



ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 28 February 2018
1pm

at

Armidale Council Chambers

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Community Engagement Strategy

Integrated Planning and Reporting



Unleash the opportunities

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Introduction

Council must review and endorse its Community Strategic Plan 2027.

Local Government Act 1993 s402(5): Following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a community strategic plan covering at least the next 10 years.

Given the plan was developed and adopted in 2017, it is recommended the new Council reaffirms the plan with the community and focuses on developing a comprehensive Delivery Program to identify the activities Council will implement over its four-year term to meet the objectives in the Community Strategic Plan.

Background

The Community Strategic Plan 2027 was developed through extensive community consultation during the Armidale Regional Council's Administration period. This process allowed for a process of robust engagement with the community about their desires and expectations for the newly formed Armidale Regional Council.

The Community Strategic Plan 2027 outlines the 'vision' of the community over the next 10 years centred on the four themes of Environment and Infrastructure; Growth, Prosperity and Economic Development; Leadership for the Region and Our People and Community.

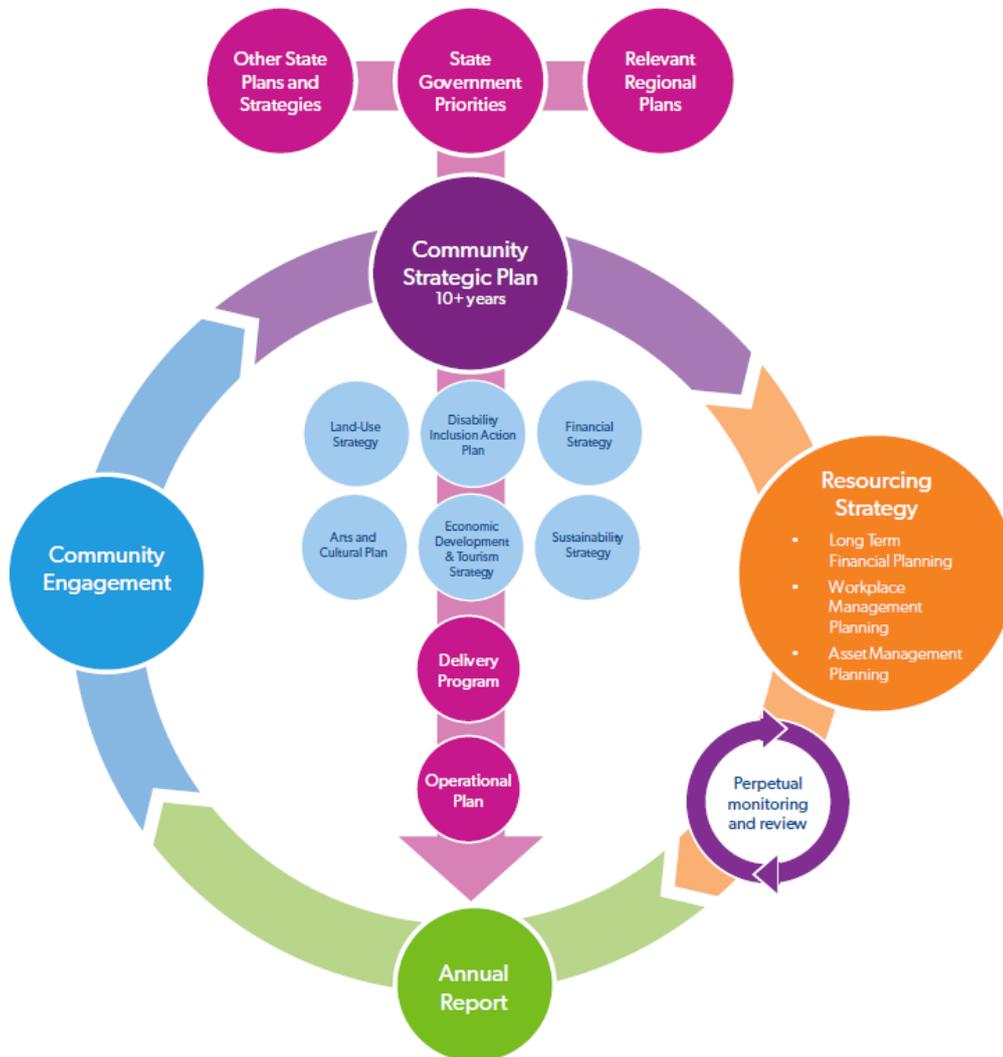
Council is faced with challenges in terms of boosting the economy and creating jobs, protecting the environment, building stronger communities, providing essential infrastructure and transforming the new organisation into a stronger council. At the same time, there are great opportunities to improve the wellbeing for all of our citizens.

Leading the Council's planning hierarchy, the Community Strategic Plan identifies the community's main priorities and expectations for the future and ways to achieve these goals. Each of the four themes identified in the CSP are replicated in the Delivery Program and Operational Plan.

The Integrated Planning and Reporting (IPR) Framework includes:

- The CSP Engagement Strategy (this document);
- The Resourcing Strategy, addressing sustainable long term financial, asset management and workforce planning;
- A four year Delivery Program 2018-2022 - the Delivery Program outlines Council's activities planned for the period to the end of the Council term.
- Operational Plan 2018/19 (reviewed annually) - the Operational Plan consists of actions identified to be undertaken in the current financial year as part of the Delivery Program activities, together with the related financial, capital works program, budget, and other details;
- Revenue Statement containing the rating structure, annual charges and fees and charges, reviewed annually;
- An Indicators Framework, integrated into the IPR components; and
- Six monthly and yearly progress reports.

"Integration" is the key concept of the IPR Framework, adding to the range of governance frameworks that will guide Council, staff, our community and stakeholders in working together to meet the challenges and opportunities of the next ten years.



Armidale Regional Council undertook an extensive review of its Community Strategic Plan in consultation with its community, adopting the final 2017-2027 Community Strategic Plan on 17 May 2017.

The Armidale Regional Council, having only recently developed its Community Strategic Plan, is at the stage of 'perpetual monitoring and review'. Accordingly, the Community Engagement Strategy will be focused on a review of the Community Strategic Plan 2027 for adoption by the elected Council in June 2018.

The Community Strategic Plan identifies the community's main priorities and aspirations for the future. While Council has a custodial role in initiating, preparing, and maintaining the Community Strategic Plan, it is the community's plan.

The plan was only recently developed through a thorough community engagement process, so it is recommended the new Council reaffirms the plan with the community and focuses on developing a comprehensive Delivery Program to identify the activities Council will implement over its four-year term to meet the objectives in the Community Strategic Plan.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is identifying and prioritising its objectives to achieve the community's long-term goals.

It commits Council to strategies that realise the community objectives identified from this engagement process. The recommendations from this engagement process should be converted into realistic actions.

The Operational Plan details the individual actions Council will undertake during the next financial year to achieve the strategies of the Delivery Program.

Strategies in the Delivery Program and the actions outlined in the Operational Plan will be guided by consultation with community representatives, stakeholders and the wider community.

The IPR documents are Council's blueprint during each term of Council. Each Council action should be identified in the Operational Plan and should be aligned to the objectives and strategies outlined in the Community Strategic Plan and Delivery Program.

More extensive community engagement will be undertaken in 2018/19 to gauge community awareness and satisfaction with Council services. This Service Delivery Review will identify the community's desired level of Council services, relative to the rates of Council's rates, fees and charges.

This agreed level of service will inform the 2019/20 Operational Plan and a review of the Delivery Program.

Goal

Engage with the community as part of Council's requirement to:

- *reaffirm the Community Strategic Plan 2017*
- *identify strategies and actions for the Delivery Program and Operational Plan*

Objectives

- Maximise community understanding and ownership of the Community Strategic Plan 2027
- Enable community members to easily provide feedback on the Community Strategic Plan 2027
- Maximise community input to the Delivery Program and Operational Plan

Engagement Process

Local Government Act 1993 s402(4): The council must establish and implement a strategy (its community engagement strategy), based on social justice principles, for engagement with the local community when developing the community strategic plan.



Broad and effective consultation is required to engage the community in decisions made by Council. The level of community consultation should correspond to the potential level of community impact or concern, and should be tailored to the nature, complexity and impact of the issue, plan or policy.

Council endeavours to inform, consult, involve, collaborate, and empower the community through a variety of engagement methods. Each of the techniques to be employed by Council is explained in this document.

Council will work closely with the newly established Reference Group, who are invited members of the community representing a diverse range of residents and ratepayers of the Armidale Region. Members of these groups represent ratepayers, residents, community groups and organisations, sporting clubs, village groups, NSW Farmers Federation, youth, and other groups within the region. This group will be utilised by the Armidale Regional Council to commence the engagement process and to activate informed discussion. Through their continued engagement, this group will develop a sound understanding of the operations of the Council and will be the anchor point for all future community engagement activities.

The community engagement component of the process involves the wider community and is particularly centred around informed discussion and ensuring the wider community understand the Integrated Planning and Reporting Framework, and gives them an opportunity to have their say on their expectations of the Armidale Regional Council.

Council will also utilise an extensive online suite of engagement tools to provide every opportunity for the community to get involved in discussions and have access to relevant information and resources. The tools used by Council include:

- Community Engagement portal – <http://yoursay.armidale.nsw.gov.au/>
- Social Media – <https://www.facebook.com/arc2350/> and www.twitter.com/arc2350 - allows Council to provide information in real time, to advertise community meetings, and to receive feedback and comments
- Online Survey – Council utilises online survey tools to provide opportunities for the entire population to access the survey

iap2 public participation spectrum



	Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To work directly with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
Promise to the Public	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Example Tools	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

Staff and Elected Representatives

Internal engagement is a key component of the strategy, to ensure consistent messaging to the community and stakeholders. A range of staff and councillor workshops will be carried out prior to the community engagement process. This will allow for the development of necessary background information and utilise the valuable knowledge of staff and councillors.

Level of Engagement	Method	Information	Dates /Venues
Inform	Council Meeting	Adoption by Council of the Project Plan and Engagement Strategy	28 February 2018
Inform	Staff Meetings	Staff meetings will be held at each of workplaces to ensure all staff are informed about the Integrated Planning and Reporting Framework.	February 2018 following the Council meeting
Consult	Run workshops for the elected Council to discuss priorities for the proposed Delivery Program	Councillor briefing sessions to provide updates to Councillors and allow open discussion and consultation between Executive Staff and Councillors. Councillors will need to be active within the community throughout the process, to gauge community views and get feedback and ideas.	February 2018 April 2018
Consult	Meeting with Adam Marshall MP (State Member)	Endorsement and support from the State member regarding alignment with the Regional Plan	April 2018

Community Engagement Process

The following processes and activities will be utilised throughout the Community Engagement Process to ensure valuable, useful, and accurate information is given and received.

Level of Engagement	Method	Information	Dates /Venues
Collaborate	Reference Groups	The establishment of a Regional Reference Group will provide Council with an opportunity to obtain base results for future consultation, explain the process, develop an understanding of the appetite for change, and provide a forum for open and collaborative brainstorming on options	Between 19 -30 March 2018
Collaborate	Community Consultation meetings	Held in Armidale, Guyra, and Tingha	Between 19 -30 March 2018
Inform	Informal discussions with representatives of a range of community groups		March 2018
Inform	Mall Engagement Centre - established to compliment the online portal, with a popup space created in the foyer of Guyra Council administration building.	Information relating to the process, opportunities to talk with staff and councillors about the service level review, and access to the online resources.	April 2018

Online

Level of Engagement	Method	Information	Dates /Venues
Inform Consult Involve Collaborate	Engagement HQ site http://yoursay.armidale.nsw.gov.au/	The website portal has been developed as a community collaboration tool for the purposes for developing, reviewing, and engaging with the community on Integrated Planning and Reporting.	Site launched in March 2018
Inform Consult Involve Collaborate	Facebook	Provide regular updates and information throughout the process	Ongoing
Inform Consult Involve Collaborate	Twitter	Live streaming of public meetings will allow for active engagement from members of the public.	Ongoing

Online content:

- A public forum
- Info-graphic video about the IP&R process
- Link to the community survey
- Links to further information

This engagement portal has been developed to provide a 'one-stop-shop' for all information about the process so that the community is well informed.

Survey

A comprehensive survey of service delivery options will be undertaken from 5 March 2018 to 25 March 2018. The survey will be made available to the public in a number of ways:

- Online
- Hard copies available throughout as requested or where practicable
- Provided to all those who attend Community Reference Group Meetings and public forums
- Distributed to businesses
- Council Officers to survey locals who visit the Community Connect engagement shopfront
- Available on Council's website

A draft survey is being prepared and is available for review from

https://www.surveymonkey.net/r/Preview/?sm=wrcZZYzMvctuNGQkPnTsEGHR6d6jT_2Bb9ZP7wQr6ctvST_2BRwB7EdF_2FRKMtICpGTE_2B

Information Provided

Information will be developed and distributed to provide community members opportunities to inform themselves on the purpose and process of the service delivery review.

Invitations

Draft invitation to participate in meetings and activities:



Reference Group Meeting Community Strategic Plan

We need your help to make some important decisions and invite you to attend this reference group meeting to consider Council's future.

Council is calling on the reference group to guide Council's decision making process and ascertain the needs and desires of the whole Armidale Regional community.

Further information can be obtained by visiting <http://yoursay.armidale.nsw.gov.au> and a workshop package will be provided prior to the meeting.

