

The formation of Armidale Regional Council has provided the opportunity to revisit the region's tourism strategy. By undertaking an authentic, in-depth examination of the region's strengths and with consideration to the tourism opportunities that are present, this new 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:

- Advance the tourism industry in the Armidale region;
- Increase visitor numbers, overnight stays and visitor expenditure;
- Provide economic and social benefits to the community.

Key to the success of this strategy is its useability. It should be a living document that can adapt to suit changing circumstances, and be a relevant and practical tool for Council and all tourism operators.

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

Armidale Regional Council has also prepared economic development and infrastructure priority plans for the Armidale region. The content of these plans has many connections to tourism, especially where infrastructure relates to the development of new tourism product in the region.

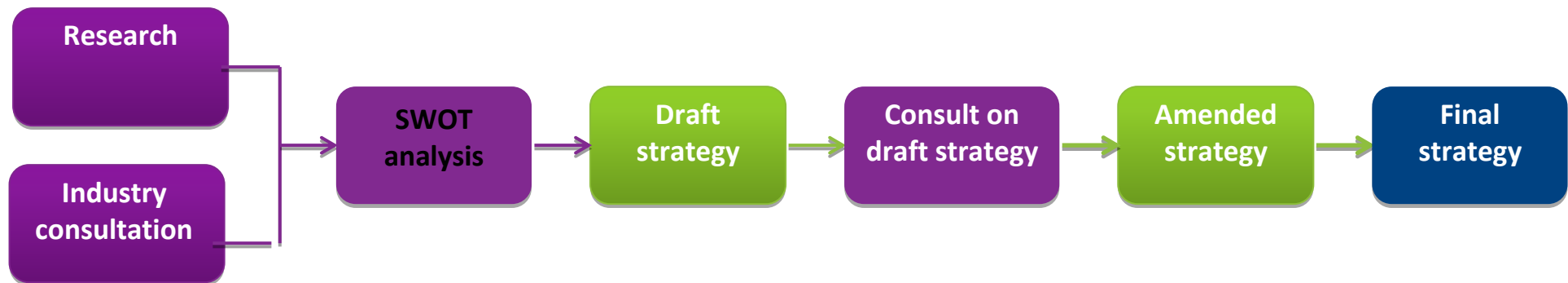
The economic development documents consulted include:

- “Regional Infrastructure: Priorities to grow Armidale to 60K population”
- “Unleashing Our Opportunities: Armidale Region Economic Development Strategy 2017-2025”

Consultation

A unique aspect in the development of this strategy is the consultation undertaken 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.

The importance of the industry consultation in the development of this strategy is highlighted in the process chart below.



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.

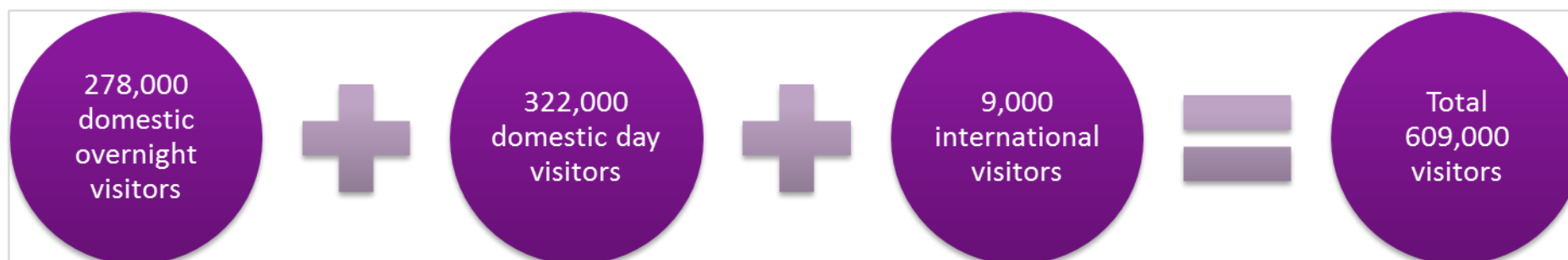
A full list of participants in the industry consultations sessions is included in the appendix.

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 2017, based on an average of four years from 2014 – 2017.

Information on visitor numbers:



Information on visitor nights:

	Domestic overnight visitors	Domestic day visitors	International visitors	Total
Visitor nights	676,000	-	265,000	941,000
Average stay (nights)	2	-	30	-

A comparison with the same report for the year prior (2016) shows an increase in visitor numbers by 3.2% (up from 590,000 visitors to 609,000 visitors) and a slight increase in visitor nights by 0.6% (up from 935,000 nights to 941,000 nights). The increase in visitor numbers is solely in domestic visitors, both overnight and day visitors.

Information on reason for visit:

	Domestic overnight visitors	Domestic day visitors	International visitors	Total
Holiday	89,000	121,000	4,000	214,000
Visiting friends and relatives	98,000	Unreliable data	3,000	Unreliable data
Business	49,000	Unreliable data	Unreliable data	Unreliable data
Other	Unreliable data	Unreliable data	1,000	Unreliable data

Total spend by visitor type:



	Domestic overnight visitors	Domestic day visitors	International visitors	Total
Average spend per trip	\$343	\$174	\$2,099	\$279
Average spend per night	\$141	-	\$70	\$121
Average spend (commercial accommodation) per night	\$172	-	\$77	\$139

A comparison with the same report for the year prior (2016) shows an increase in total tourism spend by over 10% (up from \$154 million to \$170 million) and an increase in the average spend per trip by almost 7% (up from \$261 to \$279). The increase in the value of tourism is due entirely to additional spending by domestic overnight visitors and domestic day visitors, up 9% and 17% respectively.

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 Highlights of current tourism trends

Research reports relating to current regional, national and international tourism trends were reviewed as a first step in the tourism strategy development process. The following snapshots from the research highlight areas where current trends intersect favourably with strengths of the Armidale region.

A more detailed analysis of tourism trends is included as an appendix to this strategy.

Domestic travel trends



Domestic overnight
travel in **Australia**
increased by 7%
in the year to **March 2018**

Key motivators:

- Relax
- Get away from crowds



People living in
METRO areas
view holidays as a
necessity to alleviate
stresses of
everyday life

Greater participation in **nature based activities**



Other research and data

Millennials seek:

- Authentic, relaxing experiences
- Discovery
- Rejuvenation
- Opportunities to forget about everyday life



**96% of
over 55's**
took more than
1 leisure
domestic trip
in past year

Over 55's prefer
domestic travel

Car travel dominates as
**preferred mode
of transport**
among family travel
groups in **NSW**

**Families seek**

- Break from **normal routine**
- To open lines of communication
with children without
time pressures



Family travel segment
predicted to grow at
faster rate
than all other forms of
leisure tourism

**Regional NSW**

business conferences generate
\$290 million expenditure
expenditure by delegates and employ
2300+ people



Food and wine travellers
interested in
'paddock to plate'
stories



Sports tourism contributed over **\$16 million**
to the Armidale region in 2017

2.3 Links to DNCO Destination Management Plan

Destination Country and Outback NSW (DNCO) is a new Destination Network, created in 2016 by Destination NSW. The Armidale region is located within the boundaries of DNCO.

DNCO has recently 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 has recently developed a new economic development strategy and 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 2: Airport development and Business Park

Priority 4: Armidale CBD precinct development

Priority 5: Bellevue Stadium upgrade

Priority 6: Saumarez Homestead development

Priority 7: Dumaresq Dam recreation development

Priority 8: New England Rail Trail

Priority 9: NERAM extension

Priority 10: Old Courthouse creative arts industry development

3. SWOT analysis

As outlined in section 1.2, a consultation programme 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

Nature and outdoors

- Natural attractions and natural beauty were considered to the key strengths of the Armidale 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.

Culture

- 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.

Education

- 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.

Accessible location

- 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.

Agritourism

- 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 work well together
- There is a lack of connectedness with centres in the region
- Past collaboration between the tourism industry and Council has been poor.

Business community unprepared for tourism

- Many hospitality and retail venues in the region have limited trading hours, especially after 8pm 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

- More communication within the tourism industry, and between Council and operators, is the first step to growth
- 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
- 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.

Other supporting opportunities

- The arts and heritage attractions provide an opportunity for increasing visitation and length of stay, therefore it's important to support activities such as the NERAM extension, Saumarez Homestead development and creation of new museums
- Build on consumer interest in the 'paddock to plate' journey by promoting local producers and supporting the development of accessible agritourism experiences, as well as highlighting the wine, craft beer and distillery products in the region
- Target growth in educational tourism, using Armidale's existing reputation in the education space
- Develop the conference market to attract corporate and other meetings to the region (also an area of focus for DNSW).

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.

Consultant's observation:

The consultant detected a mood for change amongst operators who attended these workshops. Those present were somewhat critical of other operators who did not attend, and this substantiated their opinion that some operators are unwilling to collaborate, be professional and support the tourism industry. It seems that the operators in attendance were a "coalition of the willing"; wanting to move forward and supporting change and progress. They don't want to wait for all operators to come on board because action is needed now.

It is also important to note that the SWOT analysis is based only on information provided by operators at the consultation sessions. As a result, some of the comments in the SWOT analysis, especially in the Weaknesses section, are not substantiated by Council's tourism team.

4. Tourism strategy pillars

An actionable tourism strategy has been developed for implementation over the next 24 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 ten key pillars. There are five Principal (or Tier 1) Pillars that are the most important aspects of the tourism sector in the Armidale region, supported by five additional Supplementary (or Tier 2) Pillars that augment the tourism offering in the region.

Principal pillars (Tier 1)

The five principal pillars are shown below.



Collaboration



Marketing



Nature and outdoors



Festivals and events



Sports tourism

Supplementary pillars (Tier 2)

The four supplementary pillars are outlined below.



Culture



EduTourism



Conferencing



AgriTourism



Aviation

4.1 Collaboration (Tier one)

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:

- A lack of industry cooperation and communication
- The business community is unprepared for tourism

The motive for this strategic pillar is to build communication and collaboration between Council and operators, as well as between operators, especially those who traditionally don't think they are part of the visitor economy.



i. Formalise local tourism industry collaboration

Strengthening the local tourism industry group and creating vehicles for regular, easy communication is vital in encouraging collaboration between Council and operators, and between the operators themselves. Avenues for digital communication include regular industry e-newsletters, an 'operator only' area on the tourism website and a closed Facebook group through which operators can quickly and informally ask questions and seek advice, and share relevant information.

Regular networking events provide an opportunity for operators to get to know each other, share ideas and seek opportunities for like-minded business people to work together. Networking events can take a variety of formats including:

- "Speed dating" style events where operators meet each other and have just a few minutes to share information about their respective businesses
- Business in focus events held on-site at an individual operator's business and they share in-depth information about their business to attendees
- Theme night where the presentations and discussion focus on a particular theme – e.g. local produce, accessibility for travellers with disability

Through better working relationships, we can expect to see increased support amongst operators, more exchange of ideas, greater collaboration and innovation, and a willingness to try new things.

ii. 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. Based on feedback from consultation workshops, the most pressing areas for training include general marketing, digital marketing, social media management and writing submissions for grant funding.

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

iii. Nurture collaboration and innovation

Council should continue to foster a culture of collaboration in the local tourism industry, nurturing and facilitating interactions, but not dominating. Opportunities for collaboration and innovation can be facilitated through the industry networking events outlined above.

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;
- Improving accessibility preparedness for travellers with disability.

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 programme. From this experience, it is evident that partnerships with other industry stakeholders, both government and non-government, are very beneficial.

Building on existing relationships with Destination Country and Outback NSW, as well as Destination NSW is also important in the successful implementation of the new tourism strategy for Council. In its Destination Management Plan for the region DNCO has stated that the success of the Destination Management Plan relies on government at all levels working in cooperation with the private sector, communities and other stakeholders. DNCO has stated that it will prioritise sharing of best practice in the sector for the benefit of all, engage with industry through effective communication and facilitate relationships and partnerships with stakeholders.

This tourism strategy also priorities collaboration and cooperation by Armidale Regional Council with stakeholders across the whole tourism sector, including government tourism bodies, private tourism operators, other government and non-government stakeholders with an involvement in the local tourism industry. Greater collaboration and stronger communication wherever possible and relevant will assist in increasing the value of tourism in the region.

4.2 Marketing (Tier one)

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 for Armidale Region tourism

A well-defined, unique brand identity for the Armidale region as a tourism destination is needed. This is separate from Armidale Regional Council's corporate branding. Defining a new brand includes developing the brand's personality and core values, which is then used to create a visual identity (including logo) and tone of voice for all communications.

The consultation workshops for this tourism strategy included a brief discussion on brand personalities using the twelve archetypes tool, and some interesting insights were collected. There was general agreement amongst most participants that the most authentic personalities for the Armidale were a combination of the Explorer and the Innocent.

- The Explorer – wants to experience an authentic, fulfilling life and seeks to experience new things. The Explorer brands help people feel free and express their individuality.
- The Innocent – their goal is to be happy, and their talent is faith and optimism. They offer a simple solution to a problem and are often associated with nostalgia, childhood and a time when life was simpler.

The comments above just a starting point for brand development and provide some insight as to opinions of local operators about "brand Armidale".

ii. Undertake regular, planned marketing campaigns

Development of a 2-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. All advertising messages should be developed to be consistent with the new branding and undertaken with a deliberate, strategic approach and consistent timing.

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 alternative destination to the coast in the warmer months and an attractive destination all year round.

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. Care should be taken to ensure that all campaigns, regardless of audience, remain true to the new brand personality with consistent messaging, tone of voice, brand elements and visual components.

With most tourism marketing campaigns, the target audience is located far away from the destination and therefore, local operators often are not able to see the marketing campaign in action. They do not see the digital advertising or print advertising, for example, because they are not part of the target audience for the campaign and so their awareness of the campaign is limited. Therefore, to bridge this gap between what is actually happening and stakeholders' awareness, 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 and face-to-face sessions) 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. Consideration should also be given to making the new site accessible and inclusive for people with disability, such as visual impairment.

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. The tourism website should also stay true to the new tourism branding to be developed.

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 that is consistent with new branding. Content should be engaging and shareable, including curated content such as 'Top 10' lists.

As part of the digital marketing strategy process, consideration should be given to using other relevant digital marketing channels such as e-newsletters, bloggers and social influencers. E-newsletters are particularly cost effective and developing a privacy-compliant database should be a priority.

Free WIFI provided in the Armidale CBD is helpful in encouraging visitors to share their experiences on social media, and other tourism attractions and operators should be encouraged to provide this service if they don't already do so.

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.

4.3 Nature and outdoors (Tier one)

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.

Outdoor activities include both passive undertakings, such as scenic drives or looking at scenery from viewing platforms, as well as active pursuits such as hiking or mountain biking. The four distinct seasons experienced in the area complement the outdoor theme, all offering a different experience.



i. Undertake product audit

Complete a product audit that documents all existing outdoor and nature-based experiences that can be accessed by visitors. The purpose of this action is to identify any product gaps, providing opportunities for new experiences to be developed either by Armidale Regional Council or by private operators.

Compiling a full list of nature-based experiences can also provide input to the development of new digital resources and content for social media.

ii. Support development of new nature-based experiences

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, the New England Rail Trail and outdoor children's playgrounds.

The tourism team can support the development of these and other nature-based experiences by Council and private operators by acting as a facilitator. This may include providing access to research, assisting with information about relevant grant funding programs, and enabling connections between people who may be able to assist each other in development new products.

Examples of other nature-based experiences include:

- developing more camping facilities and options for glamping,
- developing extreme sports, such as zip-lining and rock climbing,
- Providing options for more water-based experiences such as kayaking, rafting and stand-up paddle boarding.

iii. Position Armidale as the new 'high altitude' summer destination

With coastal destinations crowded and expensive during the summer months, particularly over the Christmas period and January school holidays, an opportunity exists to position the Armidale region as an alternative summer destination. With warm summer temperatures, yet milder than the coast and with less humidity, the Armidale region is a comfortable summer destination with loads of outdoor, nature-based experiences.

With a location mid way between the major metropolitan centres of Sydney and Brisbane, the Armidale region is easily accessible by road, making it a suitable destination for a traditional family summer holiday. Research indicates that car travel dominates as the preferred mode of transport amongst family travel group, and there is a nostalgia associated with road trips that is important in connecting families and allowing them to bond as a family unit.

Developing tourism packages is an important tool in promoting the Armidale region to families as a holiday destination. Promoting the range of outdoor activities that are available in the region is also imperative, providing inspiration to potential visitors and demonstrating that the interests of all members of the family are catered for in the area.

The process undertaken by Thredbo and the Snowy Mountains in re-positioning as a year-round destination provides a valid case study to examine. It proves that with consistent messaging, branding and marketing, and the development of the right products, a successful transformation is possible. Snowy Mountains has also successfully worked with NPWS to increase tourism product and visitation in the national park in ways that are compatible with conservation.

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, Little Llangothlin Nature Reserve 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. This will give Council an understanding of NPWS' priorities for parks and reserves in the vicinity, and also better appreciate limitations on visitor activity. 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.

A close working relationship will enable strong communication channels and provide opportunities for product and special event development. NPWS states on its website that it is committed to providing recreational attractions, facilities and tours in its parks and reserves for the enjoyment and education of visitors. These may be operated by NPWS, or in some circumstances, managed more effectively by private operators. Operators may approach NPWS directly to seek permission to operate if they feel they have a business initiative that would be valuable to a park. It is possible to look to other areas, such as Kosciuszko National Park and Blue Mountains National Park, for inspiration and learnings about how to develop nature-based tourism experiences in national parks.

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. There is a small potential risk that a change in NPWS strategy and/or a change in local NPWS management could mean that conservation is prioritised above visitation. Maintaining a close working relationship with NPWS will help to mitigate this risk.

v. Promote four distinct seasons

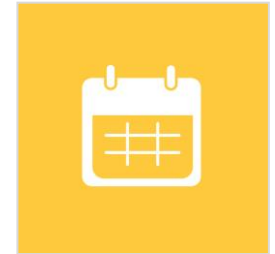
The climate experienced in the Armidale region is a unique strength when compared to other popular coastal destinations, and information about year-round visitation should be available through all promotional channels, including website and social media. The opportunity to grow and market experiences 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 travellers are seeking new experiences and cold weather can provide that for many travellers. Council can encourage and support the development of experiences all year round, including special events that specifically embrace winter weather.

4.4 Festivals and events (Tier one)

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. With a more coordinated approach amongst event operators and a clear event strategy, special 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. Map all current events and festivals

Maintain the Events Calendar, which is a complete list of all current events and festivals in the Armidale region, including details about dates, target audience, size of the event, operator details and other relevant information. Mapping this information on a calendar highlights overlaps and gaps in current scheduling of 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

Examine existing tourism-related events and festivals on the calendar and determine options for further expansion and improvement to attract more visitors to these events. Examples include the Autumn Festival in Armidale, the Guyra Spring TroutFest and the Guyra Lamb and Potato Festival. By providing additional support to these existing festivals, they can advance their programme and marketing, thereby increasing visitor numbers.

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 they have standard dates and there may be little opportunity to expand the events themselves, it may be possible to encourage attendees to these events to stay longer. It is important that Council and the wide tourism industry continue to support these events to retain their reach and contribution to the community.

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. Themes for these events include:

- Seasons – autumn leaves for romance, winter festival to attract families, Christmas in July, spring for gardens, summer for outdoor movies / music,
- Special interest – music (e.g. based on the music of Bob Dylan)
- Sports – 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. This would streamline procedures for the event operator and may provide a smoother interaction with Council.

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, through the 'operator only' area of the tourism website.

Other practical ways that Council can assist event operators is to encourage online bookings and ticketing for festivals. This can be done by communicating the benefits of online ticketing, providing information on various options available including pricing, and providing training on how to set-up online ticketing using these platforms. Online ticketing encourages pre-purchase of event tickets, and also enables event operators to capture important attendee information for future marketing use, such as age, gender, hometown, etc. This data is also particularly useful for grant funding applications.

Better use of existing large-scale facilities is an important aspect of developing new festivals in the region. Assets such as the showground and racecourse can be utilised in various ways for festivals and Council can assist with facilitating ideas, approvals, etc. In addition, where upgrades to facilities are needed, such as those identified for the showground in the Regional Infrastructure plan, Council can provide support, especially in-kind support.

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 during out-of-session periods and more camping options.

v. Capture data from festivals and events

For all Council-operated events, measurement systems should be implemented to accurately collect data, including visitor numbers, source destinations, length of stay and expenditure. Council can also assist private and community event operators to also implement similar systems. 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.

4.5 Sports tourism (Tier one)

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

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.

While sports-related events are specific to one particular audience, some events are so large that they fill accommodation in the city and surrounding towns to capacity. 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. By providing regular communication about upcoming sporting events to these operators, they may also be encouraged to extend their trading hours to take advantage of additional visitors.

Sports tourism is already a significant contributor to tourism growth in the Armidale Regional Council area and the surrounding region. For these visitors, sports is the main reason for travel, but they also take part in other tourism-related activities and spend money on other products and services throughout their visit.

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 the university to try to attract more sporting events to the Armidale region.

If the proposed upgrade to Bellevue Stadium is completed, crowd capacity will increase from 5,000 to 10,000 spectators and the grandstand seating capacity will increase from 406 to 1,000. Lighting upgrades and improvement of change rooms and other facilities are also in process. This will bring Bellevue Stadium's facilities up to "A grade" standard, making it suitable for larger, more significant sporting events, such as rugby union and rugby league at national and international standards. The multipurpose layout of the facility also makes Bellevue Stadium suitable for musical events, expos and conferences.

The NSW Government recently released a plan to improve sports facilities in regional areas and also to attract more valued sporting events to regional NSW. The Armidale region is keenly poised to take advantage of this strategy and host these events with existing and planned infrastructure. The Armidale region's location on the New England Highway, equidistant between Sydney and Brisbane, as well as the planned upgrade 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 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, indoor courts, indoor pool (currently closed for development) and various playing fields.

4.6 Culture (Tier two)

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.

Indigenous heritage was recognised as being of increasing interest to travellers, and while some indigenous attractions exist, there is a realistic acknowledgement that there is more work to be done in developing this area.



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.

In some cases, people involved with these cultural attractions may not realise that they are involved in the visitor economy and therefore a direct and deliberate invitation to participate in the tourism industry collaboration is needed. Their collaboration and cooperation with other tourism industry operators may lead to further innovation in the development of new experiences, events and packages.

ii. Support development of cultural attractions

There are already plans in place to extend existing cultural attractions, such as the NERAM education centre and 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 Creative Arts building, and the development of new cultural attractions, such as the Boilerhouse development at UNE and the Australian Transport Museum development at the airport precinct.

The New England Conservation of Music (NECOM) is another cultural facility that has the potential to attract high-value visitors to the Armidale region. Plans are already in place for significant events in 2019 including a composition conference and large-scale concert performance. Council's support for the development of these cultural events will assist with integrating the arts in to the wider tourism offering.

While many of the area's cultural attractions don't currently charge an entrance fee, this may change in future. At that time, consideration could be given to establishing a heritage pass, which provides visitors with discounted admission to multiple attractions. This is implemented successfully in many other cities and works to encourage increased visitation at the various attractions, as well as increasing length of stay and expenditure at the destination. Council could facilitate the development of this idea through its collaboration activities.

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 centre has recently received a government grant to undertake extensions and improvements to its facilities.

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? Can signage at key tourism attractions be bi-lingual in an effort to promote local indigenous language?

This will take considerable effort and may not be a simple process, but the possibility is worth exploring nevertheless and consulting with local indigenous groups is the first step. Finding opportunities in indigenous tourism means nurturing and developing local relationships, and it's likely that it will take some time for ideas and opportunities to be fully realised.

There is a desire amongst travellers to develop a greater understand of the richness of Aboriginal culture, and as a result, Destination NSW has developed the Aboriginal Tourism Action Plan. The plan is designed to provide Aboriginal tourism operators and the wider tourism industry with a practical guide to support the development of Aboriginal tourism experiences and businesses in NSW. This plan may be a helpful resource to continue the Armidale region's journey in developing its indigenous tourism product.

iv. Link cultural attractions to conferencing strategy

It is important to create a link between cultural attractions and the region's conferencing strategy. 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 diversity their income stream from non-traditional revenue.

While some tourism operators may have the perception that there is a scarcity of venues that can accommodate large numbers of delegates, in reality there are a number of existing cultural venues that can comfortably manage the average conference of up to 300 delegates. In some cases, these venues can also manage 300+ delegates.

Encouraging participation by the heritage venue managers in the tourism industry collaboration will assist with the exchange of information, helping to educate tourism operators about the existing facilities that are available in the cultural venues and create more ideas for unique conference experiences.

4.7 EduTourism (Tier two)

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. Ensure the education sector is included in the tourism industry collaboration

Professionals in the education sector may not immediately consider themselves and their facilities to be part of the tourism industry in Armidale, in a similar way to the cultural attractions operators. However, it is important to emphasise the importance of educational tourism and VFR travel to the visitor economy in the area. There are substantial VFR travel opportunities in the eduTourism sector, especially from international VFR travellers.

Through greater collaboration with industry operators, the potential exists to grow the number of visitors to Armidale for educational purposes and also increase their value to the city. Therefore, education sector professionals should be welcomed to join the tourism industry collaboration, kept up to date with developments and encouraged to collaborate and share ideas with operators.

ii. 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.

iii. 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.

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.

The SWOT analysis revealed a historic separation between the university and business. However, this has changed significantly in recent times and the university is more connected than ever to the wider Armidale community. Establishing closer links between UNE and the tourism industry in particular to enhance tourism integration would be beneficial.

iv. 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.
- Consideration should also be given to including information about other destinations that can be visited on their journey to/from Armidale. Some suggested itineraries for groups travelling from Sydney or Brisbane will require several stops along the way, so providing additional information about suitable breaks would be beneficial for teachers' planning.

4.8 Conferencing (Tier two)

Goal To build a regional conferencing offering to attract more small-medium conferences and meetings to the Armidale region

Rationale The conferencing and meetings sector provides an opportunity to attract a greater number of visitors to the region, particularly in shoulder and off-peak periods. Easily accessible by road and air, Armidale is well positioned for business, special interest and community meetings.

With a greater focus by Destination NSW on attracting conferences to regional locations, including providing assistance, tools and grants, this sector provides a good opportunity for increasing visitation. Natural and other attractions in the region also assist to augment the conference programme.



i. Apply NSW Regional Conference Strategy and Action Plan

Destination NSW has recently prepared and released the NSW Regional Conferencing Strategy and Action Plan. A review of this document is needed to determine how it applies to the Armidale region, including determining the applicable tier for the region. By taking a proactive approach to conferencing and allocating sufficient time and resources to attract conferences, Council can build a significant conference market in the region.

Not all operators will be willing to invest in the conference / meetings market. Council should identify interested operators and get them involved and connected, perhaps by creating a sub-group to share ideas and information, and to undertake conference-specific training. These operators may also be willing to contribute to the marketing costs associated with attracting meetings and conferences to the area.

ii. Document inventory of conferencing facilities

Providing an up-to-date inventory of all meeting facilities in the Armidale region is a practical step in determining capacity for conferences. The inventory should include venues and facilities required to attract and stage successful conferences and meetings. According to DNSW, to be a leading business conference destination, the destination must have:

- High-quality meeting specific infrastructure;
- A supply chain of quality service providers including logistics and transport, accommodation, audio visual equipment and operators, entertainment options and quality tourism leisure product;
- Moderate to strong economic diversity and innovation within its region;
- Reasonable proximity and/or access to its target markets.

In preparing this inventory, Council will be able to identify where gaps in product and service providers exist and work on strategies for fillings these gaps in conjunction with the private sector.

iii. 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.

Destination NSW has built a website specifically for the purpose of promoting meetings and conferences in regional NSW. (See www.meetinns.com.au) Ensure that all conferencing product as documented in the inventory is uploaded to this website and details kept up to date on an ongoing basis, assisting professional conference organisers to access the details they need to book a conference in the Armidale region.

iv. 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. Conference marketing is undertaken on a business-to-business basis, often with small audience segments and using more direct, personalised marketing approaches.

The first step in the marketing process is to identify the audience and key decision makers for conferences and meetings that suit the capacity and capability for the Armidale region, and then prepare a marketing plan to reach this audience. 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 must be allocated 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.

v. Support for additional product and experiences

Where gaps exist in the conferencing product inventory, Council can provide support to operators to fill these gaps by assisting to identify and apply for relevant grant funding, acting as a facilitator between networks, etc. Improving the range and quality of conferencing experiences is vital for growing the conferencing market. Existing products, such as venues, accommodation and restaurants, need to be adapted and enhanced to meet the expected service levels and requirements of conference organisers and their clients.

The tourism team can also lend their support to infrastructure projects that have been identified as helping to build the conferencing sector, such as the upgrade to the runway and ILS at Armidale Airport.

4.9 AgriTourism (Tier two)

Goal To use local produce to diversify the tourism offering and create a link between agriculture and tourism

Rationale Capitalising on a growing group of food and beverage producers in the area and a reputation as a quality agricultural region is a key opportunity for the Armidale region. According to research, consumers are interested in the 'paddock to plate' story and keen to learn about how their food is grown and the people behind it. Agriculture can be used to attract visitors to the region and create closer, more personal links with visitors.



i. Showcase local produce on local menus

Providing opportunities for visitors to eat fresh, locally grown food is rated as one of the most important attributes for food and wine travellers according to recent research. Therefore, the tourism industry collaboration group can facilitate introductions between producers and restaurant / café owners, as well as accommodation and attraction providers. This can assist in encouraging the use of local produce on local menus and showcasing local produce.

Creating an identifier for venues that feature local produce on their menus help visitors to know when they are consuming locally produced food. Marketing collateral could include a 'local produce featured here' logo, window decals, menu information, and badges for frontline staff.

ii. Support farmers markets

Travellers seek authentic interactions with producers and look to make personal connections. They are interested in stories of food production, including information about farming practices and how to use produce in cooking. Farmers markets are a simple and effective way to achieve this, and Armidale currently has a fortnightly farmers market, which also includes producers from Guyra and other parts of the region. In future, there may even be the opportunity for the Guyra community to establish its own farmers market.

Council can continue to promote the operation of the farmers market, helping it to grow its frequency. Ideally, the farmers market would be a weekly event so that visitors can experience it more regularly. Given that the majority of travellers to the Armidale region come by car, it is reasonable to expect that visitors to the farmers markets will make purchases.

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, there are many options for visitors to undertake on-farm experiences. It's a matter of understanding the kinds of experiences that travellers are seeking and investigating other regions where they have been able to make this work, and adapting for the local situation. For consumers, experiences such as farm stays, farm tours and short demonstrations are attractive. More in-depth, technical tours are more aimed at the corporate market.

These on-farm experiences provide important benefits for the farmer by diversifying their sources of revenue. Council can provide practical support in this area by assisting with land use considerations, development application requirements etc.

4.10 Aviation (Tier two)

Goal To support the improvement of infrastructure and facilities at Armidale Airport

Rationale The current runway is too short to operate a fully loaded Q400 aircraft during the summer months, so there is a threat to aircraft arrivals if Qantas introduces this larger series aircraft in to Armidale. By supporting the improvements at Armidale Regional Airport, there are positive flow-on effects for tourism numbers to the region.



i. Provide support for upgrades to Armidale Regional Airport

Armidale Regional Airport currently accommodates approximately 140,000 passengers per year, and this number is increasing year-on-year. With over 20% of existing passengers travelling on to destinations beyond Sydney, such as Melbourne and Canberra, there is the opportunity to source other carriers to provide additional routes.

However, with the current runway at the end of its useful life, upgrades to the runway are needed. This is exacerbated by the fact that a fully loaded Q400 series aircraft cannot operate on the existing runway during the heat of summer, as the runway is too short.

A number of improvements to infrastructure and facilities at Armidale Airport have been outlined in Council's Regional Infrastructure Plan. These include:

- New runway and instrument landing system
- Airport security scanning

A new runway, instrument landing system and security screening will help to future-proof Armidale Regional Airport, and importantly, support increased tourism and visitor numbers. It will allow for more flights more often to existing ports of Sydney and Brisbane, as well as opening up additional opportunities to other interstate ports.

Additional capacity is particularly important for:

- the conferencing market;
- festivals and events;
- sports tourism;
- EduTourism and the VFR market travelling for events such as graduation.

Additional flights and routes to and from major ports, plus the ability to operate larger jet aircraft, have the potential to positively impact on international tourism arrivals in the future.

