



## ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 24 June 2020  
4pm

at

Armidale Council Chamber

ATTACHMENTS

INDEX

**8 RESCISSION MOTIONS**

**8.1 FOR DECISION: Rescission Motion: Item 113/20 be rescinded from 26 May 2020 Ordinary Council Meeting**

<b>Attachment 1:</b>	Rescission Motion Item 113/20 resolved in the 27 May OCM.....	3
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**11 REPORTS FOR DECISION - GROWTH, PROSPERITY AND ECONOMIC DEVELOPMENT**

**11.1 FOR DECISION: 2019/20 Third Quarter Budget Review**

<b>Attachment 1:</b>	Quarterly Budget Review Report 3 .....	4
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**13 REPORTS FOR DECISION - OUR PEOPLE AND COMMUNITY**

**13.1 FOR DECISION: Review of Council Committees**

<b>Attachment 1:</b>	Report by Ian Reynolds .....	29
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**14 REPORTS FOR INFORMATION**

**14.1 FOR INFORMATION: Integrated Planning and Reporting - Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report - Third Quarter**

<b>Attachment 1:</b>	Integrated Planning and Reporting (IP&R) - Q3 Progress Report 2019-2020.....	56
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**14.2 FOR INFORMATION: Cash and Investment Report May 2020**

<b>Attachment 1:</b>	Curve Securities Investment Reporting Pack May 2020 .....	66
----------------------	---	----

**14.3 FOR INFORMATION: Monthly Financial Report May 2020**

<b>Attachment 1:</b>	Monthly Financial Report May 2020 .....	79
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**14.5 FOR INFORMATION: Manager Structure**

<b>Attachment 1:</b>	Manager Structure .....	87
----------------------	-------------------------	----

**17 COMMITTEE REPORTS**

**17.1 FOR DECISION: Minutes - Traffic Advisory Committee - 2 June 2020**

<b>Attachment 1:</b>	Minutes - Traffic Advisory Committee - 02 June 2020.....	88
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Rescission Motion – Item 113/20

That the resolution of item 113/20, held on 26<sup>th</sup> May 2020 at the Ordinary Council Meeting be rescinded.



27/05/2020

Cr Diane Gray



27/05/2020

Cr Brad Widders



27/05/2020

Cr Libby Martin



## Quarterly Budget Review Statement

For the period: 1-Jan-20 to: 31-Mar-20

### 1. Report by Responsible Accounting Officer

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

It is my opinion that the Quarterly Budget Review Statement for Armidale Regional Council for the quarter ended 31 March 2020 indicates that Council's projected financial position at 30 June 2020 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

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

**Signed:**

Kelly Stidworthy  
Responsible Accounting Officer

**Date:**

12/06/2020



## Quarterly Budget Review Statement

## 2. Income &amp; Expenses

## GENERAL FUND

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Actual End of Qtr \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Income Statement</b>										
<b>Recurrent Revenue</b>										
Rates and Annual Charges	25,197			22	0	25,219	25,219	25,219	0%	
User Charges and Fees	10,519				860	11,379	8,810	11,379	0%	
Interest and Investment Revenue	729		(156 )		(107 )	467	324	467	0%	
Other Revenues	2,613		26		(355 )	2,283	1,683	2,283	0%	
Operating Grants and Contributions	11,022	835	614	1,304	394	14,169	8,094	14,168	0%	
<b>RECURRENT REVENUE</b>	<b>50,080</b>	<b>835</b>	<b>484</b>	<b>1,326</b>	<b>792</b>	<b>53,517</b>	<b>44,129</b>	<b>53,517</b>	<b>0%</b>	
<b>Recurrent Expenditure</b>										
Employee Costs	22,055	46			774	22,875	16,674	22,875	0%	
Materials and Contracts	6,550	1,706	(36 )	1,365	(411 )	9,174	8,614	9,174	0%	
Borrowing Costs	1,139				0	1,139	855	1,139	0%	
Other Expenses	8,473		200		256	8,929	6,880	8,930	0%	
Depreciation and Amortisation	11,841				0	11,841	8,881	11,841	0%	
<b>RECURRENT EXPENDITURE</b>	<b>50,059</b>	<b>1,752</b>	<b>164</b>	<b>1,365</b>	<b>619</b>	<b>53,959</b>	<b>41,904</b>	<b>53,960</b>	<b>0%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>20</b>	<b>(917 )</b>	<b>320</b>	<b>(39 )</b>	<b>173</b>	<b>(442 )</b>	<b>2,226</b>	<b>(443 )</b>	<b>0%</b>	
Capital Grants and Contributions	9,150	648	150	(320 )	(1,366 )	8,262	2,246	8,262	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>9,170</b>	<b>(269 )</b>	<b>470</b>	<b>(359 )</b>	<b>(1,193 )</b>	<b>7,820</b>	<b>4,472</b>	<b>7,819</b>	<b>0%</b>	
<b>Cashflow &amp; Reserve Movements</b>										
<b>Receipts</b>										
Recurrent Revenue	50,080	835	484	1,326	792	53,517	44,129	53,517	0%	
Proceeds from Property, Plant & Equipment	3,643	333	0	0	(1,220 )	2,755	2,449	2,755	0%	
Capital Grants and Contributions	9,150	648	150	(320 )	(1,366 )	8,262	4,110	8,262	0%	
Transfer from Cash Reserve	3,758	7,558	(171 )	11	(1,908 )	9,249	0	9,249	0%	
<b>Payments</b>										
Recurrent Expenditure excluding Depreciation	(38,218)	(1,752)	(164)	(1,365)	(619)	(42,118)	(33,023 )	(42,118 )	0%	
Purchase of Property, Plant & Equipment	(24,310)	(7,623)	(307)	6,094	6,016	(20,129)	(8,486 )	(20,129 )	0%	
Repayments of Borrowing & Advances	(2,666)		0	0	0	(2,666)	(1,944 )	(2,666 )	0%	
Transfer to Cash Reserve	(198)		(715)	(5,771)	(2,073)	(8,757)	0	(8,757 )	0%	
<b>NET BUDGET POSITION</b>	<b>1,238</b>	<b>(0 )</b>	<b>(723 )</b>	<b>(24 )</b>	<b>(379 )</b>	<b>113</b>	<b>7,235</b>	<b>112</b>	<b>0%</b>	



## Quarterly Budget Review Statement

## 2. Income &amp; Expenses

## WATER FUND

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Actual End of Qtr \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Income Statement</b>										
<b>Recurrent Revenue</b>										
Rates and Annual Charges	2,160				0	2,160	2,160	2,160	0%	
User Charges and Fees	9,326		(3,200 )		(190 )	5,936	4,404	5,935	0%	
Interest and Investment Revenue	912		(194 )		(120 )	598	419	598	0%	
Other Revenues	35				0	35	33	34	-1%	
Operating Grants and Contributions	97		660	(19 )	824	1,562	1,562	1,562	0%	
<b>RECURRENT REVENUE</b>	<b>12,529</b>	<b>0</b>	<b>(2,734 )</b>	<b>(19 )</b>	<b>514</b>	<b>10,291</b>	<b>8,578</b>	<b>10,291</b>	<b>0%</b>	
<b>Recurrent Expenditure</b>										
Employee Costs	1,869				351	2,220	1,753	2,220	0%	
Materials and Contracts	5,748		3,308		(585 )	8,470	3,682	8,471	0%	
Borrowing Costs	330				0	330	247	330	0%	
Other Expenses	558				90	648	508	647	0%	
Depreciation and Amortisation	3,052				0	3,052	2,289	3,052	0%	
<b>RECURRENT EXPENDITURE</b>	<b>11,556</b>	<b>0</b>	<b>3,308</b>	<b>0</b>	<b>(143 )</b>	<b>14,720</b>	<b>8,479</b>	<b>14,720</b>	<b>0%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>974</b>	<b>0</b>	<b>(6,041 )</b>	<b>(19 )</b>	<b>658</b>	<b>(4,428 )</b>	<b>99</b>	<b>(4,429 )</b>	<b>0%</b>	
Capital Grants and Contributions	4,000	(670 )	0	795	(940 )	3,185	3,060	3,185	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>4,974</b>	<b>(670 )</b>	<b>(6,041 )</b>	<b>776</b>	<b>(282 )</b>	<b>(1,243 )</b>	<b>3,159</b>	<b>(1,244 )</b>	<b>0%</b>	
<b>Cashflow &amp; Reserve Movements</b>										
<b>Receipts</b>										
Recurrent Revenue	12,529	0	(2,734 )	(19 )	514	10,291	8,578	10,291	0%	
Proceeds from Property, Plant & Equipment	0		0	0	0	0	0	0	0%	
Capital Grants and Contributions	4,000	(670 )	0	795	(940 )	3,185	2,935	3,185	0%	
Transfer from Cash Reserve	0	235	0	0	0	235	0	235	0%	
<b>Payments</b>										
Recurrent Expenditure excluding Depreciation	(8,504 )	0	(3,308 )	0	143	(11,668 )	(6,191 )	(11,668 )	0%	
Purchase of Property, Plant & Equipment	(9,710 )	(1,276 )	(4,779 )	6,469	2,501	(6,794 )	(5,161 )	(6,794 )	0%	
Repayments of Borrowing & Advances	(267 )		0	0	0	(267 )	(138 )	(267 )	0%	
Transfer to Cash Reserve	0		0	0	0	0	0	0	0%	
<b>NET BUDGET POSITION</b>	<b>(1,951 )</b>	<b>(1,711 )</b>	<b>(10,820 )</b>	<b>7,246</b>	<b>2,219</b>	<b>(5,017 )</b>	<b>23</b>	<b>(5,018 )</b>	<b>0%</b>	