Please join us on:

Wednesday, 15 October, 2017

At the Armidale Town Hall

Commencing at 6:00pm

It is important that you RSVP by 10 November, 2017 to ensure you are provided with the appropriate information and have an opportunity to complete a survey prior to discussions.

Light refreshments will be provided following the meeting.

For further information please contact Council's Program Leader Corporate Planning and Performance on the details below.

Information Packages

At each of the community engagement meetings, information packages will be provided to attendees. The information packages contain the most up-to-date information available to ensure participants were well informed throughout the process.

FAQ

FAQ information will be prepared to assist the community in understanding the process.

Media Relations

Level of Engagement	Method	Information	Dates /Venues
Inform	Public Forum promotion	<ul style="list-style-type: none"> *Pre-event Media Release (7 days prior) *Media Alert to all local and regional media *Interviews sought with ABC-NENW 2AD *Target media: <ul style="list-style-type: none"> Armidale Express Guyra Argus Guyra Gazette 2AD ABC - NENW *Social media posts with event photos * Council e-news *Opportunity to interview CEO and Mayor post-event *Invitation for Adam Marshall MP to attend 	
Inform	Online submissions	<ul style="list-style-type: none"> *Combine with Public Forum advertisements and promotion. *Links from social media *Link from Engagement HQ *Link from Council e-news *Media release about close of survey/submissions “Last chance to ‘Have Your Say’” 	
Inform	Exhibition of modified CSP	<ul style="list-style-type: none"> * Media release outlining changes to CSP 	

Final Recommendations Plan

Local Government Act 1993 s402(6) A draft community strategic plan or amendment of a community strategic plan must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the plan or amendment is endorsed by the council.

Level of Engagement	Method	Information	Dates /Venues
Collaborate	Draft Community Strategic Plan, Delivery Program, and Operational Plan (and associated documents) on Public Exhibition	Online and available in print.	Public exhibition from 25 May to 22 June 2018
Empower	Final adoption of Community Strategic Plan, Delivery Program, and Operational Plan (and associated documents)		Submitted on 30 June 2018

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

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 - b. Council specific KPI's
6. Contracts & Other Expenses Budget Review Statement

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17**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 2017

It is my opinion that the Quarterly Budget Review Statement for ARMIDALE REGIONAL COUNCIL for the quarter ended 31/12/17 indicates that Council's projected financial position at 30/6/18 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: *K Lockyer*

date: 19/02/2018

Keith Lockyer
Responsible Accounting Officer

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

ARMIDALE REGIONAL COUNCIL
Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2017
Income & Expenses - Council Consolidated

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Dec Qtr	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRS				
Income							
Rates and Annual Charges	26,351		674	27,025		27,025	16,517
User Charges and Fees	19,800			19,800	(296)	19,504	10,438
Interest and Investment Revenues	2,931			2,931	(455)	2,476	895
Other Revenues	2,063			2,063		2,063	672
Grants & Contributions - Operating	9,550			9,550	2,000	11,550	4,207
Grants & Contributions - Capital	8,104		40	8,144	3,894	12,038	8,860
Net gain from disposal of assets	802			802		802	250
Share of Interests in Joint Ventures							
Total Income from Continuing Operations	69,600	-	714	70,314	5,143	75,457	41,839
Expenses							
Employee Costs	19,965		640	20,605		20,605	10,865
Borrowing Costs	1,699			1,699		1,699	989
Materials & Contracts	17,212			17,212	4,600	21,812	8,305
Depreciation	15,476			15,476		15,476	7,738
Legal Costs	105			105		105	93
Consultants	1,492			1,492		1,492	1,421
Other Expenses	8,042			8,042		8,042	3,190
Interest & Investment Losses							
Net Loss from disposal of assets							
Share of interests in Joint Ventures							
Total Expenses from Continuing Operations	63,992	-	640	64,632	4,600	69,232	32,601
Net Operating Result from Continuing Operations	5,608	-	74	5,682	543	6,225	9,238
Discontinued Operations - Surplus/(Deficit)							
Net Operating Result from All Operations	5,608	-	74	5,682	543	6,225	9,238
Net Operating Result before Capital Items	(2,496)	-	34	(2,462)	(3,351)	(5,813)	378

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes		Details
Regulatory Charges Development	295,188	Decrease in income due to lower than expected development activity
Interest	455,345	Decrease in income from interest on investments due to reduced cash balance and lower interest rates for deposits
Operating Grants	-2,000,000	Increase in grants after notification about the airport roundabout.
Capital Grants	-3,894,000	Increase in capital grants for Kolora and the airport offset by a decrease for bridges.
Consultancies and contracts	2,600,000	Expenses carried forward relating to Merger funds that were received in 2016
Materials	2,000,000	Increase in Operating expense for Airport roundabout
Net Change	-543,467	Decrease in operating expenses

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

ARMIDALE REGIONAL COUNCIL

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2017

Capital Budget - Council Consolidated

	Original Budget 2017/18	Approved Changes		Variations for this Dec Qtr	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRS			
(\$000's)						
Capital Expenditure						
- Plant & Equipment	3,821			-	3,821	1,026
- Land & Buildings	2,267			1,300	3,567	1,883
- Roads, Bridges, Footpaths, Drainage	15,721		210	-	15,931	3,436
- Other Structures	334			-	334	-
Loan Repayments (Principal)	2,175			-	2,175	1,295
Other Expenditure Airport	5,000			-	5,000	5,892
Other Expenditure Other Assets	8,144			-	8,144	2,849
Other Expenditure Water	1,874			-	1,874	1,741
Other Expenditure Sewer	2,032			-	2,032	365
Other Expenditure Library Books	315			-	315	241
Total Capital Expenditure	41,683	-	210	1,300	43,193	18,728
Capital Funding						
Rates & Other Untied Funding	18,135		40	(2,549)	15,626	4,079
Capital Grants & Contributions	8,104			3,849	11,953	8,378
Reserves:						
- External Restrictions/Reserves	15,399		170	-	15,569	5,981
- Internal Restrictions/Reserves				-	-	-
New Loans				-	-	-
Receipts from Sale of Assets						
- Plant & Equipment	45			-	45	290
- Land & Buildings				-	-	-
Total Capital Funding	41,683	-	210	1,300	43,193	18,728
Net Capital Funding - Surplus/(Deficit)	-	-	-	(0)	(0)	-

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	
Kolora	Construction Grant pending	(1,000,000)
Airport	Construction Grant Claimed post 30 June	(4,785,655)
State Grants for Roads	Increased Grant Contribution for Roads	(430,497)
State Pensioner Consession Adjustment	Updated Rates Pensioner Consession	(32,578)
Bridges Grant	Bridges Grant was unsuccessful	2,400,000
Kolora	Original Budget \$6.2 was not formally adjusted by resolution to revised construction cost of \$7.1	900000
Kolora	Update to budget for additional Commission Costs	400000

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

ARMIDALE REGIONAL COUNCIL
Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2017
Cash & Investments - make a choice >>>

(\$000's)	Original Budget 2017/18	Approved Changes		Revised Budget 2017/18	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRS					
Externally Restricted ⁽¹⁾								
Unexpended Grants	(8,352)	11,191		2,839	(2,600)		239	9,831
Unexpended Loans	(8,000)	12,164		4,164			4,164	9,063
Developer Contributions	(124)	1,790	(170)	1,496			1,496	1,664
Water Fund	990	23,359		24,349			24,349	26,264
Sewer Fund	(49)	13,677		13,628			13,628	17,068
Kolora Bonds		2,010		2,010			2,010	2,290
NIRW		949		949			949	1,046
Unexpended Contributions		142		142			142	142
Total Externally Restricted	(15,535)	65,282	(170)	49,577	(2,600)		46,977	67,368
(1) Funds that must be spent for a specific purpose								
Internally Restricted ⁽²⁾								
Plant Reserve	186	2,240		2,426			2,426	1,440
ELE Reserve		5,000		5,000			5,000	5,000
Sports Council	40			40			40	40
Programmed Future Works								
Total Internally Restricted	226	7,240	-	7,466	-		7,466	6,480
(2) Funds that Council has earmarked for a specific purpose								
Unrestricted (ie. available after the above Restrictic	15,309	1,972	170	17,451	2,600		20,051	(5,469)
Total Cash & Investments	74,494	74,494	74,494	74,494	74,494		74,494	68,379

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

Cash & Investments Budget Review Statement**Comment on Cash & Investments Position**

Not Applicable

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 \$2,287,608

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 22/01/18

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

	\$ 000's
Cash at Bank (as per bank statements)	4,615,150
Invstments on Hand	63,763,695
less: Unpresented Cheques	(Timing Difference) -
add: Undeposited Funds	(Timing Difference) -
Reconciled Cash at Bank & Investments	68,378,845

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement

for the period 01/10/17 to 31/12/17

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

Budget review for the quarter ended 31 December 2017

(\$000's)	Current Projection		Original Budget 17/18	Actuals Prior Periods	
	Amounts	Indicator		16/17	15/16
	17/18	17/18			

NSW Local Government Industry Key Performance Indicators (TCorp):

a. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	-5813	-9.17 %	-5.31 %	12.34 %	17.73 %
Operating Revenue (excl. Capital Grants & Contributions)	63419				

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

**b. Own Source Operating Revenue**

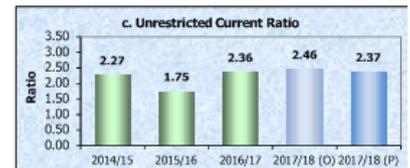
Rates & Annual Charges + User Charges & Fees	46528	61.66 %	74.92 %	59.54 %	75.54 %
Total Operating Revenue (incl. Capital Grants & Cont)	75457				

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

**c. Unrestricted Current Ratio**

Current Assets less all External Restrictions	14772	2.37	2.46	2.36	1.75
Current Liabilities less Specific Purpose Liabilities	6245				

To assess the adequacy of unrestricted working capital and Council's ability to meet short term obligations as they fall due.

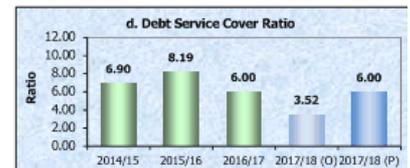


NSW Local Government Industry Key Performance Indicators (TCorp):

d. Debt Service Cover Ratio

Operating Result before Interest & Dep. exp (EBITDA)	30869	6.00	3.52	6.00	8.19
Principal Repayments + Borrowing Interest Costs	5147				

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



Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

ARMIDALE REGIONAL COUNCIL

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2017

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
BMR Quarries	ARC Gravel Crushing in Guyra	Supply Contract	17/07/17	Annual Supply	y	
Garwood	Supply & disposal on truck mounted road sweeper	228,700	14/08/17	N/A	y	
Ducats Earthmoving	Gluny Road Upgrade	221,133	09/10/17	to 30/11/17	y	
Electromotives	Electrical Water Ass Rect	91,031	17/10/17	to 31/12/17	y	
Vertel	Two Way Radio Extension	310,445	01/09/17	to 8/12/17	y	
AEC	Armidale Regional Airport Precinct Business Plan	164,933	30/10/17	29/10/2018	y	
Public Works	Water & Sewer network modelling & servicing strategy	192,046	08/12/17	7/12/2018	y	
Telstra	Staff office Accommodation	65,930	30/10/17	30/10/2018	y	
Cardno	Pipeline From Malpas to Res to Guyra Consult	219,566	07/11/17	6/11/2018	y	
Roadwork Industries	Heavy patching 2017	140,580	10/10/17	10/10/2018	y	
Douglas Partners	Timber Bridge Geotech Investigation	39,358	13/12/17	12/12/2018	y	

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2017

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

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended xx/xx/xx and should be read in conjunction with the total QBRS report

ARMIDALE REGIONAL COUNCIL

Quarterly Budget Review Statement
for the period 01/10/17 to 31/12/17

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	1,421	Y
Legal Fees	93	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.



EZ10, a smart city solution



Executive Overview

Urban centres have been rapidly expanding and now face a lack of sustainable first mile / last mile transport. As part of its strategy, Armidale Council is looking for innovative solutions in the to address its transport needs within the Armidale town precinct.

Easy Mile works by phases to deploy ambitious projects and reach commercial use of EZ10 fleets. To ensure sustainable and seamless operation, an initial trail phase is necessary to deploy, test and validate the technology and the system on a specific site with new environment, new passengers, new operators.

Relying on the technology evolving quickly, and getting experience from projects all over the world, each following phase consists in getting into more complex scenarios, either with more complex itineraries and traffic or by removing the on-board vehicle operator.

The following program draws the main guidelines of a collaboration between Armidale Council and Easy Mile, highlighting the environment and traffic conditions needed to perform each phase.



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What the project aims to achieve.