5. 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 (FY2018 – 2019)
- Medium term: 12-24 months (FY2019 – 2020)
- Long term: 24+ months (FY2020 and beyond)

Pillar 1: Collaboration

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Formalise local tourism industry collaboration				
• Ensure database of tourism industry operators is complete and up-to-date in preparation for launch of tourism industry collaboration. Note. That the tourism industry collaboration group is not a formal committee, rather a group of individuals and businesses with an involvement in tourism.	◆			◆
• Set-up e-newsletter for tourism industry collaboration group containing relevant information about Council campaigns, new product news, grant funding opportunities, etc. and distribute on monthly basis (at least)	◆			◆
• 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.	◆			◆
• Create 'operator only' area on new tourism website to allow resources to be accessed by operators	◆			◆
• Undertake regular out-of-hours networking events for tourism operators, such as 'business in focus' events held at operator site (e.g. Golf Club to showcase renovations), 'speed dating' so operators can get to know each other, and themed topic nights such as improving accessibility for visitors with disability, incorporating local produce in to your tourism offering, etc.	◆			◆
ii. Facilitate training opportunities				
• Identify and promote opportunities for operator training as identified by DNCO, state and federal government, other business groups such as NSW Business Chamber, etc.	◆			◆
• Coordinate training for operators and their staff where relevant resources exist	◆			◆

Pillar 1: Collaboration (continued)

Actions	Timeframe			
	Short	Medium	Long	Ongoing
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 				◆
<ul style="list-style-type: none"> Build on existing relationships with DNCO and DNSW 				◆

Pillar 2: Marketing

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Develop a distinctive brand for Armidale Region tourism				
<ul style="list-style-type: none"> Develop a well-defined, unique brand identity for Armidale region tourism, separate from Council’s corporate brand, including definition of brand personality, core values, visual identity and tone of voice. 	◆			◆
<ul style="list-style-type: none"> Utilise new Armidale region tourism brand in all future communications and marketing 				◆
ii. Undertake regular, planned marketing campaigns				
<ul style="list-style-type: none"> Review and analyse marketing campaigns from past 3-5 years to determine effectiveness of various components 	◆			
<ul style="list-style-type: none"> Prepare a full 2-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"> Present the marketing plan to the tourism industry collaboration group at a special face-to-face event and upload the marketing plan to the ‘operator only’ area of 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 	◆			◆

Pillar 2: Marketing (continued)

Actions	Timeframe			
	Short	Medium	Long	Ongoing
iii. Overhaul digital marketing assets				
• Develop digital marketing strategy as part of overall marketing plan including channel selection, determining most appropriate social media platforms, use of bloggers and ambassadors, etc.	◆			
• Build an inspirational, standalone new website for Armidale region tourism that is brand consistent, mobile responsive, includes more visual content and has a searchable events calendar. Move all tourism content from Council's Corporate site to the tourism site, to ensure that there is one point of access for tourism information, reducing the likelihood of information becoming outdated	◆			
• Consider if existing URL(www.armidaletourism.com.au) is most appropriate for new website, and if not, secure alternative URL (e.g. armidale.com.au, visitarmidale.com.au)	◆			
• Ensure the tourism website is regularly updated with new content to keep visitors interested				◆
• Undertake monthly monitoring of website performance, including unique visitors, time on site, popular pages, sources of traffic, devices used, etc. and tweak marketing campaigns and messages according. Increase frequency of monitoring during specific campaign periods.	◆			◆
• Build presence for Armidale region tourism on selected social media platforms, and create engaging content on a regular basis, such as curated 'Top 10' lists, according to social media plan	◆			◆
• As part of new website, develop a 'sign-up for e-newsletters' option to build a privacy-compliant database	◆			◆
• Distribute regular e-newsletters to consumer database to keep them updated about tourism in Armidale region		◆		◆
• Determine most appropriate hashtags for social media usage and encourage operators and visitors to use them	◆			◆
• Consider ways that Council's new digital channels can be used as an advertising platform for local tourism operators, with revenue to Council to be used for additional digital marketing		◆		◆
• Encourage tourism operators to provide free WiFi for visitors		◆		◆
iv. Create marketing tools to share with operators				
• Launch new tourism brand to operators and demonstrate how it can complement their own brand	◆			
• Develop marketing tools that can be used by tourism operators in their own advertising and promotions that can help promote Armidale region tourism in a way that is consistent with the new brand, such as logos, secondary branding elements, photography assets. (See '100% Pure New Zealand' campaign for examples)		◆		◆

Pillar 3: Nature and outdoors

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Undertake product audit				
• Complete product audit that documents all existing outdoor and nature-based experiences that can be accessed by visitors	◆			
• Identify product gaps and work to develop new experiences		◆		◆
• Develop content for new website, social media and other channels based on outdoor experience product audit	◆			◆
ii. 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	◆			◆
iii. Position Armidale as the new 'high altitude' summer destination				
• Ensure the 'high altitude' alternative summer destination and nature-based/outdoor messages are incorporated in the new tourism branding	◆			
• Work with industry to advocate development of tourism packages for the Armidale region, especially targeting families over summer and other school holiday periods	◆			◆
iv. 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	◆			
v. 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		◆		◆

Pillar 4: Festivals and events

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Map all current events and festivals				
<ul style="list-style-type: none"> Update current events and festivals on the Events Calendar, including details of dates, target audience, size of event, operator details and other relevant information, 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. For example, what changes can be made to the autumn festival to increase its attractiveness to tourists? 	◆	◆		
<ul style="list-style-type: none"> Work with existing important events, such as TAS Rugby Carnival and UNE graduations, Autumn Festival, Lamb & Potato, Trout Festival, to address ways to support these events and encourage attendees to stay longer in the region 	◆			◆
<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 		◆		◆
<ul style="list-style-type: none"> Teach operators about cost-effective online ticketing platforms, such as Trybooking and Eventbrite, including set-up logistics, benefits for collecting attendee data, etc. 	◆			◆

Pillar 4: Festivals and events (continued)

Actions	Timeframe			
	Short	Medium	Long	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 	◆			
<ul style="list-style-type: none"> Work with private and community event operators to implement similar attendee-measurement systems 		◆		◆

Pillar 5: Sports tourism

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Ensure sports events are included on regional events calendar				
<ul style="list-style-type: none"> When updating the Events Calendar, work with sports events organisers and other stakeholders to ensure that all sporting events are included on the Events Calendar 	◆			◆
ii. Attract new sporting events to the Armidale region				
<ul style="list-style-type: none"> Work with sports administrators, Armidale Sports Council, schools and UNE to attract more sports-related events to the Armidale region 	◆			◆
<ul style="list-style-type: none"> 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 	◆			
<ul style="list-style-type: none"> 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				
<ul style="list-style-type: none"> 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 		◆		
<ul style="list-style-type: none"> Promote sporting facilities in the Armidale region to athletes interested in travelling for training purposes 			◆	◆

Pillar 6: Culture

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Ensure cultural attractions are included in the tourism industry collaboration group				
<ul style="list-style-type: none"> When updating the database for the tourism industry collaboration group, ensure managers, staff and operators within the arts/culture sector are included, and proactively invite them to be part of the tourism industry group 	◆			◆
ii. Support development of cultural attractions				
<ul style="list-style-type: none"> 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 	◆			◆
<ul style="list-style-type: none"> At the time when admission fees are charged for entrance to a number of the arts/cultural attractions, then consider developing a heritage pass that would allow visitors discounted admission when they visit several cultural attractions in a 1-2 day period 			◆	
iii. Encourage greater integration with indigenous culture				
<ul style="list-style-type: none"> Continue to develop relationships with local indigenous groups (e.g. ACCKP) and invite them to participate in the tourism industry collaboration group 	◆			◆
<ul style="list-style-type: none"> Work with local indigenous groups to develop resources and content that tell stories about the local region, including adding information to the website, creating content for social media, adding new signage at key attractions, etc. 		◆		◆
<ul style="list-style-type: none"> Review the Aboriginal Tourism Action Plan developed by Destination NSW and determine how it applies in the Armidale region 	◆			
<ul style="list-style-type: none"> Support local indigenous people to encourage development of new Aboriginal tourism product and businesses 			◆	◆
iv. Link cultural attractions to conferencing strategy				
<ul style="list-style-type: none"> Encourage managers and operators of cultural attractions to get involved in the conferencing working group 		◆		◆

Pillar 7: EduTourism

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Ensure the education sector is included in the tourism industry collaboration group				
<ul style="list-style-type: none"> When updating the database for the tourism industry collaboration group, ensure managers, staff and operators within the education sector are included, and proactively invite them to be part of the tourism industry group 	◆			◆
ii. 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 	◆			
iii. Work with UNE to enhance tourism integration				
<ul style="list-style-type: none"> Build on closer working relationship between UNE, Council and the rest of the tourism industry, especially by inviting the relevant staff members to be part of the tourism industry collaboration group 	◆			◆
<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 	◆			◆
iv. Assist attractions to develop curriculum links				
<ul style="list-style-type: none"> Work with key attractions in the region to develop teaching resources with links to the national curriculum 		◆		◆
v. 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 			◆	

Pillar 8: Conferencing

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Apply NSW Regional Conference Strategy and Action Plan				
• Review the NSW Regional Conference Strategy and Action Plan, and determine how it applies to Armidale region	◆			
• Identify local operators who are willing and capable of operating in the conferencing sector, and create a sub-group for these operators to share information and ideas.	◆			◆
• Consider ways that local operators with conference-ready product may be able to contribute to the marketing costs associated with promoting the Armidale region as a conference destination		◆		
ii. Document inventory of conferencing facilities				
• Complete product audit that documents all existing conferencing facilities in the region, across all categories including accommodation, logistics, transport, catering, entertainment, AV operators and attractions	◆			
• Identify product gaps in the conferencing sector	◆			
iii. Work with conference stakeholders				
• 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	◆			
• Ensure conferencing inventory is complete and kept up-to-date on the Meet in NSW website	◆			◆
• Work with large local organisations to understand what industry conferences they are currently attending in other locations, and determine whether Council can support a bid to bring them to Armidale	◆			◆
iv. Proactively market to conference and event planners				
• Identify the audience and key decision makers for conferences and meetings that suit the capacity, capability and location of the Armidale region	◆			
• Develop a plan for proactively marketing the Armidale region to the target conferencing audience		◆		
• Undertake ongoing marketing to promote the Armidale region as a conference and meetings destination, including attending events such as AIME		◆		◆
v. Support for additional products and experiences				
• Where gaps exist in the conferencing product inventory, provide practical support to operators to fill these gaps such as supporting in their grant applications where possible.		◆		◆

Pillar 9: AgriTourism

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Showcase local produce on local menus				
• Work with local restaurants/cafes to encourage the use of local produce on their menus	◆			◆
• Invite local restaurants/cafes to become part of the tourism industry collaboration group so they can become involved in the tourism sector	◆			
• Create identifier and marketing collateral for use by local restaurants and cafes that feature local produce, such as a logo, window decals, menu information and badges for frontline staff		◆		◆
ii. Support farmers markets				
• Continue to support and promote the Armidale Farmer's Market	◆			◆
• Work with locals to explore viability of farmer's markets in Guyra and Ebor		◆		◆
iii. 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.			◆	◆
iv. Maintaining assets				
• Develop existing assets, such as the showgrounds in Guyra and Armidale			◆	◆

Pillar 10: Aviation

Actions	Timeframe			
	Short	Medium	Long	Ongoing
i. Provide support for upgrades to Armidale Regional Airport				
• Provide support for lengthening of runway and other infrastructure at airport to assist tourism growth			◆	
• Target existing and new carriers to encourage implementation of additional routes from Armidale, such as Armidale to Melbourne, Canberra and Newcastle.			◆	

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 Snickers
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

* Interview by phone

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.

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)

Domestic overnight travel in Australia saw growth of 7% in the year to March 2018. Of that growth, 40% of visitor growth came from holiday tourism and 25% of growth from the Visiting Friends and Relatives segment. The remaining growth was through business travellers. Domestic day trips also increased by 5% over the same period. (Tourism Research Australia, 2018)

By comparison, domestic overnight travel to New England North West saw an increase in domestic overnight visitors of 4.3% in the year to March 2018, and an increase in domestic visitor nights by 10%. (Destination NSW, 2018)

Travellers undertook different kinds of nature-based activities and these experiences attracted greater participation, including bush walking (up 18%) visiting national or state parks (up 15%) and/or going to botanical and public gardens (up 13%). Destinations where nature-based activities are prominent, visitor numbers increased even more significantly, such as Freycinet National Park, Tasmania (up 32%) and Blue Mountains, NSW (up 19%). (Tourism Research Australia, 2018)

As highlighted in Destination Country and Outback NSW's *Destination Management Plan 2018-2020*, research shows that nature-based activities are important for tourism in the region. The number for trips that include nature-related experiences is growing in real numbers and as a percentage of total trips.

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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6.4 Consultant details

This tourism strategy was developed by Sonia Casanova at The Articulate Pear.

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Level 1, 57-59 Yambil St
Griffith NSW 2680
02 6962 4777
thearticulatepear.com.au

Audience Overview

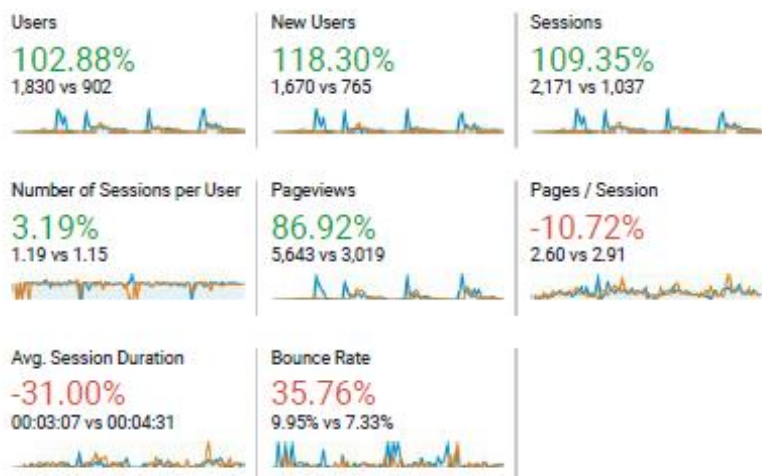
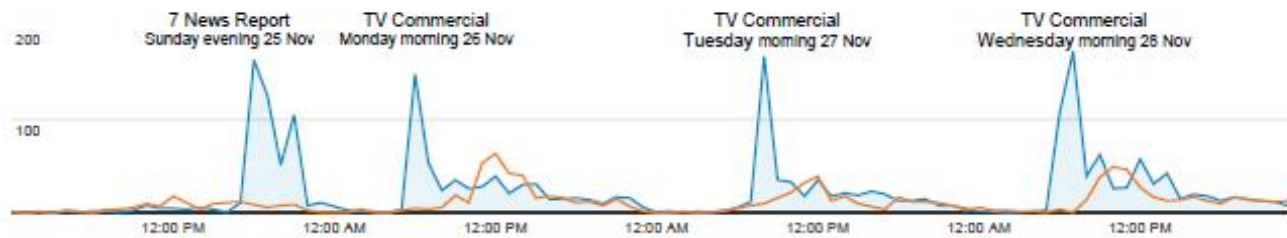
All Users
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Nov 25, 2018 - Nov 28, 2018
Compare to: Nov 18, 2018 - Nov 21, 2018

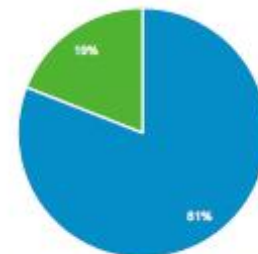
Overview

Nov 25, 2018 - Nov 28, 2018: ● Users

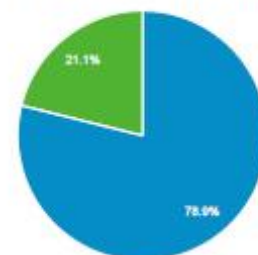
Nov 18, 2018 - Nov 21, 2018: ● Users



■ New Visitor ■ Returning Visitor
Nov 25, 2018 - Nov 28, 2018



Nov 18, 2018 - Nov 21, 2018



Memorandum of Understanding

Between the

EVOCITIES

2019/20 – 2022/23

A. Statement of Intent

The councils of the NSW inland regional cities of Albury, Armidale, Bathurst, Dubbo, Orange, Tamworth and Wagga Wagga have agreed to continue the joint marketing program and collaborative initiatives as the Evocities, in order to raise awareness of the cities and the benefits they offer in terms of living, working and investing.

B. Program Objectives

1. To build on the historical investment and success of the Evocities program by continuing to raise awareness of the Evocities via integrated marketing and PR programs as vibrant, progressive regional cities offering job prospects, affordable housing and an enviable lifestyle.
2. To allow surrounding towns and villages to leverage off the success of the program by sharing their lifestyle and employment opportunities.
3. To attract people and businesses to live, work and/or invest in one of the Evocities by:
 - i. Continuing to undertake integrated marketing and public relations programs in Sydney and other identified markets designed to present the Evocities as an alternative option to capital city living;
 - ii. Maintaining, refining and/or enhancing the Evocities websites as the main call to action for interested parties; and
 - iii. Responding to enquiries from interested parties, providing additional information and answering questions about relocating to an Evocity.
4. To attract skilled labour to the Evocities in support of business growth and development.
5. To grow and develop a collaboration based on common interest and objectives to grow city population and economic prosperity.
6. To take a collaborative approach on matters of common interest or concern and advocate for the Evocities to influence relevant regional, State and Federal Government plans, strategies and policies.
7. To counter negative perceptions of lifestyle and employment opportunities outside metropolitan Sydney and other identified markets.

C. Term

The term of the Memorandum aligns with the Integrated Planning & Reporting Framework that guides Local Government operations. Accordingly, the term of this Memorandum is for the period 1 July 2019 – 30 June 2023.

E. Financial Commitment

Each of the cities will commit the following funds over the term of the Memorandum:

Year 1 – 2019/20	\$80,000 (GST exclusive)
Year 2 – 2020/21	\$82,000 (GST exclusive)
Year 3 – 2021/22	\$84,000 (GST exclusive)
Year 4 – 2022/23	\$86,000 (GST exclusive)

F. Roles

- Evocities Member Councils**
 Member councils will commit to apply the resources required to ensure the Evocities Program Objectives and the Roles of the Evocities Steering Committee and Operations Group are fulfilled as set out herein the MOU.
- Evocities Steering Committee**
 The cities will each nominate one (1) staff representative with appropriate level of authority (Director or authorised delegate) to sit on the Evocities Steering Committee as a representative of the member council. Each Committee representative will have the autonomy to make strategic, financial and staffing decisions on behalf of their council. The Committee will develop and authorise the Evocities budget and oversee budget expenditure. The Committee will oversee the development, implementation and monitoring of an Evocities Marketing and Public Relations Strategy for the period 2019/20 – 2022/23, ensuring effective delivery all Program Objectives including sound governance procedures.
- Evocities Steering Committee Chair**
 The Evocities Steering Committee Chair will be a Mayor of one (1) of the member councils, appointed from time to time, as determined by the member councils' Mayors and General Managers or Chief Executive Officers. The Chair will be responsible for leading the Committee to achieve the Program Objectives as outlined herein the MOU and leading the Committee in collaboration on matters of common interest or concern. The Chair will advocate for and be the spokesperson of the Evocities.
- Evocities Secretariat Council**
 The Evocities Steering Committee will consider nominations for and appoint the Evocities Secretariat Council based on one (1) vote per member council. The role of Secretariat will be held for a minimum of four (4) years, in line with this MOU.

5. **Evocities Operations Group**
The cities will each nominate one (1) staff representative (Officer level) to be part of the Evocities Operations Group. The Operations Group will undertake operational aspects associated with the Evocities program including, but not limited to, content development, data analysis, reporting, uploading local job vacancies, managing enquiries from interested parties, and organising new resident case studies. Each member council commits to apply the resources required to ensure the operational requirements are fulfilled.
6. **Evocities Project Manager**
The Evocities Secretariat Council will engage an Evocities Project Manager to oversee the delivery of the Evocities Marketing and Public Relations Strategy 2019/20 – 2022/23. The Evocities Project Manager will also coordinate activities between the Operations Group and appointed agencies.
7. **Annexure A. 'Evocities Key Duties and Responsibilities'** provides additional details about what is expected of Evocities staff. The 'Evocities Key Duties and Responsibilities' document is subject to change and will be updated throughout the term of this MOU as the program develops, with the approval of the Evocities Steering Committee.

G. Implementation

1. The Steering Committee will meet quarterly (or at other agreed times).
2. The Evocities staff will assist with the development and implementation of the marketing plans, public relations plans and budgets, for consideration and determination by the Evocities Steering Committee.
3. Key responsibilities of the Evocities Secretariat Council include:
 - i. Holding and acquitting all funds associated with the Evocities program including the financial commitments from each council;
 - ii. Preparing, letting and managing all specialist contract agreements;
 - iii. Engaging and managing staff including annual performance reviews;
 - iv. Holding all Evocity documents and associated intellectual property; and
 - v. Acting as the custodian for the Evocities brand, providing approval of its use to external parties and elevating any concerns regarding brand use to the Evocities Steering Committee.
4. AlburyCity Council will hold all the Evocity Trademarks, Wordmarks, Business Name registrations and associated intellectual property.
5. Each of the cities agree to contribute in equal shares to any liability, claim or cost incurred or suffered as a result of the Evocities program.



6. Evocities Secretariat will prepare quarterly and annual reports that detail the implementation and outcomes of the Evocities program. The Evocities Steering Committee will be responsible for sharing program updates with member councils' Mayors and General Managers or Chief Executive Officers.
7. Third party contracts to be reviewed annually in order to ensure adequate return on investment.
8. Evocities staff will work together to attract additional funding from NSW Government, Australian Government and/or other entity, to increase the impact of marketing initiatives and projects.

Signed and agreed to by the Mayors and General Managers or Chief Executive Officer of each Evocity:

.....
Cr Kevin Mack - Mayor
AlburyCity

Date: / / 2018

.....
Frank Zaknich – General Manager
AlburyCity

Date: / / 2018

.....
Cr Simon Murray - Mayor
Armidale Regional Council

Date: / / 2018

.....
Susan Law – Chief Executive Officer
Armidale Regional Council

Date: / / 2018

.....
Cr Graeme Hanger - Mayor
Bathurst Regional Council

Date: / / 2018

.....
David Sherley – General Manager
Bathurst Regional Council

Date: / / 2018

.....
Cr Ben Shields - Mayor
Dubbo Regional Council

Date: / / 2018

.....
Michael McMahon – Chief Executive Officer
Dubbo Regional Council

Date: / / 2018

.....
Cr Reg Kidd - Mayor
Orange City Council

Date: / / 2018

.....
Garry Styles – General Manager
Orange City Council

Date: / / 2018

.....
Cr Col Murray - Mayor
Tamworth Regional Council

Date: / / 2018

.....
Paul Bennett – General Manager
Tamworth Regional Council

Date: / / 2018

.....
Cr Greg Conkey - Mayor
Wagga Wagga City Council

Date: / / 2018

.....
Peter Thompson – General Manager
Wagga Wagga City Council

Date: / / 2018

EVOCITIES KEY DUTIES AND RESPONSIBILITIES

EVOCITIES OPERATIONS GROUP

The following table outlines the key tasks and responsibilities required of each Evocities Operations Group member. The tasks take place on a regular, weekly, monthly and quarterly basis and as required for media requests or ad hoc project work.

Estimates for the length of time required on each task have been provided, however these may vary depending on the volume of work and also whether or not the staff member allocated the task is specialised (e.g. a Social Media Officer may be able to generate Facebook content more efficiently than someone who does not ordinarily work in the social media space).

The following tasks do not necessarily need to belong to one single staff member, but ideally there should be a key staff member who is responsible for the overall contribution of their city to the Operations Group functions and who acts as the key contact.

Upon calculating the approximate durations of each task detailed below, the Operations Group responsibilities total around 15 hours per week. It is recommended that this is spread over at least three days (Mon, Wed, Fri), and flexibility would be required as the time commitments vary depending on what Evocities projects are in progress, as well as meeting and training dates, for example.

Evocities Tasks	Task Frequency	Duration (approx.)
New Evocities Enquiries Check incoming enquiries in CRM Feed VIC and any other direct enquiries into CRM	Should be checked at a minimum of 3 x week, with all enquiries to be responded to immediately	Up to 1 hour each day (total 3hrs on average per week)
Evojobs Upload positions on the Evojobs.com.au platform from local paper, local employer websites etc. Edit and approve scraped jobs in Evojobs	New jobs should be loaded at least 2 x week so new vacancies are available to potential relocators seeking employment	5-7 hours per week
Reporting Update spreadsheet data regularly and share quarterly stats with Evocities Project Officer	Quarterly (reported within first week of new quarter) Ad hoc response to reporting requests	Up to 3 hours/quarter, tracking numbers as they happen (enquiries, new residents etc.) 1 hour as requested

Evocities Key Duties and Responsibilities

Evocities Tasks (cont.)	Task Frequency	Duration (approx.)
Evocities enquiry follow ups Follow up email to see if moved. Email out survey for media case studies. Compile case studies for database	Allow 1 month after contact to follow up Allow 2 -3 months after relocation for case study survey Allow 2 weeks for participants to complete	2-3 hours per month as required
Evocities Facebook Page Draft Facebook posts specific to own city, including images, that align with the Evocities Social Media Guidelines	At a minimum, one Facebook post must be drafted each week - Due Friday every week Ideally, each city should have 3-4 posts saved in Drafts to enable efficient scheduling	1 hour per week
Operations Group Requests Respond to any requests from Project Officer	Ad hoc OG Meeting Action Items Quarterly Reporting	Anywhere from 3 hours a month to 3 days a month (when activities such as photoshoots, or training occur)
Operations Group Meetings Attending quarterly meetings by teleconference or in Sydney, and catchup teleconferences Reading meeting papers, reviewing minutes, planning travel etc.	Extended meetings quarterly and short teleconferences quarterly	2 x full days per year (2 x quarterly meetings are in Sydney which can be a day trip or overnight trip depending on the city) 2 x 2hr teleconferences per year 3 hours per quarterly meeting reading meeting papers, reviewing minutes, planning travel etc. Also, 4 x ½ hr teleconferences per year
Engagement Reach out to employers looking for skilled workforce, provide New Resident Guides, introduce employers to Evojobs and offer support for loading vacancies Source from social media, referrals from Econ Dev Officers etc.	Monthly	4 hours per month
Events Organise welcome / new resident events	2 x each year	10 hours per event

EVOCITIES STEERING COMMITTEE

The following outlines the key tasks and responsibilities required of each Evocities Steering Committee member. The tasks take place on a regular, weekly, monthly and quarterly basis and as required.

The length of time required on each task will vary depending on the time of year, and the number of plans and projects raised for the Committee's consideration.

Steering Committee Meetings

Attend quarterly meetings in Sydney

- 4 x full day meetings each year
- Can be a day trip, or an overnight trip depending on the home city and the weather

Read meeting papers

- The meetings papers include budget drafts; marketing, PR, research and other project proposals; administration updates; marketing and PR plans, etc.

Consider, comment on, and vote on all budgets, plans and project proposals, ensuring their votes align with their councils' position on relevant matters.

Share with the Committee any opportunities and information relevant to the other Evocities

Review the minutes

Progress any Action Items assigned to the Committee during the meeting

Sharing Information with own Council

Share relevant Evocities reports with their council.

Update their Mayors and GM/CEOs on Evocities' results, initiatives and plans.

Capturing Relocator Information

Advise local Evocities Operations Group staff when they meet new residents, so the new resident/s can be contacted and invited to new resident events and considered as a case study.

Advocate for the Evocities Program

When speaking to other Council staff, Councillors, community member, Politicians and any other stakeholder, share Evocities' positive messages and relevant updates, keeping the program front of mind and reminding people of the benefits of this collaboration.

Evocities Operations Group Staff Management

Manage Evocities Operations Group staff and ensure their responsibilities are being met, responding to reports and statistics provided by the Secretariat.

EVOCITIES STEERING COMMITTEE CHAIR

The following table outlines the key tasks and responsibilities required Chair of the Evocities Steering Committee. The tasks take place on a regular, weekly, monthly and quarterly basis and as required.

The length of time required on each task will vary depending on the time of year, the number of plans and projects raised for the Committee's consideration, and the number of media and speaking engagements booked in.

Steering Committee Meetings

Chairing the quarterly meetings in Sydney.

- Preside over the meetings
- 4 x full day meetings each year
- Can be a day trip, or an overnight trip depending on the home city and the weather

Reading meeting papers

Presenting Agenda Items including an Evocities Chair Update. This update would include relevant updates on meetings with the Mayors and GMs of the member councils; communications with Government officials; policy and funding changes and opportunities, etc.

Considering, commenting on and taking the vote on budgets, plans and project proposals

Reviewing minutes

Progress any Action Items assigned to the Chair during the meeting

Capturing Relocator Information

Advise local Evocities Operations Group staff when they meet new residents, so the new resident/s can be contacted and invited to new resident events and considered as a case study.

Representing Evocities in Media Interviews

The Chair is the Evocities primary ambassador. The Chair will be asked to take part in media interviews including newspaper, TV, radio and magazines, etc. Approving press release quotes.

Presenting to the Evocities Councillors

Present to each of the Evocities' Councillors annually, updating them on the relevant projects, plans, results and forecasts.

Speaking Engagements

Represent Evocities at networking events and present at conferences and meetings, etc.

Advocate for the Evocities Program

Meet with politicians and relevant stakeholders, advocating for innovative regional policy development beneficial to all Evocities.

Keep the Evocities agenda at the front of the minds of those who set the policies and allocate funding.

EVOCITIES COUNCILLORS

Staying Informed

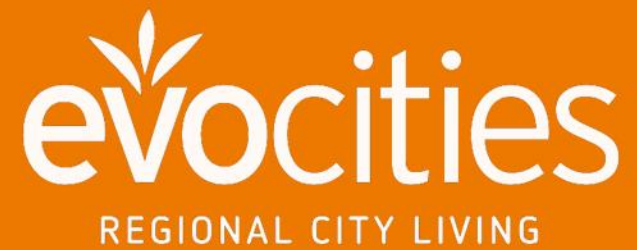
Read relevant reports, newsletters and attend the Evocities Chair Annual Presentation delivered to each council.

Advocate for the Evocities Program

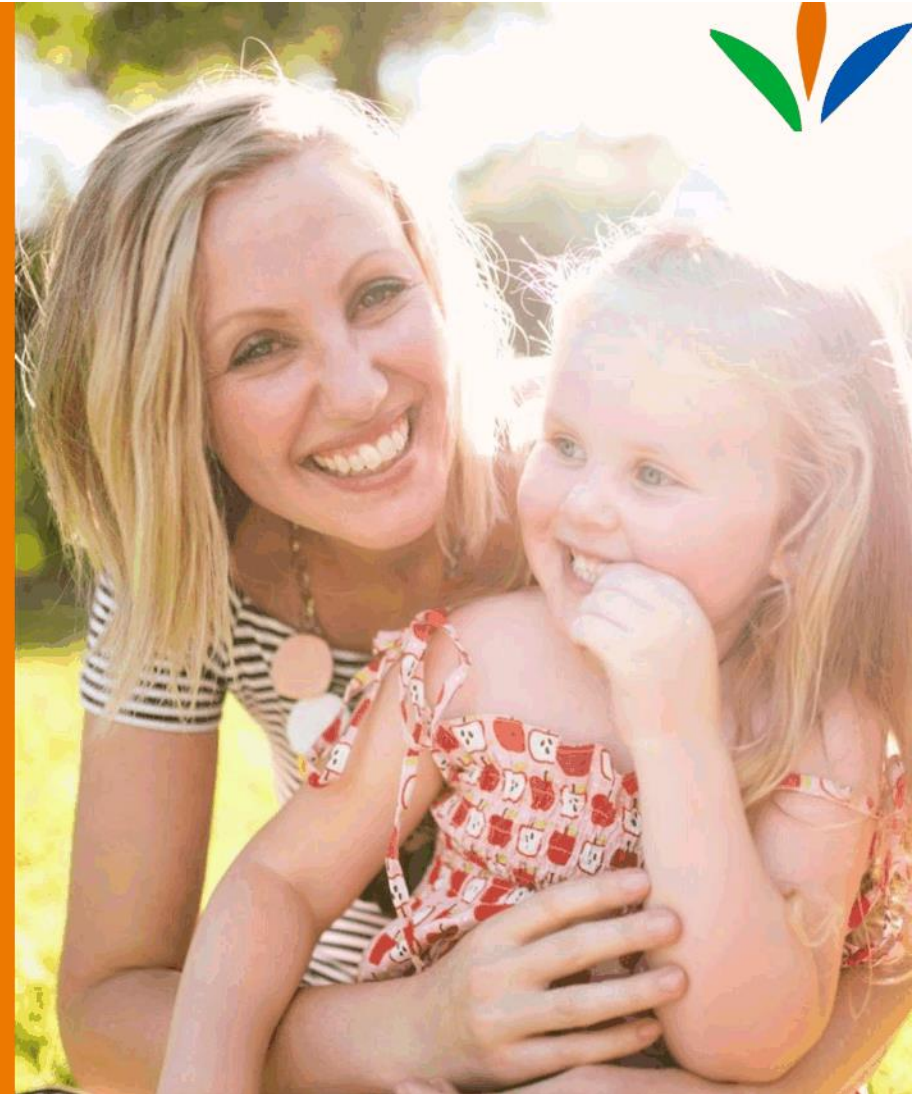
Be ambassadors for the Evocities program, share Evocities' positive messages and relevant updates, reinforcing the value of the program.