## Quarterly Budget Review Statement

## 2. Income &amp; Expenses

## SEWER FUND

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Actual End of Qtr \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Income Statement</b>										
<b>Recurrent Revenue</b>										
Rates and Annual Charges	5,582				0	5,582	5,582	5,582	0%	
User Charges and Fees	240				0	240	145	239	0%	
Interest and Investment Revenue	466		(75 )		(40 )	350	252	350	0%	
Other Revenues	990				(350 )	640	392	640	0%	
Operating Grants and Contributions	98			(17 )	0	81	81	81	0%	
<b>RECURRENT REVENUE</b>	<b>7,375</b>	<b>0</b>	<b>(75 )</b>	<b>(17 )</b>	<b>(390 )</b>	<b>6,892</b>	<b>6,453</b>	<b>6,891</b>	<b>0%</b>	
<b>Recurrent Expenditure</b>										
Employee Costs	1,408				(99 )	1,309	914	1,309	0%	
Materials and Contracts	2,494				(178 )	2,315	584	2,315	0%	
Borrowing Costs	0				0	0	0	0	0%	
Other Expenses	834				(221 )	614	405	614	0%	
Depreciation and Amortisation	1,593				0	1,593	1,195	1,593	0%	
<b>RECURRENT EXPENDITURE</b>	<b>6,329</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(498 )</b>	<b>5,831</b>	<b>3,098</b>	<b>5,831</b>	<b>0%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>1,046</b>	<b>0</b>	<b>(75 )</b>	<b>(17 )</b>	<b>108</b>	<b>1,062</b>	<b>3,355</b>	<b>1,060</b>	<b>0%</b>	
Capital Grants and Contributions	500		700	(58 )	0	1,142	856	1,142	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>1,546</b>	<b>0</b>	<b>625</b>	<b>(75 )</b>	<b>108</b>	<b>2,204</b>	<b>4,211</b>	<b>2,202</b>	<b>0%</b>	
<b>Cashflow &amp; Reserve Movements</b>										
<b>Receipts</b>										
Recurrent Revenue	7,375	0	(75 )	(17 )	(390 )	6,892	6,453	6,891	0%	
Proceeds from Property, Plant & Equipment	0		0	0	0	0	0	0	0%	
Capital Grants and Contributions	500	0	700	(58 )	0	1,142	664	1,142	0%	
Transfer from Cash Reserve	0		0	0	0	0	0	0	0%	
<b>Payments</b>										
Recurrent Expenditure excluding Depreciation	(4,736)	0	0	0	498	(4,238)	(1,903 )	(4,238 )	0%	
Purchase of Property, Plant & Equipment	(4,005)	(543 )	180	1,814	704	(1,850)	(1,581 )	(1,850 )	0%	
Repayments of Borrowing & Advances	(20)		0	0	0	(20)	0	(20 )	0%	
Transfer to Cash Reserve	0		0	0	0	0	0	0	0%	
<b>NET BUDGET POSITION</b>	<b>(886 )</b>	<b>(543 )</b>	<b>805</b>	<b>1,740</b>	<b>812</b>	<b>1,927</b>	<b>3,633</b>	<b>1,926</b>	<b>0%</b>	



## CONSOLIDATED

## Quarterly Budget Review Statement

## 2. Income &amp; Expenses

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Actual End of Qtr \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Income Statement</b>										
<b>Recurrent Revenue</b>										
Rates and Annual Charges	32,939	0	0	22	0	32,961	32,961	32,961	0%	
User Charges and Fees	20,084	0	(3,200 )	0	670	17,554	13,360	17,554	0%	
Interest and Investment Revenue	2,106	0	(424 )	0	(267 )	1,415	995	1,415	0%	
Other Revenues	3,637	0	26	0	(705 )	2,958	2,108	2,957	0%	
Operating Grants and Contributions	11,216	835	1,274	1,269	1,218	15,812	9,737	15,812	0%	
<b>RECURRENT REVENUE</b>	<b>69,984</b>	<b>835</b>	<b>(2,325 )</b>	<b>1,290</b>	<b>916</b>	<b>70,700</b>	<b>59,161</b>	<b>70,699</b>	<b>0%</b>	
<b>Recurrent Expenditure</b>										
Employee Costs	25,332	46	0	0	1,027	26,404	19,341	26,405	0%	
Materials and Contracts	14,792	1,706	3,272	1,365	(1,174 )	19,960	12,880	19,960	0%	
Borrowing Costs	1,469	0	0	0	0	1,469	1,102	1,469	0%	
Other Expenses	9,865	0	200	0	126	10,191	7,793	10,191	0%	
Depreciation and Amortisation	16,486	0	0	0	0	16,486	12,365	16,486	0%	
<b>RECURRENT EXPENDITURE</b>	<b>67,944</b>	<b>1,752</b>	<b>3,472</b>	<b>1,365</b>	<b>(22 )</b>	<b>74,510</b>	<b>53,481</b>	<b>74,510</b>	<b>0%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>2,040</b>	<b>(917 )</b>	<b>(5,796 )</b>	<b>(75 )</b>	<b>938</b>	<b>(3,809 )</b>	<b>5,680</b>	<b>(3,812 )</b>	<b>0%</b>	
Capital Grants and Contributions	13,650	(22 )	850	418	(2,306 )	12,590	6,163	12,589	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>15,690</b>	<b>(938 )</b>	<b>(4,946 )</b>	<b>343</b>	<b>(1,368 )</b>	<b>8,781</b>	<b>11,842</b>	<b>8,778</b>	<b>0%</b>	
<b>Cashflow &amp; Reserve Movements</b>										
<b>Receipts</b>										
Recurrent Revenue	69,984	835	(2,325)	1,290	916	70,700	59,161	70,699	0%	
Proceeds from Property, Plant & Equipment	3,643	333	0	0	(1,220)	2,755	2,449	2,755	0%	
Capital Grants and Contributions	13,650	(22)	850	418	(2,306)	12,590	7,709	12,590	0%	
Transfer from Cash Reserve	3,758	7,793	(171)	11	(1,908)	9,484	0	9,484	0%	
<b>Payments</b>										
Recurrent Expenditure excluding Depreciation	(51,458)	(1,752)	(3,472)	(1,365)	22	(58,024)	(41,116 )	(58,024 )	0%	
Purchase of Property, Plant & Equipment	(38,025)	(9,441)	(4,905)	14,378	9,221	(28,774)	(15,228 )	(28,774 )	0%	
Repayments of Borrowing & Advances	(2,952)	0	0	0	0	(2,952)	(2,082 )	(2,952 )	0%	
Transfer to Cash Reserve	(198)	0	(715)	(5,771)	(2,073)	(8,757)	0	(8,757 )	0%	
<b>NET BUDGET POSITION</b>	<b>(1,599 )</b>	<b>(2,254 )</b>	<b>(10,738 )</b>	<b>8,961</b>	<b>2,652</b>	<b>(2,978 )</b>	<b>10,891</b>	<b>(2,980 )</b>	<b>0%</b>	





## Quarterly Budget Review Statement

## 2. Operating Budget Adjustments

## GENERAL FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Private Works Income	User Charges and Fees	(160,000)	(609,000)	(449,000)	Expected s44 claim reimbursements
Private Works Expenditure	Materials and Contracts	85,000	613,060	528,060	Recognise s44 claim expenditure
Fleet - Private Works Income	User Charges and Fees	0	(100,000)	(100,000)	Transfer budget from Other Revenues
Fleet - Private Works Income	Other Revenues	(100,000)	0	100,000	Transfer budget to User Charges & Fees
Swimming Pool Entry Fees	User Charges and Fees	(237,500)	(150,000)	87,500	Bushfire impacts on attendance + closed early due to coronavirus
Swimming Pool Sale of Goods	Other Revenues	(95,000)	(115,000)	(20,000)	Higher than expected canteen sales
RMCC Routine Maintenance	User Charges and Fees	(655,990)	(559,800)	96,190	Align income with expected program spend
RMCC Ordered Works	User Charges and Fees	(2,440,000)	(3,404,000)	(964,000)	Align income with expected program spend
RMCC Ordered Works	Materials and Contracts	1,909,560	2,745,910	836,350	Align expenditure with expected program spend
Airport Head Tax	User Charges and Fees	(1,332,500)	(1,052,000)	280,500	Coronavirus - expected reduction in passenger numbers
Airport Car Parking Fees	User Charges and Fees	(200,000)	(111,000)	89,000	Lower actual YTD revenue + expected coronavirus impacts
Airport Rents & Leases	Other Revenues	(175,000)	(131,250)	43,750	Coronavirus - expected reduction in airport lease income
Airport Cattle Sales	Other Revenues	(100,000)	(3,000)	97,000	Drought - nil cattle sales
Airport Cattle Purchases	Other Expenses	50,000	0	(50,000)	Drought - nil cattle purchases
PreSchool Fees	User Charges and Fees	(596,000)	(496,000)	100,000	Lower actual YTD revenue + expected coronavirus impacts
Investment Interest	Interest and Investment Revenue	(515,329)	(408,790)	106,539	Further reduction in expected interest income
V.I.C. Sale of Goods	Other Revenues	(30,000)	(35,500)	(5,500)	Recognise additional revenue
Library	Other Revenues	(16,500)	(25,400)	(8,900)	Recognise additional revenue
Library Co-op	Other Revenues	0	(38,500)	(38,500)	Transfer budget from Grants & Contributions
Library Co-op	Operating Grants and Contributions	(41,000)	(2,300)	38,700	Transfer budget to Other Revenues
Rent & Lease Income	Other Revenues	(350,000)	(262,500)	87,500	Coronavirus - expected reduction in general lease income
Parking Fines	Other Revenues	(402,588)	(302,588)	100,000	Coronavirus - reduction in parking infringements issued
Tourism & Events Grants	Operating Grants and Contributions	0	(100,000)	(100,000)	Bushfire Community Resilience funding
Bushfire Recovery Funding	Operating Grants and Contributions	(1,000,000)	(1,300,000)	(300,000)	Recognise additional grant funding
Bushfire Recovery Funding	Materials and Contracts	1,000,000	0	(1,000,000)	Transfer funding to unspent grants reserve
Library Grants	Operating Grants and Contributions	(130,000)	(141,700)	(11,700)	Recognise additional revenue
PreSchool Grants	Operating Grants and Contributions	(133,824)	(153,069)	(19,245)	Higher than expected grant income
V.I.C. Contributions	Operating Grants and Contributions	(10,000)	(11,700)	(1,700)	Recognise additional revenue
Museum	Operating Grants and Contributions	(1,500)	(1,650)	(150)	Recognise additional revenue
Legal Fees	Materials and Contracts	100,000	200,000	100,000	Increase budget in line with YTD forecast expenditure
Provision for CEO Contract Termination	Employee Costs	0	859,000	859,000	
Street Lighting LED Replacement	Other Expenses	0	60,000	60,000	Expected first year contribution
Various Cost Centres	Employee Costs	0	(84,885)	(84,885)	Align budget with forecast actual costs
Various Cost Centres	Materials and Contracts	0	(566,785)	(566,785)	Align budget with forecast actual costs
Various Cost Centres	Other Expenses	0	(62,665)	(62,665)	Align budget with forecast actual costs
Inverell Council F.A.G. Contribution	Materials and Contracts	308,941	0	(308,941)	Transfer to Other Expenses
Inverell Council F.A.G. Contribution	Other Expenses	0	308,941	308,941	Transfer from Materials & Contracts
				0	
				0	
				0	
<b>TOTAL</b>				<b>(172,941)</b>	



## 2. Operating Budget Adjustments

[illegible]