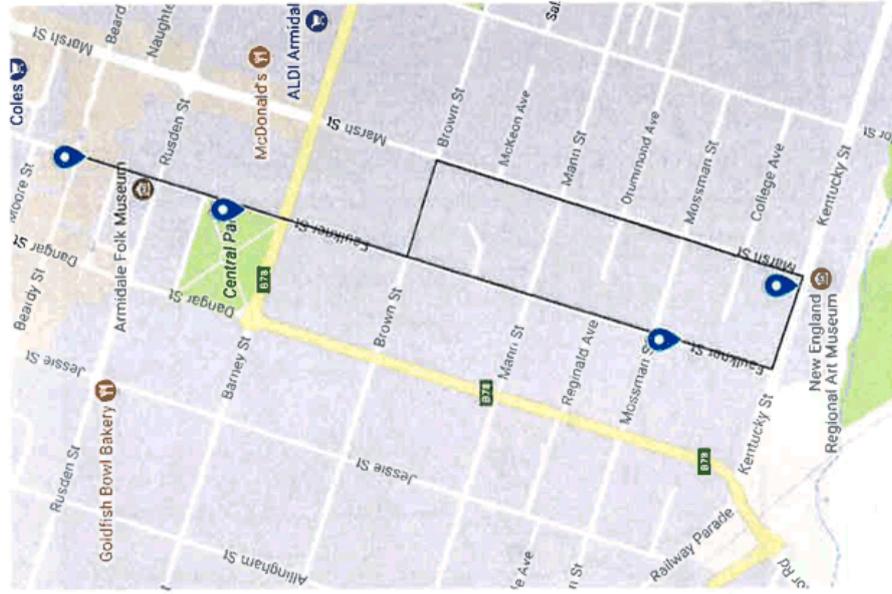
Project Overview



Project Overview Phase I – Linking the CBD to NERAM

The initial stage of the project will consist to define the first site trial where the current EZ10 automated technology could be deployed. Easymile will work with Armidale Regional Council to design the shuttle to allow Easy Mile to deploy an EZ10 automated shuttle with the characteristics below:

- Site: Armidale Regional Council
- Length: Up to 2 km
- Road characteristics:
 - Asphalt
 - Lane: Shared lane
- Intersections: small intersections, clear visibility, with stop signals or Traffic Light
- Traffic conditions:
 - Area speed limit: 20 km/h
 - Type of traffic: Mixed with motorized vehicles
 - Other vehicles: if other vehicle types share EZ10 path, EasyMile needs to be aware and validate feasibility.
 - Density: low traffic (100 vehicles/hour)

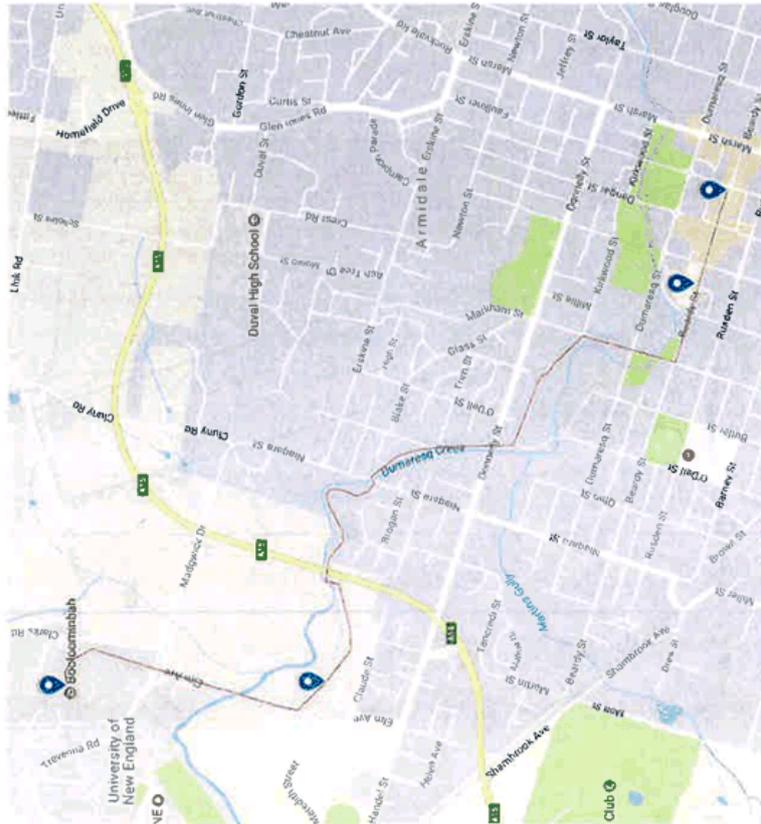


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Phase II – Linking New England to Armidale Town Centre

The second stage of the project will consist of defining the first site trial where the current EZ10 automated technology could be deployed. EasyMile will work with Armidale Regional Council to design the shuttle to allow Easy Mile to deploy an EZ10 automated shuttle with the characteristics below:

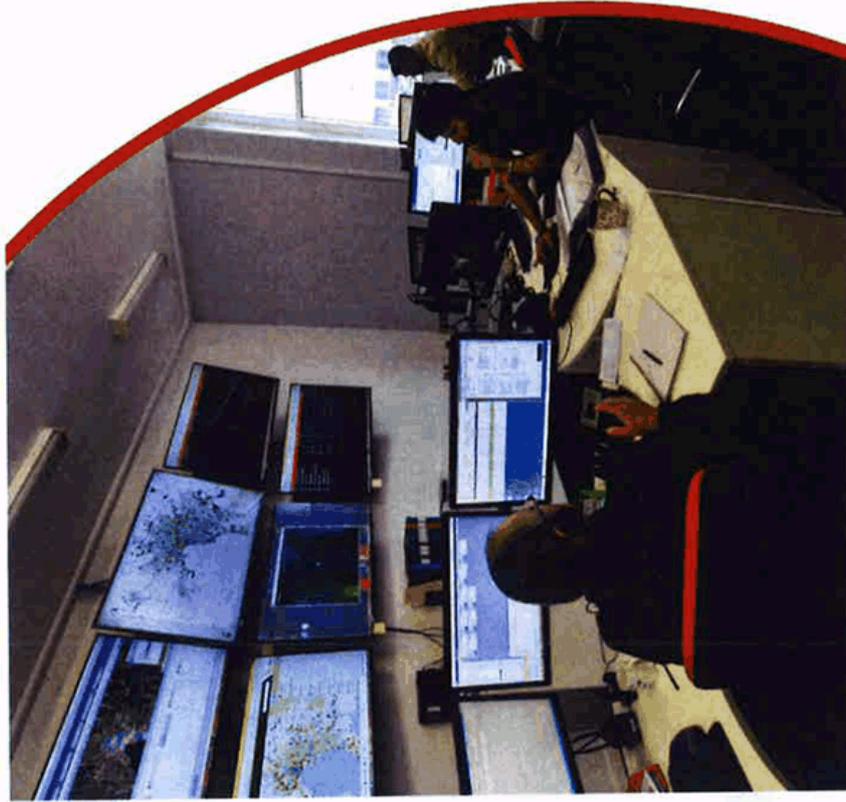
- Site: Armidale Regional Council
- Length: Up to 3 km
- Road characteristics:
 - Asphalt
 - Lane: Shared bike path lane
- Intersections: small intersections, clear visibility, with stop signals or Traffic Light
- Traffic conditions:
 - Area speed limit: 20 km/h
 - Type of traffic: Mixed with motorized vehicles
 - Other vehicles: if other vehicle types share EZ10 path, EasyMile needs to be aware and validate feasibility.
 - Density: low traffic (100 vehicles/hour)



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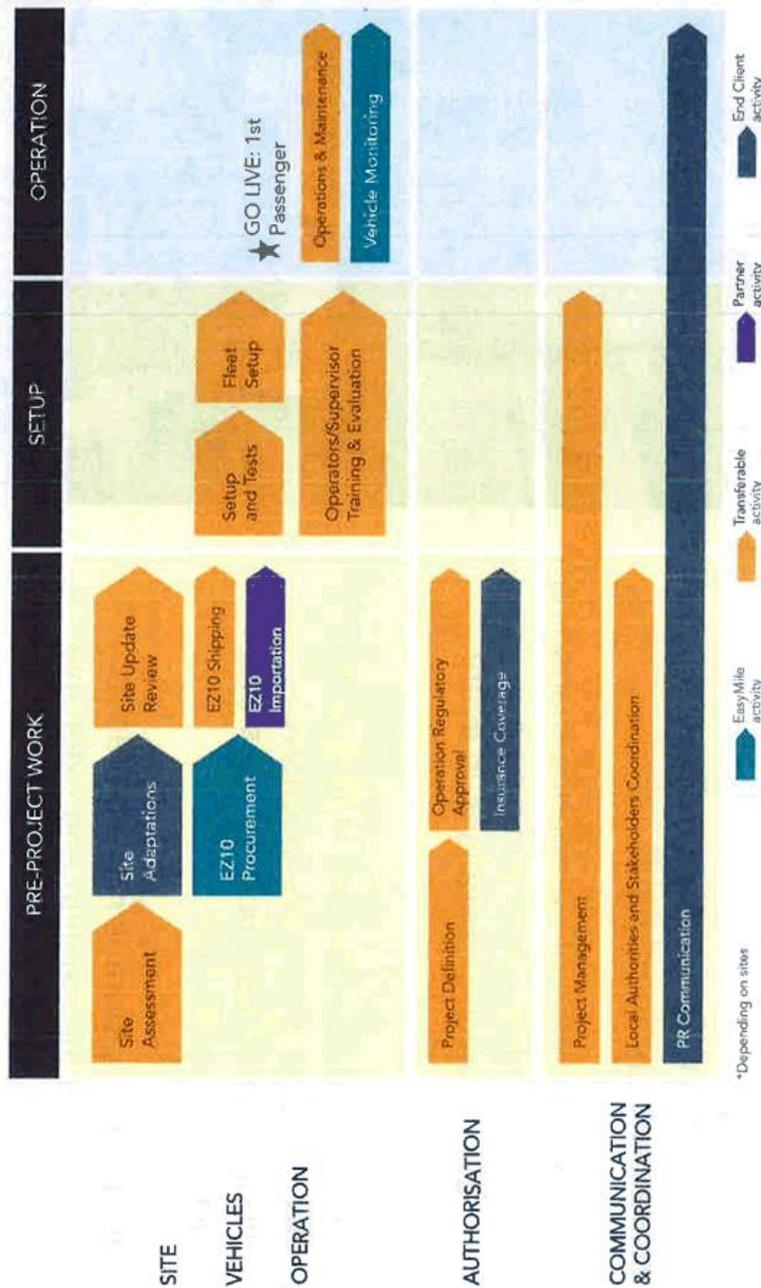
Transport Operators Experience

- Transport operators are growing in numbers fleets of autonomous shuttles will transform transportation operational control centres. (pictured right)
- Transport operators hold decades of experience managing all aspects of passenger mobility – from defining a transportation vision to addressing operations in every detail.
- Easymile recommends Transdev (Buslink / Vivo) as the partners of choice to leverage Transdev's extensive experience to create integrated transport services that provide the best customer experience.
- Expensive, dedicated infrastructure is not required for driverless shuttles; they use the existing and extensive roadway infrastructure.



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Turnkey Deployment Solution



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EZ10 Vehicle



EasyMile's EZ10 Overview



Driverless and electric shuttle

Can carry up to 14 people
(8 seating and 6 standing)

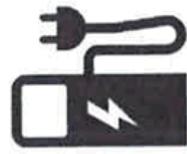
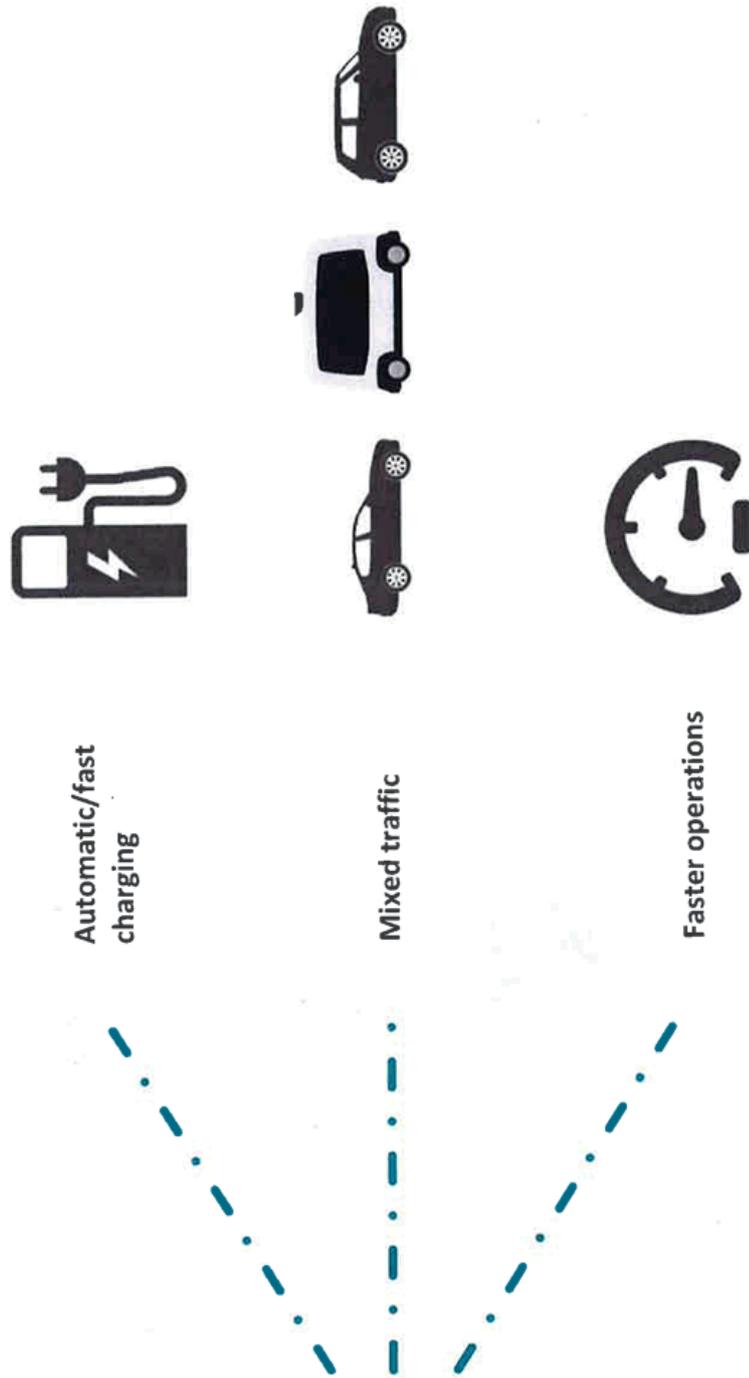
Built-in access ramp for passengers
with reduced mobility