Capturing Relocator Information

Advise local Evocities Operations Group staff when they meet new residents, so the new resident/s can be contacted and invited to new resident events and considered as a case study.



EVOCITIES PRESENTATION MAY 2018



WHY EVOCITIES

ENERGY

VISION

OPPORTUNITY

Objective: Build regional growth and investment.

Challenges: Lack of awareness about the existence of 'regional cities' in metropolitan areas. Cost of marketing into metropolitan areas.

Solution: Form a cooperative group of seven NSW regional inland cities to work towards educating capital city residents about the existence of regional cities and the benefits of regional city living.

Evocities: Launched marketing campaign September 2010.



ALBURY | ARMIDALE | BATHURST | DUBBO | ORANGE | TAMWORTH | WAGGA WAGA

evocities.com.au

EVOCITIES – WHO WE ARE

ALBURY | ARMIDALE | BATHURST | DUBBO | ORANGE | TAMWORTH | WAGGA WAGGA

REGIONAL CITIES

- Strong economies
- Affordable housing
- Quality education
- Superior health facilities
- Desirable lifestyles and communities



ALBURY | ARMIDALE | BATHURST | DUBBO | ORANGE | TAMWORTH | WAGGA WAGGA

evocities.com.au

EVOCITIES – OUR MESSAGE

LIVE WORK INVEST

Dispel misconceptions

- Not the bush, not the country, not a tree change, but a CITY CHANGE

And promote

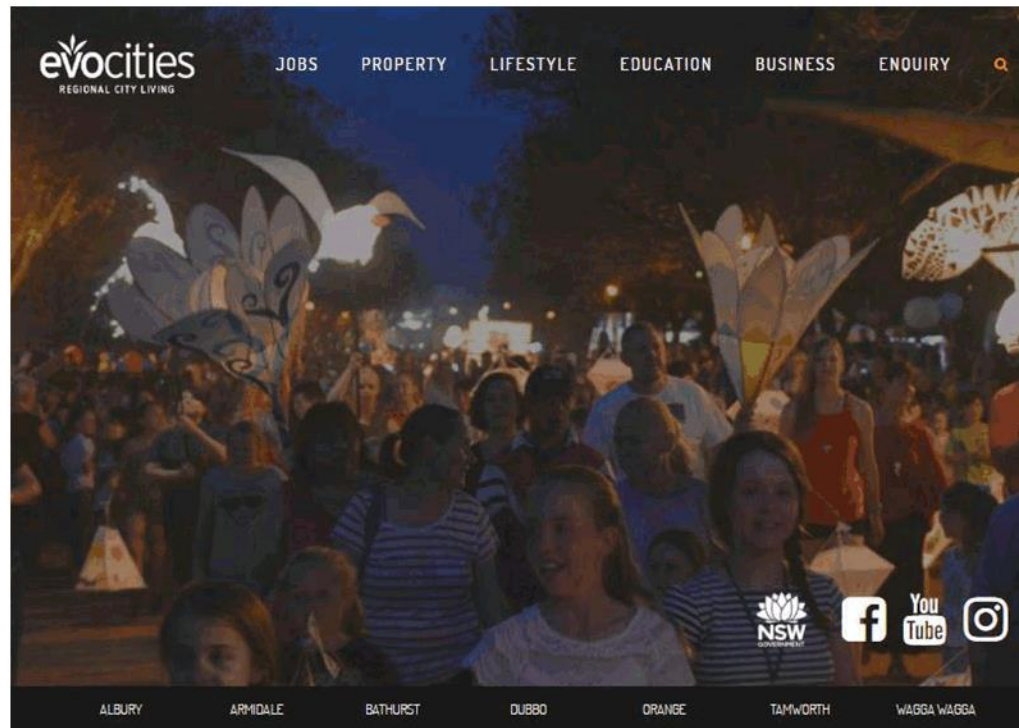
- Career and lifestyle opportunities
- Easing of financial pressures
- Community and family
- Investment opportunities



ALBURY | ARMIDALE | BATHURST | DUBBO | ORANGE | TAMWORTH | WAGGA WAGGA

evocities.com.au

EVOCITIES – OUR WEBSITE



“ THE SCHOOL IS AMAZING, PROGRESSIVE,
NURTURING & LOVING

Rhys and Kate moved to Wagga Wagga from Canberra



“ I GET TO DO THE THINGS I WOULD NEVER HAVE
DREAMT OF IN SYDNEY

Virginia and Hamish moved to Armidale from Sydney



EVOCITIES – OUR WEBSITE

WELCOME TO BEAUTIFUL ARMIDALE

Armidale is a cosmopolitan city that is home to the University of New England and many other fine educational institutions.

Armidale has been acknowledged as one of only 20 cities in Australia with an abundant, long-term water supply, and its cool mountain climate is regarded as a major environmental asset against a backdrop of climate-change issues.

Armidale differs from most regional centres because it has a long established university, transforming it from a rural town to a sophisticated and cosmopolitan city.

[JOBS](#)
[PROPERTY](#)
[LIFESTYLE](#)
[EDUCATION](#)


LIFESTYLE

Widely considered the 'capital' of the New England high country, Armidale is centrally located between Sydney and Brisbane. With a cosmopolitan culture, it is a university city that prides itself on being dynamic, progressive and innovative.

It enjoys great natural beauty and has a thriving arts and cultural scene.



JOBS

Armidale is known for its diversity of employment and was recently ranked in the top 21 Intelligent Communities of the World. Home to the University of New England (UNE) and other high-quality educational institutions from child-care and pre-school to secondary and tertiary – there is a huge range of employment opportunities in education as well retail, government and construction.



PROPERTY

With city amenities and real lifestyle options, Armidale also enjoys very affordable housing. At a median house price of \$344,265, you are nearly \$700,000 below that of Sydney! Maybe you can buy your home, an investment and still have money over. With excellent capital growth, the choice seems easy!



FOOD AND WINE

Enjoying a high altitude and cool winters, Armidale produces wine of a truly distinctive and increasingly popular style. Combined with an abundance of local, fresh and organic produce – Armidale's wining and dining options are endless and simply delicious.

[More Information >](#)


ARTS & CULTURE

There is no questioning Armidale's rich history in both arts and culture. It has a university heritage stretching back to 1938 and since this time academics and students have merged with the growing population to engage in music, theatre and the arts.

[More Information >](#)

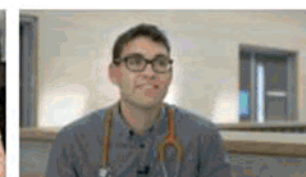

RECREATION

For the outdoor enthusiast, Armidale boasts some of Australia's most stunning and accessible national parks and wilderness areas. In addition, the city offers an array of sports, sporting clubs and recreational activities to suit every age, level and passion!

[More Information >](#)
[Cafes](#)
[Petersons Wines](#)
[Local Produce](#)
[Thunder Ridge Wines](#)
[Museums](#)
[Events](#)
[History and Heritage](#)
[New England Art Museum](#)
[Sport](#)
[Mountain Biking](#)
[Golf](#)
[Natural Wonders](#)
[Scenic Drives](#)


SHOPPING

For those that want all their shopping within walking distance, Armidale is a small town.



HEALTH

Armidale offers some of Australia's leading health services. With more than 20



TRANSPORT

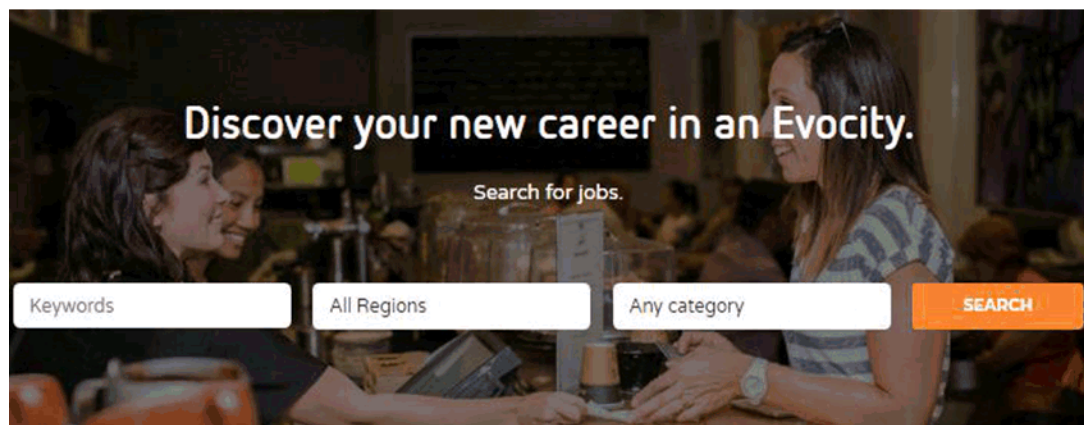
Armidale is only an hour's flight from Sydney and reached by airline services.



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EVOCITIES – OUR JOBS WEBSITE



	CHIEF EXECUTIVE OFFICER Armidale Regional Council	Armidale	FULL TIME 2 weeks ago Closed: May 4, 2018
	SOCIAL WORKER, VIOLENCE PREVENTION & TRAUMA RESPONSE I Work for NSW	Armidale	FULL TIME 1 week ago Closes: May 22, 2018
	SENIOR LECTURER/ASSOCIATE PROFESSOR IN LAW University of New England	Armidale	FULL TIME 4 days ago Closes: May 14, 2018
	SCIENTIFIC EXECUTIVE DIRECTORS - APVMA APVMA	Armidale	FULL TIME 1 week ago

FEATURED JOBS

Project Manager – Tradesman transition or FULL TIME Kitchen & Renovation Concepts is seeking applications from a suitably experienced tradesman	Events and Functions Supervisor – Dubbo FULL TIME Lazy River Estate is a highly regarded busy function, events and catering centre on the	Specialist Insulbloc Insulation Subcontractor SPECIALIST Insulbloc INSULATION SUBCONTRACTOR Want to earn up to \$1600 per day installing
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EVOCITIES – TRADITIONAL MARKETING

BILLBOARDS

RADIO ADS

ATN SPONSORSHIP



“Sick of the cost of housing in Sydney? **Move.** Regional city living is all about community, space and affordable property! For employment opportunities and more, visit 'Evocities dot com dot au'.”



EVOCITIES – TRADITIONAL MARKETING

BILLBOARDS

RADIO ADS

ATN SPONSORSHIP

Sessions

52.01%

43,736 vs 28,771



Users

42.07%

31,261 vs 22,004



Pageviews

73.56%

106,607 vs 61,425



Pages / Session

14.17%

2.44 vs 2.13



Avg. Session Duration

46.44%

00:02:17 vs 00:01:34



Bounce Rate

-20.68%

49.12% vs 61.92%



Organic Search

164.35% ↑



● 16,987 vs. ● 6,426

Direct

210.74% ↑



● 11,112 vs. ● 3,576

Evocities.com.au Website Analytics: 7-Aug-17 to 6-Dec-17 vs. the same period last year 7-Aug-16 to 6-Dec-16

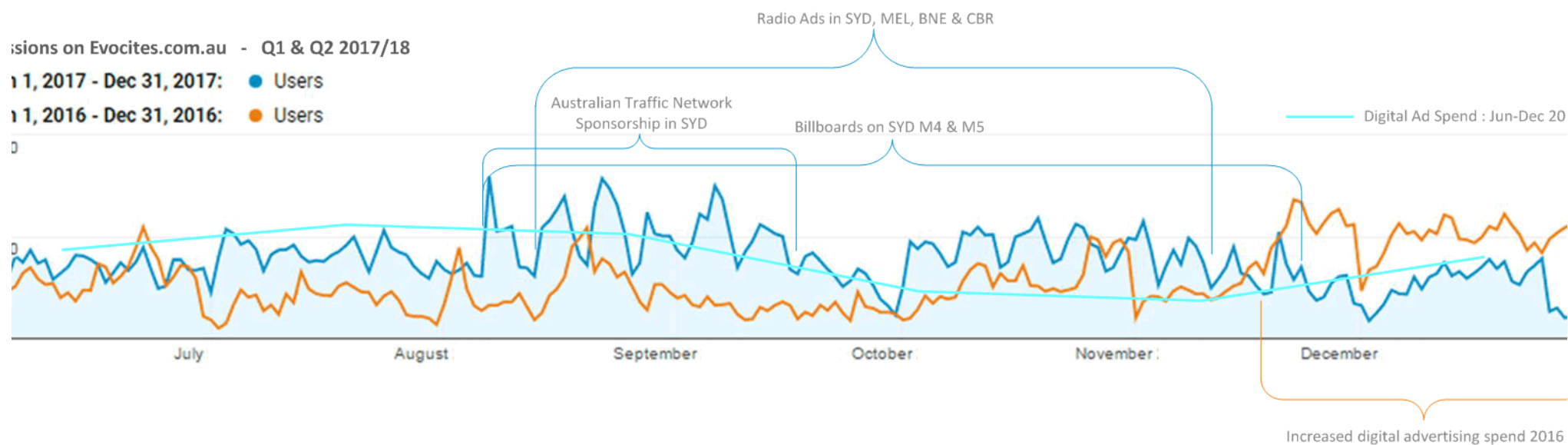


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EVOCITIES – TRADITIONAL MARKETING

TRADITIONAL ADVERTISING IMPACT - Q1 & Q2 2017/18



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EVOCITIES – TRADITIONAL MARKETING

TRADITIONAL ADVERTISING - Current Campaign - March to May 2018

On average a person
in an Evocity takes less than

10 MINUTES

from work to home.
How long do you take?

evocities
REGIONAL CITY LIVING

ALBURY | ARMIDALE | BATHURST | DUBBO | ORANGE | TAMWORTH | WAGGA WAGGA

The median house
price in an Evocity is

\$334^K

What are you
paying in Sydney?


evocities
REGIONAL CITY LIVING

ALBURY | ARMIDALE | BATHURST | DUBBO | ORANGE | TAMWORTH | WAGGA WAGGA





EVOCITIES – DIGITAL MARKETING

Elise had a 45 minute commute in Sydney.




Now it's only 8 minutes door to door.






FIND OUT MORE

I was constantly worried about traffic in Sydney.



Now there's more time for the real things





FIND OUT MORE

Post Details


Evocities
Written by Pepper Brand Managers [?] · May 31 ·

Evocities is making it affordable to break into the housing market!
Consider investing in an Evocity, and engage yourself in a better lifestyle.
www.evocities.com.au



4 Bedroom Family Home
\$455,000 Albury

Learn More



3 Bedroom Home, Like New
\$375,000 Dubbo

Get More Likes, Comments and Shares
Boost this post for \$4 to reach up to 1,200 people.

18,293 people reached

Sonia Fares, Mina Bui and 23 others

1 Share

Like Comment Share



Sydney median
\$995,800*

*Based on the median house price in Sydney, April 2016.



Evocities median
\$332,000*

*Based on the average median house price in an evocity.



LEARN MORE



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EVOCITIES – ENQUIRY PORTAL



JOBS

PROPERTY

LIFESTYLE

EDUCATION

BUSINESS

ENQUIRY

Discover Regional City Living by moving to an Evocity

Our team of relocation experts are waiting to provide you with everything you need to know about living in one of the seven Evocities of New South Wales.

Just submit an enquiry form, nominate which cities you are most interested in moving to, and we will respond to you with information to help you with your decision making.

YOUR DETAILS

Please provide us with your details so we can assist you with your enquiry.

Your Name *

Email Address *

Contact Number

Your Location *

TYPE OF ENQUIRY

What type of enquiry can we assist you with

- ☐ Residential relocation
- ☐ Investing in a Business
- ☐ Looking for Employment
- ☐ Investment opportunities

CITIES OF INTEREST

An Evocities consultant will respond directly to your query

Cities

- | | |
|--------------------------------------|-----------------------------------|
| <input type="checkbox"/> Albury | <input type="checkbox"/> Armidale |
| <input type="checkbox"/> Bathurst | <input type="checkbox"/> Dubbo |
| <input type="checkbox"/> Orange | <input type="checkbox"/> Tamworth |
| <input type="checkbox"/> Wagga Wagga | |

Comments

Extracts from Enquiry Comments:

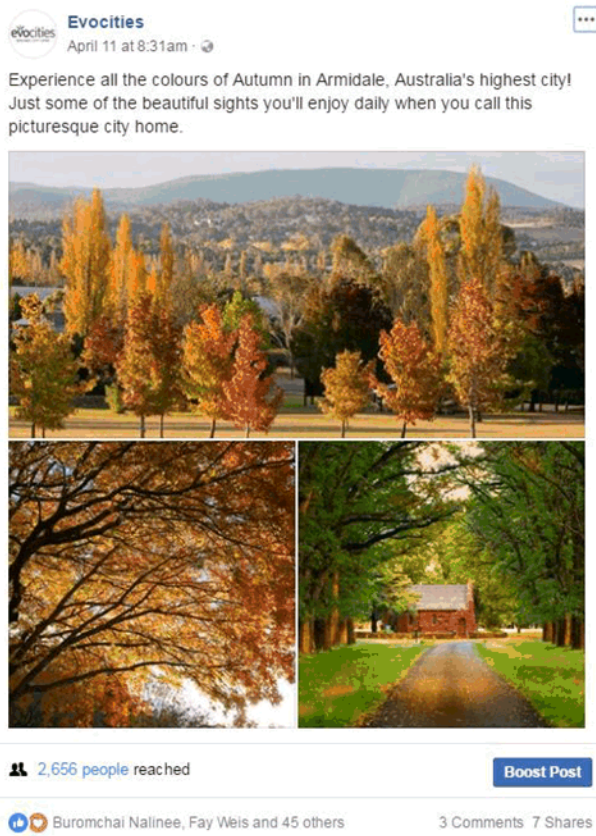
Gilles, from Sydney

“Well, the EVO programme certainly worked with me. Within 1 month of finding out about the programme, I have now found a job opportunity in Armidale, and we will be moving from Sydney in mid-January. It is a great programme and you need to be commended for it.”

Edgar, from Sydney

“I heard your ad on the radio and thought maybe we should move out of Sydney to a more affordable town. We want to be able to be there for our children to pick up and drop off school and also work/study if possible when we settle down.”

EVOCITIES – SOCIAL MEDIA & PR

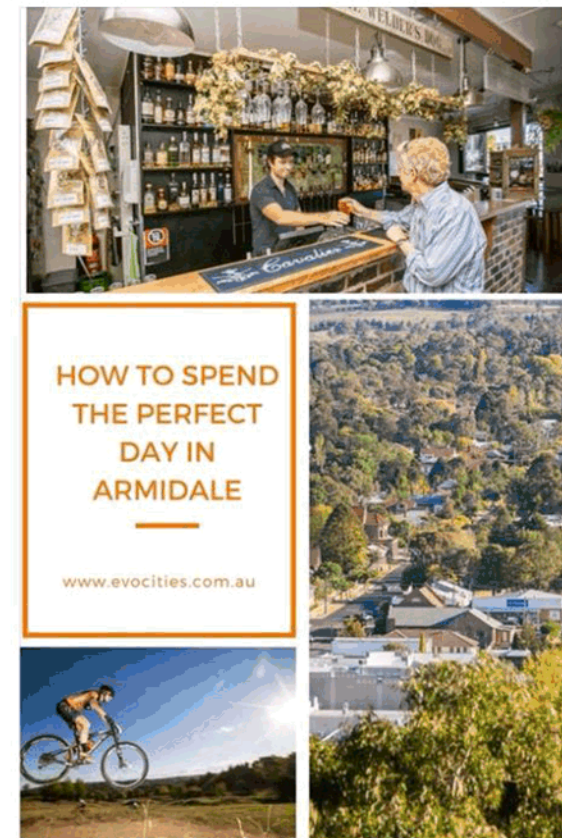


December 1, 2017 · 🌐

Have you ever thought about what life could look like in the Evocity of Armidale?

Check out our latest blog post which is full of local insights to inspire your new lifestyle!

<http://evocities.com.au/spend-perfect-day-armidale/>




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EVOCITIES – SOCIAL MEDIA & PR



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Armidale, NSW


weareevocities Autumn in the Evocity of Armidale, Australia's highest city ♥ Beautiful picture by @katecharles18 .

#armidale #armidalsw #autumnsky #autumnsunshine #citygreen #urbangreen #regionalsw #regionalcity #regionalcityliving #evocities #evocity #evocitylife

bronyrh Fabulous clouds - lovely capture @katecharles18


36 likes
APRIL 23

Log in to like or comment.

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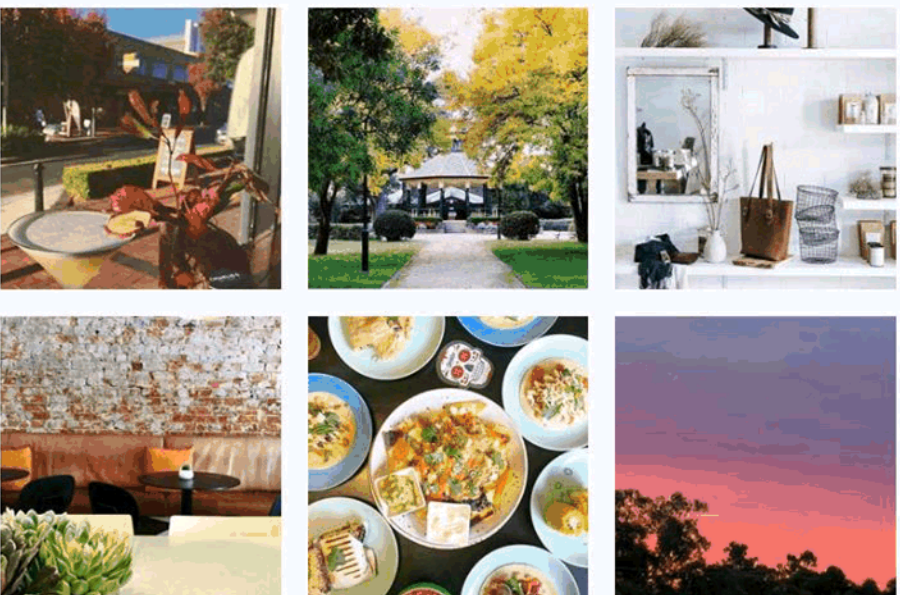
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155 posts 478 followers 235 following

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EVOCITIES MANAGEMENT AND STAFFING

WHO	WHAT
NSW Inland Forum The Mayors and General Managers from each of the seven Evocities. NSW Inland Forum Chair - Cr Kevin Mack, Mayor of Albury	High level collaboration on issues of common interest or concern, with a focus on information and ideas sharing. Meet quarterly.
Evocities Steering Committee Director from each of the seven Evocities (eg. Directors of Economic Development, Tourism, Business and Community) with delegated authority to oversee the program and make decisions on behalf of their respective councils. Evocities Steering Committee Chair - Cr Kevin Mack, Mayor of Albury	Oversee the Evocities program and make decisions regarding budgeting, marketing and PR strategies, research projects, website management etc. Meet quarterly.
Evocities Project Officer 1 x dedicated Evocities Project Officer working out of the secretariat (currently Tamworth Regional Council). Hannah Demnar - h.demnar@tamworth.nsw.gov.au (02) 6767 5039	Coordinates the program, manages the budget, reports to the Steering Committee, oversees the marketing, website management, research and other projects, completes relevant reporting, funding applications and acquittals, etc. Works 31 hr/wk.
Evocities Media and Communications Support Officer 1 x dedicated Evocities PR officer working out of the secretariat (currently Tamworth Regional Council). Jessica Bradbery - j.bradbery@tamworth.nsw.gov.au (02) 6767 5050	Prepares and manages all PR strategies and activities including regular media releases/pitches, writes Evocities blog, manages all social media channels including creating content as well as curating content drafted by Evocities Operations Group representatives, etc. Works 21 hr/wk.
Evocities Operations Group Council employed officers from each member city (eg. Business Support Officer, or Economic Development Officer)	Responsible for responding to Evocities enquiries from potential relocators, preparing city-specific social media posts, loading local vacancies on Evojobs, collecting case studies from recent relocators, etc. Meet quarterly.
Pepper Brand Managers External specialist communications agency with a long term contract with Evocities.	Plan and execute all digital and traditional marketing strategies and activities, manage Evocities.com.au, Evojobs.com.au and Evocities' CRM.



OPERATIONS GROUP DUTIES AND RESPONSIBILITIES

List of main duties:

- Responding to and following up on relocation enquiries
- Loading vacancies onto Evojobs
- Collecting case studies
- Drafting social media posts
- Attend quarterly meetings (2 in Sydney, 2 teleconferences)
- Completing action items and progressing projects
- Tracking quarterly statistics

EVOCITIES – WHAT WE HAVE ACHIEVED

2010 – March 2018

- 3,415 households relocated to our Evocities
- More than 2.9 million session on the Evocities and Evojobs website
- Advertised over 43,200 local vacancies on Evojobs
- Achieved 2,730 media placements
- Evocities staff have responded to well over 7,500 enquiries



Applies to:	Armidale Regional
Responsible Stream:	Service Delivery
Responsible Officer:	Program Leader Building and Development
Adoption Date/History:	Version 1 – adopted 24 January 2011 and commenced on 4 April 2011 Version 2 – adopted 28 October 2013 and commenced 6 November 2013 Version 3 - ##
Council Approval Date	
TRIM File Number:	ARC16/1132 Version 1: INT/2011/02641; Version 2: INT/2013/10626: Version 3: INT/2019/#####
Review Date:	Month Year

PRELIMINARY

Introduction

Street trading refers to selling or displaying goods on a footpath or public road and includes activities such as outdoor eating areas, merchandising displays, fund raising stalls, selling food from vehicles and busking.

Street trading activities can contribute to the ambience and vitality of an area or precinct by enhancing streetscapes and creating more visually pleasant and interesting shopping environments. Street trading activities can also contribute to the commercial viability of core business areas.

Street trading activities involve the use of public assets, particularly footpaths and roads that are primarily provided for pedestrians and road users. Carrying out street trading activities therefore requires careful consideration to ensure that the safety and convenience of pedestrians and road users is not compromised.

The public risk associated with allowing street trading must be properly managed. To ensure that street trading does not place pedestrians or passing road traffic at an increased risk of an accident, activities should only be in locations where they can be safely accommodated. It is important that everyone using a footpath for access can do so safely. This particularly applies to children, people with prams, the elderly and people with disabilities. Under the Commonwealth Disability Discrimination Act 1992 when a person with a disability wants to access services then equitable, dignified access must be provided.

This Local Approvals Policy (Policy) seeks to provide for street trading activities that add interest and vitality to commercial areas and contribute positively to local streetscapes, while ensuring that the safety of pedestrians and road users is not compromised.

Application of this Policy

This Policy applies to street trading activities carried out on, or over, public roads and footpaths, including closed roads that are not in private ownership and are used for public access, such as the Central Beardy Street Mall in Armidale.

This Policy does not apply to street trading activities carried out on privately owned roads or private footpaths.

Street trading refers to long term or periodic occupation on a footpath or public road for the purposes of selling or displaying goods or providing a service to customers and includes the following activities:

- Outdoor eating areas
- Merchandising and/or display of goods
- Advertising signs
- Street stalls, ticket selling, public collections

- Markets
- Busking
- Spruiking
- Street vending vehicles, both standing and mobile.

Examples of street trading include:

- Sale of newspapers from a stand on a footpath
- Sale of food and drinks from a stall, standing vehicle or kiosk in a pedestrian mall
- Sale of articles from stalls or tables on a footpath, including those operated by charitable organisations
- Setting up of outdoor eating areas or take-away facilities in a pedestrian area
- Placing an advertising sign on a footpath in front of a shop
- Sale of articles from a standing vehicle on the side of a carriageway
- Sale of ice-cream or sweets from a vehicle on public streets, making brief intermittent stops.

The Policy also includes controls for the following structures or items that are placed on footpaths and are frequently ancillary to street trading activities:

- Screens
- Planter boxes
- Shade structures or items
- Gas heaters (outdoor radiant heaters).

Format of this Policy

This Policy is divided into four sections:

Preliminary	includes supporting information that explains the types of activities subject of the Policy, the objectives of the Policy and the types of approvals that may be required to carry out street trading activities.
Part 1: Exemption from approval	specifies the circumstances in which a person is exempt from the necessity to obtain approval under Section 68 of the Local Government Act 1993 for particular types of street trading activities.
Part 2: Approval criteria	specifies the criteria which Council will take into consideration in determining whether to give or refuse an approval for a street trading activity under Section 68 of the

	Local Government Act 1993. There are general criteria which apply to all street trading activities as well as specific criteria which apply to the particular type of street trading activity being proposed.
Part 3: Other matters	contains other matters relating to the approval being sought.

Objectives

The objectives of this Policy are:

- to provide a clear explanation of Council requirements for street trading in Armidale Regional,
- to facilitate a balance between the use of footpaths for street trading and the need for a continuous, safe and dignified path of access to be provided to all,
- to ensure that the community's enjoyment of, and access to or through public land is not unduly compromised by the use of footpaths by businesses,
- to ensure that the safety and convenience of road users is not compromised by business activities on public roads,
- to provide attractive and vibrant pedestrian areas by encouraging street trading activities that are compatible with land uses in the area and contribute positively to the streetscape, and
- to minimise the public risk that street trading activities can pose to the safety of pedestrians and passing traffic.

Definitions

The following definitions apply for the purpose of implementing this Policy. However, definitions in relevant legislation take precedence over this Policy wherever a conflict exists.

Carriageway is that portion of the road reserve devoted particularly to moving vehicles.

Beardy Street 'Mall' refers to Beardy Street between Marsh and Jessie Streets, Armidale, and includes the Central Beardy Street Mall.

Central Beardy Street Mall refers to the closed road in Beardy Street, Armidale, between Faulkner and Dangar Streets.

Classified road has the same meaning as defined in the Dictionary for the *Roads Act 1993*.

Community land means land that is classified as community land under Division 1 of Part 2 of Chapter 6 of the *Local Government Act 1993*.

Footpath is the area between a property boundary and the back of the nearest kerbside of a public road, which is provided for use by pedestrians and not vehicles and includes splay corners and entry areas not in private ownership. Where a road is closed and is not in private ownership, for example the Central Beardy Street Mall, it is deemed to be a footpath for the purposes of this Policy.

'Markets in the Mall' refers to the markets subject of Council Policy *POL078 – Mall Market Operations Policy*.

Public land means any land (including a public reserve) vested in or under the control of the Council, but does not include:

- a) a public road, or
- b) land to which the *Crown Lands Act 1989* applies, or
- c) a common, or
- d) land subject to the *Trustees of Schools of Arts Enabling Act 1902*, or
- e) a regional park under the *National Parks and Wildlife Act 1974*.

Public place means

- a) a public reserve, public bathing reserve, public baths or public swimming pool, or
- b) a public road, public bridge, public wharf or public road-ferry, or
- c) a Crown reserve comprising land reserved for future public requirements, or
- d) public land or Crown land that is not:
 - a Crown reserve (other than a Crown reserve that is a public place because of paragraph (a), (b) or (c)), or
 - a common, or
 - land subject to the *Trustees of Schools of Arts Enabling Act 1902*, or
 - land that has been sold or leased or lawfully contracted to be sold or leased, or
- e) land that is declared by the regulations to the *Local Government Act 1993* to be a public place for the purposes of this definition.

Public road means a road, not in private ownership, which the public are entitled to use.

Road reserve means the entire right-of-way devoted to public travel, including the footpaths, shoulders, verges and carriageways – the whole width between adjacent property boundaries.

Shoulder is the portion of the carriageway beyond the traffic lanes and contiguous and generally flush with the surface of the road pavement.

Street vending vehicle includes all types of vehicles (registered or unregistered) which are used for the sale of articles.

Approvals

Approvals under and Roads Act 1993

This Policy details what approvals may be required from Council to carry out street trading activities under the *Roads Act 1993* (refer to *Table 1*).

Under this Policy, it is proposed that most street trading activities that satisfy the relevant exempt criteria detailed below would not require approval from Council under the *Local Government Act 1993*.

Table 1: Approvals for street trading activities under the Roads Act 1993

Activity	Relevant legislation
Where a restaurant is adjacent to a footway of a public road, use part of that footway for the purposes of the restaurant.	Roads Act 1993 Section 125. Note: the RMS's concurrence is required where the public road is a classified road.
Erect a structure or carry out a work in, on or over a public road. This includes erecting a structure for the purpose of selling an article or service.	Roads Act 1993 Part 9, Division 3, Section 138 Note: the RMS's concurrence is required where the public road is a classified road.

Other Approvals

Intending operators of street trading activities should determine whether they are required to satisfy other legislative requirements. The following identifies examples of other approvals that may be required but is not an exhaustive list of possible approvals or requirements.