Description	Category	Current Budget	New Budget	Revision Amount	Comment
Cattle Sales	Other Revenues	(800,000)	(450,000)	350,000	Drought - reduced cattle sales
Cattle Purchases	Other Expenses	500,000	350,000	(150,000)	Drought - reduced cattle purchases
Investment Interest	Interest and Investment Revenue	(376,401)	(336,204)	40,197	Further reduction in expected interest income
Sewer Business Management	Materials and Contracts	200,000	50,000	(150,000)	Consulting projects that did not proceed
Various Cost Centres	Employee Costs	0	(98,647)	(98,647)	Align budget with forecast actual costs
Various Cost Centres	Materials and Contracts	0	(28,332)	(28,332)	Align budget with forecast actual costs
Various Cost Centres	Other Expenses	0	(70,936)	(70,936)	Align budget with forecast actual costs
				0	
				0	
				0	
				0	
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				0	
				0	
TOTAL				(107,718)	



## Quarterly Budget Review Statement

## 3. Capital Budget

## GENERAL FUND

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Capital Budget</b>									
<b>Capital Funding</b>									
Unrestricted Revenue	10,623	(917 )	1,043	(15 )	552	11,286	11,286	0%	
Capital Grants and Contributions	9,150	648	150	(320 )	(1,366 )	8,262	8,262	0%	
Proceeds from Property, Plant & Equipment	3,643	333			(1,220 )	2,755	2,755	0%	
Transfer from Cash Reserve	3,758	7,558	(171 )	11	(1,908 )	9,249	9,249	0%	
<b>CAPITAL FUNDING</b>	<b>27,174</b>	<b>7,623</b>	<b>1,022</b>	<b>(323 )</b>	<b>(3,943 )</b>	<b>31,553</b>	<b>31,553</b>	<b>0%</b>	
<b>Capital Expenditure</b>									
Purchase of Property, Plant & Equipment	24,310	7,623	307	(6,094 )	(6,016 )	20,129	20,129	0%	
Loan Repayments	2,666				0	2,666	2,666	0%	
Transfer to Cash Reserve	198		715	5,771	2,073	8,757	8,757	0%	
<b>CAPITAL EXPENDITURE</b>	<b>27,174</b>	<b>7,623</b>	<b>1,022</b>	<b>(323 )</b>	<b>(3,943 )</b>	<b>31,553</b>	<b>31,553</b>	<b>0%</b>	
<b>NET CAPITAL BUDGET POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		



## Quarterly Budget Review Statement

## 3. Capital Budget

## WATER FUND

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Capital Budget</b>									
<b>Capital Funding</b>									
Unrestricted Revenue	5,977	1,711	4,779	(7,264 )	(1,561 )	3,641	3,641	0%	
Capital Grants and Contributions	4,000	(670 )		795	(940 )	3,185	3,185	0%	
Proceeds from Property, Plant & Equipment	0				0	0	0		
Transfer from Cash Reserve	0	235			0	235	235	0%	
<b>CAPITAL FUNDING</b>	<b>9,977</b>	<b>1,276</b>	<b>4,779</b>	<b>(6,469 )</b>	<b>(2,501 )</b>	<b>7,061</b>	<b>7,061</b>	<b>0%</b>	
<b>Capital Expenditure</b>									
Purchase of Property, Plant & Equipment	9,710	1,276	4,779	(6,469 )	(2,501 )	6,794	6,794	0%	
Loan Repayments	267				0	267	267	0%	
Transfer to Cash Reserve	0				0	0	0		
<b>CAPITAL EXPENDITURE</b>	<b>9,977</b>	<b>1,276</b>	<b>4,779</b>	<b>(6,469 )</b>	<b>(2,501 )</b>	<b>7,061</b>	<b>7,061</b>	<b>0%</b>	
<b>NET CAPITAL BUDGET POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		



## Quarterly Budget Review Statement

## 3. Capital Budget

## SEWER FUND

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Capital Budget</b>									
<b>Capital Funding</b>									
Unrestricted Revenue	3,525	543	(880 )	(1,757 )	(704 )	728	728	0%	
Capital Grants and Contributions	500		700	(58 )	0	1,142	1,142	0%	
Proceeds from Property, Plant & Equipment	0				0	0	0		
Transfer from Cash Reserve	0				0	0	0		
<b>CAPITAL FUNDING</b>	<b>4,025</b>	<b>543</b>	<b>(180 )</b>	<b>(1,814 )</b>	<b>(704 )</b>	<b>1,870</b>	<b>1,870</b>	<b>0%</b>	
<b>Capital Expenditure</b>									
Purchase of Property, Plant & Equipment	4,005	543	(180 )	(1,814 )	(704 )	1,850	1,850	0%	
Loan Repayments	20				0	20	20	0%	
Transfer to Cash Reserve	0				0	0	0		
<b>CAPITAL EXPENDITURE</b>	<b>4,025</b>	<b>543</b>	<b>(180 )</b>	<b>(1,814 )</b>	<b>(704 )</b>	<b>1,870</b>	<b>1,870</b>	<b>0%</b>	
<b>NET CAPITAL BUDGET POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		



## CONSOLIDATED

## Quarterly Budget Review Statement

## 3. Capital Budget

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Capital Budget</b>									
<b>Capital Funding</b>									
Unrestricted Revenue	20,125	1,337	4,941	(9,036 )	(1,713 )	15,654	15,654	0%	
Capital Grants and Contributions	13,650	(22 )	850	418	(2,306 )	12,590	12,590	0%	
Proceeds from Property, Plant & Equipment	3,643	333	0	0	(1,220 )	2,755	2,755	0%	
Transfer from Cash Reserve	3,758	7,793	(171 )	11	(1,908 )	9,484	9,484	0%	
<b>CAPITAL FUNDING</b>	<b>41,176</b>	<b>9,441</b>	<b>5,620</b>	<b>(8,607 )</b>	<b>(7,148 )</b>	<b>40,483</b>	<b>40,483</b>	<b>0%</b>	
<b>Capital Expenditure</b>									
Purchase of Property, Plant & Equipment	38,025	9,441	4,905	(14,378 )	(9,221 )	28,774	28,774	0%	
Loan Repayments	2,952	0	0	0	0	2,952	2,952	0%	
Transfer to Cash Reserve	198	0	715	5,771	2,073	8,757	8,757	0%	
<b>CAPITAL EXPENDITURE</b>	<b>41,176</b>	<b>9,441</b>	<b>5,620</b>	<b>(8,607 )</b>	<b>(7,148 )</b>	<b>40,483</b>	<b>40,483</b>	<b>0%</b>	
<b>NET CAPITAL BUDGET POSITION</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		



## Quarterly Budget Review Statement

## 3. Capital Budget Adjustments

## GENERAL FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Armidale Adventure Playground	Purchase of Property, Plant & Equipment	328,420	200,000	(128,420)	Defer expenditure to 2020/21 budget
Armidale Hydrotherapy Pool	Purchase of Property, Plant & Equipment	0	1,000	1,000	Recognise bduget to cover actual costs
Mother of Ducks Lagoon	Capital Grants and Contributions	(1,524)	(151,530)	(150,006)	Align budget with actuals
Mother of Ducks Lagoon	Purchase of Property, Plant & Equipment	151,904	301,910	150,006	Align budget with actuals
Guyra Community Hub	Capital Grants and Contributions	(268,000)	0	268,000	Next grant instalment due 2020/21
Guyra Community Hub	Purchase of Property, Plant & Equipment	197,900	221,498	23,598	Defer expenditure to 2020/21 budget
Tingha Skate Park	Capital Grants and Contributions	(76,380)	(68,490)	7,890	Align budget with actuals
Tingha Skate Park	Purchase of Property, Plant & Equipment	76,380	69,530	(6,850)	Align budget with actuals
Airport Busines Park	Capital Grants and Contributions	(3,000,000)	(2,200,000)	800,000	Defer income to 2020/21 budget
Airport Busines Park	Purchase of Property, Plant & Equipment	3,000,000	2,200,000	(800,000)	Defer expenditure to 2020/21 budget
Urban Stormwater Works	Purchase of Property, Plant & Equipment	235,011	202,011	(33,000)	Align budget with actuals
RFS Hillgrove Brigade Station	Purchase of Property, Plant & Equipment	4,130	4,275	145	Align budget with actuals
RFS Bridge Building Upgrades	Capital Grants and Contributions	0	(68,844)	(68,844)	Recognise income
RFS Bridge Building Upgrades	Purchase of Property, Plant & Equipment	0	68,844	68,844	Recognise expenditure
Fleet & Plant Trade In Income	Proceeds from Property, Plant & Equipment	(1,575,583)	(703,070)	872,513	Align budget with actuals
Fleet & Plant Purchases	Purchase of Property, Plant & Equipment	3,898,756	2,812,088	(1,086,668)	Align budget with actuals
Mobile Stage	Purchase of Property, Plant & Equipment	80,484	0	(80,484)	Defer expenditure to 2020/21 budget
Land Divestment Strategy Proceeds	Proceeds from Property, Plant & Equipment	(1,040,000)	(692,224)	347,776	Align budget with actuals
IT Communications Capital	Purchase of Property, Plant & Equipment	150,000	76,000	(74,000)	Align budget with actuals
Library Books and AV materials	Purchase of Property, Plant & Equipment	195,000	136,000	(59,000)	Align budget with actuals
Library Coffee Distribution Point	Capital Grants and Contributions	0	(14,000)	(14,000)	Recognise income
Library Coffee Distribution Point	Purchase of Property, Plant & Equipment	0	14,000	14,000	Recognise expenditure
SES HQ Upgrade	Capital Grants and Contributions	(23,900)	(58,300)	(34,400)	Align budget with actuals
SES HQ Upgrade	Purchase of Property, Plant & Equipment	44,125	97,000	52,875	Align budget with actuals
SES Shed Guyra	Capital Grants and Contributions	0	(594)	(594)	Recognise income
SES Shed Guyra	Purchase of Property, Plant & Equipment	0	594	594	Recognise expenditure
Guyra Pool Safety Upgrades	Purchase of Property, Plant & Equipment	20,000	15,500	(4,500)	Align budget with actuals
Armidale Pool Safety Upgrades	Purchase of Property, Plant & Equipment	20,000	25,000	5,000	Align budget with actuals
Switchboard Upgrades	Purchase of Property, Plant & Equipment	20,000	20,410	410	Align budget with actuals
CAB Fire Safety Upgrade	Purchase of Property, Plant & Equipment	10,000	0	(10,000)	Align budget with actuals
CAB HVAC System Renewal	Purchase of Property, Plant & Equipment	15,000	0	(15,000)	Align budget with actuals
Guyra HACC Disability Access	Purchase of Property, Plant & Equipment	20,000	3,000	(17,000)	Align budget with actuals
Saleyards Upgrades	Purchase of Property, Plant & Equipment	30,000	10,000	(20,000)	Align budget with actuals
Guyra Depot Electrical Upgrade	Purchase of Property, Plant & Equipment	40,925	0	(40,925)	Align budget with actuals
Harris Park Lighting	Purchase of Property, Plant & Equipment	350,000	70,000	(280,000)	Defer expenditure to 2020/21 budget
Wicklow Irrigation	Purchase of Property, Plant & Equipment	25,227	21,727	(3,500)	Align budget with actuals
Indoor Cricket Venue Contribution	Purchase of Property, Plant & Equipment	75,000	95,000	20,000	Increase in line with project scope
Parks Warning Signage	Purchase of Property, Plant & Equipment	29,990	11,000	(18,990)	Align budget with actuals
Solar Power Installations	Purchase of Property, Plant & Equipment	166,300	54,000	(112,300)	Defer expenditure to 2020/21 budget
CBD CCTV	Capital Grants and Contributions	(239,930)	(100,000)	139,930	Defer income to 2020/21 budget
CBD CCTV	Purchase of Property, Plant & Equipment	350,000	100,000	(250,000)	Defer expenditure to 2020/21 budget
Carpark Resurfacing	Purchase of Property, Plant & Equipment	36,000	100,536	64,536	Align budget with actuals
Kerb & Gutter Renewal	Purchase of Property, Plant & Equipment	136,720	80,000	(56,720)	Align budget with actuals
Cycleway Asphalt Resheeting	Purchase of Property, Plant & Equipment	33,000	19,000	(14,000)	Align budget with actuals
S7.12 Contributions	Capital Grants and Contributions	0	(273,725)	(273,725)	Align budget with actuals
Guyra Main Street	Purchase of Property, Plant & Equipment	1,540,160	950,000	(590,160)	Defer expenditure to 2020/21 budget