No need for additional infrastructure



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Innovation



Automatic/fast charging



Mixed traffic

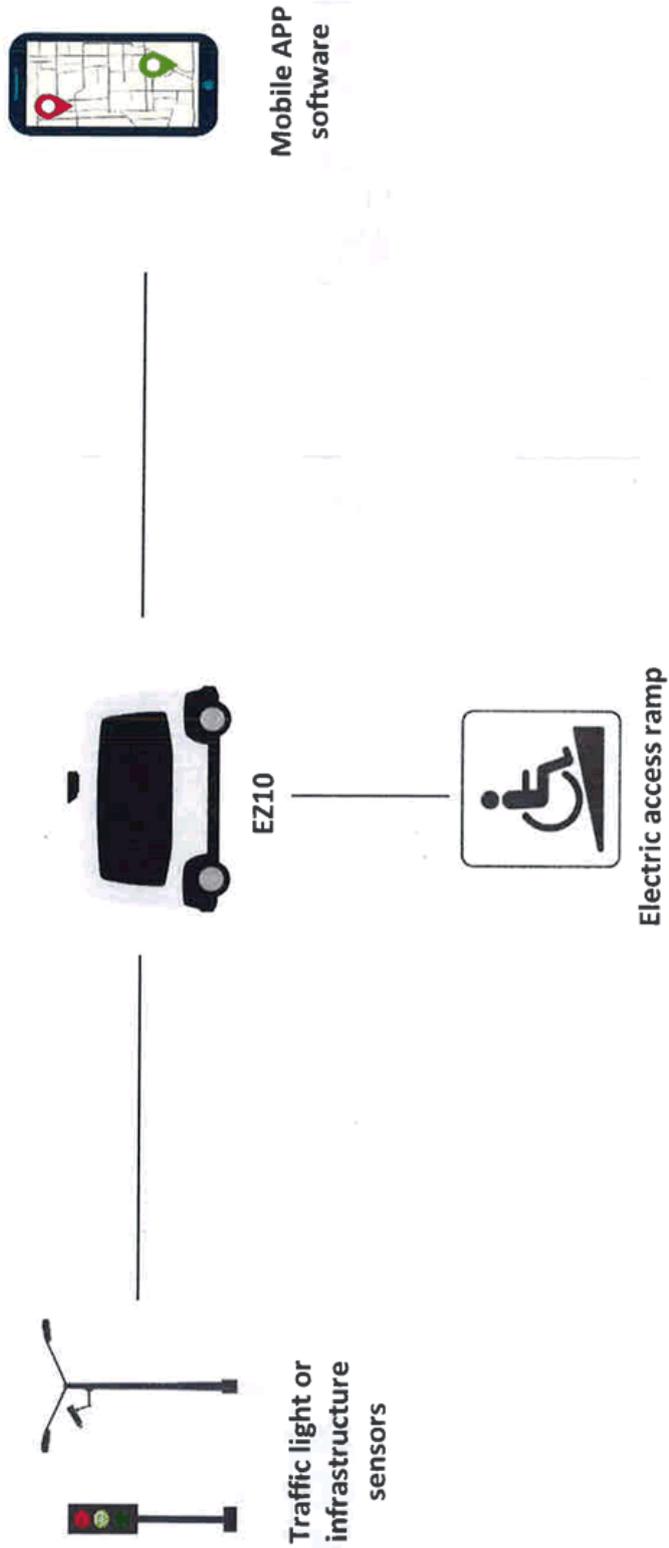


Faster operations



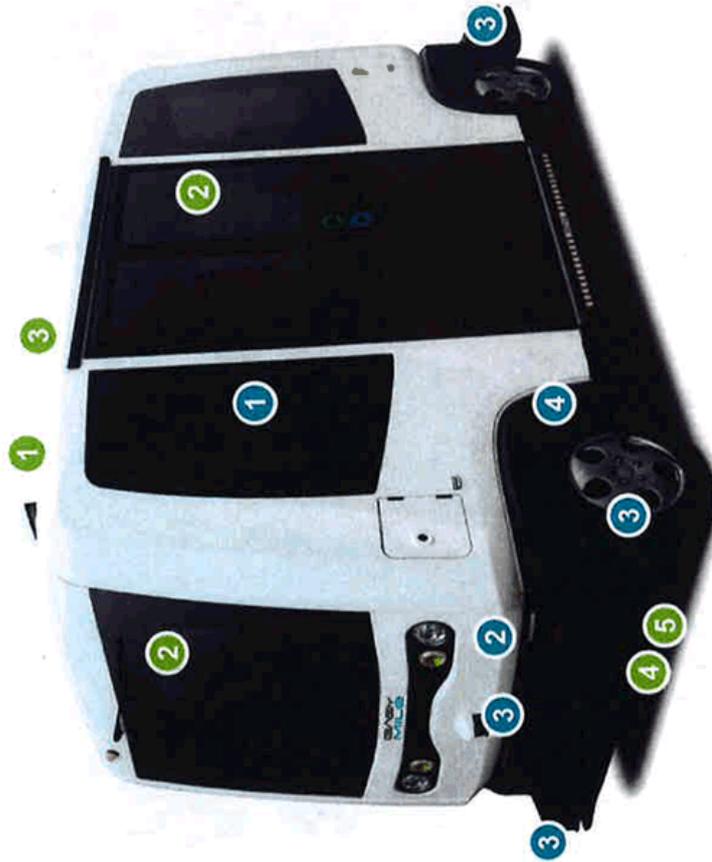
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Environment integration



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EZ10 Autonomous Features



Localization Using Data

Fusion

- 1. Lasers
- 2. Cameras
- 3. GPS
- 4. Odometry
- 5. IMU

Decision-making Safety Chain

- 1. Emergency Stop Buttons X3
- 2. Certified Industrial Grade Safety Control Units
- 3. Obstacle Detection Lasers
- 4. Braking Systems & Failsafe Parking Brake



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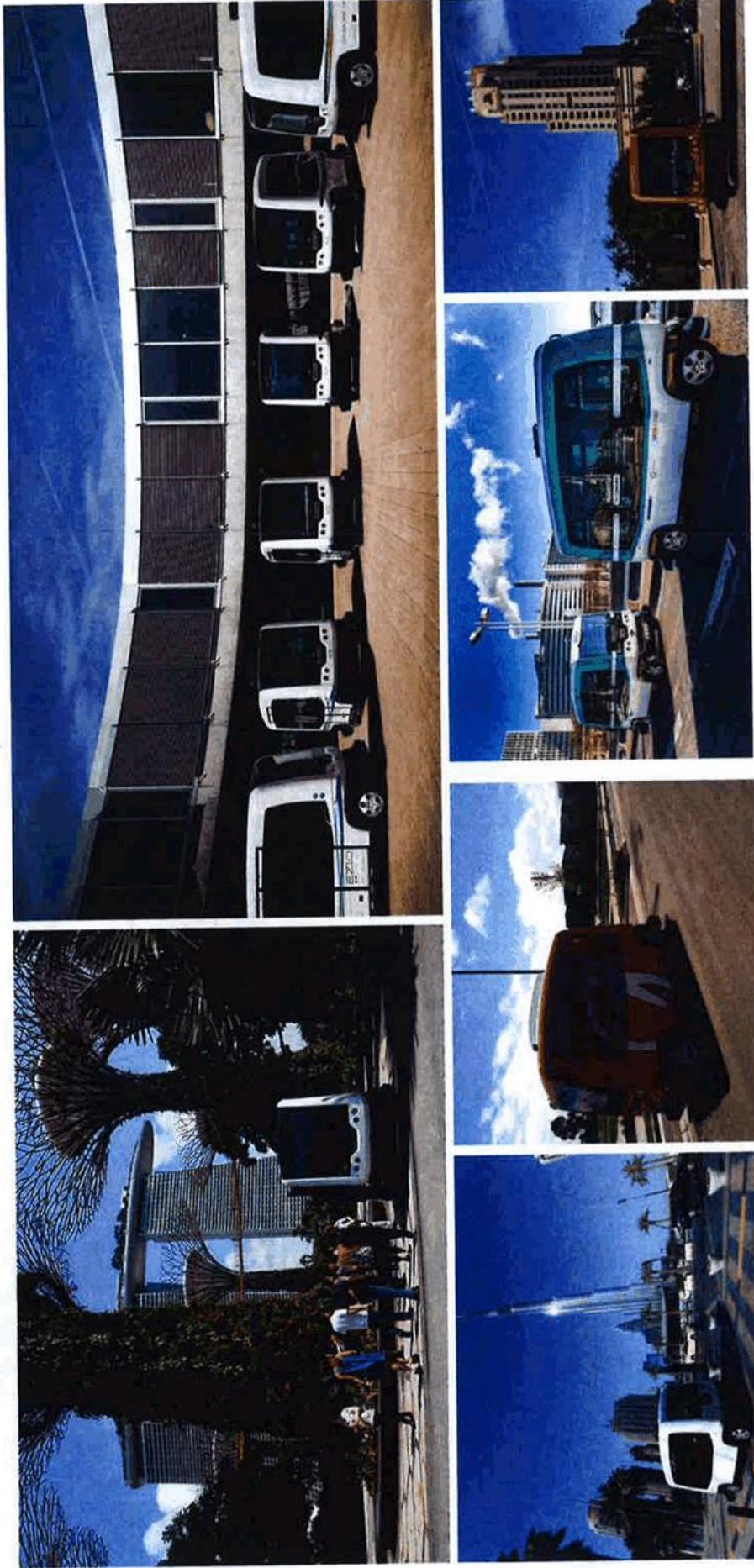
EZ10 neutral design

Your unique identity from EZ10 neutral design



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EasyMile Projects



20/11/2017 | Armidale Council



About EasyMile



EasyMile Worldwide

Corporate Profile

90 passionate employees
(and growing!!)



Privately funded
€14m **ALSTOM**



Offices :

- Global HQ in France (Toulouse)
- APAC HQ in Singapore
- Australia office in (Melbourne)
- US office in Denver

Test Beds

- France (Franccazal)
- US (GoMentum Station)



Value Added Partners

- Taiwan
- Japan
- Singapore
- Middle East
- DeNA**
- ST Kinetics**
A member of ST Engineering
- omniX**
International
- FACE**



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Examples of possible applications



What EZ10 has achieved so far

- 80 Deployments
17 countries
- >100,000 kilometres travelled
- >150,000 people transported
- Safety Deployment processes

+ Open Area with Mixed Traffic

+ Smart City Integration

+ Commercial Application

Integration to Public Transport Network

Vehicle to Infrastructure



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Approved Operations



Sécurité routière (France)



Astra* (Switzerland)



NHTSA (USA)



Vicroads (Victoria, Australia)



RDW (Netherlands)



Tüv Süd (Germany)



RTA (UAE)



NPRA (Norway)



* : Work in progress

20/11/2017 | Armidale Council

Applies to:	All workers
Responsible Stream:	Organisation Services
Responsible Officer:	Service Leader – People, Safety and Communication
Adoption Date/History:	<i>Version I – Feb 2017</i> <i>Version II – Aug 2017</i>
CEO Approval Date	
TRIM File Number:	INT/2017/XXXXX
Relevant Legislation:	Work Health and Safety Act 2011 Work Health and Safety Regulation 2017
Review Date:	Aug 2018

Objectives

Armidale Regional Council will conduct its business in a manner that contributes to the health and wellbeing of its workers and ensure the safety of workers, contractors, labour hire, volunteers and public.

Council Commitment

Armidale Regional Council (the PCBU) is committed to zero incidents and the Live Safe program which puts safety at the core of everything we do. We will achieve this by:

- Providing a safe and healthy work environment to prevent injury and illness
- Being proactive in monitoring health, safety and welfare of workers
- The identification and quick resolution of health ad safety issues in the workplace
- Encouraging a consultative approach between all staff to continuously improve our health and safety performance
- Educating staff with respect to work health and safety (WHS)issues and staff training in safe work practices
- Building a strong safety culture within Council where our people:
 - Speak up about unsafe activity or hazards
 - Plan our work including assessing and managing safety risks
 - Follow our policies and procedures
 - Check and wear appropriate safety equipment, clothing and protective gear to prevent accidents and injuries
- Developing a workplace based rehabilitation program to assist injured workers to return to the workforce as soon as possible after injury or illness.

Armidale Regional Council recognises and takes very seriously its duties and responsibilities under the **Work Health and Safety Act 2011** and accepts accountability for the management of the WHS program and the resolution of health, safety and welfare issues.

The Council will create and maintain an appropriate Work Health and Safety Management System in accordance with the Australian Standards and relevant legislation. This system will be monitored to ensure its integrity and effectiveness.

All workers have a duty of care to protect not only their own health and safety, but also that of their fellow workers and others at or near their work site, and are actively encouraged to work together to continuously improve our safety culture and performance.

This policy will be reviewed as required to reflect changes in the organisation and/or Work Health and Safety legislation.