Other approvals or compliance that may be required from Council include:

- Setting up, operating or using a loudspeaker or sound amplifying device on community land requires approval from Council under section 68D(5) of the *Local Government Act 1993*.
- Preparing or selling food requires compliance with the *Food Act 2003* and *Food Regulation 2010*.

Intending operators of street trading activities may also need to comply with other legislative requirements not administered by Council, such as:

- Approval to operate a mobile street vending vehicle requires compliance with relevant road transport safety and traffic management legislation administered by the RMS as well as the Roads and Traffic Authority "Street Vending Manual".
- Where consumption of alcohol is proposed (eg outdoor eating area), the street trading activity must comply with and obtain the necessary approvals under the Liquor Act 2007. Liquor licensing applications are determined by Liquor & Gaming NSW .
- The Lotteries and Art Unions Act 1901.

PART 1 – EXEMPTION FROM APPROVAL

Some proposed street trading activities may be exempt from requiring approval from Council depending on the type or nature of the activity and/or its proposed location. Developments which do not require consent under the *Environmental Planning and Assessment Act 1979* are identified in Council's Local Environmental Plan.

The criteria which must be satisfied in order for a particular activity to be exempt from requiring Council approval under Section 68 of the *Local Government Act 1993* are shown in *Table 2*. Additionally, the activity must satisfy the general criteria below to be exempt under this policy.

Where the activity will not satisfy the below a application for approval must be submitted with Council under *Part 2 – Approval Criteria* of this Policy.

1.1 General Exempt Criteria

The operation of a street trading activity must not impair the vision or lines of sight of pedestrians or drivers of vehicular traffic along a road or at an intersection of a road or private access; and

Street trading activities catering for pedestrians must:

- (i) not unduly obstruct the free passage of pedestrians, especially children, people with prams, the elderly and people with disabilities, including wheelchair users
- (ii) be located on footpaths wide enough to accommodate the street trading activity as well as to allow the free movement of pedestrians during peak periods
- (iii) be carried out from a safe structure if a structure is used, and
- (iv) not be located where they would breach regulatory or signposted parking/standing restrictions (eg barrows in kerbside lanes when parking restrictions apply)
- (v) not be located in front of driveways or entrances to properties unless the permission of the property owner has been obtained, and

Street trading activities catering for passing traffic (see Figure 1) must:

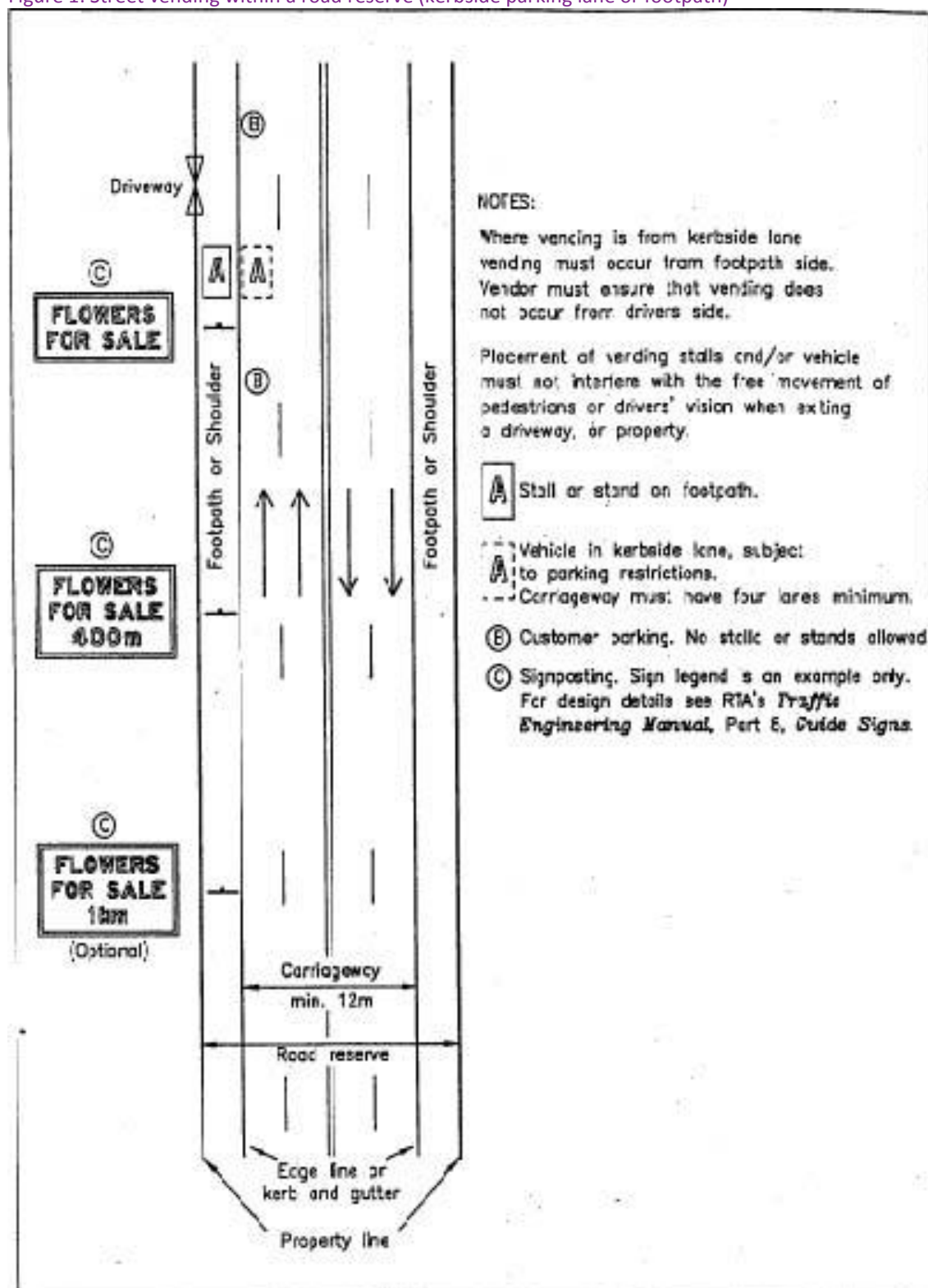
- (i) not be located where the speed limit is 80km/h or higher, unless safety and efficiency is not compromised
- (ii) not be located on a hill or bend where sight distance is limited (refer to RTA's Road Design Guide)
- (iii) not be located in front of driveways or entrances to properties unless the permission of the property owner has been obtained
- (iv) not be located where motorists are forced to park in the kerbside lane, where parking/standing restrictions apply
- (v) have sufficient parking near the site
- (vi) provide sufficient traffic warning signs in advance of the facility (signs should be placed only during periods of selling activity)
- (vii) not be located in a two-lane, two-way (one lane in each direction) street, unless safe approach to the facility and safe departure from the facility is available
- (viii) only be allowed from vehicles standing in the kerbside lane if an additional lane is available for moving traffic in that direction of travel, and there are no kerbside standing/parking restrictions, and
- (ix) not be allowed to operate during hours of darkness, especially from a street vending vehicle or mobile vending vehicle unless adequate street lighting or other forms of lighting is available to warn pedestrians and other road users.

Where traffic warning/information signs are required they are to conform to the signs as shown in *Figure 1*.

Where selling an article or service is to be carried out from street vending structures in built-up areas the following requirements set out below are mandatory:

- (i) the activity complies with Council's health and hygiene controls for street trading activities; and
- (ii) where traffic warning/information signs are required they conform to the Department of Local Government and Roads and Traffic Authority's guidelines for Street Vending (see Figure 1 of this Policy);

Figure 1: Street vending within a road reserve (kerbside parking lane or footpath)



Source: Street Vending (Department of Local Government and the Roads and Traffic Authority, 1996)

1.1.1 Hours of operation

The public road or footpath may only be used for street trading activities during the hours of operation of the adjacent business premises with which the activity is associated or in accordance with the operator's development consent, approval under this Policy, lease or licence, liquor licence or other approval. Where there appears to be conflict in these different hours of operation, the lesser number of hours will apply.

1.1.2 Location of street trading activities on footpaths

Street trading activities on footpaths should be located to ensure that the safety and convenience of pedestrians and road users is not compromised. An unobstructed clearway, or continuous accessible path of travel, should be provided on footpaths for the safe and comfortable movement of pedestrians, including children, people with prams, the elderly and people with disabilities. People with a range of disabilities should be able to use a footpath without encountering barriers.

In order to provide for the safe and comfortable movement of pedestrians, the footpath has been divided into zones – Pedestrian Zone, Commercial Activity Zone and the Kerbside Zone.

The location and dimensions of the Pedestrian and Commercial Activity Zones, along with the types of street trading activities permitted in the Commercial Activity zones, differ according to the width and type of footpaths and where they are located.

1.1.2.1 Pedestrian Zone

Street trading activities are not to encroach into the Pedestrian Zone. The Pedestrian Zone is the area of public land that is for the exclusive use of pedestrians.

The Pedestrian Zone:

- (i) applies to those areas shown as Pedestrian Zones in Figure 2,
- (ii) includes paths of travel defined by Tactile Ground Surface Indicators, such as those provided in the Central Beardsley Street Mall and at intersections in the Armidale CBD near kerb ramps,
- (iii) has a height requirement of at least 2 metres from the footpath to ensure that off-ground displays and signage or umbrellas do not present obstacles to people.

Where footpaths are not constructed to their full width, for example comprise a sealed 'ribbon' footpath, the paved section of the footpath should be used primarily for pedestrian purposes and be free of street trading activities.

1.1.2.2 Commercial Activity Zone

Street trading activities are to be wholly located within the relevant Commercial Activity Zones.

The location and width of the Commercial Activity Zones are shown in Figure 2. The types of street trading activities permitted, subject to satisfying relevant requirements, in the Commercial Activity Zones are listed in Table 3.

Where the front of buildings are setback or inset from the street such that they form an irregular line of building frontages, street trading activities may occur in the setback/inset section.

As the Commercial Activity Zone outside the Central Beardy Street Mall is the residual part of the footpath after allowing for the minimum width requirements of the Pedestrian (1.8 metres) and Kerbside (0.7 metres) Zones, some footpaths may not have sufficient width to accommodate proposed street trading activities. Council may consider modifications to the footpath that incorporate adjoining car parking spaces in order to provide a wider footpath, but only for outdoor eating areas.

Table 3: Street trading activities permitted in Commercial Activity zones

(✓ permitted subject to satisfying relevant requirements, ✕ not permitted)

Zone	(1) Central Beardy Street Mall		(2) & (3) Footpaths
	Commercial Activity Zone 'A'	Commercial Activity Zone 'B'	Commercial Activity Zones 'C' & 'D'
Zone width	1.0 metres	13 metres	Residue
Outdoor eating areas	✕	✓	✓
Merchandising tables & displays	✓	✕	✓
Free standing advertising signs	✓	✕	✓
Street stalls/ticket selling/public collections	✕	✓	✓
Busking	✕	✓	✓
Spruiking	✕	✓	✓
Ancillary items or structures	✕	✓	✓

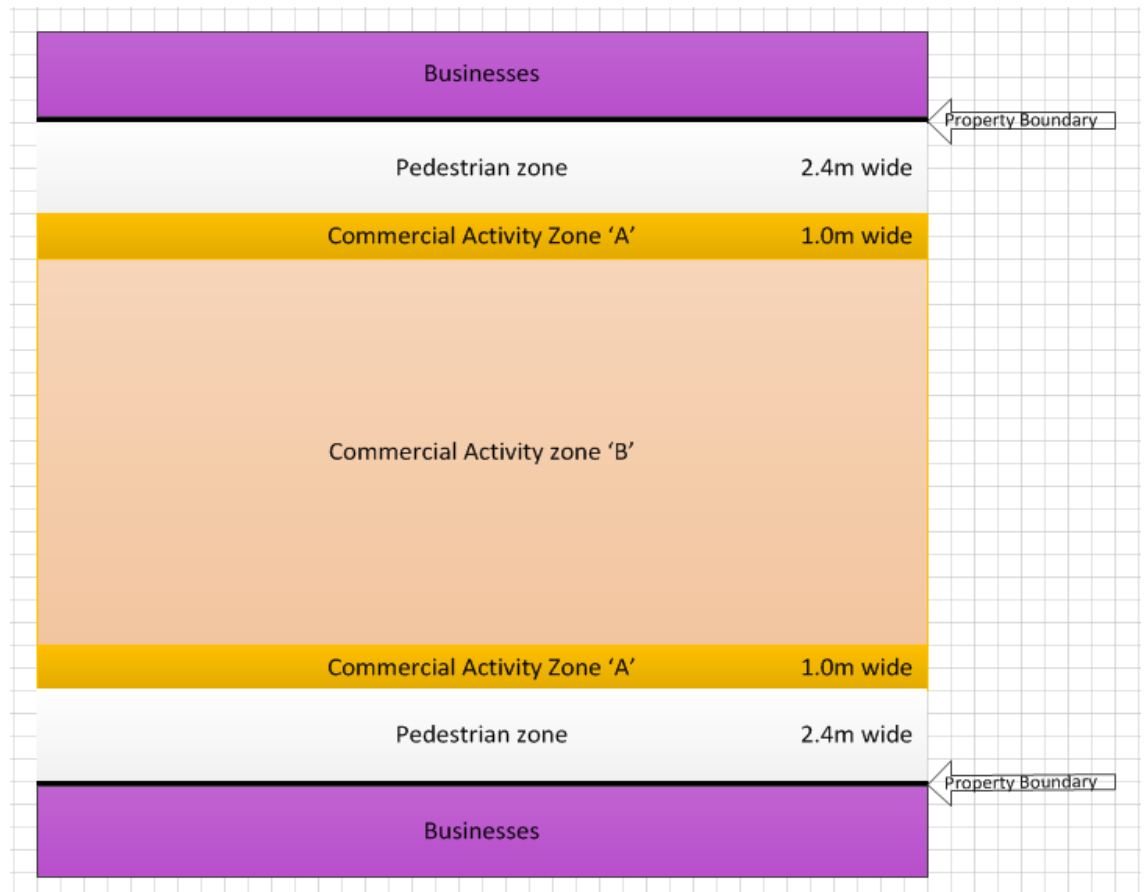
1.1.2.3 Kerbside Zone

Street trading activities are not to encroach into the Kerbside Zone. The Kerbside zone provides a buffer between pedestrians and vehicles, while also giving vehicles on the road sufficient room to park and open their doors.

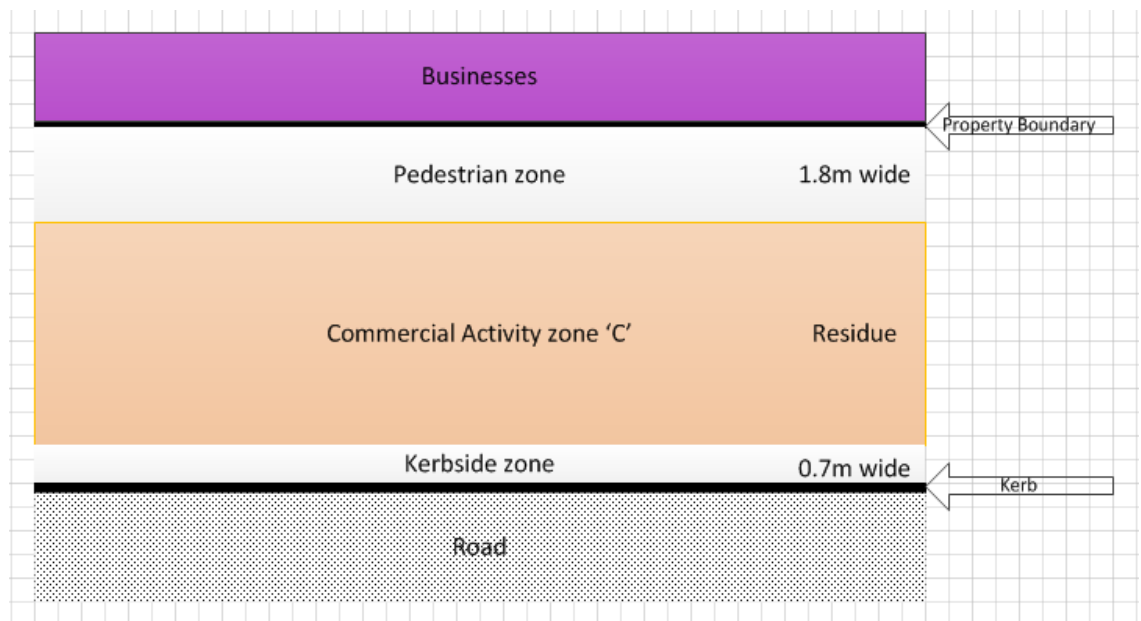
The location and width of the Kerbside Zones are shown in *Figure 2*.

Figure 2: Location and width of Pedestrian, Commercial Activity and Kerbside Zones

(1) CENTRAL BEARDY STREET MALL



(2) FOOTPATHS, PAVED FULL WIDTH, WITHIN AREA SHOWN IN FIGURES 3 & 4, EXCLUDING CENTRAL BEARDY STREET MALL



(3) FOOTPATHS, EXCEPT (1) AND (2)

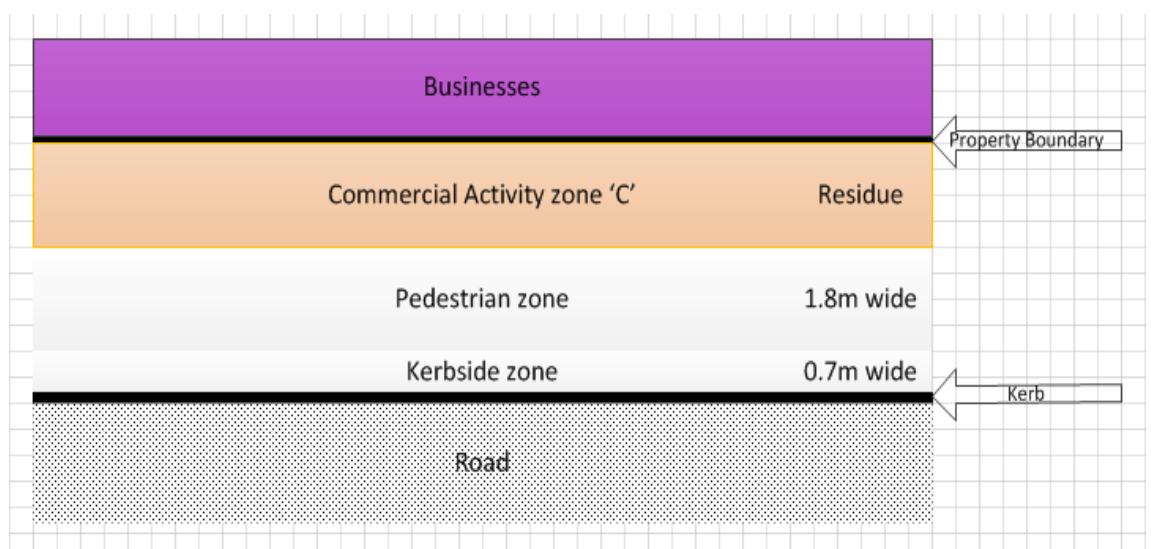


Figure 3: Armidale CBD and surrounds

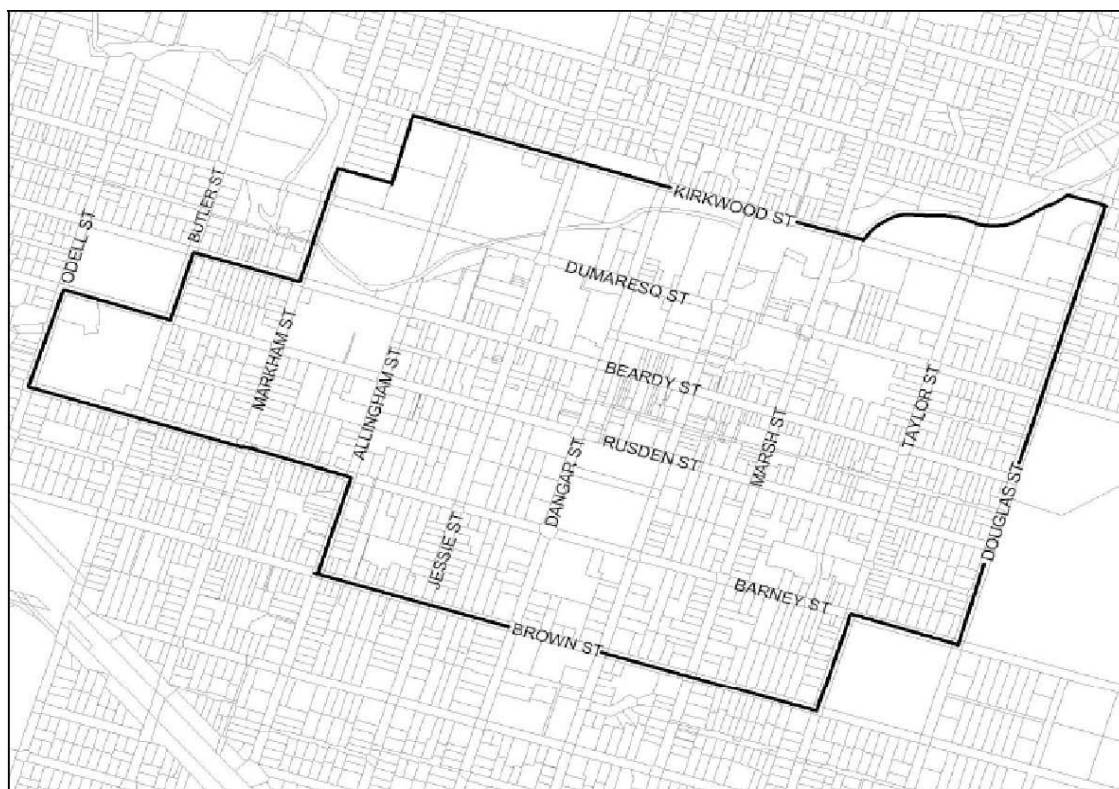


Figure 4: Guyra CBD and surrounds



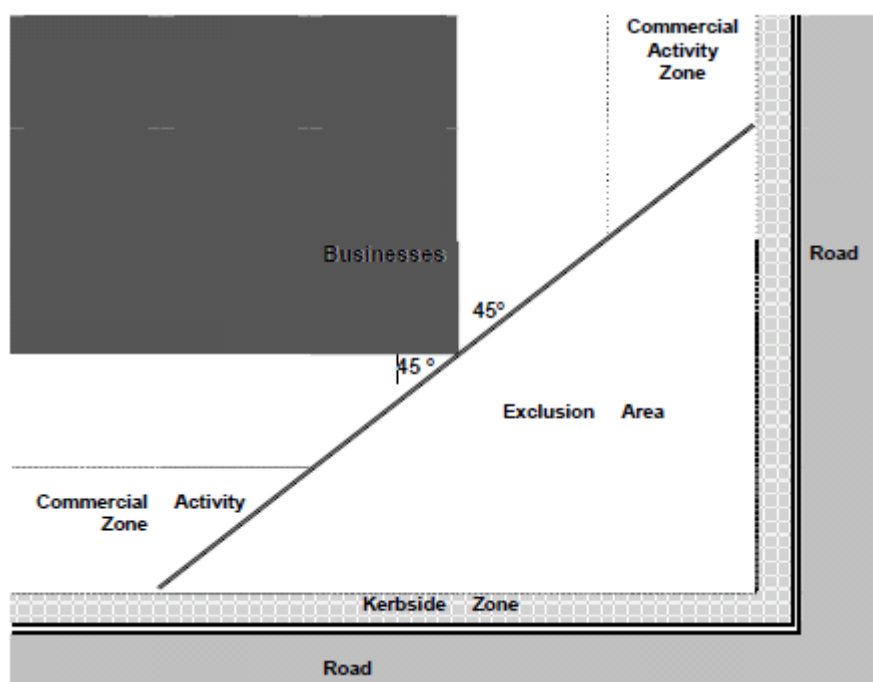
1.1.2.4 Corner exclusion area

On corner sites, street trading activities must not impair the vision or lines of sight of pedestrians or drivers of vehicular traffic at the road intersection.

A 45 degree corner exclusion area, as shown in *Figure 5*, is considered the minimum requirement. Council may increase this exclusion area for safety reasons.

Street trading activities are to be located in the Commercial Activity Zone and not in the Exclusion Area.

Figure 5: Corner exclusion area



1.2 Additional exemption specific to activity types

1.2.1 Merchandising and/or display of goods

The proposed activity must comply with the general exemption plus the following:

- (i) The merchandising or display of goods is wholly contained within the relevant Commercial Activity Zone. The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) The merchandising table or display stand is to be free standing and weighted to prevent it from being blown over.
- (iii) The merchandising or display of goods is placed in front of the business to which it relates.
- (iv) There is only one merchandising or display table or stand for each business premises. However, for buildings with more than one business, including arcades, premises with a ground floor display window fronting the street may have one display on the adjacent

street frontage. No merchandising and/or display of goods are permitted on a public footpath for first floor premises or premises inside arcades.

- (v) The goods to be sold or displayed are a sample of what is displayed for sale within the business premises.
- (vi) Displays or goods, which in the opinion of Council may be offensive, dangerous or hazardous, are not displayed or sold.
- (vii) Animals or birds are not sold or displayed unless such activity takes place within the designated confines of an approved market (refer to Section 2.3 Specific criteria for approval of markets).
- (viii) Separate cash registers, counter facilities and dumb waiters are not located on the footpath.
- (ix) Business proprietors are not to physically sell or spruik from merchandising tables.
- (x) All items are removed from the footpath whilst ever the business is closed, other than items that have prior written approval from Council to remain on the footpath.
- (xi) The designated area for the merchandising and/or display of goods is to be maintained in a clean and tidy condition at all times. In general, goods should be displayed in or upon a display stand, table or the like and not be placed directly on the ground or pavement.
- (xii) Section 3.2 Repairs and Maintenance, and
- (xiii) the activity will not involve the use of sound amplification equipment.

Note: Businesses are encouraged to have their own Public Liability Insurance (see Section 3.3 Insurance of this Policy).

1.2.2 Free standing advertising signs

The proposed activity complies with the following sections of this Policy:

- (i) The sign is wholly contained within the relevant Commercial Activity Zone.
- (ii) The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (iii) The sign is placed in front of the business to which it relates.
- (iv) Only one sign per premises is to be placed on the footpath. However, for buildings with more than one business:
 - Premises with a ground floor display window fronting the street may have one sign on the adjacent street frontage.
 - For all first floor businesses, one sign may be displayed on the adjacent street frontage of the building. This sign may carry advertising relating to more than one business if required.
- (v) For businesses in arcades:
 - Businesses with a ground floor display window fronting the street may have one sign on the adjacent street frontage

- Business within arcades may have one shared directory sign displayed on the adjacent street frontage.

Note: all signs are to be located in the Commercial Activity Zone.

(i) The sign is:

- not greater than 1.2 metres in height and 1.0 metre in width,
- capable of being locked into a rigid structure when erected, and
- weighted or anchored to the ground or an approved building or structure to prevent the sign being removed, blowing over and/or causing danger to the public.

(ii) The sign does not comprise any moveable parts (for example, spinning, flapping).

(iii) The sign is displayed only during the trading hours of the associated business and is removed from the footpath whilst ever the business is closed.

Note: Businesses are encouraged to have their own Public Liability Insurance (see Section 3.3 Insurance of this Policy).

1.2.3 Street stalls/ticket selling/ public collections

This type of street trading activity refers to casual or ad hoc requests by charitable and non-profit organisations to sell packaged food, conduct stalls or sell raffle tickets and the like on a footpath.

- (i) Street stalls/ticket selling/public collections are wholly located within the relevant Commercial Activity Zone . The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) The street stall is used by charitable and non-profit organisations and not for commercial gain.
 - Persons are to stay close to the stall when carrying out public collections and the like. Where there is not a stall, persons are to confine their activities to a reasonable area within the Commercial Activity Zone and are not to approach and solicit donations from people within the Pedestrian Zone. Section 3.3 Insurance (Note: Council may waive the need for insurance in special circumstances), and
 - the activity does not involve the use of sound amplification equipment.

1.2.4 Busking

Busking on a footpath is to include details of the form of busking to be performed, for example playing a musical instrument, singing, clowning and the like.

- (i) Busking must only occur within the relevant Commercial Activities Zone. The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) The performance is not to cause public disturbance by nature of the level of noise, the language or equipment used, duration or repetitiveness of the performance or the acts performed.
- (iii) The performance shall not include drawing or marking the footpath or affixing any matter or structure to the footpath paving.
- (iv) Buskers may receive voluntary donations from the audience but may not solicit funds.
- (v) Buskers may not advertise goods for sale or associate themselves with such advertising in conjunction with their performance, other than recordings consisting of the busker's own work.
- (vi) Buskers may perform in any one location for a maximum of two hours. Buskers may subsequently relocate to another location (for a maximum of two hours) that is at least 200 metres away.
- (vii) In addition to (i) to (vi), the following requirements apply to busking in the Central Beardy Street Mall:
 - Buskers may use amplification equipment, but only under the following circumstances:
 - Proof of parental consent must be provided for applicants under 18 years of age.

- Where the performer holds a minimum of \$10,000,000 Public Liability Insurance or for such other amount as may be advised from time to time by Council's Risk Manager.
 - Only one amplified performance is permitted in the Mall at any one time and all such performances must cease by 9pm daily.
 - Where any use of electricity supplied by Council is required, a facility booking is made through Council's Customer Service Centre for each use.
 - Amplification equipment to be limited to 35 Watts or lower. Noise attracting a justifiable complaint will be dealt with under the relevant provisions of the Protection of the Environment Operations Act 1997.
 - All power leads to be placed and stored to avoid any pedestrian trip hazard and tested and tagged by a licensed electrician in accordance with AS 3760 – "In-service safety inspection and testing of electrical equipment" or equivalent, to meet Work Cover requirements. To avoid such hazard, battery powered amplifiers are preferred.
- Busking is not permitted when special events are in progress.

An authorised officer of Council may ask a busker to cease busking if the performance is considered to be contrary to this Policy, interfering with the conduct of business or contributing to a lack of public safety. The busker must immediately comply with any such request.

Buskers will be asked to move on or cease their activity under any of the following circumstances:

- (i) Persons who are deemed to be causing a nuisance by Council authorised officers.
- (ii) Persons who do not keep their site safe and clean while working.
- (iii) Persons causing undue obstruction to pedestrians or vehicular traffic and to entrances of shops or buildings.
- (iv) Persons interfering in any way with an approved entertainment or activity.
- (v) Persons using dangerous implements or materials as part of a performance.

Under the Protection of the Environment Operations Act 1997 Council may also control offensive noise where busking is carried out on private land, such as in shop alcoves that adjoin a footpath or the Central Beardy Street Mall.

Council reserves the right to prohibit busking in an area while Council works are in progress.

1.2.5 Specific criteria for approval of outdoor eating areas

- (i) The outdoor eating area is wholly contained within the relevant Commercial Activity Zone. This includes tables, chairs, barriers, shade structures, waste containers, menu boards and other structures or objects associated with the operation of the outdoor eating area. The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) The outdoor eating area is adjacent to the business to which it relates.

- (iii) The outdoor eating area is not located directly adjacent to a designated access car park, bus stop, formalised pedestrian crossing or fire hydrant.
- (iv) Shade structures or items (e.g. umbrellas), transparent outdoor blinds, heat lamps, tables, and barriers are securely supported and suitably anchored to withstand unexpected wind gusts.
- (v) Where tables and chairs are to be placed adjacent to the Kerbside Zone, they are not to be within 1.2m of the kerb edge unless there is a solid barrier separating the seating from the road (also refer to Section 2.14.1 Screens).
- (vi) Structures or items do not have sharp, pointed, jagged edges, corners or protrusions that may cause injury to persons or act as a trip hazard.
- (vii) All outdoor dining furniture and items are removed from the footpath whilst ever the food business is closed, other than items that have prior written approval from Council to remain on the footpath.
- (viii) Should table service be provided, all staff providing the service must provide right of way to pedestrians using the footpath.
- (ix) Liquor is not to be sold, consumed or served at outdoor eating areas unless the operator has the appropriate Liquor Licence and relevant approvals under the Liquor Act 2007.
- (x) Separate cash registers, counter facilities and dumb waiters are not located on the footpath, unless agreed to by Council.
- (xi) All outdoor dining furniture is to be of a design that does not detract from the surrounding streetscape. .
- (xii) Waste generated by the outdoor eating area is to be disposed of via the host restaurant/premises and not into the gutter or street bins.