Description	Category	Current Budget	New Budget	Revision Amount	Comment
Water Filling Stations	Capital Grants and Contributions	(50,000)	(36,793)	13,207	Align budget with actuals
Water Filling Stations	Purchase of Property, Plant & Equipment	24,910	40,623	15,713	Align budget with actuals
Roundabout Trevanna Road	Capital Grants and Contributions	(592,272)	(475,000)	117,272	Defer expenditure to 2020/21 budget
Roundabout Trevanna Road	Purchase of Property, Plant & Equipment	592,272	475,000	(117,272)	Defer expenditure to 2020/21 budget
Urban Reseals	Purchase of Property, Plant & Equipment	564,072	583,574	19,502	Align budget with actuals
Rural Reseals	Purchase of Property, Plant & Equipment	871,198	425,824	(445,374)	Align budget with actuals
Gravel Resheeting	Purchase of Property, Plant & Equipment	800,000	660,000	(140,000)	Align budget with actuals
Platform Road	Purchase of Property, Plant & Equipment	0	4,000	4,000	Align budget with actuals
Kempsey Road Disaster Restoration	Capital Grants and Contributions	0	(100,000)	(100,000)	Recognise forecast s44 income
Kempsey Road Disaster Restoration	Purchase of Property, Plant & Equipment	0	250,000	250,000	Recognise forecast s44 expenditure
Rockvale Road Upgrade	Purchase of Property, Plant & Equipment	0	20,464	20,464	Align budget with actuals
Kempsey Road Improvements	Capital Grants and Contributions	0	(183,419)	(183,419)	Align budget with actuals
Kempsey Road Improvements	Purchase of Property, Plant & Equipment	160,435	111	(160,324)	Align budget with actuals
Boorolong Road	Capital Grants and Contributions	(174,791)	(16,112)	158,679	Align budget with actuals
Boorolong Road	Purchase of Property, Plant & Equipment	219,371	43,005	(176,366)	Align budget with actuals
Puddledock Road	Purchase of Property, Plant & Equipment	114,445	59,445	(55,000)	Defer expenditure to 2020/21 budget
Causeway Rehabilitation	Purchase of Property, Plant & Equipment	163,047	110,000	(53,047)	Align budget with actuals
Kempsey Road Big Hill	Capital Grants and Contributions	(886,264)	(238,247)	648,017	Defer income to 2020/21 budget
Kempsey Road Big Hill	Purchase of Property, Plant & Equipment	886,273	240,000	(646,273)	Defer expenditure to 2020/21 budget
Pedestrian Refuge Glass Street	Capital Grants and Contributions	0	(5,750)	(5,750)	Recognise income
Pedestrian Refuge Glass Street	Purchase of Property, Plant & Equipment	0	11,500	11,500	Recognise expenditure
Bridge Program	Capital Grants and Contributions	(683,000)	(500,000)	183,000	Defer income to 2020/21 budget
Bridge Program	Purchase of Property, Plant & Equipment	1,195,010	388,055	(806,955)	Defer expenditure to 2020/21 budget
Shand Drive	Capital Grants and Contributions	(80,000)	(40,000)	40,000	Align budget with actuals
Shand Drive	Purchase of Property, Plant & Equipment	1,499,360	1,350,000	(149,360)	Align budget with actuals
Taxiway Access Construction	Purchase of Property, Plant & Equipment	100,000	0	(100,000)	Transfer to airport capital works reserve
Superair	Purchase of Property, Plant & Equipment	200,000	0	(200,000)	Transfer to airport capital works reserve
Long Swamp Road Transfer Station	Purchase of Property, Plant & Equipment	150,000	215,000	65,000	Align budget with actuals
Ben Lomond Transfer Station	Capital Grants and Contributions	0	0	0	Align budget with actuals
Ben Lomond Transfer Station	Purchase of Property, Plant & Equipment	0	0	0	Align budget with actuals
Armidale Organics Processing	Purchase of Property, Plant & Equipment	201,550	150,000	(51,550)	Align budget with actuals
S94 Roadwork Contributions	Capital Grants and Contributions	0	(179,230)	(179,230)	Align budget with actuals
<b>Reserve Adjustments</b>					
Specific Purpose Unexpended Grants	Transfer to Cash Reserve	0	1,260,000	1,260,000	Bushfire Recovery funding
Specific Purpose Unexpended Grants	Transfer to Cash Reserve	0	60,000	60,000	Bushfire Community Resilience funding
Specific Purpose Unexpended Grants	Transfer from Cash Reserve	0	1,808,127	1,808,127	Return funding to reserve for capital project deferrals
Developer Contributions	Transfer to Cash Reserve	0	452,955	452,955	S7.12 & S94 Contributions
Developer Contributions	Transfer from Cash Reserve	0	160,000	160,000	Return Harris Park Lighting funding back to reserve
Airport Capital Works	Transfer to Cash Reserve	0	300,000	300,000	Deferred airport capital projects
Kolora R&M	Transfer from Cash Reserve	0	(60,000)	(60,000)	Funding for St Lighting LED replacement
				0	
				0	
<b>TOTAL</b>				<b>551,547</b>	

**WATER FUND**

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Puddledock Water Main	Purchase of Property, Plant & Equipment	100,000	10,000	(90,000)	Align budget with actuals
Malpas Dam Renewals	Purchase of Property, Plant & Equipment	150,000	0	(150,000)	Align budget with actuals
Guyra Dam Pump Station	Purchase of Property, Plant & Equipment	350,000	50,000	(300,000)	Align budget with actuals
Dumaresq Dam Stability Investigation	Purchase of Property, Plant & Equipment	500,000	750,000	250,000	Align budget with actuals
Puddledock Dam Safety Upgrades	Purchase of Property, Plant & Equipment	50,000	0	(50,000)	Align budget with actuals
Malpas Dam Wall Investigation	Purchase of Property, Plant & Equipment	300,000	150,000	(150,000)	Align budget with actuals
Water Treatment Plant Master Plan	Purchase of Property, Plant & Equipment	100,000	10,100	(89,900)	Align budget with actuals
Bore Drilling	Purchase of Property, Plant & Equipment	2,500,000	600,000	(1,900,000)	Costs in operational budget
Water Mains	Purchase of Property, Plant & Equipment	800,000	700,000	(100,000)	Align budget with actuals
Garibaldi Street Pumps	Purchase of Property, Plant & Equipment	60,000	0	(60,000)	Align budget with actuals
Water Pumping Stations	Purchase of Property, Plant & Equipment	50,000	65,366	15,366	Align budget with actuals
Water Treatment Plant Safety Upgrades	Purchase of Property, Plant & Equipment	100,000	109,861	9,861	Align budget with actuals
SCADA Telemetry Systems	Purchase of Property, Plant & Equipment	1,160,000	760,000	(400,000)	Align budget with actuals
Puddledock Water Main	Capital Grants and Contributions	0	(10,000)	(10,000)	Align budget with actuals
Puddledock Water Main	Purchase of Property, Plant & Equipment	0	20,000	20,000	Align budget with actuals
Malpas Pipeline	Capital Grants and Contributions	(3,625,213)	(2,675,213)	950,000	Align budget with actuals
Malpas Pipeline	Purchase of Property, Plant & Equipment	2,564,954	3,058,709	493,755	Align budget with actuals
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
TOTAL				(1,560,918)	

[illegible]



## Quarterly Budget Review Statement

## 4. Cash &amp; Investments

## GENERAL FUND

	Opening Balance 2019-20 \$'000	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Cash &amp; Investments</b>										
<b>UNRESTRICTED CASH</b>	1,850	1,238	(0 )	(723 )	(24 )	(379 )	1,963	1,963	0%	
<b>Externally Restricted Cash</b>										
Specific Purpose Unexpended Loans	3,173	(750 )	(1,207 )	715	1,300		3,231	3,231	0%	
NIRW Grant from EPA	947						947	947	0%	
Developer Contributions	2,387	(80 )		(150 )	(11 )	613	2,759	2,759	0%	
RMS Contributions	17						17	17	0%	
Specific Purpose Unexpended Grants	6,997	(2,128 )	(3,983 )	(464 )	4,426	3,128	7,976	7,976	0%	
Domestic Waste Management	607						607	607	0%	
Other External Restrictions	482						482	482	0%	
Contributions from Water & Sewer		(500 )		500			0	0		
<b>TOTAL EXTERNAL RESTRICTIONS</b>	<b>14,610</b>	<b>(3,458 )</b>	<b>(5,190 )</b>	<b>601</b>	<b>5,715</b>	<b>3,741</b>	<b>16,019</b>	<b>16,019</b>	<b>0%</b>	
<b>Internally Restricted Cash</b>										
Employee Leave Entitlement	3,194						3,194	3,194	0%	
Kolora Sinking Fund	442						442	442	0%	
Kolora M&R	150	198				(60 )	288	288	0%	
Airport Capital Works	1,000					300	1,300	1,300	0%	
PreSchool Upgrade	500			(15 )			485	485	0%	
2018/19 Carry Forward Works	2,368		(2,368 )				0	0		
2019/20 Carry Forward Works					45		45	45	0%	
Other Internal Restrictions		(300 )		300			0	0		
<b>TOTAL INTERNAL RESTRICTIONS</b>	<b>7,654</b>	<b>(102 )</b>	<b>(2,368 )</b>	<b>285</b>	<b>45</b>	<b>240</b>	<b>5,754</b>	<b>5,754</b>	<b>0%</b>	
<b>TOTAL INVESTMENTS &amp; CASH</b>	<b>24,114</b>	<b>(2,322 )</b>	<b>(7,558 )</b>	<b>163</b>	<b>5,736</b>	<b>3,602</b>	<b>23,736</b>	<b>23,736</b>	<b>0%</b>	