.....

Peter Dennis

Chief Executive Officer

St Peter's Cathedral, Armidale



www.stpetersarmidale.org.au

Cnr Rusden & Dangar St
PO Box 749
Armidale NSW 2350
Office open Mon-Fri (9.00 am-12.30 pm)

Phone: (02) 6772 2269
Fax: (02) 6772 0188
E-mail: office@stpetersarmidale.org.au

Mr Peter Dennis
CEO
Armidale Regional Council
PO Box 75A, Armidale NSW 2350
~~Greg Mcyers <gmyers@armidale.nsw.gov.au>~~

Armidale Regional
Council

- 9 JAN 2018

RECEIVED

3rd November 2017

Dear Mr Dennis,

Booking Central Park and Request for Waive of Fees 2018 for Welcome Party on 3rd March 2018
Further to a conversation with Ms Collette Cash about Armidale Central Park, I am writing to request that the fees (section 68 fee) for the use of the council park and electricity will be waived. A waiver would be a great help for us, since the welcome party is a free event and those who come are mainly newly arrived international students and their families.

The details of the event are listed below:

Event: "A World of Difference – Sounds of Australia" Welcome Party for International Students 2018

Date and Time: Saturday 3rd March 2018 from 5:00p.m. to 8:30p.m.

(Preparation and setting up time from 2:00p.m; the event is expected to finish by 8:00p.m.)

Venue: Armidale Central Park

Targets: International students and their families and also interested members of the community.

No of attendees: 120 people (estimated)

Activities: BBQ, Bush Dance and Entertainment from International Students

Musician team leader for Bush Dance: Mr Christopher Millett

Enclosed herewith please find the application form for the hire of central park.

If you have any queries, please feel free to contact me.

I look forward to hearing from you,

Yours faithfully,

Polly WONG (Rev)
Overseas Student Ministry
St Peter's Anglican Cathedral PO Box 749
Tel:+612 6772 2524 or +61 431406371
Email: polly.wong@stpetersarmidale.org.au

Encl.

Customer Service Charter

Our Customer Service Charter identifies our commitment to customer service which helps to define how we will undertake activities involving customer relationships and ensures excellence in customer service will be consistently applied across all contact points within Council.

Our Commitment to Customer Service

In all our dealings we will...

- ✓ Take personal ownership for customer satisfaction;
- ✓ Treat customers courteously and act in a professional and helpful manner;
- ✓ Show respect and acceptance, with an open minded approach;
- ✓ Provide accurate, relevant and timely information;
- ✓ Aim to resolve 80 percent of our enquiries through our Customer Service Team and where possible, will resolve your enquiries at the first point of contact;
- ✓ Put you in touch with the appropriate organisation to assist you where we are unable to provide the service you need;
- ✓ Keep you informed as your matter progresses;
- ✓ Inform you and apologise if we get it wrong.

When you call us, we will...

- ✓ Answer calls as quickly and efficiently as possible;

- ✓ Deal with the call, redirect the call or take an accurate message as appropriate;
- ✓ Provide customers with an opportunity to leave a voice message when calls cannot be answered personally;
- ✓ Return phone calls as soon as possible within one (1) business day.

When you visit us, we will...

- ✓ Deal with all enquiries accurately and efficiently;
- ✓ Listen carefully to their needs by asking pertinent questions, taking notes and confirming details;
- ✓ Endeavour to satisfy their enquiry at the time of their visit. When enquiries of a technical or specialised nature are made, the appropriate officer will be called to assist if available. If not available, an appointment will be made for at a mutually suitable time or contact will be made to discuss the matter over the phone.

- ✓ Ensure all customer service officers are professionally attired and identified by name badges and/or personal introduction.

When you write to us, we will...

- ✓ Respond to letters, emails and faxes

- ✓ within the nominated timeframes for the type of correspondence or within ten (10) working days of receipt if no previously nominated timeframe;
- ✓ Contact you if there is a delay in meeting the nominated time frame;
- ✓ Deal with all correspondence as promptly as possible and write in clear, concise language that's easily understood.



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Regional Council



Customer Service Requests

Council responds to service requests relating to activities that are the responsibility of Council such as road maintenance, tree clearance and town maintenance. All service requests will be investigated within ten (10) working days. Actions will be determined by the priority of the request, Council work schedules and available resources. Service requests relating to public safety will be dealt with immediately.

When handling requests for service by telephone, personally, letter or email, we will....

- ✓ Where possible relay the allocated request number to the customer to enable them to follow up on their request if needed;
- ✓ Ensure the request is referred to the appropriate supervisor/department for action;
- ✓ Respond to the customer within ten (10) working days after investigative action has been completed, if the request indicates a response is required;
- ✓ Ensure all requests are processed in accordance with standard time frames and documented procedures.

Helping us to help you Our Expectations of our Customers

To help us to meet these commitments, we ask our customers to...

- ✓ Be courteous, polite and respectful to our employees;
- ✓ Use appropriate channels for customer

requests, complaints and compliments while using online social media channels for general dialogue;

- ✓ Respect the privacy, safety and needs of other customers;
- ✓ Be open and honest with us and provide accurate and complete details when contacting us;
- ✓ Let us know when your situation changes, for example, your address or personal details change or your pet registration details change;
- ✓ Telephone to make an appointment for a complex enquiry or if there is a need to see a specific officer;
- ✓ Telephone the officer nominated in any correspondence sent to you and quote the reference details noted on the letter;
- ✓ Work with us to solve problems;
- ✓ Not answer or conduct conversations on mobile phones whilst dealing with our employees;
- ✓ Provide us with feedback so we know how we are performing and where necessary, can

continue to improve our service.

- ✓ Help us recognise our employees by telling us when you have received excellent customer service.

Treatment of your information

The way we treat your information is regulated under the State Records Act 1998, Privacy and Personal Information Protection Act (PPIPA) 1998 and the Government Information (Public Access) Act (PIPA) 2009.

Contact us

To help us serve you better, contact us via Our Online Services at www.armidalerregional.nsw.gov.au
 Email: council@armidale.nsw.gov.au;
 Telephone: 1300 136 833
 Mail, post to Armidale Regional Council, PO Box 75A, Armidale NSW 2350 or
 Visit a Customer Service Centre

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Regional Council

Councillor Induction and Professional Development Program – Activities for the period September 2017 to January 2018				
Date of activity	Location	Topic Area	Participation	Non-attendance
19 September 2017	Armidale	Councillors Welcome - issue of e-Toolkit - ICT support session	All Councillors	Nil
27 September 2017	Armidale	Inauguration of Councillors - Taking of Oath or Affirmation prior to first Council meeting	All Councillors	Nil
11 October 2017	Armidale	Councillor Workshop - Financial Sustainability Facilitator - Morrison Low - Update on current Federal and State funding opportunities	All Councillors	Nil
17 October 2017	Armidale	Councillor BBQ Breakfast and Workshop - Safety Induction - Issue Safety Packs - Online Customer Portal	Bailey, Galletly, Martin, Murat, Murray, O'Connor, Robinson and Widders	Gray, O'Brien and Tiley
17 October 2017	Armidale	Hit the Ground Running Workshop Facilitator - OLG	Bailey, Galletly, Martin, Murat, Murray, O'Connor, Robinson and Widders	Gray, O'Brien and Tiley
20-21 October 2017	Yarandoo Eco Lodge	Residential Workshop - Team building - Big Picture ideas - Committee structure Facilitator – Martin Challis and Chris Rose	Bailey, Galletly, Gray, O'Brien, Martin, Murat, Murray, O'Connor, Robinson and Widders	Tiley
4-5 November 2017	Sydney	Mayors Weekend - A practical 2 day seminar for mayors Facilitator - LGNSW	Murray	Not applicable
7 November 2017	Armidale	Councillor Workshop - Committee Structure - Mall Vibrancy Plan	Bailey, Galletly, O'Brien, Martin, Murat, Murray, O'Connor,	Gray and Tiley

			Robinson and Widders	
8 November 2017	LGA	<ul style="list-style-type: none"> Inspection of LGA - New landfill site - Kilcoy cemetery - Thorpleigh quarry - Oaky Creek road - Station creek bridge - Maiden Creek bridge - Wollomombi Hall 	Galletly, O'Brien, Martin, Murat, Murray, O'Connor, Robinson and Widders	Bailey, Gray and Tiley
10 November 2017	Armidale	<ul style="list-style-type: none"> Councillor Workshop - CEO Delegations - Draft Media Policy - Draft Councillor and Staff Interaction Policy - Related Parties Disclosures - Designated Persons Return 	Bailey, Galletly, Gray, O'Brien, Murat, Murray, O'Connor, Robinson and Widders	Martin and Tiley
16 November 2017	Armidale	<ul style="list-style-type: none"> Training - Code of Conduct (AM) - Effective Meeting Procedures (PM) <p>Facilitator – LGNSW</p>	Galletly, Gray, O'Brien, Martin, Murat (AM), Murray, O'Connor and Widders	Bailey, O'Brien, Robinson and Tiley
18 November 2017	Sydney	<ul style="list-style-type: none"> Hit the Ground Running Workshop <p>Facilitator – OLG</p>	Gray	Not applicable
21 November 2017	Armidale	<ul style="list-style-type: none"> Councillor Workshop - Economic Development - Financial Briefing 	Galletly, Gray, O'Brien, Martin, Murat (AM), Murray, Tiley, Robinson, O'Connor and Widders	Bailey (Leave of Absence)
22 November 2017	Guyra	<ul style="list-style-type: none"> Councillor Workshop - Economic Development Strategy 2017-2025 	Galletly, Gray, O'Brien, Martin, Murat (AM), Murray, Tiley, Robinson, O'Connor and Widders	Bailey (Leave of Absence)
23 November 2017	Armidale	<ul style="list-style-type: none"> Integrity Management in Local Government Seminar - Fighting Fraud 	Gray, Murray, O'Connor, Robinson and	Galletly, Martin, Murat, O'Brien and Tiley

		<ul style="list-style-type: none"> - Good Conduct and Administrative Practice - Better Stronger Local Government <p>Facilitator -Statewide Mutual</p>	Widders	Bailey (Leave of Absence)
29 November 2017	Tingha	<ul style="list-style-type: none"> Inspection of LGA - Tingha and surrounds - Copeton Dam 	Gray, Martin, Murat, Murray, O'Connor, Robinson and Widders	Bailey, Galletly, O'Brien and Tiley
4-6 December 2017	Sydney	<ul style="list-style-type: none"> Local Government NSW Annual Conference - Annual policy making event for NSW general purpose councils 	Bailey, Gray, Murray, O'Connor and Robinson	Not applicable
11 December 2017	Armidale	<ul style="list-style-type: none"> Councillor Workshop - Refugee resettlement - Customer Charter - Dumaresq Creek Master Plan - Joint Organisation 	Galletly, Gray, O'Brien, Martin, Murat, Murray, O'Connor, Robinson, Tiley and Widders	Bailey
12 December 2017	Guyra	<ul style="list-style-type: none"> Councillor Workshop - New Kolora Aged Care and inspection - Guyra Preschool and inspection - Community Connect 	Gray, O'Brien, O'Connor, Martin, Murray and Robinson	Bailey, Galletly, Murat, Tiley and Widders

Model Code of Conduct Complaints Statistics Armidale Regional Council

Number of Complaints

1	a	The total number of complaints received in the period about councillors and the General Manager (GM) under the code of conduct	1
	b	The total number of complaints finalised in the period about councillors and the GM under the code of conduct	1

Overview of Complaints and Cost

2	a	The number of complaints finalised at the outset by alternative means by the GM or Mayor	0
	b	The number of complaints referred to the Office of Local Government under a special complaints management arrangement	1
	c	The number of code of conduct complaints referred to a conduct reviewer	2
	d	The number of code of conduct complaints finalised at preliminary assessment by conduct reviewer	2
	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	0
	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	3
	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	0
	l	The total cost of dealing with code of conduct complaints within the period made about councillors and the GM including staff costs	0

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	3
b	To resolve the complaint by alternative and appropriate strategies	0
c	To refer the matter back to the GM or the Mayor, for resolution by alternative and appropriate strategies	0
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	0
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
6	Matter referred or resolved after commencement of an investigation under clause 8.20 of the Procedures	0

Categories of misconduct

7 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)

b Conflict of interest (Part 4)

c Personal benefit (Part 5)

d Relationship between council officials (Part 6)

e Access to information and resources (Part 7)

Outcome of determinations

8 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

9 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





Delivery Program 2017-2021 Progress Report – July to December 2017



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Overview of Integrated Planning and Reporting (IPR) Framework

The Delivery Program and Operational Plan have been prepared by Council under the IPR Framework enacted by the New South Wales (NSW) Government in October 2009. The Framework was developed to improve all NSW council's long term community, financial and asset planning. The changes aim to assist councils to:

- Integrate and streamline statutory planning and reporting;
- Strengthen strategic focus
- Align with national sustainability frameworks; and
- Ensure accountability and responsiveness to local communities.

The framework requires the development and implementation of the following components:

- A Community Strategic Plan (CSP), developed and maintained with the assistance of a Community Engagement Strategy, and covering a timeframe of at least 10 years;
- A long term Resourcing Strategy for the provision of the resources required to implement the strategies established by the CSP. The Strategy includes a Long Term Financial Plan, Asset Management Plan and Workforce Management Plan;
- A Four Year Delivery Program detailing the principal activities to be undertaken by council to implement the strategies established by the CSP;
- An Annual Operational Plan detailing the activities to be carried out by the Council during the year;
- An Annual Report; and
- An ongoing monitoring and review process.