1.2.6 Modifications to the footpath and/or relocation of existing street furniture

- (i) Council may consider modifications to footpaths to facilitate outdoor eating areas including:
 - (ii) relocating existing street furniture (eg bins, fixed seats, benches, bike racks)
 - (iii) using kerbside parking with the footpath.
- (iv) When considering any modification to the footpath Council will take into consideration:
 - (v) the need for the street furniture to remain to service pedestrians or other adjacent businesses
 - (vi) whether there are other means of allowing the outdoor eating area to operate without the need to relocate street furniture
 - (vii) how recently the street furniture was installed or the footpath developed as part of a streetscape plan or strategy
 - (viii) loss of designated public gathering areas/open space

- (ix) whether there are other appropriate locations for the outdoor eating area.
- (x) A business seeking the relocation of the street furniture must obtain a written statement of 'no objection' from the business in front of which it is proposed to relocate the furniture. The written statement of 'no objection' is to be submitted to Council for the modification to the footpath.
- (xi) Where a business proposes to use kerbside parking spaces with the footpath being blistered to provide a wider footpath, the blisters should not extend beyond the width of the associated business frontage. Council may require a monetary contribution for the number of carparking spaces removed to create the footpath blister so that those car parking spaces may be provided elsewhere.
- (xii) Modifications to the footpath may only occur with the prior written approval of Council and may only be undertaken by Council or contractors appointed or approved by Council. The cost of any modification is to be borne by the business operator that wants the furniture relocated or the footpath modified to incorporate adjoining carparking spaces.

1.2.7 Street vending vehicles

There are two types of exemptions given to this class of street trading:

- Standing Vehicle - this includes any vehicle, whether registered or not, which is stopped on a public road for the purpose of selling any article.
- Mobile Vehicle - this includes a registered vehicle on public streets and making brief intermittent stops to sell ice-cream, confectionary etc.

All Street vending must comply with the following:

- (i) The operation of the vending vehicle shall and all ancillary articles must not restrict access along a footway or obstruct vision to other vehicular traffic on the road.
- (ii) The vending vehicle shall display a sign requesting patrons not to loiter around the vehicle.
- (iii) Litter bins are to be provided for the convenience of customers and rubbish disposed to a licenced facility.
- (iv) Wastewater shall be contained with the vehicle for later disposal to the sewerage system.
- (v) The vending vehicle shall not operate within 100 metres of a retail food premise open for trading and within 100 metres of any licensed premises.
- (vi) The vehicle must be removed from its location within 15 minutes of closure and the area around the vending vehicle must be left in a clean and litter-free state.
- (vii) Mobile vehicles are not to use chimes or like devices to attract attention between the hours of 8.00pm and 8.00am or within 90 metres from any hospital, schools during school hours, or churches in service.

1.2.8 Structures or items ancillary to street trading activities: Screens, Planter boxes, Shade structures or items, Gas heaters (outdoor radiant heaters)

Some street trading activities include structures or objects that are ancillary to the main activity and are frequently used to provide comfortable and attractive settings for customers as well contribute towards a vibrant and attractive streetscape. These ancillary structures or items include:

1.2.8.1 Screens

- (i) Screens, including any supports, are wholly contained within the relevant Commercial Activity Zone . The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) Temporary screens are not more than 1.2m in height.
- (iii) Fixed screens are not more than 1.5m in height.
- (iv) The form and structural strength of any screen is to be adequate to meet functional requirements, including wind loads, reasonable resistance and impact from pedestrians.
- (v) Where screens are to be provided at the 'boundary' of adjoining businesses, the spacing between screens is not less than 1.0 metre (0.5 metres each side of the business 'boundary').
- (vi) Where screens are to be provided adjacent to the kerb, a 1.0 metre spacing is provided every 8.0 metres to ensure access between the footpath and the road.
- (vii) No screen is located adjacent to a designated access parking space or pedestrian ramp leading from a car parking area.
- (viii) A minimum clearance of 0.15m is provided from the bottom of a fixed screen to the pavement to allow for street cleaning activities.
- (ix) Where a fixed screen is made of a clear material, a contrasting coloured strip of not less than 75mm wide is to be placed on the screen for its entire length at a height of 900-1,000mm above the footpath in accordance with Australian Standard AS 1428.1, Cl 7.5., to easily distinguish the screen from surrounding buildings, paths and furnishings.
- (x) Where a fixed screen is to be secured, it may be secured by sliding into a "cuff" in the footpath. The cuffs are to be flush with the surface of the footpath and to have a cap when not in use to ensure that they do not become a trip hazard. The opening of the footpath surface to install the cuffs may only occur with the prior written consent of Council.
- (xi) Outdoor advertising is not permitted on screens.
- (xii) Temporary screens shall be removed from the footpath whilst ever the business is closed.
- (xiii) Screens shall be maintained in a clean and tidy condition at all times.

The business operator may be required to remove fixed screens to provide access to utilities and footpath maintenance. Where possible two weeks' notice will be given and the business operator will need to remove the screens until such time as they are advised that it is safe to re-erect them.

1.2.8.2 Planter boxes

- (i) Planter boxes are wholly contained within the relevant Commercial Activity Zone . The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) The physical appearance of planter boxes, including material and style, must be consistent with the streetscape character and other elements of the streetscape to the satisfaction of Council. Planter boxes in the Beardy Street Mall are to be consistent with the style and appearance of planter boxes that have been approved by Council for the Central Beardy Street Mall.
- (iii) A planter box is not to be placed adjacent to a designated access parking space or a pedestrian ramp leading from a car parking area.
- (iv) Where planter boxes are provided at the 'boundary' of adjoining businesses, the spacing between planter boxes is not less than 1.0 metre (0.5 metres each side of business 'boundary').
- (v) Where there is more than 8.0 metres of planter boxes outside a business, a metre wide spacing is provided every 8.0 metres to ensure access between the footpath and the road.
- (vi) Planter boxes are to be slightly elevated (approximately 0.15 metres) above the footpath to allow for drainage.
- (vii) Planter boxes are not to display advertising material. A small plaque may be placed on the planter box stating the person(s) responsible for providing and maintaining the planter box.
- (viii) The business operator is responsible for the care, maintenance and replacement of planter boxes. Plant species must be suitable in terms of form, shape, hardiness, appropriateness to the area, and ability to be maintained. Vegetation shall be maintained so as to ensure that no overhanging or outcropping vegetation will form a trip hazard or an impediment to continuous and safe pedestrian access.

1.2.8.3 Shade structures / Umbrellas /Blinds

- (i) Shade structures or items are wholly contained within the relevant Commercial Activity Zone . The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (ii) Shade structures or items are weighted and/or secured in such a way that they do not pose a safety hazard.
- (iii) Umbrellas in the Beardy Street Mall are to be consistent with the style and appearance of umbrellas that have been approved by Council for the Central Beardy Street Mall.
- (iv) Blinds may be fixed to a shade structure to provide protection for patrons during wet or cold weather. The material is to be transparent and able to be easily cleaned, maintained and removed.

- (v) Shade structures or items shall be removed from the footpath whilst ever the business is closed.

1.2.8.4 Gas Heaters (outdoor radiant heaters)

- (i) In terms of street trading activities, gas heaters are only used in association with outdoor eating areas.
- (ii) Gas Heaters are wholly contained within the relevant Commercial Activity Zone . The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.
- (iii) Outdoor radiant heaters are used in accordance with Australian Standard AS4565.
- (iv) Gas heaters are positioned where they will not present a fire hazard, for example not in close proximity to awnings/umbrellas.
- (v) Gas heaters shall be removed from the footpath whilst ever the business is closed.

1.2.8.5 Spruiking

Although spruiking on footpaths does not require approval from Council under the Local Government Act 1993, Council may:

- (i) prohibit spruiking on footpaths under Section 632(2)(e) of the Local Government Act 1993 by erecting signs in a public place prohibiting spruiking,
- (ii) as the owner of the Central Beardy Street Mall, require its consent for spruiking to take place on its property,
- (iii) issue an order under Section 125 of the Local Government Act 1993 to remove an object, such as a spruiker's cart, where it is causing an obstruction, and
- (iv) take action under section 125 of the Local Government Act 1993 to abate a 'public nuisance'. (A note to this section of the Act defines a 'public nuisance' as interference with the enjoyment of public or private rights in a way which materially affects the reasonable comfort or convenience of a sufficient class of people to constitute the public or a section of the public).

A person seeking to carry out spruiking on a footpath, including the Central Beardy Street Mall, is to notify Council in writing of their proposal.

Council reserves the right to review, modify or withdraw its consent having regard to:

- (i) the nature and extent of any justifiable complaints received by Council; and
- (ii) the nature and extent of any other spruiking activity in the Central Beardy Street Mall for which approval has been sought from Council.

Council will take into consideration the following criteria when determining a proposal for spruiking:

- (i) Spruiking activities are wholly located within the relevant Commercial Activity Zone The activity is not to interfere with the function of the Pedestrian or Kerbside Zones.

- (ii) The use of sound amplification equipment has approval from Council under section 68 of the Local Government Act 1993.
- (iii) Noise levels do not exceed 5dBA above background noise levels.
- (iv) Where a business has engaged a spruiker to promote their business, spruiking does not take place directly outside the premises of a competitor in the same line of business.
- (v) Spruiking in the Central Beardy Street Mall:
 - does not exceed 20 hours per week,
 - is limited to within the hours of 9am – 8pm, and
 - does not take place during Markets in the Mall.
- (vi) A person spruiking in the Central Beardy Street Mall has insurance coverage that satisfies the requirements in Section 3.3 Insurance of this Policy. A copy of the Insurance Certificate for Public Liability coverage is provided to Council every year on the anniversary of the initial Policy date.

Spruiking is not permitted when special events are in progress.

PART 2 – APPROVAL CRITERIA

2.1 Applications for approval

Where a street trading activity on a footpath or public road does not meet the above exemptions and requires Council approval the application is to include the following details where they are relevant to the proposed activity:

- a) The type of business, including details of the goods for sale or display.
- b) The location of the business premises for the associated street trading activity.
- c) The proposed location(s) of the activity, including a plan drawn to scale showing:
 - the area required
 - the layout of existing and proposed structures, furniture, bollards, planter boxes, litter bins, lighting, and the like
 - access points to utility services
 - location of bus stops, pedestrian crossings, pedestrian ramps, designated access parking spaces, post boxes, public telephones, loading zones, power poles and similar public infrastructure in proximity to the proposed activity
 - location of verandah posts.
- d) The location of existing and proposed signs, including warning and advertising signs (reference should be made to Council's DCP 2012 for Council's requirements for outdoor advertising).

- e) Details of the design, size and colour of proposed furniture.
- f) The position and size of any tables or display stands used for merchandising, ticket selling, or display.
- g) The proposed period of operation of the street trading activity, including times and days of the week.
- h) Where an activity involves a street vending vehicle, the type of vehicle to be used.
- i) Complies with the General exempt criteria for all activities

2.2 Variations to this Policy

Council may consider variations to a standard or control in this Policy where:

- a) the standard or control to be varied is not a statutory requirement,
- b) it can be shown that the variation being sought would result in the proposal being a significant improvement to the outcome which would otherwise be achieved by complying with the control, and
- c) the proposal is consistent with the objectives of this Policy.

Where the approval of another authority is required to vary the standard or control, Council cannot agree to vary the standard or control without the written agreement or concurrence of that authority.

In other instances, it may be appropriate to vary a requirement for practical considerations in order to provide a continuous accessible path of travel on footpaths. The positioning of free standing signs and merchandising displays should take into account existing fixed obstructions, such as electricity substations, when maintaining a continuous path of travel as required by the Policy. Council's Rangers may ask for some street trading activities to be relocated where particular practical problems become evident. If any uncertainty exists, businesses should contact Council's Planning staff for further guidance.

2.3 Specific criteria for approval of Markets

Markets may only operate on the footpath in accordance with a development consent, if required, under the *Environmental Planning and Assessment Act 1979* and approvals under the *Local Government Act 1993* and other relevant legislation. Proponents are advised to contact Council to determine the necessary approvals and requirements.

The requirements for holding and operating the 'Markets in the Mall' are in Council's Policy *POL078 - Mall Market Operations Policy*.

For markets not subject of Policy *POL078 - Mall Market Operations Policy*, the minimum dimensions of the Pedestrian and the Kerbside Zones, as outlined in *Section 2.5 Location of activities on footpaths* should be maintained with market stalls and customers standing at the stalls not

encroaching into either zone. Council may consider varying this requirement depending on the circumstances of the case and after consulting with Council's Access Working Group.

PART 3 – OTHER MATTERS RELATING TO APPROVALS

3.1 Street Trading Activities and ‘Markets in the Mall’

Where an operator proposes to carry out a street trading activity during ‘Markets in the Mall’, the operator is to liaise with the Co-ordinator of the ‘Markets in the Mall’ regarding operation of their street trading activity to avoid conflict with other Mall users. Where there is a discrepancy between a requirement of this Policy and *POL078 – Mall Market Operations Policy*, the latter prevails to the extent of any inconsistency. On Market Days the principal licensee is the market operator. Details of the current market operator may be obtained by contacting Council’s Environmental Health Officer during normal business hours.

3.2 Repairs and Maintenance

The operator of a street trading activity is to ensure that all street trading structures and articles associated with the activity, such as furniture and signs, are maintained in a clean and satisfactory state of repair and the footpath is kept in a clean and tidy manner to the satisfaction of Council’s Director Planning and Environmental Services.

A right of access exists for all utility service authorities with infrastructure in the footpath for the purpose of repairs and maintenance. Street trading structures and associated articles should be at least 1.0 metre from all public infrastructure at all times (including fire hydrants, litter bins, seats, payphones, bike stands, power poles, street signs).

There will be no compensation payable for interruptions to outdoor eating areas due to the repair, maintenance or improvements to public infrastructure. However, Council may consider giving a time credit in the terms of the lease, depending on the nature and extent of the disruption.

3.3 Insurance

Operators of street trading activities are responsible for ensuring that adequate insurance coverage is taken out to indemnify against any claims for damages arising from the street trader’s occupation of the footpath or public road.

While Council will maintain Public Liability Insurance cover for the Central Beardy Street Mall and public roads, businesses placing A-frames, display tables and signs on footpaths are encouraged to have their own insurance. Should a claim arise Council’s insurers would look to recover from the individual businesses concerned.

Operators of outdoor eating areas, buskers using amplification equipment, spruikers and street vending vehicles are to have a Public Liability policy of insurance in respect of the activities specified in the approval in the name of the operator/property owner, providing cover for at least \$10,000,000. Operators of street stalls, ticket selling, public collections are also required to hold Public Liability Insurance providing cover for at least \$10,000,000, except where Council is satisfied that special circumstances apply and agrees to waive the need for the insurance.

Operators are required to have their Public Liability cover endorsed to cover products liability, where required (eg food vendors). The Public Liability policy shall cover such risks and be subject to such

conditions and exclusions as are approved by Council and shall be extended to provide a Principal's Indemnity to the Council in respect to claims for personal injury or property damage arising out of any negligence of the operator/property owner.

A copy of the certificate of currency of the insurance policy or deed or indemnity must be provided to an Authorised Officer of Council on request.

3.4 Licences and leases

If the street trading activity involves the long term use of part of a footpath or public road, operators may be required to enter into a formal license arrangement.

Where it is proposed to lease the air space above, or land below the surface of, a public road (other than a Crown Road) that is owned by Council, the lease cannot be granted by Council except with the approval of the Director-General of the NSW Department of Planning.

3.5 Transitional arrangements

Except where there are other prior arrangements in place (eg development consent, current licence or lease) compliance with this Policy is required. Previous use does not create an entitlement to continue to use the footpath if the activity does not comply with this Policy. Where a prior arrangement lapses or expires, compliance thereafter with this Policy will be required.



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Armidale Regional
 Council

- 9 APR 2018

RECEIVED

General Manager
 Armidale/Dumaresq Council
 PO Box 75A
 ARMIDALE NSW 2350

Dear General Manager,

Thank you for supporting the New South Wales Public Libraries Association through your Council's membership of the organisation. NSWPLA depends on the support and engagement of Councils across NSW for its strength and prosperity. Councillor engagement in particular is a cornerstone of the Association's capacity. As a member - your council is entitled to have three representatives to the Association.

- An Elected representatives (Councillors – who can lobby government and make political comment and thus strengthen funding campaigns. They are also a key to strengthening the partnership of the association with Local Government New South Wales (LGNSW).
- An Administration representatives – who provide the link from the association into Council and can inform council of the work of the association
- A Library Managers – who provide the professional advice that forms the basis for the work of the association.

Currently, the NSWPLA is the peak body for public libraries across NSW. The role of NSWPLA is to:

- advocate effectively and initiate partnerships
- champion the public library cause and build trust and support
- provide relevant information and foster cooperation and collaboration
- strengthen the public library network

To date, the Association has not been advised of the NSWPLA delegate(s) that have been appointed by your Council. The NSWPLA is committed to continue lobbying for significantly increased State Government funding and will shortly be launching a campaign to support the 368 public libraries provided by Councils across the state in the run up to the 2019 state election. Provision of the above information will enable us to be able to reach across all levels in all Councils across the state when the campaign begins in earnest.

To facilitate the provision of information and updates to your Council on the activities of NSWPLA please complete the enclosed form and return to The Executive Officer, NSWPLA, PO Box 172, ALBURY. NSW. 2640 or via email to lmakin@nswpla.org.au Thank you in advance for your assistance and please do not hesitate to contact either myself or the Association Vice-Presidents (see contact details below) for further discussion.

Kind regards,

Dallas Tout

Cr Dallas Tout
 President
 0427 448 525
tout.dallas@wagga.nes.gov.au

Cr Romola Hollywood
 Vice President
 0414 195983
rhollywood@bmcc.nsw.gov.au

Cr Les Lambert
 Vice President
 0407 314 537
cr.llambert@narromine.nsw.gov.au

**MEMBERSHIP OF NSW PUBLIC LIBRARIES ASSOCIATION**

(incorporated under the Associations Incorporation Act 2009)

PART ONE – COUNCIL DETAILS

.....
[Full Council name]

.....
[Postal Address]

PART TWO – DELEGATE INFORMATION**a) Authorised Elected Representative:**

.....
[Full name of authorised representative]

email address:

Contact phone number

b) Authorised Administrative Officer Representative:

.....
[Full name of authorised representative]

email address:

Contact phone number

c) Authorised Library Representative:

.....
{Full name of authorised representative}

Email address:

Contact phone number

Applies to:	Museum and Community Services Staff
Officer Responsible:	Program Leader Community Services
Associated Documents:	<ul style="list-style-type: none"> • Donation Form • Accession Form • De-Accession Form • Inward Loan Form • Outward Loan Form
Legislation:	As listed in the Policy
History:	Version I – February 2005 Version II – July, 2009 – Review Version III – March 2013 – Review Version IV – December 2018 - Review
Council Meeting:	27 February 2019
Council Minute Number:	
TRIM File Number:	ARC17/1784
Review Date:	October 2016/April 2018/December 2018
Reasons for Change:	To reflect current best practice standards in museum methodology and provide clear collection guidelines.

POLICY OBJECTIVE

The Collection Management Policy contains the philosophies, policies, procedures and practices for acquiring, documenting, securing, valuing and disposing of the collection objects of the Armidale Folk Museum, the Hillgrove Rural Life and History Museum and the Armidale Bicentennial Railway Museum.

The Collection Management Policy is a reference document that should be used in conjunction with the appropriate available professional expertise and resources.

PURPOSE OF THE COLLECTION

The purpose of the Collection is to create a set of physical and electronic resources that:

- Enrich knowledge, understanding and experience of the history of the Armidale Region
- Create a sense of identity and place
- Interpret thematically the history and development of the district
- Conserve and exhibit heritage for the benefit of the community and visitors
- Provide an educational and research resource for the community and visitors
- Contribute to and foster critical historical and cultural debate.

BACKGROUND

The story of Armidale's Folk Museum began in 1933 when the City Council sponsored a purpose built museum known as the Armidale Museum in Rusden Street. Focusing on technological and natural history it was seen as an important addition to the city's facilities for learning. It was closed during the Second World War with the building used for more pressing purposes. After the war the museum was not reopened.

The museum was rekindled by Eric Dunlop (1919-1974), Senior Lecturer in History and Social Science at the Armidale Teacher's College. The first exhibition opened in December 1955 in the old Literary Institute and highlighted the social and economic history of Armidale. The collection was amassed by the generosity of local residents with guidance from previous museum curators and was extended to include the Hillgrove Museum in 1976 and the Bicentenary Railway Museum in 1993.

Each separate collection evolved over time and a range of factors led to the collections as they are today. This includes significant objects and photographic collections as well as archives, research files and oral histories.

This Collection Management Policy aims to enhance strategically the depth and importance of the Collection by focusing on collecting for exhibitions, educational purposes and research.

COLLECTION GUIDELINES

All collecting activity and collection management processes will be guided by museum industry standards.

Objects considered for acquisition include:

- Three dimensional objects
- Documents and printed material
- Original artworks

- Original maps, photographs, engravings, and film footage
- Born digital material and images.

The Museum will undertake targeted and coordinated collecting in order to enhance the depth and value of its collection as a reflection of the history of the Armidale Region.

The Collection will reflect the social, economic, educational and agricultural history of the Armidale Region, highlighting personal histories.

The Collection Management Policy is applied in context of other local museums, keeping places, libraries, archives and heritage organisations in the region.

Management of acquisitions, temporary loans and de-accessions will be considered in the context of the digital age and contemporary technology utilised where appropriate.

Materials may be acquired as donations, bequests, purchases or transfers.

No materials will be acquired with conditions or restrictions on the way they might be used or displayed in the future. The Museum does not accept permanent loans in lieu of donation. Loans to the collection other than temporary loans for a particular purpose will not be accepted.

ACQUISITION PRINCIPLES

The item will be assessed for its relevance and capacity to fit the museums' purpose and key collecting areas.

Items will be considered that are significant for their historic, aesthetic, scientific, research, social or spiritual value.

The item must be relevant to the Armidale Region, with an emphasis on items provenanced to the Region and related to people closely associated with the area at key periods in history. Priority will be given to objects where the history is known and supporting documentation can be provided.

Priority will be given to rare or excellent representative examples of a particular type of object.

The condition of the object will also be considered, if it requires professional conservation treatment and the affordability of the associated cost.

Consideration will also be given to the resources required to adequately store, care and conserve the object.

ACQUISITION CRITERIA

Objects will be considered if they fall into the following identified criteria:

Historic

Being an object provenanced to the Armidale Region during one of the seven major chronological phases of the history of the Region:

- Natural History
- Traditional owners, Pre European contact and early settlement to 1837

- The establishment of New England as a Pastoral District; mapping, the border police and the township of Armidale 1838 – 1862
- Establishment of Armidale as a Municipality to the first world war 1863 - 1914; the first councils and local government
- Gold fever – how mining affected the communities of Armidale, Hillgrove and surrounds
- World War I and World War II 1914 – 1945; sorrow, celebration and social change
- Post War transformation of the Armidale Region 1946 – 1988.

Thematic

Within the historical scope, the Museums have an interest in particular themes, against which Objects may be considered for collecting, including:

- Aboriginal history
- Natural environment: geology, geography, climate, topography
- Industry: agriculture, pastoralism, mining, education, railway, tourism, local commercial businesses
- People, events, leisure, sport, religion and culture of the district
- The built environment, towns and villages
- Telecommunications
- Photography
- Women's and Children's history
- Local government
- Military and war
- Locally invented, made and improvised objects.

The Australian Best Practice Guide to Collecting Cultural Material will be used as a general framework for assessment against criteria of proposed acquisitions.

The primary assessment criteria are:

- Historic significance
- Aesthetic significance
- Scientific or research significance
- Social or spiritual significance.

The comparative criteria are:

- Provenance
- Representation

- Rarity
- Condition, intactness, integrity
- Interpretive potential.

ACQUISITION PROCEDURE

The first point of contact is the Museum Team Leader. The Museum Team Leader will appraise the object against the acquisition criteria for its suitability to the collection.

On acceptance of the proposed donation the donor is required to complete and sign a Donors Form that assigns legal ownership for the Object to the Museum.

Upon handover the Object details are recorded on the Accession Form and assigned an accession number. The Object is then recorded in the Collection Management System.

A *Letter of Thanks* is issued to the donor.

Objects may also be acquired through purchase or transfer from other institutions using the Acquisition Criteria.

DE-ACCESSION PRINCIPLES

De-accessioning is the process of de-registering an Object from the collection for clearly stated reasons and disposing of it in accordance with approved policies.

During ongoing consolidation of the Collection, the Armidale Regional Council will undertake an active program of de-accessioning to ensure that materials held are only those relevant and appropriate to the future directions of the museums.

In the longer term, de-accession will be minimised through careful and strategic collection.

De-accession Criteria

The assessment criteria for de-accessioning are:

- Little or no relevance to the Collection Policy and Acquisition Criteria
- Little or no significance
- Lack of provenance or documentation
- Duplication in the Museum Collection or other relevant collection
- Poor condition
- Inability to safely store and manage the Object
- Acquisition of a like Object of greater significance rendering an earlier acquisition redundant
- Alternative or more appropriate custodian for the Object
- In extraordinary circumstances, for compassionate reasons.

In exceptional circumstances, items may be de-accessioned where the Object is of particular indigenous cultural significance and its return to the community will support the maintenance and renewal of cultural traditions.

De-accession Procedure

- An accessioned Object must meet one or more of the de-accession criteria above to be considered for de-accessioning.
- A De-accessioning form will be completed by the Museum Team Leader and provided to a panel of nominated members for consideration and approval.
- Once approval has been provided the catalogue records will be updated.

The Object will be disposed of by the following methods:

Managing Disposal

- Returned to the donor or donor's closest family
- Transfer to another museum or appropriate institution
- Change of status to Education Resource
- Sell/Auction
- Destroy or recycle.

If de-accessioned objects are sold, the proceeds go into the acquisition funds.

All disposals will be executed in accordance with the Armidale Regional Council *Disposal of Assets Policy*.

No staff or volunteers may benefit or in any way acquire Objects that have been de-accessioned unless these persons are the original donor, member of donor's family or legal executor.

CONSERVATION PRACTICE

Museum management should demonstrate a practical awareness of preventative conservation measures which impact on the display, handling, care, storage and display of objects either in the collection or on loan.

Museum management should establish and maintain a regime of regular monitoring of the collection and the Museum environs, aimed at maintaining an optimum standard of conservation environment.

A register of all conservation and treatment measures is to be maintained to identify the object, date and treatment works undertaken and by whom.

LOANS PROCEDURES

From time to time the museums may temporarily loan or borrow objects for a particular purpose. All loan transactions must complete the appropriate record keeping including a Loan Agreement Form and Loans Register.

Lending: Outward loans

- All outward loans will have the appropriate documentation completed
- The *Outward Loan Agreement* will indicate the details of the object loaned, loan purpose and period, object condition and any requirements and conditions
- The *Outward Loan Agreement* will be completed in duplicate, one copy being held by the borrower and the other by the Museum
- The *Outward Loan Agreement* will indicate the agreed value and condition of the object for replacement or repair in the event of loss or damage
- A photograph of the object will accompany the *Outward Loan Agreement*.

Borrowing: Inward Loans

- All inward loans will have the appropriate documentation completed
- The *Inward Loan Agreement* will indicate the details of the object loaned, loan purpose and period, object condition and any requirements and conditions
- The *Inward Loan Agreement* will be completed in duplicate, one copy being held by the borrower and the other by the Museum
- The *Inward Loan Agreement* will indicate the agreed value and condition of the object for replacement or repair in the event of loss or damage
- A photograph of the object will accompany the *Outward Loan Agreement*.

EDUCATION RESOURCES STRATEGY

An item not considered appropriate for formal acquisition to the Collection may be accepted as an Education Resource.

This includes items that:

- Have not been acquired by the Museum
- Do not meet the Collection Policy selection criteria for acquisition
- May be used as a 'hands on' or 'extra' in an exhibition or public program
- Can be disposed of at any time without following the De-accession or Disposal Policy guidelines.

Education Resources Procedure

Education resources will be numbered and recorded in the Education Resources Register.

RESEARCH COLLECTION STRATEGY

The purpose of the Research Collection is to accept and store ephemera, books, photographs, images, serials, journals and manuscripts relating to the history of the Armidale Region and provide access to this collection as an information resource and service.

Items accepted into the Research Collection may be originals or copies of the originals.

Though items accepted into this collection are not accessioned into the Museum Collection, they are assessed against the Collection Policy Acquisition Criteria as a guide. Material may be included in the Research Collection without provenance to an Armidale Region family, place, person, institution or business if the material contains information associated with or unique to the Armidale Region.

Areas of research interest include people, businesses, institutions, public agencies and families that elucidate or exemplify some aspect of Armidale Region's history whether typical or exceptional and records relating to births, deaths, marriages, cemeteries, council documents, postal directories, maps, oral histories, family histories and other similar items that would not be acquired in the Collection proper.

Original documents and images may in some cases be accepted into this collection where their condition is robust and they meet the criteria associated for the Research Collection.

REFERENCES

Museums & Galleries of NSW, *Australian Best Practice Guide to Collecting Cultural Material*

International Council of Museums, *Code of Ethics for Museums 2002*

Museums Australia Victoria, *The Small Museums Cataloguing Manual 4th Edition 2009*

NSW Heritage Office, *Local Government Heritage Guidelines 2002*

Tweed Shire Council, *Collection Policy – Tweed Regional Museum Version 1.2*

Donation number: _____

I am/We are the owner/owners of the object(s) described in the schedule below and I/we hereby donate such object(s) to the Armidale Regional Council.

The object(s) donated is/are not encumbered in any way whatsoever. Donations of objects and material are accepted for inclusion in the Collection on the basis of their relevance to the Museums' collecting, teaching and research criteria. Donations are also accepted on the understanding that they become the property of the Armidale Regional Council and may not be claimed back at a later date. The Museum does not accept donations as long term loans except under exceptional circumstances.

Donations are accepted on the understanding that the location, retention preservation or other considerations relating to their use or disposal are at the discretion of the Museum. Donations may not be accepted if the donor wishes to place any limitations or restrictions on their use or disposal. The Museum reserves the right to decline or dispose of donations in kind.

I/we acknowledge that the donation as such will result in the Armidale Regional Council becoming the owner at law of the said object(s), with all rights and powers to do with the said object(s) as it sees fit. This may include disposal, which includes in the first instance, efforts to return the object(s) to the donor or representative.

I/we consent to the Armidale Regional Council retaining the personal information disclosed below.

I/we give permission to the Armidale Regional Council to use the information I/we have provided about the history of the object(s) for future museum purposes, including research, public research access, displays and publications.

The donation made herein by me/us will take effect at the time the Armidale Regional Council takes actual control of the object(s) and until that time I/we remain responsible for the said objects.

Copyright Declaration (where applicable)

This copyright declaration is only applicable on donations of original art, photographs and documents.

- I control the copyright in some or all of the donated materials: Yes ☐ No ☐
- I have copyright or intellectual property interests as:
Sole/joint owner ☐ Heir ☐ Executor ☐ Trustee ☐
- I wish to transfer to the Armidale Regional Council any copyright which I control in the below named materials, subject to the limitations, if any, stated below: ☐ Please initial _____
- I do not wish to transfer copyright, but give permission for the Armidale Regional Council to make copies for users: ☐

Donor comments relating to copyright/intellectual property:

Name of donor(s):	
Address of donor(s):	
Phone number of donor(s):	
Email of donor(s):	
Credit line	Kindly donated by: Date:

Signature: _____ Date: _____

Schedule of item/s donated:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Accession number:		Object number:	
Collection:		Other number:	
Object name:			
Category:		Subcategory:	
Description:			
Dimensions:			
Maker/manufacturer:			
When made:		Where made:	
When used:		Used by:	
Used for:			
Inscriptions & markings:			
Condition & completeness:			
How acquired:		When acquired:	
Source name:			
Source address:			
Credit line:			
Restrictions:			
Supplementary files:			
Notes:			
Location:			
Recorded by:		Date:	

Accession number:		Object number:	
Reasons for disposal:			
Desired outcome:			
Opinions & advice considered:			
Method of disposal:			
Outcome of disposal:			
Any conditions attached:			
Information relating to the object :			
Documentation relation to the object:			
New location:			
Recorded by:		Date:	

Lenders object number:		Borrower's object number:	
Object description:			
Object condition:			
Lender's name:			
Organisation:			
Address:			
Phone:		Email:	
Loan purpose:			
Loan period:			
Date of receipt:		Return Date:	

Please answer the following:

May the Museum reproduce this object in publications and for publicity purposes?
Do you elect to maintain your own insurance? NB: The value of the object(s) is to be negotiated in the event of loss or damage.
May the Museum have permission to clean your loan or undertake any restoration work?
What is the recommended procedure for movement/display?
What is the recommended procedure for packing/transport?

Conditions of loan:

- The Armidale Regional Council will exercise the same care and respect to this loan as it does in the safekeeping of its own property.
- Loans shall remain in the possession of Armidale Regional Council for the time specified on the form, but may be withdrawn from exhibition by Armidale Regional Council or by request from the lender.
- Unless the lender elects to maintain their own insurance coverage, Armidale Regional Council will insure this loan for the current market value, against all customary risks of physical loss or damage from external cause while in custody of Armidale Regional Council during the period of the loan.
- If the lender maintains their own insurance Armidale Regional Council must be supplied with a certificate naming Armidale Regional Council as additional insured or waiving subrogation against Armidale Regional Council.
- Otherwise the loan agreement shall constitute a release of Armidale Regional Council from any liability in connection with the loaned property. Armidale Regional Council does not accept responsibility for any error or deficiency in information furnished to the lender's insurers or for lapses in coverage.