## Quarterly Budget Review Statement

## 4. Cash &amp; Investments

## WATER FUND

	Opening Balance 2019-20 \$'000	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Cash &amp; Investments</b>										
<b>WATER FUND</b>	26,185	(1,951 )	(1,711 )	(10,820 )	7,246	2,219	21,168	21,168	0%	
<b>Externally Restricted Cash</b>										
Developer Contributions	1,885						1,885	1,885	0%	
Specific Purpose Unexpended Grants	235		(235 )				0	0		
<b>TOTAL EXTERNAL RESTRICTIONS</b>	<b>2,120</b>	<b>0</b>	<b>(235 )</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,885</b>	<b>1,885</b>	<b>0%</b>	
<b>TOTAL INVESTMENTS &amp; CASH</b>	<b>28,305</b>	<b>(1,951 )</b>	<b>(1,946 )</b>	<b>(10,820 )</b>	<b>7,246</b>	<b>2,219</b>	<b>23,053</b>	<b>23,053</b>	<b>0%</b>	

## SEWER FUND

	Opening Balance 2019-20 \$'000	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Cash &amp; Investments</b>										
<b>SEWER FUND</b>	13,927	(886 )	(543 )	805	1,740	812	15,854	15,854	0%	
<b>Externally Restricted Cash</b>										
Developer Contributions	1,530						1,530	1,530	0%	
Specific Purpose Unexpended Grants	0						0	0		
<b>TOTAL EXTERNAL RESTRICTIONS</b>	<b>1,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,530</b>	<b>1,530</b>	<b>0%</b>	
<b>TOTAL INVESTMENTS &amp; CASH</b>	<b>15,457</b>	<b>(886 )</b>	<b>(543 )</b>	<b>805</b>	<b>1,740</b>	<b>812</b>	<b>17,384</b>	<b>17,384</b>	<b>0%</b>	



## CONSOLIDATED

## Quarterly Budget Review Statement

## 4. Cash &amp; Investments

	Opening Balance 2019-20 \$'000	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'000	QBR3 Jan-Mar \$'000	Revised Budget 2019-20 \$'000	Projected Year End Result \$'000	Projected vs Revised Budget Variance	Variance Comment if > 10%
<b>Cash &amp; Investments</b>										
<b>UNRESTRICTED CASH</b>	1,850	1,238	(0 )	(723 )	(24 )	(379 )	1,963	1,963	0%	
<b>Externally Restricted Cash</b>										
Specific Purpose Unexpended Loans	3,173	(750 )	(1,207 )	715	1,300	0	3,231	3,231	0%	
NIRW Grant from EPA	947	0	0	0	0	0	947	947	0%	
Developer Contributions	5,802	(80 )	0	(150 )	(11 )	613	6,174	6,174	0%	
RMS Contributions	17	0	0	0	0	0	17	17	0%	
Specific Purpose Unexpended Grants	7,232	(2,128 )	(4,218 )	(464 )	4,426	3,128	7,976	7,976	0%	
Domestic Waste Management	607	0	0	0	0	0	607	607	0%	
Other External Restrictions	482	0	0	0	0	0	482	482	0%	
Water Fund	26,185	(1,951 )	(1,711 )	(10,820 )	7,246	2,219	21,168	21,168	0%	
Sewer Fund	13,927	(886 )	(543 )	805	1,740	812	15,854	15,854	0%	
Contributions from Water & Sewer	0	(500 )	0	500	0	0	0	0		
<b>TOTAL EXTERNAL RESTRICTIONS</b>	<b>58,372</b>	<b>(6,295 )</b>	<b>(7,679 )</b>	<b>(9,414 )</b>	<b>14,700</b>	<b>6,771</b>	<b>56,456</b>	<b>56,456</b>	<b>0%</b>	
<b>Internally Restricted Cash</b>										
Employee Leave Entitlement	3,194	0	0	0	0	0	3,194	3,194	0%	
Kolora Sinking Fund	442	0	0	0	0	0	442	442	0%	
Kolora M&R	150	198	0	0	0	(60 )	288	288	0%	
Airport Capital Works	1,000	0	0	0	0	300	1,300	1,300	0%	
PreSchool Upgrade	500	0	0	(15 )	0	0	485	485	0%	
2018/19 Carry Forward Works	2,368	0	(2,368 )	0	0	0	0	0		
2019/20 Carry Forward Works	0	0	0	0	45	0	45	45	0%	
Other Internal Restrictions	0	(300 )	0	300	0	0	0	0		
<b>TOTAL INTERNAL RESTRICTIONS</b>	<b>7,654</b>	<b>(102 )</b>	<b>(2,368 )</b>	<b>285</b>	<b>45</b>	<b>240</b>	<b>5,754</b>	<b>5,754</b>	<b>0%</b>	
<b>TOTAL INVESTMENTS &amp; CASH</b>	<b>67,876</b>	<b>(5,159 )</b>	<b>(10,047 )</b>	<b>(9,852 )</b>	<b>14,721</b>	<b>6,633</b>	<b>64,172</b>	<b>64,172</b>	<b>0%</b>	



Quarterly Budget Review Statement

4. Cash & Investments

Cash & Investments Position

Statements

Investments

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

Cash

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

74,262,335

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

The date of completion of this bank reconciliation is:

3/06/2020



## Quarterly Budget Review Statement

## 5. Key Performance Indicators

## GENERAL FUND

## Key Performance Indicators

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
<b>Key Performance Indicators</b>								
	-1.02%	0.04%	-1.76%	-1.12%	-1.17%	-0.83%	-0.83%	
Net Operating Result from Income Statement	(555 )	20	(896 )	(576 )	(615 )	(442 )	(442 )	
Operating Revenue (excl. Capital Grants & Contributions)	54,424	50,080	50,914	51,399	52,725	53,517	53,517	
<i>Benchmark: &gt; 0%</i> <i>Indicates Council's capacity to meet ongoing operating expenditure requirements.</i>								
<b>2. Own Source Operating Revenue Ratio</b>	65.70%	65.94%	64.33%	63.46%	62.47%	63.69%	63.69%	
Operating Revenue (excl. ALL Grants & Contributions)	39,500	39,058	39,058	38,928	38,950	39,348	39,348	
Total Revenue (incl. Capital Grants & Cont)	60,121	59,230	60,713	61,347	62,353	61,779	61,779	
<i>Benchmark: &gt; 60%</i> <i>Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council.</i> <i>Council has improved financial flexibility with a higher level of own source revenue.</i>								
<b>3. Unrestricted Cash Expense Cover Ratio (Months)</b>	0.5	1.0	0.9	0.7	0.7	0.6	0.6	
Unrestricted Cash	1,850	3,088	3,088	2,365	2,341	1,963	1,963	
Operating Expenditure (excl. Depreciation + non-cash adj's)	42,190	38,218	39,970	40,134	41,499	42,118	42,118	
<i>Benchmark: &gt; 3 Months</i> <i>Indicates the number of months Council can continue paying for immediate expenses without additional cash inflow excluding restricted funds.</i>								
<b>4. Debt Service Cover Ratio (Times x)</b>	3.53	3.42	3.18	3.26	3.25	3.29	3.29	
Operating Result before Interest & Dep. exp (EBITDA)	14,176	13,001	12,084	12,404	12,365	12,538	12,538	
Loan Repayments (Principal + Interest)	4,019	3,805	3,805	3,805	3,805	3,805	3,805	
<i>Benchmark: &gt; 2x</i> <i>Measures the availability of operating cash to service debt including interest and principal payments.</i>								





## WATER FUND

## Quarterly Budget Review Statement

## 5. Key Performance Indicators

## Key Performance Indicators

## 1. Operating Performance Ratio

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
Net Operating Result from Income Statement	1,409	974	974	(5,067 )	(5,086 )	(4,428 )	(4,428 )	
Operating Revenue (excl. Capital Grants & Contributions)	12,350	12,529	12,529	9,796	9,777	10,291	10,291	

Benchmark: > 0%

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

## 2. Own Source Operating Revenue Ratio

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
Operating Revenue (excl. ALL Grants & Contributions)	12,278	12,433	12,433	9,039	9,039	8,729	8,729	
Total Revenue (incl. Capital Grants & Cont)	22,414	16,529	15,860	13,126	13,902	13,477	13,477	

Benchmark: > 60%

Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council.

Council has improved financial flexibility with a higher level of own source revenue.