Council's 2017/18 Operational Plan has been incorporated into its four year Delivery Program and identifies the projects, programs and activities that council will undertake within the financial year towards addressing the actions outlined in the Delivery Program.

Actions which are Council's responsibility are balanced against the available resources. Council does not have full responsibility for implementing or resourcing all of the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering the outcomes outlined in the Armidale Regional Council Community Strategic Plan 2027.

The Delivery Program and Operational Plan are reviewed on an annual basis. Every four years (after each local government election), Council is required to review its Community Strategic Plan.

Council will monitor and evaluate the Delivery Program by:

- Collecting reliable and consistent data over a period of time
- Developing trend lines to show movement of outcomes

- Setting up internal information systems for regular reporting on actions

Diagram - Integrated Planning and Reporting (IPR) Framework



Community Strategic Plan Theme

Community Strategic Plan – Community Outcomes
Delivery Program – Strategy
Operational Plan Action

Environment and Infrastructure

E1 – The unique climate, landscape and environment of the region is protected, preserved and made accessible

E1.1 – Partner with local organisations and stakeholders to develop strategies for dealing with climate change impacts on the local agricultural sector

Work has been carried out on identifying environmentally sustainable practices that could be implemented within Council's operations. A Green Print is being developed that will guide actions in this project area for both Council's activities and in collaboration with its community.

E1.2 – Tourism strategies and active, eco-tourism partnerships, promote the local landscape and natural attractions while considering potential impacts on the environment and ways to mitigate such impacts

A new website has been completed for the New England High Country (NEHC) campaign, www.newenglandhighcountry.com.au. NEHC marketing program 2017/18 has been developed. 2017/18 program activities to commence. Council has received advice that matched funding application through Destination NSW was unsuccessful, therefore the NEHC program is seeking non-Govt partnerships through Adventure Group Holdings contacts.

E1.3 – Maintain and improve local waterways, lagoons and creek lands in partnership with community groups and other agencies
E1.4 – Partner with stakeholders to develop strategies and provide programs which improve air quality across the region, including the reduction of smoke pollution by using alternative energy sources
E1.5 – Investigate alternative sources of power generation to reduce the community's carbon footprint

A Green Print is being developed that will guide actions to ensure community environmental programs are co-ordinated. A business case

had been developed to facilitate the employment of an officer to coordinate the sustainability and environmental programs.

E2 – The community can participate in initiatives which contribute to a sustainable lifestyle

E2.1 – Provide educational programs to increase community awareness of climate change risks and enable the community to implement climate change adaptation and mitigation actions in daily life

A Green Print is being developed that will guide actions to ensure community environmental programs are co-ordinated. A business case had been developed to facilitate the employment of an officer to coordinate the sustainability and environmental programs.

E2.2 – Provide specific educational programs on waste reduction and recycling, including vegetation recycling, and support these programs through increased recycling services across the region

Council has continued to deliver community participation programs including; a static display of waste minimisation, collection and processing, using sustainability practices to engage with the community; conducted two educational tours to better inform younger members of the community the importance of waste minimisation, recycling and recovery of waste future reuse; finalised the 2018/19 calendar for City to Soil collection area, now available at any Customer Service Centre.

Council also completed the preliminary planning of a pilot study with High School Perfects to introduce a litter programme where waste minimisation through appropriate recycling is achieved within the school environment which will be completed before March 31 and a Waste Services Guide to assist householders increase use of the various methods for waste minimisation, recycling, recovery, reuse opportunities and the City to soil programme that are currently provided by Council.

E2.3 – Prepare disaster management plans to reduce the impact of natural disasters

The scheduling of the Disaster Manager Plan (DMP) development was completed and includes. The plan identifies the following objectives:

- Development of a standard DMP template to facilitate the consistent preparation of DMPs across all waste facilities
- Development DMPs for Armidale Long Swamp Road Waste Management Facility and the new Armidale Regional Waste Landfill site
- Use of the template to develop DMPs progressively across all waste management facilities.

E2.4 – Develop a Sustainability Strategy which includes objectives for the region as a whole as well as Council operations

A Sustainability Strategy for council's operations (ARUP, 2017) has been prepared but not yet implemented. The recommended actions from the Strategy have been incorporated into the draft proforma sheets being prepared for each of the 8 elements in Council's Green

Print.

E2.5 – Provide incentives for eco-tourism operators to establish programs which promote sustainable living and attract tourists to the region

Armidale Heritage Bus Tour operating to schedule (Mon-Sat). Bus also made available for one off events including conferences, recent Council meeting, Jobs NSW etc.

E2.6 – Advocate for cost-effective access to renewable energy for the local community and businesses

A Green Print is being developed that will guide actions in the area of renewable energy requiring collaborations between council and community groups, including businesses. The project also ties in with the New England North West Regional Plan 2036 (Department of Planning and Environment, August 2017) which proposes that councils partner with DP&E and the Department of Industry on an ongoing basis to facilitate appropriate smaller-scale renewable energy projects using biowaste, solar, wind, hydro, geothermal or other innovative storage technologies. Implementation of actions requires resourcing.

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

E3.1 – Regular review of Asset Management Plans to ensure that prioritisation of resources are allocated in the most effective and efficient manner

E3.1.1 – Review the Annual Roads Management Strategic Plan

Region divided into 4 areas each with a dedicated crew now working to a works program. Road resealing program is complete, with works under way and running to budget. Unsealed road grading maintenance program complete and is in use and running to budget. Gravel resheet program complete, works under way and running to budget. The Capital works program is being finalised.

E3.2 – Improved community engagement mechanisms to establish acceptable levels of service for all of Council's asset classes

The Community Connect framework has been developed in order to establish sound community engagement strategies. This framework will be implemented for all of Council's engagement activities, particularly the service level review.

E3.3 – Partnerships with all levels of government to support the provision of improved infrastructure for the region

This is an ongoing activity.

E3.4 – Allocate resources and investigate opportunities to access grants and funding to further improve infrastructure across the region

This is an ongoing activity.

E3.5 – Regular review of open space related Asset Management Plans to ensure parks, sportsgrounds, water recreation facilities and other open space meets community needs and is provided to an acceptable level of service and accessibility standards

Currently under review. This work is also being integrated with the over arching Parks & Facilities AMP.

E3.6 – Develop a strategy to ensure that water and sewer utilities are maintained to an acceptable standard, and to ensure that the community has access to a water supply even in times of drought

The Water and Sewerage Strategic Business Plans, in accordance with the provisions of the NSW Government's Best Practice

Management of Water Supply and Sewerage Framework (BPMF) requires these plans to include an Asset Management Plan and Financial Plan, Water Conservation Plan, Drought Management Plan and Integrated Water Cycle Management Plan. Council continues to develop these strategic documents to enable the finalisation of the Strategic Business Plans with:

- Secure yield of water supply dams, capacity assessment of Water Treatment Plants and Armidale Sewer Treatment Plants completed
- Asset Management Plan and Drought Management Plan scheduled for completion prior to 31 March 2018
- Draft Strategic Business Plan and Financial Plan with scheduled for completion by 30 June 2018
- The Armidale Water and Sewer network modelling and capacity assessment scheduled for completion prior to 30 September 2018

These studies will be used to develop the Integrated Water Cycle Management Plan which is scheduled for completion prior to 31 December 2018. A review of the alignment of the Integrated Water Cycle Management Plan to the Council's Strategic Business Plan, Asset Management Plan, Long Term Financial Plan and IPR Reporting will also be completed prior to 31 December 2018 to inform the 2019/20 budget deliberations.

Council has fast tracked a separate Guyra Integrated Water Cycle Management (IWCM) plan which is scheduled for completion by 30 June 2018. This Plan will be critical in securing state funding for Guyra augmentation.

The cost benefit study on options to improve drought security of Guyra water supply system was completed. Council considered the report on Guyra Bulk Water Augmentation Options at its meeting of 13 December 2013 where it resolved to continue to seek funding from the NSW Government towards augmentation of Guyra's water supply.

E3.7 – Develop a program for the provision of sustainable transport options, including additional cycleways and education programs to encourage sustainable transport

This is an ongoing activity.

Community Strategic Plan Theme

Community Strategic Plan – Community Outcomes
Delivery Program – Strategy
Operational Plan Action

Responsible
Officer

Growth, Prosperity and Economic Development

G1 – The community experiences the benefits of an increasing population

G1.1 – Develop a strategy to promote the region as a destination for new residents and workers

Planning commenced for development of a new tourism strategy. First stage will be stakeholder consultation in late March 2018.

G1.2 – Develop an Economic Development Strategy for the region with the objective of supporting existing businesses, attracting new industries and businesses and creating more employment opportunities

The Economic Development Strategy sent to council for adoption. This strategy was adopted at the ordinary meeting of council in December 2017.

G1.3 – Continue to update and review legislated planning documents to ensure a variety of appropriate dwellings and housing affordability across the region

This is an ongoing program.

G2 – The agricultural sector is supported as one of the pillars of growth and to sustain local and national food security

G2.1 – Partner with local livestock industry to ensure the ongoing growth and sustainability of the livestock trade, including a strategy for supporting the ongoing promotion and upkeep of local saleyards

Council has been working with Armidale Livestock Selling Association (ALSA) to develop a business plan for both sites.

G2.2 – In partnership with other agencies, develop a program to encourage networking and support mechanisms for farmers, with a focus on social well-being and interaction opportunities for farmers

Working closely with UNE, Chambers of Commerce, Jobs for NSW and others.

G2.3 – Encourage new innovations and technological applications, and work with partners to explore new opportunities and diversification relevant to primary industries, which create a point of difference for the region

Working with AgTech Champion and DPC to promote Armidale as the Centre of Excellence in Agriculture, Technology and Innovation.

Ongoing support of UNE Incubator. Renewed membership of Australian Smart Communities Association

Working with a number of new businesses to the area who may benefit from marketing support.

G2.4 – Develop partnerships with local agencies, and UNE, to encourage careers for young people in the agricultural sector

Ongoing use of Evocities platform to promote local jobs and opportunities. Participating on the Relocation Advisory Committee of the APVMA continues. Involvement in and support of UNE Incubator and Agtech programs promoting innovation and creating opportunities locally. Working with horticulture proponent moving to area.

G3 – The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities

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

A new action plan will be derived from the new tourism strategy for which planning has commenced. Tourism activities currently underway are aligned with the 2011 Ten Year Tourism Strategy.

Armidale Visitor Information Centre operated as planned. Casual staff recruitment recently resulted in the appointment of three casuals (of which x1 has been employed on a term basis to assist with events). A second has since accepted alternative permanent role elsewhere. Diversion of staff to the Mall engagement centre is leaving VIC operations at risk (understaffed) in the event of sickness.

G3.2 – Develop an Events Strategy and Marketing Plan to support the Tourism Strategy

Council continues to deliver annual events program.

G3.3 – Develop a marketing program of attractions, combined with effective signage, to encourage people to stop and visit the region's centres as they commute between other destinations

New England High Country plan of activity developed, advice from DNSW received that funding application has been unsuccessful. 2016/17 program will be self funded by the x6 participating LGA's and external, non government partnership support. The ARC Tourism strategy will create more weight for a higher emphasis on promoting the Armidale Region.

G3.4 – Implement the Armidale Mall Vibrancy Plan

Economic Development Strategy sent to Council for adoption. A continued plan to be rolled out to assist in promoting our Mall, this to include live music and other opportunities.

G3.5 – Investigate opportunities for providing a venue which can hold more than 500 people, as a means of attracting larger events which will in turn encourage tourism

This is an ongoing program.

G3.6 – Provide Central Business District (CBD) infrastructure that supports a more vibrant and varied offering of shopping experiences for tourists

Redevelopment of the Guyra Main Street is imminent and funding has been sought under the Stronger Country Communities Fund for the redevelopment of the Central Mall precinct in Armidale. Community Connect site set up in Mall to ensure community engagement.

G3.7 – Develop an Arts and Cultural Program with an emphasis on creating vibrant and attractive public spaces, including the installation of public art in city centres

The Arts and Cultural Plan has been adopted by Council.

G4 – Economic development is supported through new initiatives, innovation and additional resources to assist growth of business and industry

G4.1 – Provide a program, which includes resources and events, to support small and home based businesses across the region

Work closely with UNE Incubator and Agtech Cluster. Following up of potential for Old Court House for creative industries hub ongoing.

G4.2 – Provide local businesses with information and access to technology as part of a Digital Economy Strategy, as well as advocating for improved high speed internet access

Ongoing support of Armidale and Guyra Business Chambers and of Welcome events for new residents and businesses.

G4.3 – Partner with other agencies to ensure adequate mobile phone and internet coverage across the region.

Council officers have been in discussions with groups about mobile sites at Kingstown, Doughboy Mountain (Wongwibinda) and Boorolong/Baldersleigh so these communities/areas can have connectivity with a view to potential application for funding under the Connecting Country Communities Fund.

G4.4 – Support the UNE business incubator program to encourage innovation for start-up businesses which is accessible for all entrepreneurs

This is an ongoing program.

G4.5 – Develop a strategy with an objective of actively seeking out and encouraging businesses and organisations to locate their operations in the region

Full Business Attraction Program to be developed for the Armidale Business Park development key to business attraction. A business prospectus is being developed as creating marketing collateral.