Signature of borrower: _____ Date: _____

(Two copies of this form are to be signed. One retained by borrower and one by the museum).

Date of return:		Received by:	
Condition of receipt:			

Accession number:		Object number:	
Object description:			
Object condition:			
Borrower name:			
Organisation:			
Address:			
Phone:		Email:	
Loan purpose:			
Loan period:			
Date of receipt:		Return Date:	

Please note the following requirements and conditions.

Movement/display needs (including recommended requirements):
Packing/transport needs (including recommended requirements):
Conservation/maintenance needs (including recommended requirements):
Catalogue and publicity (form of acknowledgement):

Conditions of loan:

- The Armidale Regional Council requires notice for the borrowing of an object.

- No object will be lent unless the safety of the object is assured. Adequate security, environmental conditions and standards of care must be evident.
- The objects are regarded as being 'in good condition' unless the Armidale Regional Council is otherwise notified.
- The receipt of any agent of the borrower shall be regarded as receipt of the borrower.
- The borrower shall not convey, transfer, assign, mortgage, pledge, lend or part with possession of the object(s).
- The borrower shall be responsible for any damage to person or property due to the condition of the object. Armidale Regional Council should be notified immediately of any such event, loss, damage or deterioration.
- All costs associated with the loan will be the responsibility of the borrower. These costs will include transport and insurance.
- No object will be reproduced while on loan without permission from the Armidale Regional Council.
- The borrower shall acknowledge the lender in any publications or whilst on display.
- The borrower will follow the instructions featured on the loan form.
- Representatives of the Armidale Regional Council shall be permitted access to the borrower's premises to examine the object.
- The borrower may be required to return the object(s) at any time, but no later than the expiration of the loan.
- Any extensions of the original loan period must be negotiated with Armidale Regional Council.
- No object will be lent without the completion of Armidale Regional Council's Outward Loan agreement form.

Signature of borrower: _____ Date: _____

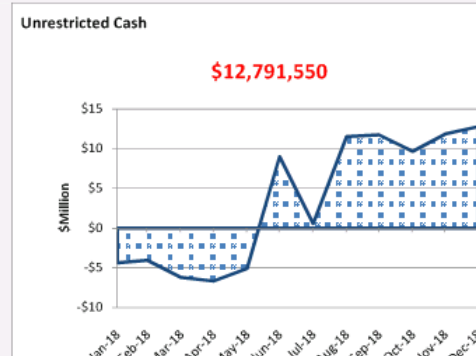
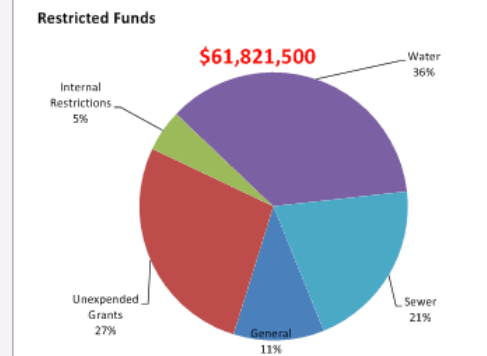
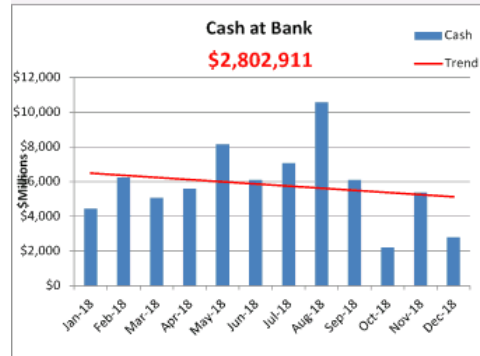
(Two copies of this form are to be signed. One retained by borrower and one by the museum).

Date of return:		Received by:	
Condition of receipt:			



CASH & INVESTMENTS

December 2018

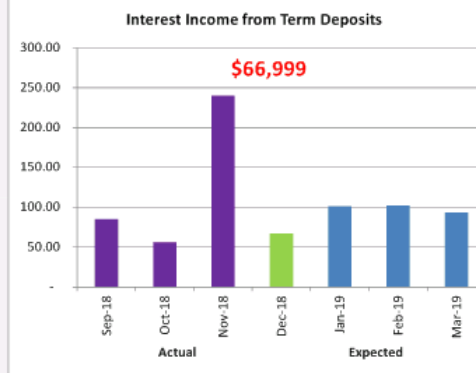
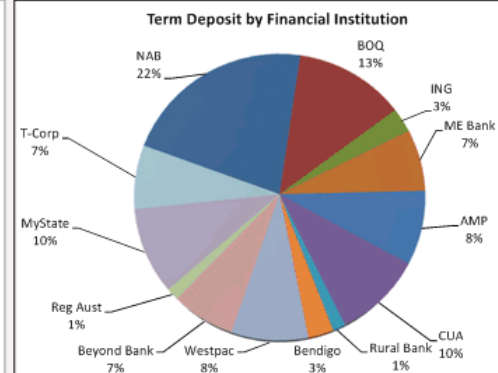


Total Cash & Investments
\$74,613,051

3 Month BBSW Index

2.09%

TOTAL INVESTMENTS

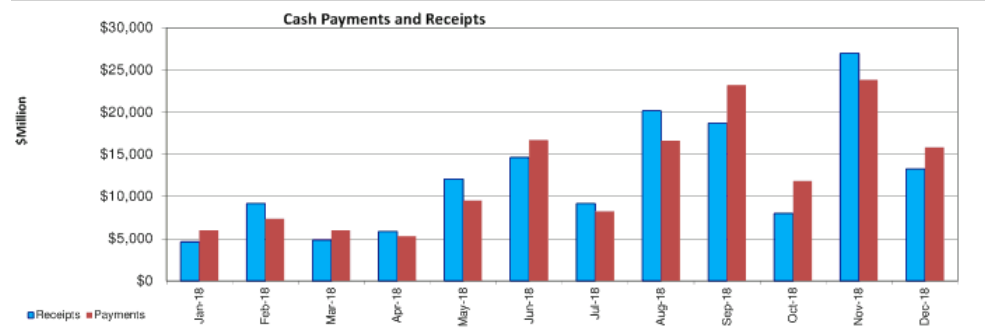


Average Interest Rate

2.69%

Average Days Held

312 days



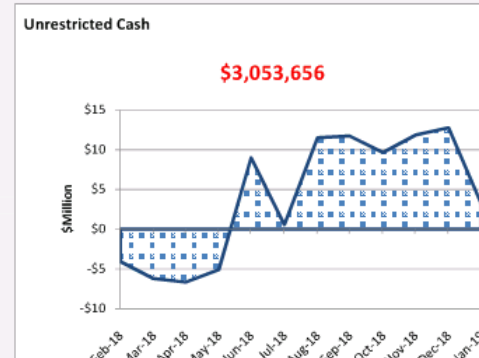
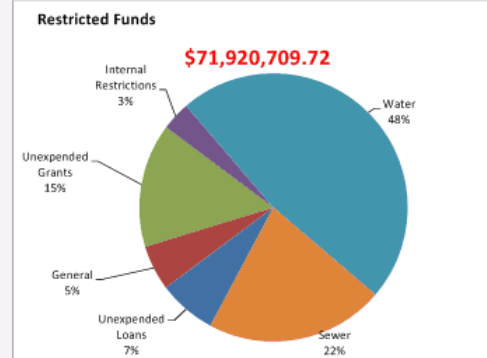
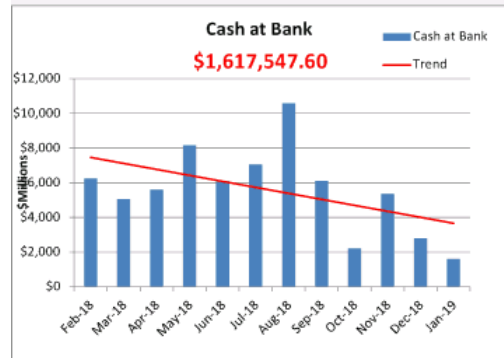
Significant Payments

Creditor	Description	Amount
ATO 12.12.18	PAYG	\$203,697.00
Armidale Regional Council	Sale of Unpaid Rates	\$470,126.74
Data#3	IT equipment	\$218,371.06
Interflow	Sewer and Storm water rehab	\$462,145.08
ATO 20.12.18	PAYG	\$195,507.00



CASH & INVESTMENTS

January 2019



Total Cash & Investments

\$74,974,366

3 Month BBSW Index

2.02%

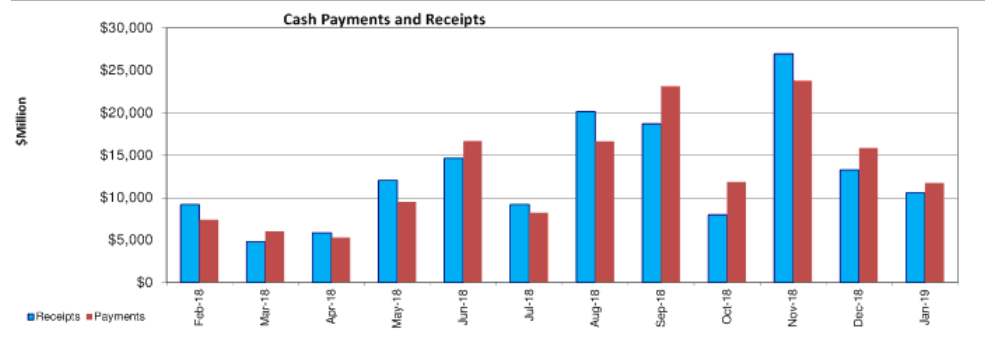
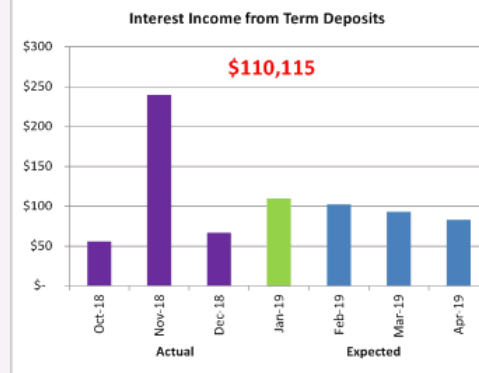
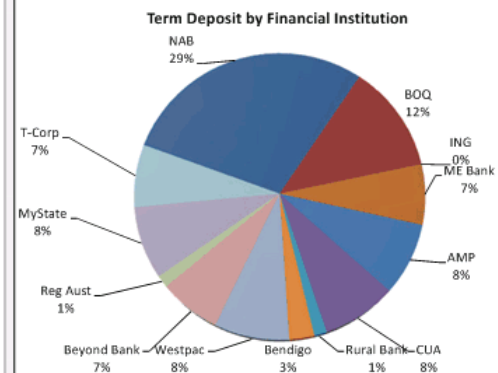
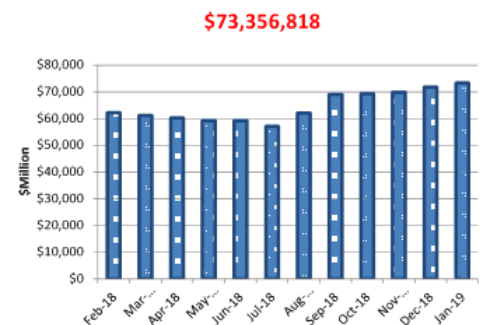
Average Interest Rate

2.68%

Average Days Held

320 days

TOTAL INVESTMENTS



Significant Payments

Creditor	Description	Amount
Hofman Electrical	Roundabout Airport Progress Payment	\$124,336.88
Westpac	Loan Repayment 620891	\$159,664.00
ATO 10.01.19	PAYG	\$206,765.00
Monadelphous Engineering	Malpas Pipeline Construction	\$375,679.30
ATO 24.01.19	PAYG	\$229,656.09
ARC	Water Rates	\$123,718.87

Model Code of Conduct Complaints Statistics Armidale Regional Council

Number of Complaints

- | | |
|---|---|
| a The total number of complaints received in the period about councillors and the General Manager (GM) under the code of conduct | 3 |
| b The total number of complaints finalised in the period about councillors and the GM under the code of conduct | 2 |

Overview of Complaints and Cost

- | | |
|---|--------|
| a The number of complaints finalised at the outset by alternative means by the GM or Mayor | 1 |
| b The number of complaints referred to the Office of Local Government under a special complaints management arrangement | 2 |
| c The number of code of conduct complaints referred to a conduct reviewer | 0 |
| d The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer | 1 |
| e The number of code of conduct complaints referred back to GM or Mayor for resolution after preliminary assessment by conduct reviewer | 0 |
| f The number of finalised code of conduct complaints investigated by a conduct reviewer | 2 |
| g The number of finalised code of conduct complaints investigated by a conduct review committee | 0 |
| h The number of finalised complaints investigated where there was found to be no breach | 2 |
| i The number of finalised complaints investigated where there was found to be a breach | 0 |
| j The number of complaints referred by the GM or Mayor to another agency or body such as the ICAC, the NSW Ombudsman, the Office or the Police | 0 |
| k The number of complaints being investigated that are not yet finalised | 1 |
| l The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs | 15,174 |

Preliminary Assessment Statistics

3 The number of complaints determined by the conduct reviewer at the preliminary assessment stage by each of the following actions:

a To take no action	0
b To resolve the complaint by alternative and appropriate strategies	1
c To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies	1
d To refer the matter to another agency or body such as the ICAC, the NSW Ombudsman, the Office or the Police	0
e To investigate the matter	4
f To recommend that the complaints coordinator convene a conduct review committee to investigate the matter	0

Investigation Statistics

4 The number of investigated complaints resulting in a determination that there was **no breach**, in which the following recommendations were made:

a That the council revise its policies or procedures	0
b That a person or persons undertake training or other education	0

5 The number of investigated complaints resulting in a determination that there **was a breach** in which the following recommendations were made:

a That the council revise any of its policies or procedures	0
b That the subject person undertake any training or other education relevant to the conduct giving rise to the breach	0
c That the subject person be counselled for their conduct	0
d That the subject person apologise to any person or organisation affected by the breach	0
e That findings of inappropriate conduct be made public	0
f In the case of a breach by the GM, that action be taken under the GM's contract for the breach	0
g In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Local Government Act 1993	0
h In the case of a breach by a councillor, that the matter be referred to the Office for further action	0

5 Matter referred or resolved after commencement of an investigation under clause 8.20 of the Procedures

0

Categories of misconduct

The number of investigated complaints resulting in a determination that there was a breach with respect to each of the following categories of conduct:

a General conduct (Part 3)	2
b Conflict of interest (Part 4)	1
c Personal benefit (Part 5)	1
d Relationship between council officials (Part 6)	0
e Access to information and resources (Part 7)	0

Outcome of determinations

The number of investigated complaints resulting in a determination that there was a breach in which the council failed to adopt the conduct reviewers recommendation	0
The number of investigated complaints resulting in a determination that there was a breach in which the council's decision was overturned following a review by the Office	0

No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
Economic Development Action Plan in Summary											
Theme 1: A Region of Choice for 'Smart' and Sustainable Agri-business											
STRATEGIC OBJECTIVE: Capitalise on the Armidale Region's competitive strengths in technology-driven agri-business in livestock and horticulture by establishing an agri-tech 'cluster' focusing on the benefits that flow from networked businesses, institutions and agencies sharing information, ideas, infrastructure and services.											
Catalyst Project Planning & Development											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
1.1	Collaborate with UNE, the NSW Department of Industry and the Office of Regional Development to formally establish an agri-tech cluster linked to the Armidale Region's industry and research strengths and capabilities in agriculture, controlled environment horticulture, agribusiness, veterinary health and related capabilities.	High	1) Collaborate in the establishment of an Ag-Tech Cluster with ongoing funding/revenue streams by June 2019. 2) Assist the establishment of the Future Food Systems (FFS) CRC as a component of developing a controlled environment horticulture (CEH) circular economy in the region over the next 5-10 years. 3) Assist UNE student retention and studies via Drought Communities Program (Extension) Funding 4) Explore opportunities to conduct joint research initiatives with UNE, aligned with ARC strategic objectives. 5) Establish a Circular Economy Strategic Management Group between ARC, UNE, RDANI and other stakeholders by June 2019	See notes & Other	1) Ag-Tech Cluster established with viable business model 2) CRC Bid Successful by June 2019 3) At least 25 students assisted / retained in studies by June 2019 4) One strategically aligned research project identified, funded and running by June 2020 5) Pilot Group established by April 2019	1) June 2019 2) June 2019 3) June 2019 4) Ongoing 5) April 2019	State Govt have established. Leverage this organisation where appropriate/possible. Meetings with CRC team, letters of support given DCP-E Application underway EOI to NSWLG for joint research projects lodged Initial meetings held with agreement to proceed		In progress	WW	Various
1.2	Collaborate with UNE, the NSW Department of Industry and the Office of Regional Development to establish a business case and prospectus to attract private sector investment to expand controlled environment horticulture in the Armidale Region.	Medium	Prospectus created and in discussion with a number of controlled environment horticulture	Create prospectus and make contact and follow up with would be prospects	Expressions of interest in Regional Investment \$\$ Investments over time	Prospectus created by Oct 2018. On going contacts.	Planned CRM and Website will help to capture and value add inquiries.	Prospectus being used - numbers of copies requested	In progress	GNL	Ongoing
1.3	Collaborate with UNE, the NSW Department of Industry and the Office of Regional Development to quantify the costs and benefits of developing renewable energy projects in the Armidale Region to provide cost-effective power generation for an expanding controlled environment horticulture sector.	Medium	Grant funding to develop a New England Controlled Environment Circular Economy Masterplan, encompassing water supply, waste recycling, renewable power and horticulture.	Funding to be sought through BBRF - Nov 2018	Circular Economy Strategic Management Group (1.1) to have oversight of this project. To be established by April 2019.	Funding application Nov 2018 Management Group April 2019	Initial meetings with agreements in principle to proceed 11.10.18		In progress	WW	Various
1.4	Prepare a business case for the Guyra to Malpas Dam Pipeline and secure funding for project implementation.	High						Grant Funding Received	Finished	GNL	

Strategic Program Implementation											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
1.5	Identify and appoint a cluster champion to lead and advance development of the Armidale Region agri-tech cluster.	High	Appointment of an AgTech Cluster Champion and Board of Governance to coordinate and promote Regional AgTech initiatives						Finished		
1.6	Prepare an agri-tech cluster strategy and three-year 'roadmap' to guide the cluster's establishment and development. The strategy should focus on fostering business innovation and start-ups, commercialisation of R&D, market research and development, business retention and expansion, business attraction and workforce planning and development.	Medium					In progress		In progress		
1.7	Partner with TAFE Digital NSW, UNE, local industry stakeholders and Armidale's new full curriculum high school to design an integrated training pathway for the region's school-leavers looking to establish a career in technology-driven agribusiness.	High							Not Started		
1.8	Work with UNE, the NSW Department of Industry and the Office of Regional Development to prepare an Armidale Region agri-tech cluster promotional strategy to support the region's investment attraction efforts (see also Action Area 2).	High	Work with UNE, the NSW Department of Industry and the Office of Regional Development to prepare an Armidale Region agri-tech cluster promotional strategy to support the region's investment attraction efforts (see also Action Area 2).						Off the Blocks		

Theme 2: A Globally-connected 'Knowledge Region'											
STRATEGIC OBJECTIVE: Establish the Armidale Region as a location of choice for 'knowledge workers', entrepreneurs and major innovative businesses seeking a sophisticated, family-friendly city-region lifestyle.											
Catalyst Project Planning & Development											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
2.1	Facilitate partnerships between Armidale Regional Council and other key stakeholders to progress implementation of the Armidale Regional Airport Masterplan with a focus on development of the new and upgraded runway as a priority.	Medium	Business case completed				Assess funding opportunities for what will be a \$40m project.		In progress	GNL/WW	
2.2	Engage with the major airlines to secure more flights to Armidale.	Medium	Secure a carrier for our Melbourne route	Carry out survey work on current passenger movements	Meetings with carriers secured	On Going	Surveys coming in slowly. Comms have done a media story to draw attention to what ARC is trying to achieve		In progress	GNL	
2.3	Prepare a business case for the Armidale Regional Airport Employment Precinct to accommodate light industry and secure funding for its development.	High	Full occupancy with high value tenants		Additional GRP & Employment attributable to this Precinct over time		Grants funding including business case has been submitted to the State Government	Email of application	In progress	GNL	
2.4	Implement the Armidale Central Mall Vibrancy Plan.	High	Numerous activities in the Mall	Events, campaigns, Renew Armidale	Business Occupancy rates. Foot traffic. Trading hours extended. Retail sales increase. Capital Value and Rental Rates	On Going	Version 2 of the Mall infrastructure upgrade been workshoped by Council. Held an International Buskers in the Mall in august....big success		In progress	TB /SH	
2.5	Prepare a cost-effectiveness analysis and business case for the New England Art Gallery upgrade.	High	Secured funding for upgrade increased visitors to NERAM	Securing grant money to allow for upgrade	Funding secured	On Going	Application sent 21st sept 2018		In progress	WW	
2.6	Prepare a feasibility study and business case for the Old Courthouse Arts and Creative Industries hub proposal.	Medium	The Courthouse under new ownership and activity on going at venue		Courthouse productively used, in ways congruent with ARC Strategic Plans	On Going	Courthouse going for auction. Plus working with individual investors like NECOM		Off the Blocks	GNL /WW	
2.7	Secure funding for the upgrade and replacement of timber bridges throughout the Armidale Region to provide improved roads for the community, businesses and visitors to the region.	High	Replacement of all wooden structures	Securing grant funding	Bridges replaced	On Going	Slowly working through the backlog	Bridges replaced	In progress	Rob Shaw	
2.8	Partner with State and Federal Government agencies to ensure high-quality mobile phone and internet coverage is provided in all communities of the Armidale Region.	Medium	ARC area fully covered	Funding and lobby governments	no black spots	On Going	Nominations close 11 Oct'18 for nominations to be added to the black spot database.		In progress	GNL / WW	
2.9	Prepare a business case to secure funding for the upgrade of the UNE Bellevue Stadium to cater for a crowd capacity of 5,000 to 10,000 and accommodating 'A-grade' Rugby Union, Rugby League and other State and national sporting events.	High	Funding secured and building commenced	Funding and lobby governments	Funding secured	On Going	Recent application was unsuccessful. Look to scale back the application when new grant comes available		In progress	GNL	
2.10	Facilitate development of student accommodation and affordable accommodation in the Armidale CBD.	Low	Work with UNE and Real Estate agencies			On Going			Off the Blocks	GNL	
2.11	Investigate the establishment of introducing free (ratepayer-funded) public Wi-Fi in the Guyra town centre.	Low							Not Started	GNL/ WW	
2.12	Investigate opportunities to redevelop the Former Armidale Teachers College	Medium	Building sold to a developer and plans released detailing project.	Lobby Government and investors		ASAP	Current proponent has submitted EOI to the Government		In progress	GNL	

Strategic Program Implementation											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
2.13	Collaborate with the NSW Department of Industry and the Office of Regional Development to prepare an investor prospectus targeting selected 'knowledge-intensive' industries and occupations to help grow the Armidale Region's status as a 'knowledge region'.	High	Prospectus in use and being sent to industry and on our website				Investor Prospectus on the web and in use		Finished	GNL	
2.14	Work with the NSW Department of Industry, the Office of Regional Development and RDA Northern Inland NSW to articulate and promote the Armidale Region's competitive advantages including its world-class communications infrastructure (the NBN), Armidale Regional Airport and its strategic location between Brisbane and Sydney. This information should feed directly into an investment attraction strategy and prospectus.	High	DUPLICATE OF ASBOVE IN MANY WAYS			On Going			Finished	GNL	
2.15	Collaborate with UNE, the NSW Department of Industry and the Office of Regional Development to design and implement an investment attraction strategy tailored to tertiary education industry professionals, researchers, scientists and academics. The prospectus would be designed to support the consolidation and growth of the Armidale Region as a location of choice for smart and sustainable agri-business.	High	DUPLICATE OF ASBOVE IN MANY WAYS		Net number of government and educational professionals residing in Armidale per [period]	On Going	Developing inserts to target specific industries. Insert to go into Investment Prospectus.		In progress		
2.16	Promote the Armidale Region as an ideal location for call centres/ data centres and back-office functions for large professional services companies and consumer services firms.	Medium	Call Centre to be set up	Lobbying and making contact with Prime candidates	Number of meetings held (outputs) Data centre(s) successfully established by??? Number of employees in the region working in this sector over time.	On Going	Held discussions with both Westpac and Comm Bank		In progress	GNL	
2.17	Develop an Armidale Region Arts and Culture Program with an emphasis on creating vibrant and attractive public spaces, including the installation of public art in the Armidale CBD and Guyra town centre.	Low					Armidale Courthouse as a possible relocation venue for NECOM Armidale Courthouse as possible UNE Law School premise		In progress	Community Services / Arts & Culture	
2.18	Support UNE to investigate the establishment of a new course offering in creative industries, including entrepreneurship.	Low							Not Started	WW	

Theme 3: A Skilled Workforce and Dynamic Regional Business Sector											
STRATEGIC OBJECTIVE: Collaborate with industry, the education and training sector and other tiers of government to enhance the Armidale Region's skills base and to support the growth of the region's innovative, productive and prosperous micro, small-to-medium and large businesses.											
Strategic Program Implementation											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
3.1	Support the development of programs to increase home-based and micro-business capacity-building and innovation in the Armidale Region. Provide information and referrals to existing business development and/or mentoring programs or networks available through the NSW Department of Industry.	Medium			Increase in number of home-based businesses over time Increase in the number of people employed in this sector Increase in the volume of trade/GRP attributable to this sector over time.				Not Started		
3.2	In partnership with the region's program delivery agencies, keep abreast of and promote services available to small business to assist them to establish, develop and grow.	High	Run at least three workshops/forums/events per year ARC is regarded as a credible, professional and honest broker for existing and new businesses in the Region.		Measurement of GRP and Employment attributable to SMEs by sector in the ARC Economy		Workshops held in Armidale and Guyra 30/31st October		Off the Blocks		
3.3	Support the UNE business incubator program and the proposed agri-tech cluster (see Action Area 1) to encourage innovation for start-up businesses which is accessible for all entrepreneurs in the Armidale Region.	Medium		Co-marketing, branding and joint facilitation of events where possible	Number of tech startups over time Annual turnover over time Numbers of employees over time CapEx and investment over time.				In progress	GNL/ WW	
3.4	Provide local businesses with information and access to technology as part of an Armidale Region Digital Economy Strategy, as well as advocating for improved high-speed internet access throughout the region.	Medium		Funding applications Lobbying Facilitating	Number of black spots rectified Number of businesses connected to NBN Number of businesses actively using digital marketing and other internet-based technologies for their business		Workshops held in Armidale and Guyra 30/31st October		In progress	GNL/ WW	
3.5	In partnership with RDA Northern Inland NSW, the NSW Department of Industry and the Office of Regional Development, support and promote activities that advance the transition of businesses to optimise use of technology and take advantage of the Armidale Region's digital advantages in terms of NBN connectivity.	High			As above		Workshops held in Armidale and Guyra 30/31st October		Off the Blocks	GNL/ WW	
3.6	Investigate incentives to encourage investment in aged care / retirement accommodation in the Armidale Region and include in a targeted investment prospectus.	Medium							Not Started		
3.7	Undertake an audit and prepare a strategy to nurture and grow the arts and creative industries in the Armidale Region.	Medium							Not Started		
3.8	Establish and maintain a published register of commercial / industrial land for the information of prospective investors including details of all commercial / industrial land in Armidale and Guyra, its location, zoning, dimensions, current status (i.e. use – retail, office, vacant) and relevant qualitative features.	Medium			Register created Stats regularly publicised through ARC ED Channels				Not Started		
3.9	Ensure Armidale Regional Council's land use planning framework aligns strategic land with opportunities for the attraction and development of new industries in the Armidale Region.	High					Preliminary research underway Regional Renewable Economy masterplan (yet to be funded) to inform		Off the Blocks	WW	

No.	Action Item	Priority (low/ medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically ? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
3.10	In partnership with UNE, TAFE New England and Registered Training Organisations, identify and encourage careers for young people in the Armidale Region's key industry sectors.	Medium					RDANI Skills Audit (2018) as a basis		Not Started		
3.11	Collaborate with the Armidale Region's service providers to review and assess ongoing initiatives to address youth and Indigenous youth unemployment and disengagement. In light of the review, prepare a regional strategy to renew and extend key initiatives using information acquired from the latest 'best practice' case studies.	High							Not Started		
3.12	Undertake a regular (annual) 'Armidale Region Business Needs and Issues Survey' and prepare a report for Council and relevant stakeholders, that summarises concerns and needs identified by local business; report back to business on Council's response and undertake supplementary investigations on verified priority issues.	Medium					RGAC as surrogate for this process?		Not Started		

Theme 4: A Premium Regional Visitor Destination for Tourism and Events											
STRATEGIC OBJECTIVE: Deliver a collaborative and co-ordinated approach to tourism promotion and development to establish the Armidale Region as a premium regional destination for tourism and events.											
Catalyst Project Planning & Development											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
4.1	Prepare a sports tourism strategy to plan for new sporting facilities and facility upgrades to accommodate the growth and development sports tourism in the Armidale Region.	High	Have this incorporated within the overall tourism strategy	Once it is developed		1/10/2018	Will be part of the overall tourism strategy which is currently		In progress	GNL	
4.2	Undertake a feasibility study and prepare a full business case for the New England Rail Trail Project.	High	Contractor to walk the proposed trail and meet with local ratepayers/ stakeholders		Draft plan adopted by ARC	1/11/2018	Rail Trail Adopted by October Council meeting. Business case subject to funding. Letter to the State Government currently being drafted		Nearly there	TB / GNL	
4.3	In line with the completed masterplan, prepare a feasibility study and business case for the Dumaresq Recreational Dam Development Project.	High	Facility built and increase in visitors numbers to our region		Grant Application approved.		Funding app. submitted		In progress	TB/ GNL	
4.4	Prepare a concept plan / master plan for the revitalisation and development of the Mother of Ducks Lagoon Recreational Area.	High	New toilets, BBQ's and tables installed.		0 Grant obtained		Stronger Country Community Fund application has been successful		In progress	TB / GNL	
4.5	Undertake a two-stage market assessment and pre-feasibility study into the potential for Armidale to host a conferences and events venue with a minimum capacity of 500 people, to attract larger events and boost the region's tourism spend.	Medium	numerous conferences secured		Number of conferences held		Plan to attend AIME 2019 through DNSW220. Water Conference recently held in ARC as well as the CWA conference earlier in the year.		Nearly there	GNL/ TB / KG	
4.6	Undertake a feasibility study and prepare a full business case for the Saumarez Homestead Development Project.	Low	Increase in visitor numbers to the property, resulting in increase to our region		Grant Funding achieved		Funding of \$1.77M has been successful.		Finished		
4.7	Lobby government to develop the infrastructure necessary to upgrade the Waterfall Way.	Medium	Increased traffic and visitors			On Going	On going lobbying of the State Govt.		Off the Blocks	GNL	

Strategic Program Implementation											
No.	Action Item	Priority (low/medium/high)	What SPECIFIC outcome or goal do we seek?	How will we achieve this outcome specifically? (Action steps)	How will we know we have achieved the outcome? (Success measure)	By when?	Progress notes/comments	Evidence	Progress Status	Signed off by	Date of sign off
4.8	Undertake an audit of the Armidale Region's visitor attractions to inform the development of marketing collateral for all attractions under the New England High Country brand as the basis of future promotional campaigns.	High	Up to date audit of attractions completed		Details of audit are made known	1/12/2018	Existing NEHC audit being updated		In progress	KG	
4.9	Investigate ways to work with peak bodies and the tourism industry to access the best available tourism data for the Armidale Region.	Low					Limited by available industry data. Events visitor surveys will be conducted.		In progress	SH/TB	
4.1	Undertake a thorough review of the effectiveness of the web-based events calendar system in co-ordinating major events and resourcing requirements. This will include a 'filtering' capability where events are selected by type and visitor attracting ability.	Medium	New web site incorporating new events callander...Part of the new web site project.				Seeking to incorporate current ARC events calendar architecture into a revamped website		Off the Blocks	TB	
4.11	Prepare an Armidale Region signage strategy to encourage visitors to stop and explore the Armidale Region's towns and many other attractions as they travel to and from other locations and visitor destinations.	Low					Approved TASAC signage recently updated. Guyra visitor info signage to be updated post Rafter's close		In progress	TB	
4.12	Identify and promote night-time economy opportunities in the Armidale CBD to improve amenity and the appeal of Armidale as a destination for locals, residents from the wider region and visitors.	High	Developing new events				blocks		In progress	SH/TB	
4.13	Use the findings of the Armidale Region arts and creative industries (ACI) audit (see Action 3.7) to identify opportunities for the potential role the arts creative industries can play in contributing to the Armidale Region's tourism offer.	High					Arts and Culture will be a pillar in the new tourism strategy and is already featured in the Region Tourism offer. Eg. Supporting Guyra Museum, NERAM, NECOM & Arm Heritage Tour Bus.		In progress	KG/TB	

180830 Regional Growth Advisory Committee Workshop

1) Economic Development Growth Strategy

a) Greg L – invited feedback. Early 2017, adopted early this year. Can update figures.