## 3. Unrestricted Cash Expense Cover Ratio (Months)

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
Unrestricted Cash	26,185	24,234	22,523	11,704	18,949	21,168	21,168	
Operating Expenditure (excl. Depreciation + non-cash adj's)	7,740	8,504	8,504	11,811	11,811	11,668	11,668	

Benchmark: > 3 Months

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

## 4. Debt Service Cover Ratio (Times x)

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
Operating Result before Interest & Dep. exp (EBITDA)	4,418	4,355	4,355	(1,686 )	(1,705 )	(1,047 )	(1,047 )	
Loan Repayments (Principal + Interest)	582	596	596	596	596	596	596	

Benchmark: > 2x

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



## SEWER FUND

## Quarterly Budget Review Statement

## 5. Key Performance Indicators

## Key Performance Indicators

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
<b>1. Operating Performance Ratio</b>	<b>-0.86%</b>	<b>14.18%</b>	<b>14.18%</b>	<b>13.30%</b>	<b>13.10%</b>	<b>15.40%</b>	<b>15.40%</b>	
Net Operating Result from Income Statement	(57 )	1,046	1,046	971	954	1,062	1,062	
Operating Revenue (excl. Capital Grants & Contributions)	6,642	7,375	7,375	7,300	7,283	6,892	6,892	
<i>Benchmark: &gt; 0%</i> <i>Indicates Council's capacity to meet ongoing operating expenditure requirements.</i>								
<b>2. Own Source Operating Revenue Ratio</b>	<b>92.45%</b>	<b>92.41%</b>	<b>92.41%</b>	<b>84.73%</b>	<b>85.48%</b>	<b>84.77%</b>	<b>84.77%</b>	
Operating Revenue (excl. ALL Grants & Contributions)	6,574	7,277	7,277	7,202	7,202	6,811	6,811	
Total Revenue (incl. Capital Grants & Cont)	7,111	7,875	7,875	8,500	8,425	8,035	8,035	
<i>Benchmark: &gt; 60%</i> <i>Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council.</i> <i>Council has improved financial flexibility with a higher level of own source revenue.</i>								
<b>3. Unrestricted Cash Expense Cover Ratio (Months)</b>	<b>37.2</b>	<b>33.0</b>	<b>31.7</b>	<b>33.7</b>	<b>38.1</b>	<b>44.9</b>	<b>44.9</b>	
Unrestricted Cash	13,927	13,041	12,498	13,302	15,042	15,854	15,854	
Operating Expenditure (excl. Depreciation + non-cash adj's)	4,491	4,736	4,736	4,736	4,736	4,238	4,238	
<i>Benchmark: &gt; 3 Months</i> <i>Indicates the number of months Council can continue paying for immediate expenses without additional cash inflow excluding restricted funds.</i>								
<b>4. Debt Service Cover Ratio (Times x)</b>	<b>102.75</b>	<b>131.94</b>	<b>131.94</b>	<b>128.19</b>	<b>127.34</b>	<b>132.73</b>	<b>132.73</b>	
Operating Result before Interest & Dep. exp (EBITDA)	2,055	2,639	2,639	2,564	2,547	2,655	2,655	
Loan Repayments (Principal + Interest)	20	20	20	20	20	20	20	
<i>Benchmark: &gt; 2x</i> <i>Measures the availability of operating cash to service debt including interest and principal payments.</i>								



## CONSOLIDATED

## Quarterly Budget Review Statement

## 5. Key Performance Indicators

## Key Performance Indicators

## 1. Operating Performance Ratio

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	QBR3 Jan-Mar	Revised Budget 2019-20	Comment
Net Operating Result from Income Statement	797	2,040	1,123	(4,673 )	(4,748 )	(3,809 )	(3,809 )	
Operating Revenue (excl. Capital Grants & Contributions)	73,416	69,984	70,818	68,494	69,784	70,700	70,700	

Benchmark: > 0%

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

## 2. Own Source Operating Revenue Ratio

Operating Revenue (excl. ALL Grants & Contributions)	58,352	58,767	58,767	55,169	55,191	54,888	54,888	
Total Revenue (incl. Capital Grants & Cont)	89,646	83,634	84,447	82,972	84,680	83,290	83,290	

Benchmark: > 60%

Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by Council.

Council has improved financial flexibility with a higher level of own source revenue.

## 3. Unrestricted Cash Expense Cover Ratio (Months)

Unrestricted Cash	1,850	3,088	3,088	2,365	2,341	1,963	1,963	
Operating Expenditure (excl. Depreciation + non-cash adj's)	54,421	51,458	53,209	56,681	58,046	58,024	58,024	

Benchmark: > 3 Months

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

## 4. Debt Service Cover Ratio (Times x)

Operating Result before Interest & Dep. exp (EBITDA)	20,649	19,995	19,078	13,282	13,207	14,146	14,146	
Loan Repayments (Principal + Interest)	4,621	4,421	4,421	4,421	4,421	4,421	4,421	

Benchmark: > 2x

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



## Quarterly Budget Review Statement

## 6. Contracts &amp; Other Expenses

## Contracts Listing

Contracts entered into since last quarterly review to end of quarter

Contract No	Contractor	Contract Detail & Purpose	Contract Value	Commencement Date	Duration of Contract	Budgeted (Y/N)
A2020/01	Midcoast Underroad Boring	Water Service Line Replacements HDD Bores	\$ 70,000	4/02/2020	01/02/2020-31/03/2020	Y
A2020/03	Schramm Group Pty Ltd	Safety Barrier - Panton's Gully MR76 segment 4010	\$ 174,223	18/02/2020	04/05/2020-13/05/2020	Y
A2020/04	Stabilcorp	Panton's Gully Segment 4010 - Pavement Works	\$ 441,006	18/02/2020	TBC	Y
A2020/05	Stabilcorp	Water Fill Station B - Double bay	\$ 37,197	10/02/2020	01/02/2020-28/02/2020	Y
A2020/07	(APC) A.Prince Consulting Pty Ltd	Audit of Guyra Organic Collection	\$ 27,209	10/03/20	TBC	Y

## Consultancy &amp; Legal Expenses

Expense		Expenditure YTD		Budgeted (Y/N)
Consultancies		\$ 1,565,365	N.B. \$454k relates to drought response	Y
Legal Fees		\$ 373,308		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.



# REVIEW OF COMMITTEES FOR ARMIDALE REGIONAL COUNCIL



March 2019

IAN REYNOLDS & ASSOCIATES PTY LTD PO Box 1044 Castle Hill 1765

**Acknowledgements**

The Author wishes to acknowledge the administrative support and advice of Council Officers Nathalie Heaton and Kate Cameron in carrying out the review.

Thanks also go to the Chairs of the various Committees for their willingness to participate in the review and their passion and commitment to the future of the Armidale Region and its community.

**Ian Reynolds**

## Contents

Executive Summary and Recommendations .....	3
Introduction .....	5
Section 1 - Comparative Committee Structures .....	7
Section 2 - Good Governance Principles.....	8
Section 3 - Maximising the potential of Committees to underpin Council's program .....	9
3.1 Current Committee Performance .....	11
3.1.1 Observations based on Meeting Agendas and Minutes for 2018 .....	11
3.1.2 Observations based on Chair Questionnaires and Interviews.....	12
3.1.3 Major Findings .....	13
Section 4 - Legislative Options .....	14
Section 5 - A Potential Refreshed Architecture .....	15
5.1 General Considerations.....	15
5.2 Aligning Committees with the CSP.....	15
5.2.1 Leadership for the Region .....	16
5.2.2 Environment and Infrastructure .....	16
5.2.3 Growth, Prosperity and Economic Development .....	17
5.2.4 Our People and Community.....	18
5.3 Working Together .....	19
Section 6 - Transitioning to the Refreshed Architecture .....	20
Attachment 1 .....	21
Attachment 2 .....	22
Attachment 3 .....	23
Attachment 4 .....	26

## Executive Summary and Recommendations

In December 2018, Armidale Regional Council resolved to review its Committee structures to ensure they provided best value. Ian Reynolds and Associates were engaged to perform this review and this report forms the main deliverable of the project.

### Methodology

The review encompassed a desktop comparative review of Committee structures at nine other Councils to identify any issues which may guide ARC's consideration of its own arrangements.

Councils identified for comparison were:

- The group of other "Evocities" being comparable in size and responsibility with ARC
  - Albury City Council
  - Bathurst Regional Council
  - Dubbo Regional Council
  - Orange City Council
  - Tamworth Regional Council
  - Wagga Wagga City Council
- Three interstate Councils
  - City of Adelaide
  - Barossa Council
  - Port Lincoln City Council

These comparisons are set out in Attachment 1 and discussed in more detail in Section 1.

A review of good governance principles was also carried out to determine how these could support a refresh of Council's Committees. This is discussed in Section 2.

The performance of Council's Committees over 2018 was reviewed and the views of Committee Chairs were canvassed via a questionnaire and interviews. This qualitative research underpins the findings of this report and is discussed in more detail in Section 3.

### Key Findings and recommendations

Major findings from the review were:

- Committee structures at Councils typically respond to their own area characteristics. The structure at Armidale needs to respond to its own priorities in order to achieve the best outcomes
- Enhance the Transparency of Committee operations by having Committees and their responsibilities clearly set out on Council's web site
- Integrate Committee Structures with Council's Strategic Planning processes (e.g. CSP) to achieve best practice
- Committee processes need to be as efficient as possible to contain the impact on staff resources while not constraining the ability of committees to meet as necessary
- Achieve enhanced results by having Committees co-operate on common issues
- Amalgamate Committees to secure efficiencies and enhance effectiveness where appropriate



- Use short term Working Groups, reporting to Committees, to prosecute specific issues. These Working Groups would not necessarily need Council Staff support
- To facilitate good governance, Council should:
  - provide clear Terms of Reference for each of its Committees based on a common template
  - clearly set out reporting requirements for each Committee (schedule and content)
  - require each Committee to operate within Council's Codes of Conduct and Meeting Practice and provide appropriate training in those Codes for all members at the commencement of any new Committee and refresher training as necessary
  - ensure Chairs are experienced and/or undertake skilling in Committee leadership as appropriate
- Only establish Committees under s355 of the Local Government Act 1993 if necessary to fulfil their Terms of Reference (e.g. expenditure of funds)

The review makes a number of recommendations arising from the above. These are set out in the following sections of the Report:

Section 2 - Good Governance Principles

Section 4 - Legislative Options

Section 5 - Refreshed Committee Architecture

5.1 General Considerations

5.2 Alignment of Committees with the CSP

5.3 Working Together

Section 6 - Transitioning to the Refreshed Architecture

## Introduction

Armidale Regional Council (ARC) has established a range of Committees to provide advice to assist Council discharge its responsibilities to its Community in the most effective and efficient manner.

So that Committees remain “fit-for-purpose”, it is essential that the Terms of Reference, Membership and Governance of the Committees are reviewed periodically to ensure that they

- take into account issues such as an evolving external environment and potential changes to Council resourcing and priorities, reflecting community needs, and
- operate in the most appropriate fashion, exhibiting good governance and practice and represent the best value.

In late 2018, Council resolved that:

*The elapse of time since the establishment of the Committees means that it is timely to consider the functioning of the Committees and their value in providing input into the work of the Council.*

Council has since determined that an independent review is required to enable it to give consideration to the most appropriate Committee architecture.

It is understood Council currently has the following Committees:

- Armidale Regional Reserve Trust Committee
- Traffic Advisory Committee
- Floodplain Management Advisory Committee
- Audit and Risk Committee\*
- Armidale Region Aboriginal Advisory Committee
- Community Wellbeing Advisory Committee\*
- Armidale Regional Youth Advisory Committee\*
- Arts, Cultural and Heritage Advisory Committee\*
- Environmental Sustainability Advisory Committee\*
- Regional Growth Advisory Committee\*
- Business Advisory Committee\*
- Sports Council\*

Committees to be included in the Review are shown by \* above.