G4.6 – Maintain an ongoing partnership with the UNE and explore ways in which Council and the UNE can work together to provide greater benefits for the whole region. Examples of a successful partnership would mean greater access to education and information across

G4.6.1 – Collaborate with UNE in line with the MOU

G4.7 – Investigate opportunities for new partnerships with other educational institutions across the region to develop programs which support the vocational upskilling of students and workers

Initial discussions have taken place we have also built the TAFE Digital Micro Site to assist TAFE in attracting talent to Armidale to fill approximately 40 new positions. Have offered assistance with skills gap identification across the region.

G5 – The community has access to transport which enables connectivity both locally and outside of the region

G5.1 – Facilitate discussions at regular intervals with local transport providers and commuters to ensure that transport services meet the needs of the local community

Airport Terminal expansion completed. RMS set date for commencement of roundabout in the airport precinct - on NE Highway for January 2018.

G5.2 – Facilitate partnerships with State and Federal Government, other agencies and rail providers to investigate opportunities for increased rail services to and from the region

Ongoing conversations with Department of Premier and Cabinet stating our desire to keep the passenger service to and from Armidale and the potential for future freight services. Infrastructure funding needed for upgrade of Tamworth to Armidale line.

G5.3 – Investigate opportunities for increased bus services from remote areas to Armidale town centre to support people to attend work commitments, partake in activities which mitigate social isolation and carry out regular tasks and errands

Daily services are provided by a private provider.

G5.4 – Create partnerships and facilitate discussions with relevant stakeholders to ensure further progress towards the implementation of the Armidale Airport Masterplan

A report to council has been developed covering the business case for the implementation of passenger and baggage screening. Discussion to continue regarding additional destinations with progress meetings planned with other ports for January 2018. The sale of 5 lots of GA land is being advanced and it is hoped this will be completed by year end.

The airport passenger terminal has been completed and opened with all services running smoothly. Apron works are delayed awaiting the completion of a compliant design or the granting of an exemption from CASA for a non compliant design. The commencement of apron works is likely to not be before Q1 2018. Construction of the temporary car park has been completed including the installation of lighting. CCTV is yet to be installed.

Awaiting outcome of the BBRF funding (in October) to fund development of an Airport Strategic Plan, including infrastructure. The

Funding application was successful and the Funding Deed accepted. A Project Brief has been completed. An EOI has been issued and the successful consultant has been appointed. A draft report has been prepared.

- Scheduled for completion in February is:
 - Land Use, Current Performance and Financial Planning
 - Benchmarking other Airport precincts
 - Zoning Options
 - Operational Model
 - Financial Review including demand assessment, revenue generation assessment cost sustainability strategies
 - 10 Year Financial Plan
 - Strategic Risk Management and SWOT Analysis
 - Draft Business Case
- Scheduled for completion in March is:
 - Draft Business Model
 - Asset Plan
 - Project Plan of Works
 - Financial Plan including potential funding sources
 - Service Improvement Recommendations
 - Draft Business Plan and Summary Report
- Scheduled for completion in April is:
 - Final Business Plan and Summary Report

G5.5 – Council's asset management plans ensure that roads and bridges are provided and maintained to an acceptable standard, and are suitable for use by heavy transport

Develop and implement a Strategic Road Asset Management Plan including measures and targets

Community Strategic Plan Theme

Community Strategic Plan – Community Outcomes
Delivery Program – Strategy
Operational Plan Action

Responsible
Officer

Leadership for the Region

L1 – The community receives customer service provision from Council

L1.1 – Council staff are supported to deliver high quality services to the community through training, sufficient staff resourcing and awareness of Council's strategic objectives

A Customer Service Strategy is currently being drafted with goals focussing on delivering outstanding Customer Service and ensuring an improved and responsive service to the community.

L1.2 – Council utilises appropriate data management systems to support service delivery and effective decision making

This is an ongoing program:
Flexiplan has been implemented during this reporting period.

L1.3 – Council implements systems and appropriate resources to create a user friendly, customer focused approach for processing development applications and housing development applications in an efficient and timely manner

This is an ongoing program.

L1.4 – Implement an online communication strategy to provide the community with user-friendly access to more online content and information about Council and its services

The Mobile App has been released to the Councillors and now is live. Streaming of Council meetings has been implemented, with live streaming occurring for Council Meetings held in Armidale and Guyra and available to watch via Council's Youtube Channel.

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

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

Council's Long Term Financial Plan has been externally reviewed. Recommendations confirmed and new ones will be included in the 2018-2019 budget process for discussion with Council.

L2.2 – Council implements a business excellence program across its operations

Council is working toward the Stronger Council Framework. Reviews of Council's operations are being undertaken to identify areas for improved efficiencies across the organisation. This is an ongoing program and will identify areas for Council to consider improvements.

Some areas that have been assessed through the Audit and Risk Committee include Councillor onboarding program, delegation review, policy review, and establishment of Good Governance Framework.

Enterprise Risk Management Policy adopted 28 June 2017 and uploaded to ARC website Policy Register. Draft ERM Strategy developed. Proposal from JLT Consulting to develop a new Business Continuity Management Framework and Plan (BCP) September 2017 accepted. Project sessions held in November.

L2.3 – Council's strategic planning documents are integrated in a way which delivers community outcomes while effectively managing budgets, asset management and workforce planning

Council will be reviewing and revising the suite of Integrated Planning and Reporting documents in the coming months. This will be undertaken in accordance with the IPR Guidelines and Council's Community Connect program.

L3 – Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency

L3.1 – Elected officials, and people considering a role as an elected official, can easily access information and support with a view to attracting a diverse and high quality calibre of representatives

Councillors' Induction Program was delivered in the October - December quarter. Activities offered included workshops, inspections of LGA and key projects, relationship building residential workshop, Mayors' Weekend, OLG Hit the Ground Running Workshop, externally facilitated training on Code of Conduct and Effective Meeting Procedures and attendance at LGNSW Annual Conference.

Office of Local Government (OLG) delivered Hit The Ground Running workshop for Councillors and ELT at Armidale on 17 October. Residential workshop held at Yaraandoo on 20/21 October and delivered by external facilitators. Safety Induction and Safety Kit distributed on 17 October.

L3.2 – Staff are provided with the training to carry out their duties effectively and opportunities for professional development

Completed Corporate Training Plan. Training Plan is now implemented with relevant training commenced

To be formed as part of Cultural Survey. Relevant workshops have been attended by ELT/SLT and Program Leaders and Consultant to identify what type of leadership program is to be developed.

L3.3 – Staff are provided with opportunities to provide feedback on Council operations and culture at regular intervals and through a variety of mechanisms

Cultural Survey has been delivered and completed with reports developed and debriefing workshops have delivered to ELT, Service Leaders and Programs Leaders.

L3.4 – Staff are given feedback on their performance and offered opportunities to increase their range of vocational abilities if desired and where aligned to business outcomes

The Workforce Management Plan is currently under review.

L3.5 – Develop and implement a Workforce Management Plan which commits to building a skilled, motivated, inclusive and diverse workforce

In review with focus of development in Workforce Management Plan and initiating relevant actions.

L4 – Council has the strategic capacity to understand the key issues for the region both now and in the future

L4.1 – Council regularly reviews and reports on its strategic documents and makes them available to the community for comment

Operational Plan activities for 2017-2018 have been developed and incorporated into Council’s internal reporting systems for regular reporting. Six monthly Delivery Program Report available to Council and the community.

L4.2 – Council initiates and fosters strong partnerships with all levels of government, peak bodies and agencies and the community

This is an ongoing program.

L4.3 – When progress towards the long term Community Vision falls outside of the scope of Council’s charter, Council will advocate to other government bodies and agencies on behalf of the community

Community Strategic Plan Theme

Community Strategic Plan – Community Outcomes
 Delivery Program – Strategy
 Operational Plan Action

Responsible
 Officer

Our People and Community

P1 – The community is engaged and has access to local representation

P1.1 – Council's Community Engagement Strategy provides guidance and principles for effectively engaging with the community on all issues related to Council decision making

The Community Connect Framework has been developed.

P1.2 – Elected representatives are supported to engage with their community and provided a forum to share feedback they receive

Council resolved on 27 September 2017 to appoint the Mayor and Deputy Mayor as council's representatives on the New England Group of Councils (NEGOC). Council resolved 13 December 2017 to endorse the formation of a New England Joint Organisation and to become a member of the JO in response to the legislative provisions.

Aboriginal Memorial opened on 6 July at a special event during NAIDOC week. Community invited to tour council facilities as part of celebrations for Local Government Week held between 31 July and 6 August. Armidale Region Youth Awards ceremony held on 19 September to celebrate, promote and recognise young peoples' efforts and achievements. A 'Maker Party in a Box' for the Maker Lab at the new Armidale War Memorial Library and a donation to the New England Regional Art Museum (NERAM) was presented by Telstra on 21 July at a morning tea at the library. Annual Day in the Dale activities held on 1 September to celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander People. It is held in addition to the activity during NAIDOC Week in July. Local Government election for the new council held on 9 September. NSW Grandparents Day celebrated on Sunday 29 October at the PCYC Markets in the Mall in Armidale and a special mid-week event was held at the Guyra Library on Wednesday 1 November. Council through its Youth Advisory Committee, funded a special youth event that will add a new layer to the seventh annual Black Gully Music Festival held on 11 November. Christmas in the Mall held on 23 November with Christmas lights throughout the city centre being turned on to mark the start of the holiday season. Guyra kicked off the Christmas fun with a party in the main street on Saturday 2 December. A

memorial service to commemorate the loss of HMAS Armidale on 1 December 1942 was held in Central Park, Armidale on 1 December 2017. Sporting achievements recognised at the 2017 New England Sports Awards. Kids Day in the Mall hosted the Minions Dance Party in December.

P1.3 – Promote a wide variety of engagement methods, with a mixture of traditional and online mediums, to ensure the whole community can easily share their opinion and participate in community engagement activities

P1.4 – Provide opportunities for localised input and collaboration on local issues, while recognising existing, effective forms of public participation

The Community Connect framework has been developed and includes a variety of engagement strategies and activities that can be implemented for Council's various engagement programs.

P1.5 – Go to people and make engagement accessible when seeking feedback on local issues

New rationalised Committee Structure adopted on 25 October. The appointment of Councillors to the Advisory and S355 Committees ratified at the Council meeting held on 22 November 2017. The new Committee Structure is aligned to the Integrated Planning and Reporting Framework and has a strategic focus. The number of Advisory/S355 committees and the level of councillor representation also provides an opportunity for councillors (excluding the Mayor) to take on a portfolio role.

P2 – Community programs, services and facilities meet the needs of the community and provide a safe place to live

P2.1 – Council works collaboratively to develop Asset Management Plans for community facilities and public spaces such as buildings, sportsgrounds, swimming pools, playgrounds and open space which reflect community needs

Morrison Low have been engaged to develop AM Policy, AM Strategy and AM Plans. Data and information is being supplied to Morrison Low as it becomes available after vetting and integrity checks are done. To date meetings have been held with Service and Program Leaders to determine Levels of Service with these being supplied to Morrison Low, Asset registers have been supplied, a visual condition rating survey was undertaken of the entire road network to give a better data integrity to the Transport Asset management Plan and critical assets have been identified in asset classes.

P2.2 – Provide a network of a modern library and learning centres across the region, including a library service in Armidale town centre which caters for the needs of the community including meeting spaces, accessible internet services and up to date resources

Library services are ongoing in both Guyra and Armidale. A deeper look at modernising both libraries is underway. In the latter part of the year we amalgamated the 'back end' of library services through Libraries Australia. Both Libraries, though particularly the Armidale Library are slowly branching out into more diverse areas in the community. The maker space, with robotics supplied by Telstra, and the community involvement to include the incoming refugees is a positive step. Encouragement in the community is ongoing to get people to use the meeting spaces available at the library.

P2.3 – Partner with local police and other agencies to develop strategies to reduce crime and improve community safety

The Community Safety Committee will form part of the Community Wellbeing Committee that is being convened as part of the new council committees. Once this committee meets a Crime Prevention Strategy can be tabled. In conjunction with the Crime Prevention Strategy the Community Safety Committee highlighted two areas of concern. Firstly the secondary supply of alcohol to teenagers and the CCTV camera systems. The Committee negotiated and developed a television commercial to address the legalities of secondary supply of alcohol that screened on WIN TV at the end of the school exam period and will air again over the Christmas and new year period. The second area, CCTV, is currently being reviewed in light of an open grants round under the Safety Communities Fund.

P3 – Events and cultural activities provide the community with an opportunity to celebrate the unique culture and lifestyle of the region

P3.1 – Provide resources to enable the ongoing provision of arts and cultural centres across the region

Arts and Cultural Strategic Plan 2017-2022 adopted by Council November 2017.

Position of Administration Officer – Executive and Cultural Projects Officer developed in August 2017 to include supporting the Economic Development, Marketing and Events Team to deliver projects in the Arts and Cultural Strategic Plan to enhance, develop and promote Armidale Region as a major centre for arts and cultural events, industries and innovation. The position will proactively assist in researching, coordinating and managing a variety of arts and cultural projects, and contribute to the development of community arts programming.

P3.2 – Deliver annual program of events which reflect the social and cultural needs of the community

- NSW Weeds Conference (Oct 2017) ran successfully
- 22-25 February - National Mountain Bike Championships
- 8-11 March – Rotary Conference (500 delegates)
- 30 April - CWA State Conference (800 delegates)
- Received confirmation to host LGNSW Tourism and Water Conference 3-5 Sept

P3.3 – Develop an Arts and Cultural Plan for the region

Arts and Cultural Strategic Plan 2017-2022 adopted by Council November 2017.