Noticeably, we have achieved a lot.

b) Peter. Three pillars. I want four. Another – Health and wellbeing, major employer, and economic driver. Peter Sniekers – Variation ‘relevant state government industries’ be used instead of specifics.

c) Wired for NBN – need to change these words? NBN to the node, NBN to the premises. How to differentiate. It is premium because it is ‘this much better’. Give reasons. We have it. Fibre to the premises, there’s no copper involved.

d) List of only 6 cities with this. Premises fibre to the node. We are the only city?

e) Dianne – are there key themes to take up to council? Also, are there bits we need to cull.

f) Focus on Appendix

i) Most of the project planning and development underway and in place.

ii) Glen – under tourism (4.7 under tourism) Assessing the worth – needs to be put in here as well. Replicate this for all strategic priority areas.

iii) Just about all happening. 1.5, 1.6. 1.7 all happening. Can we add something? 1.9 – leverage the CHC study – Suggest this in 1.2.

iv) Anthony – let’s not amend by committee. Send suggestions to Chair. Highlight the areas and make comment.

v) Peter. 2.2 has problem with this. More flights? Not to Sydney! More to Sydney. Greg – we’re talking with airlines. 49% of the 70,000 going to Melbourne and Canberra. Focus on connecting flights, based on survey work underway. Question about how this relates to strategy.

vi) Peter Sniekers – need to check off what’s being done. Look at what the Committee can do, and add value. Come back to ToR. Need to consider these next meeting. Discussion about the ones that were given, vs the ones that the Committee have generated themselves. Tabled for next meeting.

INCOME STATEMENT

GENERAL FUND

Period Ending: 30 January 2019



Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Recurrent Revenue						
21,635	Rates and Annual Charges	24,454	24,469	15	100%	●
9,030	User Charges and Fees	6,390	9,362	2,973	68%	●
1,251	Interest and Investment Revenue	219	650	431	34%	●
2,512	Other Revenues	1,702	2,614	913	65%	●
13,264	Operating Grants and Contributions	6,662	16,938	10,276	39%	●
146	Reservol of Prior Period Revaluation Adjustments					
47,838	RECURRENT REVENUE	39,427	54,034	14,607	73%	
Recurrent Expenditure						
21,625	Employee Costs	12,727	22,280	9,553	57%	●
(1,647)	Employee Costs allocated to Capital	(911)	(1,245)	(335)	73%	●
19,978	Net Operating Employee Costs	11,817	21,035	9,218	56%	●
16,034	Materials and Contracts	7,708	12,980	5,272	59%	●
1,282	Borrowing Costs	520	1,275	755	41%	●
9,561	Other Expenses	4,365	7,456	3,091	59%	●
11,757	Depreciation and Amortisation	7,094	12,161	5,067	58%	●
5,650	Loss on Disposal of Assets					
64,262	RECURRENT EXPENDITURE	31,504	54,907	23,403	57%	
(16,424)	NET OPERATING SURPLUS/(DEFICIT)	7,922	(874)	(8,796)	-907%	
Capital Revenue						
8,025	Capital Grants and Contributions	1,788	3,530	1,742	51%	●
(8,399)	NET SURPLUS/(DEFICIT)	9,711	2,657	(7,054)	366%	

CASHFLOW & RESERVE MOVEMENTS

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Receipts						
47,692	Recurrent Revenue	39,427	54,034	14,607	73%	
13	Deferred Debtors Receipts					
3,000	Proceeds from Loans					
654	Proceeds from Sale of Property, Plant & Equipment	582	3,458	2,876	17%	●
8,025	Capital Grants and Contributions	1,788	3,530	1,742	51%	●
10,784	Transfer from Cash Reserve	0	13,282	13,282	0%	
Payments						
(45,154)	Recurrent Expenditure excluding Depreciation	(24,410)	(42,746)	(18,336)	57%	●
(26,070)	Purchase of Property, Plant & Equipment	(6,897)	(23,415)	(16,518)	29%	●
(2,363)	Repayment of Borrowings	(1,339)	(2,776)	(1,438)	48%	●
	Transfer to Cash Reserve	0	(1,811)	(1,811)	0%	
(3,419)	Net Budget Position	9,151	3,555	(5,596)	257%	

Variance Comments

Recurrent Revenue

Rates and Annual Charges	● Full year forecast has been achieved
User Charges and Fees	● State roads works have almost met the full year budget
Interest and Investment Revenue	● Investment interest revenue does not include accrued interest
Other Revenues	● Car parking enforcement income 26% of budget
Operating Grants and Contributions	● Real estate divestment revenue has been recognised here but will transfer to capital
	● On track with timing of grant payments dependent on project progress

Recurrent Expenditure

Net Operating Employee Costs	● Actual result includes payroll up until 29/01/19 and is in line with overall budget
Materials and Contracts	● On track with forecast spend
Borrowing Costs	● On track with interest recognised in accordance with scheduled loan payments
Other Expenses	● On track with forecast spend
Depreciation and Amortisation	● Actual result will not be known until the end of the 2018/19 financial year

Capital

Capital Grants and Contributions	● Have received first instalments of Stronger Country Communities Fund for various projects
Proceeds from Sale of Property, Plant & Equipment	● The variance is impacted by \$1.6m in land sales assumed for the airport which has not yet eventuated
Purchase of Property, Plant & Equipment	● On track with forecast spend for the capital program
Repayment of Borrowings	● On track with repayment of principal recognised in accordance with scheduled loan payments

INCOME STATEMENT WATER FUND

Period Ending: 30 January 2019



Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Recurrent Revenue						
2,445	Rates and Annual Charges	2,155	2,142	(13)	101%	●
8,641	User Charges and Fees	3,918	8,558	4,640	46%	●
304	Interest and Investment Revenue	659	230	(429)	286%	●
2,574	Other Revenues	2	4	1	67%	●
73	Operating Grants and Contributions	72	89	17	81%	●
14,037	RECURRENT REVENUE	6,807	11,022	4,215	62%	
Recurrent Expenditure						
3,179	Employee Costs	1,375	2,905	1,530	47%	●
(639)	Employee Costs allocated to Capital	(413)	(1,090)	(677)	38%	●
2,540	Net Operating Employee Costs	962	1,815	853	53%	●
2,480	Materials and Contracts	2,195	5,093	2,898	43%	●
360	Borrowing Costs	130	344	215	38%	●
1,076	Other Expenses	202	319	117	63%	●
3,049	Depreciation and Amortisation	1,780	3,052	1,272	58%	●
461	Loss on Disposal of Assets					●
9,966	RECURRENT EXPENDITURE	5,269	10,623	5,354	50%	
4,071	NET OPERATING SURPLUS/(DEFICIT)	1,538	400	(1,138)	385%	
Capital Revenue						
429	Capital Grants and Contributions	6,097	9,630	3,533	63%	●
4,500	NET SURPLUS/(DEFICIT)	7,634	10,030	2,395	76%	

CASHFLOW & RESERVE MOVEMENTS

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Receipts						
14,037	Recurrent Revenue	6,807	11,022	4,215	62%	
	Proceeds from Sale of Property, Plant & Equipment	0	0			
429	Capital Grants and Contributions	6,097	9,630	3,533	63%	
	Transfer from Cash Reserve	0	0			
Payments						
(6,456)	Recurrent Expenditure excluding Depreciation	(3,489)	(7,571)	(4,082)	46%	●
(1,342)	Purchase of Property, Plant & Equipment	(1,646)	(14,389)	(12,742)	11%	●
(241)	Repayment of Borrowings	(113)	(252)	(139)	45%	●
(908)	Transfer to Cash Reserve	0	(600)	(600)	0%	●
5,519	Net Budget Position	7,655	(2,159)	(9,814)	-355%	

Variance Comments

Recurrent Revenue

Rates and Annual Charges	● Full year forecast has been achieved
User Charges and Fees	● Water charges include billing for water usage to November
Interest and Investment Revenue	● Investment interest revenue has exceeded budget
Other Revenues	● Revenue is on track with budget
Operating Grants and Contributions	● Pension rebate income received but under forecast

Recurrent Expenditure

Net Operating Employee Costs	● Actual result includes payroll up until 29/01/19 and is in line with overall budget
Materials and Contracts	● Including overhead recovery, YTD expenditure is under budget
Borrowing Costs	● On track with interest recognised in accordance with scheduled loan payments
Other Expenses	● Rates were paid for the full year in July
Depreciation and Amortisation	● Actual result will not be known until the end of the 2018/19 financial year

Capital

Capital Grants and Contributions	● First instalment of Guyra water pipeline grant has been paid
Purchase of Property, Plant & Equipment	● On track with forecast spend for the capital program; actual spend currently appears low but will increase in line with delivery of Malpas Dam pipeline project
Repayment of Borrowings	● On track with repayment of principal recognised in accordance with scheduled loan payments

INCOME STATEMENT SEWER FUND

Period Ending: 30 January 2019



Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Recurrent Revenue						
5,074	Rates and Annual Charges	5,280	5,248	(32)	101%	●
167	User Charges and Fees	96	172	75	56%	●
262	Interest and Investment Revenue	270	317	47	85%	●
885	Other Revenues	348	985	637	35%	●
69	Operating Grants and Contributions	68	84	15	81%	●
7	Gain on Disposal of Assets					
6,464	RECURRENT REVENUE	6,063	6,805	742	89%	
Recurrent Expenditure						
1,678	Employee Costs	850	2,136	1,286	40%	●
(113)	Employee Costs allocated to Capital	(28)	(340)	(312)	8%	●
1,565	Net Operating Employee Costs	822	1,796	974	46%	
2,355	Materials and Contracts	1,160	2,614	1,454	44%	●
	Borrowing Costs	1	0	(1)	N/A	●
479	Other Expenses	440	810	370	54%	●
1,623	Depreciation and Amortisation	929	1,593	664	58%	●
6,022	RECURRENT EXPENDITURE	3,352	6,813	3,462	49%	
442	NET OPERATING SURPLUS/(DEFICIT)	2,711	(8)	(2,719)	-33648%	
Capital Revenue						
218	Capital Grants and Contributions	101	500	399	20%	●
660	NET SURPLUS/(DEFICIT)	2,812	492	(2,320)	572%	

CASHFLOW & RESERVE MOVEMENTS

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Receipts						
6,464	Recurrent Revenue	6,063	6,805	742	89%	
	Proceeds from Sale of Property, Plant & Equipment	14	0			
218	Capital Grants and Contributions	101	500	399	20%	
	Transfer from Cash Reserve	0	0			
Payments						
(4,399)	Recurrent Expenditure excluding Depreciation	(2,422)	(5,220)	(2,798)	46%	●
(1,743)	Purchase of Property, Plant & Equipment	(961)	(3,274)	(2,313)	29%	
(63)	Repayment of Borrowings	(15)	(20)	(5)	75%	
(27)	Transfer to Cash Reserve	0	(500)	(500)	0%	
450	Net Budget Position	2,779	(1,709)	(4,489)	-163%	

Variance Comments

Recurrent Revenue	
Rates and Annual Charges	● Full year forecast has been achieved
User Charges and Fees	● Revenue is on track with budget
Interest and Investment Revenue	● Investment interest revenue has exceeded budget
Other Revenues	● Variance is impacted by timing of lucerne sales
Operating Grants and Contributions	● Pension rebate income received
Recurrent Expenditure	
Net Operating Employee Costs	● Actual result includes payroll up until 29/01/19 and is in line with overall budget
Materials and Contracts	● Including overhead recovery, YTD expenditure is under budget
Other Expenses	● Variance is impacted by timing of cattle purchases
Depreciation and Amortisation	● Actual result will not be known until the end of the 2018/19 financial year
Capital	
Capital Grants and Contributions	● Variance is impacted by timing of payment of sewer headworks charges
Purchase of Property, Plant & Equipment	● On track with forecast spend for the capital program

INCOME STATEMENT CONSOLIDATED

Period Ending: 30 January 2019



Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Recurrent Revenue						
29,154	Rates and Annual Charges	31,890	31,859	(31)	100%	●
17,838	User Charges and Fees	10,404	18,091	7,688	58%	●
1,817	Interest and Investment Revenue	1,148	1,197	49	96%	●
5,971	Other Revenues	2,052	3,603	1,551	57%	●
13,406	Operating Grants and Contributions	6,802	17,110	10,308	40%	●
146	Reservol of Prior Period Revaluation Adjustments					
7	Gain on Disposal of Assets					
68,339	RECURRENT REVENUE	52,296	71,861	19,565	73%	
Recurrent Expenditure						
26,482	Employee Costs	14,952	27,321	12,368	55%	●
(2,399)	Employee Costs allocated to Capital	(1,352)	(2,675)	(1,323)	51%	●
24,083	Net Operating Employee Costs	13,601	24,646	11,045	55%	●
20,869	Materials and Contracts	11,063	20,687	9,624	53%	●
1,642	Borrowing Costs	651	1,620	969	40%	●
11,116	Other Expenses	5,007	8,584	3,578	58%	●
16,429	Depreciation and Amortisation	9,804	16,806	7,003	58%	●
6,111	Loss on Disposal of Assets					
80,250	RECURRENT EXPENDITURE	40,125	72,343	32,218	55%	
(11,911)	NET OPERATING SURPLUS/(DEFICIT)	12,172	(482)	(12,654)	-2524%	
Capital Revenue						
8,672	Capital Grants and Contributions	7,986	13,660	5,675	58%	●
(3,239)	NET SURPLUS/(DEFICIT)	20,157	13,178	(6,979)	153%	

CASHFLOW & RESERVE MOVEMENTS

Actual 2018 \$'000		YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	Status
Receipts						
68,339	Recurrent Revenue	52,296	71,861	19,565	73%	
13	Deferred Debtors Receipts					
3,000	Proceeds from Loans					
654	Proceeds from Sale of Property, Plant & Equipment	596	3,458			●
8,672	Capital Grants and Contributions	7,986	13,660	5,675	58%	
10,784	Transfer from Cash Reserve	0	13,282			
Payments						
(57,710)	Recurrent Expenditure excluding Depreciation	(30,321)	(55,537)	(25,216)	55%	●
(29,155)	Purchase of Property, Plant & Equipment	(9,505)	(41,078)	(31,573)	23%	●
(2,667)	Repayment of Borrowings	(1,467)	(3,048)	(1,581)	48%	●
(935)	Transfer to Cash Reserve	0	(2,911)	(2,911)	0%	
995	Net Budget Position	19,585	(314)	(19,899)	-6246%	

Variance Comments

Recurrent Revenue

Rates and Annual Charges	● Full year forecast has been achieved
User Charges and Fees	● Revenue is on track with budget
Interest and Investment Revenue	● Revenue is on track with budget
Other Revenues	● Revenue is on track with budget
Operating Grants and Contributions	● On track with timing of grant payments dependent on project progress

Recurrent Expenditure

Net Operating Employee Costs	● Actual result includes payroll up until 29/01/19 and is in line with overall budget
Materials and Contracts	● On track with forecast spend
Borrowing Costs	● On track with interest recognised in accordance with scheduled loan payments
Other Expenses	● On track with forecast spend
Depreciation and Amortisation	● Actual result will not be known until the end of the 2018/19 financial year

Capital

Capital Grants and Contributions	● Have received first instalments of Stronger Country Communities Fund for various projects and Guyra water pipeline
Proceeds from Sale of Property, Plant & Equipment	● The variance is impacted by \$1.6m in land sales assumed for the airport which has not yet eventuated
Purchase of Property, Plant & Equipment	● On track with forecast spend for the capital program
Repayment of Borrowings	● On track with interest recognised in accordance with scheduled loan payments

BUSINESS UNIT SUMMARY - Operating

Period Ending:

30 January 2019



Service Unit/ Cost Centre	Recurrent Revenue				Recurrent Expenditure				Operating Surplus/(Deficit)			
	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %
Governance, Safety and Risk												
Governance, Safety and Risk	218	235	17	93%	1,623	3,043	1,420	53%	(1,405)	(2,808)	(1,403)	50%
Sub total	218	235	17	93%	1,623	3,043	1,420	53%	(1,405)	(2,808)	(1,403)	50%
Asset Planning and Design												
Asset Planning and Design	84	162	77	52%	732	1,908	1,176	38%	(647)	(1,746)	(1,099)	37%
Sub total	84	162	77	52%	732	1,908	1,176	38%	(647)	(1,746)	(1,099)	37%
Business Units												
Airport	1,026	1,543	517	66%	495	1,180	685	42%	531	363	(168)	146%
Fleet and Workshop	258	357	99	72%	(712)	(1,654)	(942)	43%	970	2,012	1,041	48%
Waste	8,323	9,748	1,425	85%	2,951	6,263	3,313	47%	5,373	3,485	(1,888)	154%
Water Services	6,161	11,022	4,861	56%	2,323	5,346	3,023	43%	3,838	5,676	1,838	68%
Sewerage Services	5,801	6,805	1,004	85%	1,684	3,719	2,036	45%	4,117	3,086	(1,031)	133%
Sub total	21,569	29,476	7,907	73%	6,740	14,854	8,114	45%	14,829	14,622	(207)	101%
Community and Customer Services												
Customer Service	0	0	0	N/A	353	638	284	55%	(353)	(638)	(284)	55%
Community Development	890	1,184	294	75%	1,359	2,597	1,238	52%	(469)	(1,412)	(944)	33%
Library	24	72	49	33%	695	1,450	755	48%	(671)	(1,378)	(706)	49%
Preschool	368	695	326	53%	377	702	325	54%	(9)	(8)	1	113%
Sub total	1,282	1,951	669	66%	2,785	5,387	2,602	52%	(1,502)	(3,436)	(1,933)	44%
Economic Development and Marketing												
Economic Development	1,066	2,248	1,182	47%	529	2,201	1,672	24%	537	47	(490)	1153%
Saleyards	92	165	73	56%	27	36	9	75%	66	130	64	51%
Tourism Development	49	91	42	54%	411	707	295	58%	(362)	(616)	(253)	59%
Sub total	1,207	2,504	1,297	48%	967	2,944	1,976	33%	240	(439)	(679)	-55%
Executive												
Executive	0	7	7	0%	764	2,090	1,326	37%	(764)	(2,083)	(1,320)	37%
Sub total	0	7	7	0%	764	2,090	1,326	37%	(764)	(2,083)	(1,320)	37%
Finance												
Emergency Services	340	663	323	51%	541	1,261	720	43%	(201)	(598)	(397)	34%
Finance	21,019	22,975	1,956	91%	1,821	2,782	961	65%	19,199	20,194	995	95%
Employee Oncosts	95	151	56	63%	428	(2,369)	(2,797)	-18%	(333)	2,520	2,853	-13%
Sub total	21,454	23,789	2,335	90%	2,789	1,674	(1,116)	167%	18,665	22,116	3,451	84%
People, Communications and Transformation												
People and Culture	14	22	8	66%	624	1,535	910	41%	(610)	(1,513)	(903)	40%
Media, Communications and Engagement	0	0	0	N/A	178	381	203	47%	(178)	(381)	(203)	47%
Sub total	14	22	8	66%	802	1,915	1,113	42%	(788)	(1,893)	(1,106)	42%
Information Technology												
Information Technology	470	685	215	69%	1,990	3,973	1,983	50%	(1,520)	(3,289)	(1,769)	46%
Sub total	470	685	215	69%	1,990	3,973	1,983	50%	(1,520)	(3,289)	(1,769)	46%
Sustainability and Development												
Building and Development	345	740	395	47%	663	1,515	852	44%	(318)	(775)	(457)	41%
Environmental Planning	1	15	14	5%	234	602	367	39%	(234)	(587)	(353)	40%
Public Order	146	510	364	29%	361	760	399	48%	(216)	(250)	(35)	86%
Sub total	491	1,265	774	39%	1,259	2,877	1,618	44%	(768)	(1,612)	(845)	48%

BUSINESS UNIT SUMMARY - Operating

Period Ending:

30 January 2019



Service Unit/Cost Centre	Recurrent Revenue				Recurrent Expenditure				Operating Surplus/(Deficit)			
	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %
Roads and Parks												
Aquatic Centre	199	390	190	51%	434	718	284	60%	(235)	(329)	(94)	71%
Cemetery Management	135	212	77	64%	162	260	98	62%	(28)	(49)	(21)	57%
Facility Management	133	150	16	89%	552	1,011	458	55%	(419)	(861)	(442)	49%
Parks and Reserves	332	131	(201)	253%	1,808	2,703	895	67%	(1,477)	(2,572)	(1,096)	57%
Transport Management	779	1,067	288	73%	1,022	1,509	488	68%	(242)	(442)	(200)	55%
Rural Roads	1,086	5,799	4,713	19%	1,959	3,200	1,241	61%	(873)	2,599	3,472	-34%
Urban Roads	12	121	110	10%	767	1,441	673	53%	(755)	(1,319)	(564)	57%
Regional Roads	508	1,175	667	43%	136	394	259	34%	372	781	409	48%
State Roads	2,321	2,720	399	85%	3,030	4,646	1,616	65%	(709)	(1,926)	(1,217)	37%
Sub total	5,505	11,765	6,260	47%	9,871	15,883	6,013	62%	(4,365)	(4,118)	247	106%
TOTALS	52,296	71,861	19,565	73%	30,321	56,548	26,227	54%	21,975	15,313	(6,662)	144%

Above figures exclude depreciation and overheads

BUSINESS UNIT SUMMARY - Capital

Period Ending: 30 January 2019



Service Unit Cost Centre	Project No	Project Description	Capital Revenue				Capital Expenditure				Capital Surplus/(Deficit)			
			YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %
Roads and Parks Transport Management	210341	Capex: Depot Grafton Road Capital Upgrades	0	0	0	NA	0	15	15	0%	0	(15)	(15)	0%
	210379	Mann Street Depot Drainage & Truck Wash Works	0	0	0	NA	2	20	18	10%	(2)	(20)	(18)	10%
	210501	AHC - Plant Purchases/Sales	596	1,158	562	51%	1,241	2,679	1,438	46%	(645)	(1,521)	(876)	42%
		Sub total	596	1,158	562	51%	1,243	2,714	1,471	46%	(647)	(1,556)	(909)	42%
Airport	272005	Regional Airport Industrial Land Development	0	0	0	NA	17	200	183	9%	(17)	(200)	(183)	9%
	272008	Airport Lands Subdivision & Sale of existing land Armidale	0	1,600	1,600	0%	3	675	672	0%	(3)	925	928	0%
	272011	Capex: Regional Airport Apron	0	0	0	NA	277	407	131	68%	(277)	(407)	(131)	68%
	272013	Capex: Regional Airport Runway Lighting	0	0	0	NA	0	100	100	0%	0	(100)	(100)	0%
	272025	Capex: Upgrade Stormwater drainage and Shand Drive	0	0	0	NA	42	1,363	1,321	3%	(42)	(1,363)	(1,321)	3%
	272028	Capex: Taxiway Access Construction R&M and Superair	0	0	0	NA	0	100	100	0%	0	(100)	(100)	0%
	272029	Capex: Superair Capital works	0	0	0	NA	0	200	200	0%	0	(200)	(200)	0%
		Sub total	0	1,600	1,600	0%	338	3,045	2,707	11%	(338)	(1,445)	(1,107)	23%
Water Services	280022	ADC - Developer Servicing Charge - Water	147	600	453	24%	0	0	0	N/A	147	600	453	24%
	280116	Water Engineering & Strategy Capital Projects	0	0	0	NA	139	291	152	48%	(139)	(291)	(152)	48%
	280213	Malpas Dam water release facility	0	0	0	NA	1	102	101	1%	(1)	(102)	(101)	1%
	280216	Dumaresq Dam Upgrade Stability Investigation	0	0	0	NA	25	1,021	996	2%	(25)	(1,021)	(996)	2%
	280226	Puddock Dam - Capital	0	0	0	NA	0	5	5	0%	0	(5)	(5)	0%
	280229	Guyra Dams - Capital	0	0	0	NA	0	93	93	0%	0	(93)	(93)	0%
	280276	Water Network Meters capital replacement	0	0	0	NA	78	193	115	40%	(78)	(193)	(115)	40%
	280299	Water main - replacement - small size service lines	0	0	0	NA	34	202	168	17%	(34)	(202)	(168)	17%
	280327	Reservoir Cleaning & Ladder Replacements	0	0	0	NA	5	65	60	8%	(5)	(65)	(60)	8%
	280371	Water Main capital Replacements	0	0	0	NA	612	944	332	60%	(612)	(944)	(332)	60%
	280389	Water Mains - Capital	0	0	0	NA	53	0	(53)	N/A	(53)	0	53	N/A
	280390	Land Purchase New sludge handling facility	0	0	0	NA	2	0	(2)	N/A	(2)	0	2	N/A
	280425	Capex: Water pumping stations renewal	0	0	0	NA	36	320	284	11%	(36)	(320)	(284)	11%
	280726	Water Treatment Plant - Capital Projects	0	0	0	NA	57	667	610	9%	(57)	(667)	(610)	9%
	280743	SCADA Telemetry Systems	0	0	0	NA	31	26	(5)	117%	(31)	(26)	5	117%
	300375	WCM Study & Malpas Guyra Pipeline Investigations	5,950	9,030	3,080	66%	495	9,030	8,535	5%	5,455	0	(5,455)	N/A
		Sub total	6,097	9,630	3,533	63%	1,569	12,960	11,391	12%	4,528	(3,330)	(7,857)	-136%
Sewerage Services	260006	Sewer Business Management Transfer to Reserves	0	500	500	0%	0	0	0	N/A	0	500	500	0%
	260023	Developer Servicing Charge Sewer	101	0	(101)	NA	0	0	0	N/A	101	0	(101)	N/A
	260024	Sewer - Business Admin Capital Projects	0	0	0	NA	0	336	336	0%	0	(336)	(336)	0%
	260217	Sewer mains - Capital Projects	0	0	0	NA	604	2,001	1,398	30%	(604)	(2,001)	(1,398)	30%
	260220	Manhole Rehabilitation - Capital Project	0	0	0	NA	8	108	100	8%	(8)	(108)	(100)	8%
	260301	Sewage pumping stations capital projects	0	0	0	NA	0	89	89	0%	0	(89)	(89)	0%
	260407	Sewage Treatment Plant - Capital Projects	0	0	0	NA	40	492	451	8%	(40)	(492)	(451)	8%
	261218	Sewer CCTV Contractor Service	0	0	0	NA	176	176	0	100%	(176)	(176)	(0)	100%
	261219	Sewer "S-box" replacement program	0	0	0	NA	68	0	(68)	N/A	(68)	0	68	N/A
		Sub total	101	500	399	20%	896	3,202	2,306	28%	(795)	(2,702)	(1,907)	29%
Waste	290146	New Landfill - Construction Waterfall Way	0	0	0	NA	1,845	4,710	2,865	39%	(1,845)	(4,710)	(2,865)	39%
	290201	Recycling Centre Upgrade	22	22	0	100%	3	0	(3)	N/A	19	22	3	85%
	290202	Recycle Centre Upgrade (LSR)	52	0	(52)	NA	15	0	(15)	N/A	37	0	(37)	N/A
	290700	Armidale Organics Processing Expansion Project	0	0	0	NA	1	476	475	0%	(1)	(476)	(475)	0%
	290780	#N/A	0	0	0	NA	0	0	0	N/A	0	0	0	N/A
		Sub total	74	22	(52)	333%	1,864	5,186	3,322	36%	(1,790)	(5,164)	(3,374)	35%

BUSINESS UNIT SUMMARY - Capital

Period Ending: 30 January 2019



Service Unit/ Cost Centre	Project No	Project Description	Capital Revenue				Capital Expenditure				Capital Surplus/(Deficit)			
			YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %
Community and Customer Services														
Community Development														
	220501	ADC - Library Local Priority Grant	0	61	61	0%	14	61	48	22%	(14)	0	14	N/A
	220506	Capex: Armidale Library Books and AV materials	0	0	0	N/A	174	180	6	96%	(174)	(180)	(6)	96%
	220623	Capex: Guyra Museum Building Upgrade mains	0	0	0	N/A	0	3	3	0%	0	(3)	(3)	0%
	300087	Capex: Guyra Library Book Purchases	0	0	0	N/A	7	60	53	12%	(7)	(60)	(53)	12%
	300541	Kolera Sinking Fund	137	0	(137)	N/A	16	150	134	11%	121	(150)	(271)	-80%
		Sub total	137	61	(75)	223%	210	454	244	46%	(74)	(393)	(319)	19%
Preschool														
	300716	Preschool Upgrade	10	75	65	13%	20	105	85	19%	(10)	(30)	(20)	33%
		Sub total	10	75	65	13%	20	105	85	19%	(10)	(30)	(20)	33%
Economic Development and Marketing														
Economic Development														
	240508	ARC Truckwash Capacity Upgrade	29	21	(7)	133%	20	21	2	92%	9	0	(9)	N/A
		Sub total	29	21	(7)	133%	20	21	2	92%	9	0	(9)	N/A
Finance														
Finance														
	210852	Land Divestment Strategy Proceeds	0	700	700	0%	0	0	0	N/A	0	700	700	0%
		Sub total	0	700	700	0%	0	0	0	N/A	0	700	700	0%
Emergency Services														
	210405	RFS - Sale of Plant Equipment	34	0	(34)	N/A	0	0	0	N/A	34	0	(34)	N/A
	210412	Capex: RFS Logistics Shed	412	496	84	83%	437	383	(53)	114%	(24)	113	137	-22%
	210413	RFS RAFT Shed	0	484	484	0%	21	484	463	4%	(21)	0	21	N/A
	230265	Capex: SES HQ Upgrade Stormwater Drainage	0	0	0	N/A	0	35	35	0%	0	(35)	(35)	0%
	230266	SES Shed Guyra	0	0	0	N/A	184	187	4	98%	(184)	(187)	(4)	98%
		Sub total	446	980	535	45%	641	1,090	448	59%	(196)	(109)	86	179%
Information Technology														
Information Technology														
	210881	IT Communications Capital	0	0	0	N/A	153	150	(3)	102%	(153)	(150)	3	102%
		Sub total	0	0	0	N/A	153	150	(3)	102%	(153)	(150)	3	102%
Sustainability and Development														
Building and Development														
	250780	Sec 94 - Road Upgrade Dumaresq CP6	0	15	15	0%	0	0	0	N/A	0	15	15	0%
	250786	Sec 94 - Administration	0	3	3	0%	0	0	0	N/A	0	3	3	0%
	250787	Sec 94 - Bushfires	0	1	1	0%	0	0	0	N/A	0	1	1	0%
	250788	Sec 94 - Community Facilities (Library)	0	6	6	0%	0	0	0	N/A	0	6	6	0%
	250790	Sec 94 - Open Space (Shire Plan)	0	1	1	0%	0	0	0	N/A	0	1	1	0%
	250792	Sec 94 - Public Open Space	0	9	9	0%	0	0	0	N/A	0	9	9	0%
	250796	Sec 94 - Street Trees	1	1	0	58%	0	0	0	N/A	1	1	0	58%
	250802	Section 7.12 Contributions Plan	9	160	151	5%	0	0	0	N/A	9	160	151	5%
	300144	Sec 94 - Roadworks	3	14	11	22%	0	0	0	N/A	3	14	11	22%
		Sub total	12	209	196	6%	0	0	0	N/A	12	209	196	6%