All of the Committees in the Review, with the exception of the Audit and Risk Committee, have been established under s355 of the *Local Government Act 1993* although only one (Sports Council) appears to have control over any expenditures.

The **Guiding Principle** for the review is:

*The Armidale Regional Council wishes to establish Committees that contribute positively to the work of the Council, (and) exhibit good governance and practice*

This report sets out the results of a review of Council’s existing Committees. The review encompasses:

- A comparison of Committee Structures at a number of other Councils
- A review of good governance principles as they may apply to Local Government Committees
- A potential basis to guide the refreshment of Council’s current Committee architecture

- A review of aspects of the performance of the current Committees, including objective criteria and perceptions of Chairs and relevant staff. (This review involved an inspection of the Minutes of all Committee Meetings held during 2018 and of the subsequent reports to Council to examine the nature of recommendations to Council and the outcomes of those recommendations. Interviews were held with Chairs of Committees, The Mayor, the CEO and the Service Leader Governance, Risk & Corporate Planning to probe perceptions regarding the Committee operations)
- A desk top review of relevant legislative criteria and options
- A potential refreshed Committee Architecture for Council's consideration

## Section 1 - Comparative Committee Structures

Inspection of the websites for the different Councils indicates that Committee structures exhibit some commonalities but largely reflect the priorities and characteristics of the relevant Council. (See Attachment 1)

As such it would be appropriate for ARC to ensure its own Committee Architecture reflects the needs of the Council as it serves the Community (broadly defined) of the Armidale Region.

The Comparison also revealed practices designed to enhance the value of the Committees to Council and the general public.

For example, a number of Councils include readily accessible Registers of Committees on their Websites such as Albury<sup>1</sup>, Orange<sup>2</sup>, Tamworth<sup>3</sup> and Wagga Wagga<sup>4</sup>.

Barossa Council links Committees to its strategic planning (Barossa Community Plan 2016 – 2036)<sup>5</sup> which would act to enhance the contribution of the Committees to achieving the Council's strategic outcomes.

Based on the above comparison it is suggested that

- Any refreshment of Committees be targeted to assist Council to best address the environmental, social, community and economic priorities of the Armidale Region which are set out in Council's CSP
- Council consider including a Register of Community Committees on its website
- Council consider using its Committee Structures to assist with implementing its strategic planning program

<sup>1</sup> <https://www.alburycity.nsw.gov.au/inside-alburycity/about-council/business/council-advisory-committees>

<sup>2</sup> <https://www.orange.nsw.gov.au/community-committees/>

<sup>3</sup> <http://www.tamworth.nsw.gov.au/search.aspx?articleid=12&moduleid=13&keywords=committees&sitesection=&sitesectiondescr=>

<sup>4</sup> <https://wagga.nsw.gov.au/city-of-wagga-wagga/council/meetings/council-committees>

<sup>5</sup> See for example <https://www.barossa.sa.gov.au/sections/council/council-committees/facilities-management-committees/barossa-bushgardens>

## Section 2 - Good Governance Principles

Council is concerned to ensure that its Committees exhibit good governance and practice. Good governance principles can be characterised as follows<sup>6</sup>

- **Good governance is accountable**

Any Committee should report to Council in accordance with its Terms of Reference as defined by Council.

- **Good governance is transparent**

Any Committee should conduct its business so that its deliberations and the basis of any advice it provides are clear and open, unless a particular matter requires confidential treatment in which case the reasons for such confidentiality are made clear.

- **Good governance follows the rule of law**

Any Committee must conduct its business in accordance with relevant legislation, within the powers of council and with Council's Codes of Conduct and Meeting Practice.

- **Good governance is responsive**

Any Committee should act in the best interests of Council, not sectoral issues or the interests of individuals on the Committee.

- **Good governance is equitable and inclusive**

Any Committee should ensure as far as possible that its advice to Council is based on contributions from all of its members.

- **Good governance is effective and efficient**

Any Committee should implement and follow processes that make the best use of the available people, resources and time to ensure the best possible advice is provided to Council in response to Council's needs

- **Good governance is participatory**

Any Committee should provide the opportunity for all members to participate in the Committee's deliberations.

### RECOMMENDATIONS

- To facilitate Good Governance, Council should:
  - provide clear Terms of Reference for each of its Committees based on a common template
  - clearly set out reporting requirements for each Committee (schedule and content)
  - require each Committee to operate within Council's Codes of Conduct and Meeting Practice and provide appropriate training in those Codes for all members at the commencement of any new Committee and refresher training as necessary
  - ensure Chairs are experienced and/or undertake skilling in Committee leadership as appropriate
  - Include a review of the adherence of Committees to the above Good Governance Principles on Council's Internal Audit Program (suggested in three years)

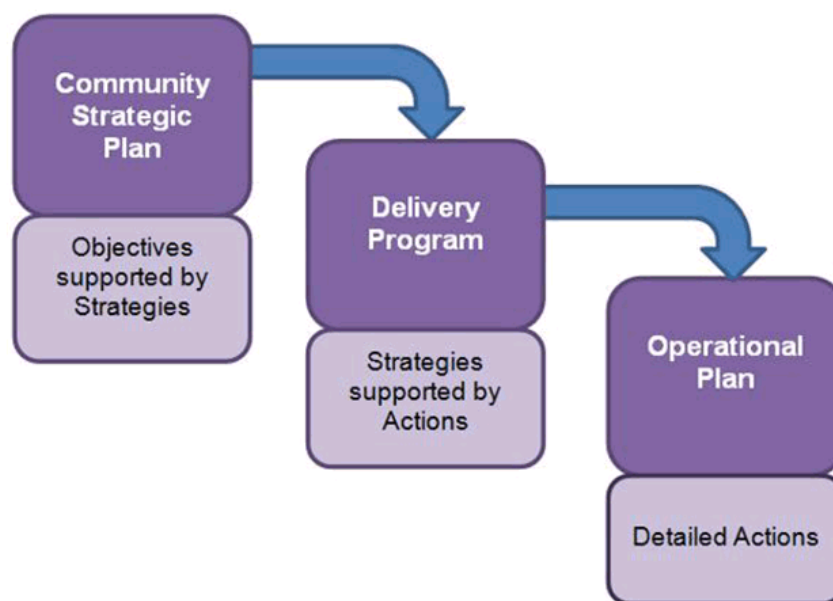
<sup>6</sup> Derived from "Good Governance Guide" Municipal Association of Victoria, Victorian Local Government Association, Local Government Victoria and Local Government Professionals, 2012, p7

### Section 3 - Maximising the potential of Committees to underpin Council's program

It has been recommended above that ARC target any refreshment of its Committee Architecture at addressing the environmental, social, community and economic priorities of the Armidale Region.

It was also noted that at least one Council (the Barossa Council) clearly links its Committee Structures to its Strategic Planning program.

Under the NSW *Local Government Act 1993*, Councils are required to work closely with their Community to develop a Community Strategic Plan (CSP) as the key plank of the Council's Integrated Planning and Reporting framework. The CSP then drives the Council's Delivery and Operational Planning.<sup>7</sup>



In defining the CSP, each Council will distil and encapsulate extensive input as to what the community's priorities are. In ARC's case, the CSP sets out the following Strategic Directions<sup>8</sup>

- Leadership for the Region
- Environment and Infrastructure
- Growth, Prosperity and Economic Development
- Our People and Community

Each Direction is accompanied by clearly defined Community Outcomes:

<sup>7</sup> [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

<sup>8</sup> Armidale Regional Council Community Strategic Plan 2017-2027, pp11,12

### Leadership for the Region

Community Outcome 1	The community is engaged and has access to local representation
Community Outcome 2	Council exceeds community expectations when managing its budget and operations
Community Outcome 3	Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency
Community Outcome 4	Council has the strategic capacity to understand the key issues for the region both now and in the future

### Environment and Infrastructure

Community Outcome 1	The unique climate, landscape and environment of the region is protected, preserved and made accessible
Community Outcome 2	The community can participate in initiatives which contribute to a sustainable lifestyle
Community Outcome 3	The community is provided with the essential and resilient infrastructure it requires for daily life, and has access to a prioritised schedule of infrastructure works
Community Outcome 4	The community has access to transport which enables connectivity both locally and outside of the region

### Growth, Prosperity and Economic Development

Community Outcome 1	The community experiences the benefits of an increasing population
Community Outcome 2	The agricultural sector is supported as one of the pillars of growth and to sustain local and national food security
Community Outcome 3	The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities
Community Outcome 4	Economic development is supported through new initiatives, innovation and additional resources to assist growth of business and industry



Our People and Community	
Community Outcome 1	Community services and facilities meet the needs of the community
Community Outcome 2	Events and cultural activities provide the community with an opportunity to celebrate the unique culture and lifestyle of the region
Community Outcome 3	Services are provided to ensure inclusiveness and support the vulnerable members of our community
Community Outcome 4	Services and activities are provided for all ages and segments of our community to promote life-long learning, healthy living and community well-being

Council has clearly emphasised the importance of the CSP in its ongoing planning for service delivery to its Community:

*“The Delivery Program and Operational Plan align with the CSP to ensure consistency in strategic planning and delivery of services and infrastructure. The Delivery Program also links closely to Council’s Resourcing Strategy, which includes a Long-Term Financial Plan, Workforce Management Plan and Asset Management Plans.*

*These long-term plans provide transparency and make it possible for Council to plan in a manner which ensures that community needs and priorities are responded to well into the future.”<sup>9</sup>*

Given the importance of the Strategic Directions in guiding Council’s planning and service delivery and the importance of Committees in providing input to Council’s work program, it appears reasonable that, in designing its Committee Architecture and setting Terms of Reference for Committees, Council should also ensure these are aligned with, and aimed at promoting, Council’s work towards achieving the Directions.

### 3.1 Current Committee Performance

#### 3.1.1 Observations based on Meeting Agendas and Minutes for 2018

Committee Agendas and Minutes were reviewed in relation to the 2018 calendar year (refer to Attachment 2). Summary observations are as follows:

- **Audit and Risk Committee**  
The Committee met regularly during 2018 and has increased its efficiency through a reduction in membership. Meetings were well attended.
- **Environmental Sustainability Advisory Committee**  
The Committee met five times in 2018, with strong attendance. Membership was increased in 2018 from seven to ten.
- **Regional Growth Advisory Committee**  
The RGAC has 18 members. It met eight times in 2018. Attendance averaged around 75% although one meeting lapsed for want of a quorum.
- **Business Advisory Committee**

<sup>9</sup> Armidale Regional Council Community Strategic Plan 2017-2027, p29



The BAC has eight members and also met eight times in 2018. Attendance averaged around 75%. A number of its members are also members of the RGAC.