P3.4 – Develop a Sport and Recreational Plan for the region

The NSW Office of Sport initiated a regional consultation process as part of their aim to develop Regional plans. It is a collaborative process involving all stakeholders in the New England North-West region and other regions. The plan will identify the nature and extent of services required that will be tailored to each region. The plans will develop an operational framework between the 3 levels of Government for how agreed outcomes will be achieved. The plan will work with stakeholders on how to plan for infrastructure specific to each region. Representatives from ARC have attended a workshop in Tamworth with further workshop before the end of the year. Draft plans will be available early 2018 for comment. The plans will provide the big picture from which each LGA can develop its own plans that will dovetail into it. Sports tourism is also a key pillar for the Armidale Regional Councils Tourism Strategy which about to commence in

March 2018.

P3.5 – Develop programs and partnerships which support and promote the arts and cultural activities across the region

Arts North West is a member of Council's Arts and Cultural Advisory Committee and works closely with the Cultural Projects Officer to develop opportunities and support arts across the region.

P3.6 – Develop a marketing and promotional strategy to inform people about the arts and cultural activities and events available across the region

Arts and Cultural Strategic Plan 2017-2022 was developed by consultants Positive Solutions in collaboration with Arts North West and the Arts and Cultural Advisory Committee. An action plan is currently being developed by the Cultural Projects Officer to implement the strategies identified in the first year of the strategic plan

P4 – Services are provided to ensure inclusiveness and support the vulnerable members of our community

P4.1 – Develop a Disability Action Plan and Pedestrian and Mobility Plan to improve access to services and infrastructure for people living with a disability and the aged

The Disability Inclusion Action Plan is current and live on our ARC website. This document has been registered with the governing body.

P4.2 – Give further consideration to the issue of accessibility to Council's services and infrastructure as part of Asset Management Planning
P4.3 – Partner with other levels of government and agencies to ensure the introduction of the National Disability Insurance Scheme provides adequate access to services for people with a disability

The Community Wellbeing Committee has not convened at this stage, therefore there has been no direction on the priorities of the committee or development of a plan.

P4.4 – Develop strategies which promote inclusiveness of people from a cultural and linguistically diverse (CALD) background

The volunteer referral service is currently working on ways to extend across the Armidale Regional Council area. The International Volunteer lunch in Armidale was a big success.

ARC continues to have key involvement with Settlement Services International and other key agencies in assisting the smooth transition of refugees to Armidale.

Delivered a family focused day for the community on NYE - culminating in fireworks at 9pm. Due to weather conditions the fireworks were let off half an hour early, however waiting was not an option as there was a significant storm and fireworks are unpredictable in wet weather. Council is now focused on presenting a range of activities for young people to engage with over the remaining school holidays.

P5 – Services and activities are provided for all ages and segments of our community to promote life-long learning, healthy living and community well-being

P5.1 – Engage with the community to ensure that library services and facilities are provided which meet community needs and expectations

The Home Support Services in Guyra provide a large number of activities to clients in Guyra and surrounds. Activities include client transport, social interaction activities, and meals on wheels. The majority of funding for this service is external. Community Services has undertaken a review of the spaces and rental agreements users have with the Kent and Hughes house facilities to make user groups more accountable for their use of the space. This is part of a transition that will see the fees and charges for the facilities brought up to date in the new financial year. Nicolii house and the museum and library continue to offer services to the community at a very reasonable rate.

P5.2 – Partner with local organisations to offer programs to young people which offer mentoring, encourage leadership and provide pathways to employment and further education opportunities

Most notably was the youth contribution to the Black Gully Music Festival, the Armidale Youth Awards and the school holiday program operating throughout December and January.

P5.3 – Promote partnerships between businesses and the community which offer programs that encourage inclusivity and networking, such as the Men's Shed program in Armidale and Guyra

Community Services work with a wide range of people and stakeholders in our community, primarily through interagency meetings and the like. There is significant engagement with the community to work towards promoting social inclusion.

P5.4 – Partner with organisations and key stakeholders in remote communities to facilitate the delivery of activities for young people outside of school hours

This is an ongoing program.

P5.5 – Further develop partnerships with educational institutions across all stages of the learning spectrum to ensure that face to face and online education is available to the community

In the months post the adoption of the Community Strategic plan NSW Education announced that Armidale would be combining both schools to make one very large school. This has meant that stakeholders in this area are more difficult to engage, given their increased workload. The establishment of this forum will need to be reviewed.

P5.6 – Lobby and advocate for improved health services across the region, to support an ageing population, and investigate funding opportunities for a new hospital for the region

This is an ongoing program.

P5.7 – Facilitate and support the delivery of high quality early childhood and out of school hours services across the region

This is an ongoing program.



WARNING

Jim

8x A2

A1. non reflective

we have poles

- Jim c will get quote from Banner Signs

Children must be supervised at all times





BUSINESS ADVISORY COMMITTEE

Held on

Tuesday, 30 January 2018
5.30pm

at

Function Room, Armidale

Present: Cr Gray, Cr Martin, Mrs Cull, Mrs MacDonald, Mr Fox, Mr Korsch,
Mr Nussbaumer, Mr Lawrence, Mr Woodland, Ms Heaton

Quorum – 5 Members to be Present

MINUTES

1. APOLOGIES

Mr David Mills sent his apologies for the meeting.

2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE BUSINESS ADVISORY COMMITTEE MEETING HELD ON 20 JULY 2017

Moved: Mr Korsch

Seconded: Mrs Cull

That the minutes be taken as read and be accepted as a true record of the Meeting.

CARRIED

3. DECLARATIONS OF INTEREST

Nil.

4. BUSINESS ARISING

Mrs MacDonald spoke on the Newcastle Model and advised that Mr Christopher Sanders has offered to come up to the Armidale Region and facilitate a seminar. His plan is to leave a display for two weeks and return to Council with a report providing feedback. Mrs MacDonald provided Council officers with a flyer.

5. ADMINISTRATION REPORTS

5.1 FOR DECISION: Setting of Meeting Cycle for 2018 *Ref: AINT/2018/01002 (ARC17/2172)*

Moved: Mrs Cull

Seconded: Mrs MacDonald

That meetings be held on 4 April 2018, 6 June 2018, 1 August 2018, 3 October 2018, and 5 December 2018.

CARRIED

ACTION: NH to circulate copy of Code of Conduct to members of the Committee.

5.2 FOR INFORMATION: Small Business Friendly Council Program*Ref: AINT/2018/01005 (ARC16/0252)***Moved: Mrs MacDonald Seconded: Mr Korsch****That the verbal report on the Small Business Friendly Council Program be noted.****CARRIED****5.3 FOR DECISION: 2018 Plan - Projects***Ref: AINT/2018/01007 (ARC17/2172)***Moved: Mrs MacDonald Seconded: Mr Nussbaumer****That the Rail Trail Consultation Report be circulated to the Business Advisory Committee members.****CARRIED**

It was suggested that the following be priorities for the Business Advisory Committee:

- The CBD Mall (Armidale) – Revitalisation Project / Mall Vibrancy Plan
- Bradley Street Mall (Guyra)
- Parking Study (Armidale)
- Addressing long term vacancies in the Mall / CBD (Armidale)
- Autumn Festival and other key events such as Live for Local
- Performing Arts Centre
- Streamlining Development Plan Application lodgement processes
- Back to Business Workshop

ACTION: NH to circulate copy of Mall Vibrancy Plan
 LW/GL to circulate Mall timeline to assist focus groups.
 GL to distribute survey results in relation to the Mall revitalisation project.

5.4 FOR INFORMATION: Standard Agenda Items for Future Meetings*Ref: AINT/2018/01009 (ARC17/2172)***Moved: Mrs MacDonald Seconded: Mr Nussbaumer****That the report on the Standard Agenda Items for Future Meetings be noted.****CARRIED****6. GENERAL BUSINESS**

Nil.

There being no further business the Chair declared the meeting closed at 6.57pm.



REGIONAL GROWTH ADVISORY COMMITTEE

Held on

Wednesday, 31 January 2018
5.30pm

at

Function Room, Armidale

PRESENT: Cr Bailey (Chairperson), Cr Murat, Cr Gray, Nathan Axelsson (Regional Development Australia), Anthony Fox (Armidale Business Chamber), Aileen MacDonald (Guyra and District Chamber of Commerce), Peter Sniekers (NSW Department of Industry), Bryn Griffiths (University of New England), Glen Chapman, Lynne Chapman, Bruce Chick, Alun Davies, Maria Hitchcock, Bob Ryan.

IN ATTENDANCE: Greg Lawrence, Nathalie Heaton

MINUTES

1. APOLOGIES

Susan Cull

Bruce Chick

Jock Mitchell

Greg Hannon has now been replaced by Terry Whittley (Local for Local Representative)

2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE REGIONAL GROWTH ADVISORY COMMITTEE MEETING HELD ON 14 FEBRUARY 2017

A presentation took place on 14 February 2017; no notes recorded.

3. DECLARATIONS OF INTEREST

Nil.

4. BUSINESS ARISING

Nil.

5. ADMINISTRATION REPORTS

5.1 FOR DECISION: Setting of Meeting Cycle for 2018 *Ref: AINT/2018/01579 (ARC16/0169)*

Moved: Cr Murat

Seconded: Mr Fox

That the Regional Growth Advisory Committee meetings be held on 1 March 2018, 5 April 2018, 3 May 2018, 5 July 2018, 6 September 2018 and 1 November 2018.

CARRIED

5.2 FOR INFORMATION - Report from the Service Leader, Economic Development and Marketing

Ref: AINT/2018/01580 (ARC16/0169)

Moved: Cr Gray

Seconded: Mrs MacDonald

That the Report from the Service Leader, Economic Development and Marketing on the; Armidale Airport Business Park, Tourism and Events, Acacia Park, Grants Update, Guyra & Tingha, Regional Economic Development Strategy be noted.

CARRIED

Moved: Cr Murat Seconded: Mr Ryan

That Acacia Park's name be changed to Acacia Business Park.

CARRIED.

5.3 FOR DECISION: Priorities for the Regional Growth Committee 2018-2019

Ref: AINT/2018/01581 (ARC16/0169)

RECOMMENDATION:

That the Committee identify the priorities for the next 18 months.

This report was deferred until next Month.

6. GENERAL BUSINESS

Moved: Mrs MacDonald

Seconded: Mr Axelsson

That the Regional Growth Committee strongly supports the closure of the Armidale to Wallangarra rail corridor and the development of the New England Rail Trail from Black Mountain to Ben Lomond with a view to additions from Armidale to the Queensland Border.

CARRIED UNANIMOUSLY

ACTIONS FROM THE MEETING

GL to advise timeframe for the Dumaresq Dam project.

GL to follow up in relation to TAFE signage.

GL to investigate whether Council has powers to remove anti Rail Trail signage along the New England Highway.

The news Story from the Tweed Link which announced successful funding for their Rail Trail is attached with these minutes.

That there being no further business the Chair declared the meeting closed at 6.54pm.



TRAFFIC ADVISORY COMMITTEE

Held on

Tuesday, 30 January 2018
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)
Ms Belinda Ackling (Minute Taker)

Others:

Nil

MINUTES

1. Apologies / Leave Of Absence
Mr Graham Earl (ARC Technical Officer)
2. Confirmation of Previous Minutes -

CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 7 NOVEMBER 2017

That the minutes be taken as read and be accepted as a true record of the Meeting.

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

3. Declarations of Interest
4. Business Arising

4.1 Business Arising from the meeting held 14 November 2017
(ARC16/0168)

Ref: AINT/2018/01277

That the actions taken from the previous meeting be noted.

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

5. Special Events

**5.1 Special Event Transport Management Plan for the Armidale Autumn Festival
Campus City Canter 2018**

Ref: AINT/2018/01205 (ARC16/0416)

That the Committee note the Special Event Transport Management Plan for the Armidale Athletic Club Campus City Canter in accordance with the submitted Traffic Management Plans and as part of the already endorsed 2018 Armidale Autumn Festival plans.

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

6. Correspondence

- 6.1 Intersection of O'Dell St and Erskine St Armidale - GIVE WAY** *Ref: AINT/2018/00861*
(ARC16/0089-2)

The Committee agreed that the intersection of O'Dell St and Erskine St Armidale, be monitored.

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

- 6.2 Parking concerns 12 -14 Rockvale Road.** *Ref: AINT/2018/01192 (ARC16/0168)*

The Committee denied the request for "No Stopping" signs being installed either side of the driveway at 12-14 Rockvale Road.

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

- 6.3 Extension of B Double route - Guyra** *Ref: AINT/2018/00489 (ARC16/0886)*

That approval be endorsed for the required B Doubles (25/26m) routes, for Baldblair Street between Lagoon St and McKie Parkway and McKie Parkway between Baldblair St and Baldersleigh Rd in Guyra.

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

7. General Business

- 7.1 Request for two temporary parking bays**

Ref: ARC16/0168

1/18

That approval be provided for two temporary parking bays on O'Dell Street in emergency ambulance entry driveway currently not being used due to construction, however the bays are to be located within the property if possible. If they cannot, the bays are not to protrude beyond the face of kerb.

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

The Police have requested that the speed counters be installed on Moore Park Road between Uralla Road and Bundarra Road and advice be provided if speeding is detected.

There being no further business the Chairman declared the meeting closed at 10.50am