BUSINESS UNIT SUMMARY - Capital

Period Ending: 30 January 2019



Service Unit/Cost Centre	Project No	Project Description	Capital Revenue				Capital Expenditure				Capital Surplus/(Deficit)			
			YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	Annual Budget 2019 \$'000	Budget Variance \$'000	Budget Variance %
Roads and Parks Parks and Reserves	210104	Capex: Central Administration Building Upgrades	0	0	0	NA	1	5	4	22%	(1)	(5)	(4)	22%
	210113	Capex: Guyra Admin Office Electrical Works	0	0	0	NA	2	42	40	4%	(2)	(42)	(40)	4%
	210115	Capex: Armidale Regional Adventure Playground	330	333	3	99%	0	333	333	0%	330	0	(330)	N/A
	210116	Capex: Armidale Hydrotherapy Pool	361	486	125	74%	0	486	486	0%	361	0	(361)	N/A
	210118	Capex: Moran Oval Retaining Wall & Field Drainage Project	27	81	54	33%	0	81	81	0%	27	0	(27)	N/A
	210119	Capex: Mother of Ducks Lagoon & Nature Reserve Upgrade	152	153	2	99%	0	153	153	0%	152	0	(152)	N/A
	210120	Capex: Guyra Community Hub Upgrade for Guyra Neighbourhood C	132	400	268	33%	0	400	400	0%	132	0	(132)	N/A
	210122	Capex: Tingha Skate Park Upgrade	38	114	76	33%	0	114	114	0%	38	0	(38)	N/A
	240012	Facility renewals Swimming Pools & Aquatic Centres	0	0	0	NA	3	28	25	11%	(3)	(28)	(25)	11%
	240272	Dumaresq Dam-Stage 1 Master Plan TBA	0	0	0	NA	0	10	10	2%	(0)	(10)	(10)	2%
	240282	Elizabeth Park 1-3 new light towers	0	0	0	NA	0	70	70	0%	0	(70)	(70)	0%
	240283	Elizabeth Park 2 Toilet Block	0	0	0	NA	80	90	10	88%	(80)	(90)	(10)	88%
	240287	Sports Council 2018/19 Program	0	0	0	NA	0	58	58	0%	0	(58)	(58)	0%
	240321	Capex: Seating Parks for Active Use	0	0	0	NA	6	6	0	100%	(6)	(6)	0	100%
	240331	Solar Project Installation at Major Council Facilities	0	0	0	NA	180	294	114	61%	(180)	(294)	(114)	61%
	240377	Drummond Park Apex Lookout Telstra Revegetation Project	0	0	0	NA	10	10	0	100%	(10)	(10)	0	100%
	240382	Capex: Dangarsleigh War Memorial	0	0	0	NA	4	4	0	96%	(4)	(4)	(0)	96%
	240607	Mall Vibrancy Plan (Merger Funds)	0	0	0	NA	27	169	143	16%	(27)	(169)	(143)	16%
	300602	Guyra Recreation Grounds Upgrades	0	0	0	NA	38	66	28	58%	(38)	(66)	(28)	58%
		Sub total	1,038	1,567	528	66%	351	2,419	2,068	14%	688	(852)	(1,540)	-81%
Transport Management	240914	Footpaths - New	0	0	0	NA	24	24	(0)	101%	(24)	(24)	0	101%
	270244	RtR: Jessie Street Reconstruction - Beardy to Dumaresq St	0	0	0	NA	0	5	5	0%	0	(5)	(5)	0%
	270248	Beardy Street/Jessie Street - Allingham St	0	0	0	NA	24	190	166	12%	(24)	(190)	(166)	12%
	270251	Guyra Main Street Upgrade (Merger Funds)	0	0	0	NA	155	1,000	845	16%	(155)	(1,000)	(845)	16%
	270254	Water Filling Stations (DCP Funding)	0	0	0	NA	0	100	100	0%	0	(100)	(100)	0%
	270315	Capex: Urban Revegetation Program	0	0	0	NA	51	350	299	14%	(51)	(350)	(299)	14%
	270413	Capex: Rural revegetation	0	0	0	NA	45	293	248	15%	(45)	(293)	(248)	15%
	270414	Capex: Gravel Resheeting Roads Local Rural Unsealed	0	0	0	NA	341	600	259	57%	(341)	(600)	(259)	57%
	270415	RtR: Rockvale Road Upgrade 1.5km Guyra-Ebor Turn off	0	0	0	NA	20	18	(2)	113%	(20)	(18)	2	113%
	270416	Platform Road 2.32 km Bitumen Sealing of Pavement	0	0	0	NA	68	1,477	1,409	5%	(68)	(1,477)	(1,409)	5%
	270418	Kempsay Road Improvements	0	440	440	0%	5	813	808	1%	(5)	(373)	(368)	1%
	270421	Kellys Plains Road Translator Road 850m South	0	0	0	NA	6	6	0	100%	(6)	(6)	(0)	100%
	270422	RtR: Kellys Plains Road Burns Gully to Platform Road	0	0	0	NA	10	10	(1)	108%	(10)	(10)	1	108%
	270429	Boorolong Rd Stanton to Weirs Road Rehabilitation	0	0	0	NA	6	6	0	100%	(6)	(6)	0	100%
	270433	Green Hills Road Bald Blair from Guyra Rd for 2.3km	0	0	0	NA	29	250	221	12%	(29)	(250)	(221)	12%
	270436	Boorolong Rd Upgrade (DCP Funding)	0	0	0	NA	0	310	310	0%	0	(310)	(310)	0%
	270460	Capex: Supplementary Block Grant	42	0	(42)	NA	0	293	293	0%	42	(293)	(336)	-14%
	270470	Capex: Regional Roads	0	155	155	0%	0	310	310	0%	0	(155)	(155)	0%
	270537	Capital Exp. Bridges - Sealed	0	0	0	NA	497	1,161	664	43%	(497)	(1,161)	(664)	43%
	270542	Capital Exp. Bridges Unsealed	0	0	0	NA	533	1,161	628	46%	(533)	(1,161)	(628)	46%
	300672	RtR: Rural Rehabilitation capital	0	0	0	NA	69	346	276	20%	(69)	(346)	(276)	20%
		Sub total	42	595	552	7%	1,884	8,722	6,838	22%	(1,841)	(8,127)	(6,286)	23%
TOTALS			8,582	17,119	8,537	50%	9,190	40,068	30,878	23%	(608)	(22,949)	(22,341)	3%

Above figures exclude overheads, loan repayments and reserve transfers



TRAFFIC ADVISORY COMMITTEE

Held on

Tuesday, 5 February 2019
10am

at

Committee Room
In attendance

Committee Members:

Councillor Libby Martin (ARC Chair)
Mr Hans Hietbrink (Rep. Member for Northern Tablelands)
Snr Sgt Paul Caldwell (NSW Police)
Mr Stefan Wielebinski (RMS)

Council Staff:

Ms Leah Cook (Service Leader Asset Planning and Design)
Mr Graham Earl (ARC Technical Officer)
Ms Belinda Ackling (Minute Taker)

Others:

Ms Leshae Adams (RMS)
Michael Ryan (Ranger Unit)

MINUTES

1. Apologies / Leave Of Absence
2. Confirmation of Previous Minutes -

CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 4 DECEMBER 2018

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
Nil

4. Business Arising

4.1 Business arising from the meeting held 4 December 2019*Ref: AINT/2019/02008 (ARC16/01*

The Traffic Advisory Committee Recommends:

That the actions taken from the minutes of the meeting held 4 December be noted.

The Motion on being put to the vote was CARRIED UNANIMOUSLY.

5. Special Events Reports

5.1 Special Event Traffic Management Plans 2019 New England Festival (formly Autumn Festival) Criterium*Ref: AINT/2019/00533 (ARC16/0168)*

The Traffic Advisory Committee Recommends:

- (a) That the Special Event Transport Management Plan for the Armidale Cycling Club's 2019 New England Festival Criterium be endorsed.

The Motion on being put to the vote was CARRIED UNANIMOUSLY.

5.2 Special Event Transport Management Plan Tour de Rocks' Charity Bike Ride 2019*Ref: AINT/2019/01590 (ARC16/0168)*

The Traffic Advisory Committee Recommends:

- (a) That approval be provided for the Special Event Transport Management Plan for the staging of the 'Tour de Rocks' Thursday 11th April to Saturday 13th April 2019, for the occupation and usage of Armidale Dumaresq Council Local Government Area (LGA) local roads only, pending approval for the use of local roads within the LGA of Kempsey by

Kempsey Council, and of any regional classified roads from the Roads and Maritime Services, and any further recommendations from NSW Police.

- (b) That Council provides suitable road closure signage to the event organisers for the closure of Dangar Street between Dumaresq and Kirkwood Streets, from 6am to 9am on Thursday the 11th April 2019.

The Motion on being put to the vote was CARRIED UNANIMOUSLY.

5.3 Special Event Transport Management Plan -Five Cent Friday Melanoma March 2019

Ref: ARC16/0168

The Committee supported the intention of the event, but required more information. Further information was provided to the committee occurred via email the Committee approved the application.

1/19

The Traffic Advisory Committee Recommends:

That approval be provided for Special Event Transport Management Plan request for the use of local roads of Guyra, Saturday 9 March 2019, for the Five Cent Friday Melanoma March 2019, including safety recommendations made from NSW Police.

The Motion on being put to the vote was CARRIED UNANIMOUSLY.

6. Correspondence

6.0 Presentation Autonomous Bus

Ref: ARC16/0168

Jo Harrison provided a powerpoint presentation to Committee on the current status of the Autonomous Bus testing.

Police has received a lot of feedback that people are speeding and overtaking, Jo is trying to encourage easymile to increase the speeds and is very aware of the impatience of drivers behind the bus. It is hoped that once the bus is fully operation drivers will be more aware and the culture of drivers will eventually be more accepting.

The Trevenna Road, Elm Ave intersection will be under road works 40km zone while the trail period is occurring temporary speed humps are in place to reduce the speed until awareness is more heightened.

Traffic Committee Members will be invited to take a ride on the bus prior to the next meeting.

6.1 Provision for 2 dedicated parking bays in Beardy Street - APVMA Building

Ref: AINT/2019/01969 (ARC16/0168)

The Traffic Advisory Committee Recommends:

That 2 disability parking spaces be installed in Beardy Street adjacent to the APVMA Building

at the cost of the developer, and in line with Australian Standards AS2890.5 Clause 4.5.

The Motion on being put to the vote was CARRIED UNANIMOUSLY.

7. General Business

0.0 Armidale Secondary School (Duval High School) traffic control*Ref: AINT/2019/02405 (ARC1*

The Traffic Advisory Committee Recommends:

- (a) That “No Stopping” be installed on the northern side of Monro Street from the start of the bus zone west along Monro for the length of 100m.
- (b) That “No Entry” signs with “Staff and Residents Excepted” supplementary plate be installed at the start of the unformed section of Monro Street.
- (c) That “No Entry” signs with “Buses, Staff and Residents Excepted” supplementary plate, be installed at the entrance of Monro Street to replace existing buses only signage.
- (d) That staff be provided with identification for their cars to allow parking in Monro Street.
- (e) That BB lines be installed in Duval Street for the length of 200m on approach to Crest Road to prevent U-Turn movements.
- (f) That a No stopping zone be install on the corner of Crest and Harden Street for the default distance of 10m.
- (g) That the existing “No Parking” opposite the bus zone at the Armidale Super School be changed to a “No Stopping”.

The Motion on being put to the vote was UNANIMOUSLY.

There being no further business the Chairman declared the meeting closed at 11.17am.



BUSINESS ADVISORY COMMITTEE

Wednesday, 17 October 2018
5:30pm

at

Function Room, Armidale

Members:

Chair Lindsay Woodland, CR Diane Gray, Hans Hietbrink
Laurence Nussbaumer, Chris Jordan, Peter Georkas, Anthony Fox,
Steve Mephram, Michelle Wheatley, Craig Ritchie, Peta Light, Aileen MacDonald, Bruce
Chick, Greg Lawrence, Nathalie Heaton, Peter Wilson
Kate Cameron (Minute Taker)
Quorum – 6 Members to be Present

MINUTES

1. APOLOGIES

CR Libby Martin, Nathalie Heaton, Peter Wilson, Chris Jordan, Craig Ritchie, Bruce Chick, Peter Georkas, Anthony Fox, Bruce Chick,

2. CONFIRMATION OF PREVIOUS MINUTES -**CONFIRMATION OF THE MINUTES OF THE BUSINESS ADVISORY COMMITTEE MEETING HELD ON 1 AUGUST 2018****RECOMMENDATION:**

That the Minutes be taken as read and be accepted as a true record of the Meeting.

CARRIED**3. DECLARATIONS OF INTEREST**

Standing declaration lodged by CR Gray: Financial member of both the Armidale Business Chamber and Guyra & District Chamber of Commerce.

4. ADMINISTRATION REPORTS**4.1 Street Trading Policy review**

Ambrose Hallman provided clarification relating to distance-space regulations for outdoor seating and table placements, telco box locations, hazard identification, Fees and Charges, aspects for Guyra and the regulatory differences between the Armidale Mall and other locations.

Moved: Hans Hietbrink

Seconded: Craig Ritchie

- a) That the draft Street Trading Policy be placed on public exhibition moving the existing part two assessment criteria to Part 1, allowing exemptions for the requirement of approval for street trading activities approval required under Section 68.
- b) That the Council implement a simple single licence process for street trading activities which maintains flexibility.
- c) That the matter of fees and changes be removed from the Street Trading Policy and dealt with in the Council's annual fees and charges process.

Motion on being put to the vote was CARRIED.

4.2 Draft Terms of Reference

Moved: Hans Hietbrink

Seconded: Aileen MacDonald

That the Spokesperson be amended to 'the Mayor'.

The Motion on being put to the vote was CARRIED.

4.3 Events Calendar

Greg Lawrence explained the functionality of the online Events Calendar, sought feedback and noted Sylvia Hobbs' work on the task.

Moved: Aileen MacDonald **Seconded:** Steve Mepham

Calendar noted by the Committee

The Motion on being put to the vote was CARRIED.

Action: Greg to check calendar search ability with Tony Broomfield.

4.4 Rail Trail update

Greg Lawrence provided a general update to the Committee. Members noted this topic is for the Regional Growth Committee.

Moved: Hans Hietbrink **Seconded:** Aileen MacDonald

Update noted by the Committee.

The Motion on being put to the vote was CARRIED.

4.5 Parking Study update

Lindsay Woodland provided a general update and explained the recommendation is going up to a future Council Meeting and Councillor Workshop. CR Diane Gray thanked Lindsay and his team for their ongoing work.

4.6 Mall Engagement Update

Moved: Aileen MacDonald **Seconded:** Steve Mepham

That the Mall Engagement be placed on hold until after the completion of the Masterplan.

The Motion on being put to the vote was CARRIED.

There being no further business the Chairman declared the meeting closed at 7.22pm



BUSINESS ADVISORY COMMITTEE

Held on

Tuesday, 4 December 2018
5:30pm

at

Function Room, Armidale

Members: Chair Mark Piorkowski

Quorum – 6 Members to be Present

MINUTES

1. APOLOGIES
Dave Mills, Andrew Korsch, Stephen Mephram
2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE BUSINESS ADVISORY COMMITTEE MEETING HELD ON 17 OCTOBER 2018

RECOMMENDATION:

That the minutes were not available due to a technical issues.

3. DECLARATIONS OF INTEREST

NIL
4. BUSINESS ARISING

NIL
5. ADMINISTRATION REPORTS

NIL
6. GENERAL BUSINESS

6.1 Street Trading Policy

Ref: AINT/2018/26171 (ARC17/2172)

Chair invited Ambrose Hallman; Service Leader Sustainability & Development to provide the committee with an overview of the street trading policy.

Mr Hallman confirmed that it was a legislative requirement for all policies to be reviewed after every Council election. In this case Council is not only the regulator but also the land owner and the intent by the previous resolution in 2015 was to remove red tape, thus in turn stimulating business in the Mall.

It was raised that as part of issuing any license in the Mall that a condition could be you must remain open until 5:30, similar to conditions in the main shopping centres.

Moved: Hans Hietbrink

Seconded: Craig Ritchie

- a) That the local draft approval policy be placed on public exhibition moving the existing part two assessment criteria to Part 1 exemptions of requiring approval for street trading activities approval required under Section 68?
- b) That the matter of fees and changes be removed from this policy and dealt with in the Council's annual fees and charges process.
- c) The Council implement a simple single licence process for street trading activities which maintains flexibility.

Motion on being put to the vote was CARRIED.

6.2 Armidale Regional Council Master Plan*Ref: AINT/2018/26172 (ARC17/2172)*

The Chair invited Mark Piorkowski, Director of Operations to provide an overview of the need for this Master Plan. Mr Piorkowski explained that our new CEO was concerned that all various Master Plans (Creek Lands, Parking Study and Mall) have been done in isolation and there is a need to have an overarching Master Plan into which all these current plans weave into this main document. This will provide a much more holistic frame work as well as providing a better regional outcome for our city. Important to have a broader consensus from the whole of the region's residents and this needs to include both young and old. This will ensure a clear vision for the Master Plan.

Moved: Hans Hietbrink**Seconded: Michelle Wheatley**

That the Business Advisory Committee supports the concept of a master plan that weaves all the other masters plans into one single document and that the Business Advisory Committee has carriage of this master plan.

Motion on being put to the vote was CARRIED.

6.3 Role and Function of the BAC*Ref: AINT/2018/26173 (ARC17/2172)***ACTION:**

That this item be deferred until the next meeting, scheduled to be held 5 February 2019.

6.4 Business Papers*Ref: ARC17/2172***NOTED**

Michelle Wheatley commented on the lateness of the minutes , this was noted.

There being no further business the Chair declared the meeting closed at 7.10pm



BUSINESS ADVISORY COMMITTEE

Held on

Tuesday, 5 February 2019
5.30

at

Function Room, Armidale

Members: Chair Cr Diane Gray, Cr Libby Martin, Hans Hietbrink
Laurence Nussbaumer, Chris Jordan, Peter Georkas, Anthony Fox, Andrew Korsch,
Steve Mephram, Michelle Wheatley, Craig Ritchie, Peta Light, Aileen MacDonald, Greg
Lawrence, Belinda Ackling (Minute Taker)

Quorum – 6 Members to be Present

MINUTES

1. APOLOGIES

Hans Hietbrink, Laurence Nussbaumer, Chris Jordan, Peter Georkas, Steve Mephram, Michelle Wheatley, Craig Ritchie.

2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE BUSINESS ADVISORY COMMITTEE MEETING HELD ON 4 DECEMBER 2018

Moved Aileen MacDonald Seconded Anthony Fox

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.

3. DECLARATIONS OF INTEREST

Standing declaration lodged by Councillor Gray – Financial member of both the Armidale Business Chamber and Guyra & District Chamber of Commerce.

4. BUSINESS ARISING

4.1 Role and Function of the Business Advisory Committee

Ref: AINT/2019/01965

Councillor Diane Gray asked the members

- i. What the members believed is the objective of the committee?
- ii. What is it the committee would like to achieve by Christmas 2019?

The committee agreed that they believed they were there to advocate, educate, collaborate and communicate with and for both businesses and Council.

Putting the Buzz in Business is the theme, changing attitudes and cultures of the past and present, moving forward making the present and future energetic and exciting for businesses and ultimately consumers.

Looking at a faster and easier DA process, Council providing not just information but support and encouragement for business growth. Advice on issues, how they can be corrected or adjusted to help the process continue, reducing time delays. A real customer service initiative must begin at Council, not just providing facts and advice but suggestions that will allow businesses the ability to grow without lengthy delays.

The continued advisory collaboration with the development of the Master Plan.

Cr Gray informed the committee of Ian Mason Entrepreneur, Investor, Senior Leader, Economist, Author, Speaker & Speechwriter.

Ian is CEO of Rainbow Bridge Education, Ian was instrumental in the creation and growth of

Virgin StartUp, Sir Richard Branson's not-for-profit company for entrepreneurs, which has now supported over 11,000 entrepreneurs with over £35 million.

He is immensely passionate about supporting entrepreneurs, an endeavour which has seen him take up roles across the world, including Global Entrepreneur in Residence at Creative Enterprise Australia's Collider Accelerator Programme and Visiting Entrepreneur at The Office of the Queensland Chief Entrepreneur.

The Committee agreed that they would definitely be interested and would benefit in attending a workshop to discuss getting a plan of action off the ground and gain some focus if Council went ahead and was able to secure a visit with Ian.

RECOMMENDATION:

Moved Hans Hietbrink

Seconded Peta Light

That it be noted the focus points for the Business Advisory Committee for 2019, include:

- i. Putting the Buzz in Business**
- ii. Scope support for the DA process**
- iii. Master Plan**

The Motion on being put to the vote was CARRIED.

5. ADMINISTRATION REPORTS

Greg Lawrence injected that tourism and sporting activities tend to be overlooked and yet it brings with it, the biggest injection of cash flow into the area. Tourism is an area that we need to support. Greg Lawrence is currently developing a quarterly report which includes statics reflecting tourism, events and activities and development numbers.

6. GENERAL BUSINESS

Cr Gray congratulated Aileen MacDonald is Guyra's Citizen of the Year for 2019. Aileen was recognised for her roles as a member of the Armidale Regional Council's Regional Growth Committee, and past President of the Guyra & District Chamber of Commerce.

Upcoming event were noted.

16 April - Renew Armidale Launch

There being no further business the Chairman declared the meeting closed at 7pm



ENVIRONMENTAL SUSTAINABILITY ADVISORY COMMITTEE

Held on

Monday, 4 February 2019
5:30pm

at

Function Room, Armidale

Present: Cr Dorothy Robinson, Cr Diane Gray, Ms Jo Leoni, Ms Maria Hitchcock,
Ms Navjot Bhullar, Mr David Carr, Mrs Sara Schmude, Mr Ambrose Hallman,
Ms Sally Thorsteinsson, Ms Kathy Martin

MINUTES

1 APOLOGIES

MS. MAHALTH HALPERIN, MS ROBYN BARTEL, MR BRUCE WHAN, MR CHARLES WILLIAMS AND MS ALISON CAIRNS ARE APOLOGIES.

2 CONFIRMATION OF PREVIOUS MINUTES

CONFIRMATION OF THE MINUTES OF THE ENVIRONMENTAL SUSTAINABILITY ADVISORY COMMITTEE MEETING HELD ON 6 NOVEMBER 2018

MOVED CR GRAY SECONDED MS LEONI

That the minutes be taken as read and be accepted as a true record of the Meeting.

CARRIED.

3 DECLARATIONS OF INTEREST

Ms Bhullar and Mr Carr are members of the Mayor's External Wood Smoke Advisory Committee.

4 CORRESPONDENCE

Nil.

5 ADMINISTRATION REPORTS

5.1 FOR INFORMATION: Updates on council projects Ref: AINT/2019/02047 (ARC16/0864)

MOVED MS HITCHCOCK SECONDED CR ROBINSON

That the committee notes the updates provided on Council proposals and projects.

CARRIED.

Mr Carr updated the committee on current and proposed koala conservation projects in the Armidale area.

ACTION: Regarding the State Government Air Conditioner rebate scheme: Sustainability Officer to liaise with OEH to clarify issues regarding local installers, and to investigate opportunities to prompt local installers to register as accredited by the scheme to enable the local community to gain maximum benefits.

ACTION: Regarding cycling projects: Sustainability Officer liaise with Roads and Parks and Communications to produce a media release about repainted cycling logos on roads. Committee members who have safety concerns to write to Council's Local Traffic Committee.

ACTION: Regarding the Blueprint being produced for the Department of Premier and Cabinet Renewable Energy Working Group: Cr Robinson will provide information she has compiled on renewable energy projects in this area, for distribution to the committee.

MOVED CR ROBINSON**SECONDED DR BHULLAR**

That Peter Murray and Tom Fisher be thanked for their excellent work in meeting the deadline for the Cycling Towns Grant submissions.

CARRIED.

6:25pm Ms Sara Schmude joined the meeting.

5.2 FOR DECISION: Mayor's External Woodsmoke Advisory Group*Ref: AINT/2019/02037 (ARC1*

MOVED CR ROBINSON**SECONDED DR BHULLAR**

An invitation be extended to the Mayor's External Woodsmoke Advisory Group to meet with the Environmental Sustainability Advisory Committee.

CARRIED.

6 BUSINESS ARISING

Nil.

7 GENERAL BUSINESS

7.1 FOR INFORMATION: Current activities

Ref: AINT/2019/02069 (ARC16/0864)

That the Committee notes the information provided by its members.

Dr. Bhullar commented on the benefits of the article on using water wisely in Council's newsletter, and was positive about it's message of water conservation.

Ms Schmude acknowledged the receipt of funding for the new Steam Weeder to be purchased by Landcare and made available for use by Rivercare and other community organisations.

Ms Schmude will also be conducting an education session on the issue of Chilean Needlegrass at the Guyra Show on Saturday 23 March.

8 AGREEMENT ON ITEMS FOR AGENDA FOR NEXT MEETING

Please send Agenda items to Council's Sustainability Officer by Friday 22 March 2019.

9 TIME AND DATE OF NEXT MEETING

Monday, 1 April 2019

There being no further business the Chairperson declared the meeting closed at 7:05pm.



ARMIDALE REGIONAL YOUTH ADVISORY COMMITTEE

Held on

Monday, 11 February 2019
4pm

at

Hughes House

Attention: Youth Council Members

Present: Zara Blackmore (Chair), Fran Hebblewhite (Secretary), Bethany Eickhoff,
Emily Paul, Maria Bouliopoulos, Cr. Bradley Widders

In Attendance: Mrs. Alice Cleaver (ARC)

MINUTES

1 Apologies

Sophia Mackson, Laura Murray, Sophie Warner

2 Confirmation of Previous Minutes**CONFIRMATION OF THE MINUTES OF THE ARMIDALE REGIONAL YOUTH ADVISORY COMMITTEE MEETING HELD ON 22 NOVEMBER 2018**

Moved: Zara Blackmore Seconded: Fran Hebblewhite

That the minutes of the meeting held on 22 November 2018 be taken as read and be accepted as a true record of the Meeting.

CARRIED

3 Declarations of Interest

NIL

4 Business Arising

NIL

5 Administration Reports

NIL

6 General Business**6.1 NSW Youth Council Conference September 2019** *Ref: AINT/2019/01559 (ARC16/0591)*

Moved: Emily Paul Seconded: Fran Hebblewhite

That the Committee recommends supporting two members of the Armidale Regional Youth Advisory Committee to attend the NSW Youth Council Conference being held in Rooty Hill in September 2019.

CARRIED

6.2 2019 Luminosity Youth Summit*Ref: AINT/2019/01564 (ARC16/0591)*

Moved: Emily Paul Seconded: Fran Hebblewhite

That the Committee recommends supporting two members of the Armidale Regional Youth Advisory Committee to attend the 2019 Luminosity Youth Summit in July 2019.

CARRIED

6.3 National Day of Action Against Bullying and Violence

Ref: AINT/2019/01567 (ARC16/0591)

Moved: Emily Paul Seconded: Bethany Eickhoff

That the Armidale Regional Youth Advisory Committee support National Day of Action Against Bullying and Violence on 15 March 2019.

CARRIED

6.4 International Women's Day

Ref: AINT/2019/01660 (ARC16/0591)

Moved: Fran Hebblewhite Seconded: Bethany Eickhoff

That the Armidale Regional Youth Advisory Committee support International Women's Day on 8 March 2019.

CARRIED

6.5 2019 Lifesaver Day

Ref: AINT/2019/01676 (ARC16/0591)

Moved: Maria Bouliopoulos Seconded: Emily Paul

That the Armidale Regional Youth Advisory Committee support the promotion of their committee at the 2019 University of New England's Lifesaver Day on 26 February 2019.

CARRIED

6.6 Environmentally friendly options at Armidale Regional Council events.

Ref: AINT/2019/01666 (ARC16/0591)

RECOMMENDATION:

That the Committee recommends to Council that they actively support the elimination of

single-use plastics at Council run events.

ACTION: This item is to be carried over to the next meeting to allow for further discussion.

6.7 Supporting local Businesses

Ref: AINT/2019/01667 (ARC16/0591)

Cr. Widders suggested the Committee take an active role in promoting fundraising for local charities through local businesses.

ACTION: a.) Committee to discuss further ways to support this idea through informal workshops.
b.) Youth and Family Coordinator to contact Armidale Chamber of Commerce to discuss.

6.8 Election of New Committee Member

Moved: Emily Paul Seconded: Fran Hebblewhite

That Council note the newly elected member Maria Bouliopoulos to the Armidale Regional Youth Advisory Committee.

CARRIED

There being no further business the Chairman declared the meeting closed at 5:00pm.



REGIONAL GROWTH ADVISORY COMMITTEE

Held on

Thursday, 14 February 2019
5:30pm

at

Function Room, Armidale

PRESENT: Peter Bailey (Chair), Andrew Murat, Alun Davies, Anthony Fox, Bruce Chick, Bryn Griffiths, Jock Mitchell, Laurie Knight, Maria Hitchcock, Peter Sniekers,

IN ATTENDANCE: Greg Lawrence (minutes).

MINUTES

1. APOLOGIES

Nathan Axelsson, Glen Chapman, Hans Hietbrink , Alun Davies, Aileen MacDonald , Diane Gray, Bob Ryan, Mark Piorkowski

2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE REGIONAL GROWTH ADVISORY COMMITTEE MEETING HELD ON 10 DECEMBER 2018**RECOMMENDATION:**

That the minutes be taken as read and be accepted as a true record of the Meeting.

3. DECLARATIONS OF INTEREST

Nil

4. BUSINESS ARISING

Nil

5. ADMINISTRATION REPORTS

5.1 Evocities: Memorandum of Understanding

Ref: AINT/2018/27239 (ARC16/1035-2)

Greg Lawrence gave an overview of the programme and commented on this being a good example of 7 councils working together. As the junior partner it gives us the opportunity to have our region out in the market.

Evocities have carried out extensive strategic marketing promoting the group to the Sydney and other metro cities and they are constantly measuring there activities.

It was noted that this must be viewed in, could we do this alone with our own finances and resources, the answer is no.

Anthony Fox put an amendment to the motion as follows-

That Evocities conduct an independent audit on there program and this be part of the MOU. With the findings to be circulated to the member councils.

MOVED Anthony Fox SECONDED Maria Hitchcock

That the Regional Growth Advisory Committee recommends that Council resolves:

- a) To confirm Armidale Regional Council's commitment to the continuation of the Evocities program for the period 2019/20 to 2022/23.**
- b) That Evocities conduct an independent audit on there program and this be part of the MOU. With the findings to be circulated to the member councils.**
- c) To authorise the Mayor and the CEO to execute the Memorandum of Understanding between ARC and Evocities for the period.**

The Motion on being put to the vote was CARRIED.

5.2 Draft Tourism Strategy to go to Council Meeting 27 Feb 2019*Ref: AINT/2019/01997**(ARC18/2574)*

Need to promote our weather as an attraction given the current hot weather and the ongoing debate re climate change. The Tourism Strategy is a good high level document that will assist as a reference when applying for grants.

MOVED CR Andrew Murat SECONDED Bruce Chick

- a) That the Regional Growth Advisory Committee supports the actions as recommended within the Tourism Strategy 2018-2020 and:
- b) Recommends to Council that the Draft Tourism Strategy be adopted as presented at the meeting of 27 February 2019.

The Motion on being put to the vote was CARRIED

5.3 Goals and objectives for 2019*Ref: AINT/2019/02205 (ARC16/0875-2)*

It was decided that this was an important issue and should be dealt with separately. It was agreed to hold a workshop in March and the committee members to bring there thoughts so these can be discussed.

5.4 AVPMA retention*Ref: AINT/2019/02211 (ARC16/0875-2)*

Greg Lawrence mentioned he had been in dialogue with the APVMA and they indicated that they now have 70 staff working here in Armidale. Mr Lawrence also mentioned he is working with Lisa Croft from the APVMA to secure a shortlist of customers that we could strategically target with a visit to the act.

6. GENERAL BUSINESS**6.1 Rail Trail update***Ref: AINT/2019/02212 (ARC16/0875-2)*

Mr Lawrence commented on that David Mills has set up a crowd funding account . Anthony fox reaffirmed the Alliance support for the rail trail and the need to only have one central crowd funding account.

Mr Snickers commented that the government would look favourably on the community getting behind the rail trail and this would encourage the government to close the rail line, which is the next big hurdle.

6.2 Guyra charge point*Ref: AINT/2019/02215 (ARC16/0875-2)*

Mr Lawrence commented that he had secured NRMA to install a charge point in Armidale at the visitor information centre and he was in negotiations to have one in Guyra. Mr Lawrence went on to say that NRMA are trying to build a network and this charge point in the first instance will be free to all but suspects will revert to free for members only.

6.3 CMCA Camping land Guyra*Ref: AINT/2019/02217 (ARC16/0875-2)*

Mr Lawrence mentioned that the CMCA are the official body representing free campers in particular motor homes. They are now wanting to set up dedicated camping sites for there members and Mr Lawrence has been working to secure a site in Guyra. The CMCA pay an annual fee to lease land and they provide a caretaker and basis amenities as all the vans are self contained.

6.4 CMCA Rally Armidale*Ref: AINT/2019/02214 (ARC16/0875-2)*

Mr Lawrence commented that the CMCA hold an annual rally and he had secured one when he was at Edward River Council (formally Deniliquin) and had over 2000 delegates. We have submitted an EOI to act as the host council. The EOI is currently before the CMCA's board for consideration.

6.5 Events calendar*Ref: AINT/2019/02213 (ARC16/0875-2)*

Mr Lawrence circulated the events calendar and mentioned it was his intention to have one calendar .

There being no further business the Chairman declared the meeting closed at 7.08pm

The next meeting of the Business Advisory Committee will be held 11th April 2019.