- **Community Wellbeing Advisory Committee**

The Committee has 28 members under its Terms of Reference with some organisations able to send more than one attendee. Membership is predominantly drawn from Government Agency/NGO/Community Organisations, with one general "Community Representative" included. It first met in September 2018. Attendance at the three meetings held in 2018 averaged slightly less than 50%.

- **Armidale Regional Youth Advisory Committee**

The Terms of Reference for this Committee do not specify membership numbers. Instead voting members are to be made up of "Youth representatives, aged between 12 and 24 years who work, volunteer or study in the Local Government Area". For the three meetings held in 2018, attendance varied between three and ten.

- **Arts, Cultural and Heritage Advisory Committee**

The Committee's Terms of Reference indicate that membership will be comprised of a representative of seven organisations with an additional member to represent the Guyra Locality, one to represent Indigenous cultural interests and representatives (plural) of each of "Armidale Musicians", "Creative Industries" and "Friends of the Library". As such member numbers are indeterminate. The Committee met four times in 2018 with attendance generally around six-seven.

- **Sports Council**

The Sports Council has ten members. Attendance at its three meetings in 2018 averaged around 75%.

All Committees provided regular formal reports to Council although a number of the reports contained no matters for Council consideration/decision.

It is noted that the Audit Committee Charter only requires one annual report to Council so the regular reports are in addition to this.

Inspection of the Minutes of all meetings indicates that a minority of Committees alternate their meetings between Armidale and Guyra.

Inspection of the Minutes of meetings indicates that all Committees make a call on Council resources by way of attendance, with the highest staff attendance being at the RGAC, BAC and Audit and Risk Committees. Resource impacts extend to meeting/agenda preparation, minuting and follow up reporting. The extent of these impacts outside the meeting context could not be determined.

### 3.1.2 Observations based on Chair Questionnaires and Interviews

Committee Chairs were surveyed to determine their opinions on a number of aspects related to their Committee (see Attachment 3 for details). Replies were received from all eight Chairs. Follow up interviews were held to probe views. Interviews were also held with the Mayor, the CEO and the [Service Leader Governance, Risk & Corporate Planning](#).

Chairs generally set out the aims of their Committee in their own personal fashion rather than referring to any Terms of Reference. Most held a positive view of their Committee and its achievements. A clear acknowledgement and understanding of the applicability of Council's Codes of Conduct and Meeting Practice was not universal.

Lack of training and financial support was noted by some but the value of staff resourcing was acknowledged.

The overlap between some Committees' activities was noted by several.

Most Chairs expressed support for strengthening the relationship between Committees and Council's CSP/IP&R processes to maximise the value of the Committees.

### 3.1.3 Major Findings

Major findings from the questionnaire and interview process were:

- A recognition that Committee processes impact on staff resources with a desire to be as efficient as possible while not constraining the ability to meet
- A positive response to the concept of strong integration with Council IP&R processes, ranging from linkage to the CSP through to aligning quarterly reporting from Committees with the Strategic Directions set out in the CSP
- Recognition of the potential of Committees to contribute to Council's work program provided there was sufficient integration with Council's program
- Maximising the potential of Committees to work together to achieve enhanced outcomes (e.g. synergies between the aims of the RGAC and the tourism potential of activities generated via the Arts and Sports Committees and the possibility of meetings of Chairs to explore potential co-ordinated programs)
- Consider Committee amalgamation in relevant circumstances (e.g. RGAC and BAC)
- Committees could use a series of short term Working Groups to prosecute specific issues. These would report to their Committee but would not necessarily need Council Staff support

## Section 4 - Legislative Options

The *NSW Local Government Act* (s355) enables a Council to establish committees to exercise functions of the Council. The Office of Local Government has emphasised that any such Committees should be able to demonstrate clear links with the goals of Council's Delivery Program, be transparent and subject to critical oversight by Council.<sup>10</sup> Any Committee with authority to commit expenditure or carry out works should be established under s355.

Outside of this specific reference, s23 of the Act makes it clear that *"a council may do all such things as are supplemental or incidental to, or consequential on, the exercise of its functions"*. In practice this would clearly extend to the establishment of bodies such as committees to facilitate input to Council's deliberations and operations.

These general committees may be advisory in nature. An **advisory committee** would consist of people who bring unique knowledge and skills to augment the knowledge and skills of the Council in order to more effectively guide the organisation. It would not be necessary for such Committees to be established pursuant to s355 in order to fulfil their functions.

### RECOMMENDATION

- When refreshing Terms of Reference, Council give consideration to whether it is necessary to constitute Committees under s355 in cases where a Committee serves an advisory role only and does not commit Council funds

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<sup>10</sup> NSW Office of Local Government Circular 16-24 - Section 355 Committees, 15 August 2016

## Section 5 - A Potential Refreshed Architecture

### 5.1 General Considerations

As noted above, Council could consider aligning its Committee Architecture and processes to the Strategic Directions contained in its CSP and consider using the Community Outcomes set out in the CSP to inform the Terms of Reference for any refreshed Committee architecture. It is further noted that this approach was received positively by the Chairs.

#### RECOMMENDATIONS

In order to achieve a strong alignment between CSP Strategic Directions and Committee activity, it is considered that the following general recommendations be considered in relation to all Committees:

- Council consider amending the Terms of Reference for all Committees to include specific reference to working to achieve the relevant Strategic Directions and Community Outcomes
- Council consider aligning reporting from the Committees to Council with the Quarterly Review Reporting Process so progress of the Committees towards achieving their (aligned) goals can be monitored in conjunction with general Council activity
- Council consider re-ordering its Ordinary Meeting Agendas to include Committee reports under the relevant Strategic Direction (see below) rather than grouped as Committee Reports at the end of the Agenda

### 5.2 Aligning Committees with the CSP

It is possible to group Council's current Committees under the four Strategic Directions as follows:

#### Leadership for the Region

- Armidale Regional Reserve Trust Committee
- Audit and Risk Committee\*

#### Environment and Infrastructure

- Environmental Sustainability Advisory Committee\*
- Traffic Advisory Committee
- Floodplain Management Advisory Committee

#### Growth, Prosperity and Economic Development

- Regional Growth Advisory Committee\*
- Business Advisory Committee\*

#### Our People and Community

- Community Wellbeing Advisory Committee\*
- Armidale Regional Youth Advisory Committee\*
- Arts and Cultural Advisory Committee\*
- Armidale Region Aboriginal Advisory Committee
- Sports Council\*

The following discussion examines the Committees included in this Review (shown \* above), grouped under the relevant Strategic Direction and makes Committee-specific recommendations in addition to the general recommendations set out above.

### 5.2.1 Leadership for the Region

Council's **Audit and Risk Committee** operates under a Charter approved by the Committee on 23 August 2016. The overall objective of the Committee is to *provide independent assurance and assistance to the Council on risk management, internal control, governance and external accountability responsibilities*.

Clause 6.7 of the Charter indicates the Charter should be reviewed at least once every two years. Accordingly, the Charter appears overdue for review.

It is further indicated in the Charter that the Committee would recommend to itself any changes to the Charter. In the opinion of the writer, given that the Committee is stood up by, and reports to, Council, it would be appropriate for Council itself to approve any changes to the Charter.

Recent legislative changes<sup>11</sup> have foreshadowed the need for every Council to appoint an **Audit, Risk and Improvement Committee** (ARIC). The ARIC would be required to have a wider remit than Council's current Committee (see Attachment 4).

The new provisions appear likely to become mandatory within the term of the next Council but some Councils have already begun to introduce new structures to meet the foreshadowed requirements<sup>12</sup>.

It is considered opportune for Council to review its current ARC charter in this regard. Following any such Review it may be appropriate to refresh Membership on the Committee.

In refreshing the Charter, Council should give appropriate recognition to the following relevant Community Outcomes:

- *Council exceeds community expectations when managing its budget and operations*
- *Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency*
- *Council has the strategic capacity to understand the key issues for the region both now and in the future*

### RECOMMENDATIONS

- Council review and refresh its Audit and Risk Committee Charter in light of forthcoming legislative requirements and relevant Community Outcomes from its CSP
- Council adopt any new Audit, Risk and Improvement Committee Charter arising out of the above review
- Subject to the outcome of the above Review, Council consider refreshing membership on the Audit, Risk and Improvement Committee

### 5.2.2 Environment and Infrastructure

Two of the Committees in this group (Traffic Advisory Committee and Floodplain Management Advisory Committee) are mandatory and therefore not subject to review.

It is however noted that the Traffic Committee's role directly responds two of the relevant Community Outcomes (*The Community is provided with the essential and resilient infrastructure it*

<sup>11</sup> *Local Government Amendment (Governance and Planning) Act 2016 No 38*

<sup>12</sup> See for example Central Coast Council, Georges River Council, Liverpool Council and Penrith Council. It is understood Blue Mountains Council is considering a similar initiative

*requires for daily life, and has access to a prioritised schedule of infrastructure works and The community has access to transport which enables connectivity both locally and outside the region) while the Floodplain Committee responds to one (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).*

The **Environmental Sustainability Advisory Committee** operates under defined Terms of Reference. While the Committee's Terms of Reference do not specifically refer to the CSP Strategic Directions or Community Outcomes, the Committee appears cognisant of the CSP as integral to its deliberations through various references in its Agendas.

In particular the following Community Outcomes are relevant for consideration:

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

*The Community can participate in initiatives which contribute to a sustainable lifestyle*

Given the breadth of issues which might be included in the remit of ESAC, Council could consider establishing ESAC as a peak committee with issue-specific working groups reporting into ESAC. Working groups could loosely be structured around Air Quality, Water Quality and Terrestrial Habitat issues. Such Working Groups could be time-limited if appropriate and may have limited staff support in order to contain resource impacts.

#### RECOMMENDATION

- Council consider restructuring ESAC as a peak committee with issue-specific Working Groups reporting into ESAC relating to Air Quality, Water Quality and Terrestrial Habitat issues

#### 5.2.3 Growth, Prosperity and Economic Development

The two Committees relevant to this Strategic Direction are

- Regional Growth Advisory Committee
- Business Advisory Committee

The following Community Outcomes are relevant to both Committees:

*The Community experiences the benefits of an increasing population*

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

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

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

There appear to be number of overlaps between the two Committees:

- The purpose of the RGAC encompasses that of the BAC
- The Primary Responsibilities of the RGAC encompass the remit of the BAC
- The majority of the membership of the BAC (Armidale Business Chamber and Guyra and District Chambers of Commerce) are also members of the RGAC



In order to enhance efficiency, both for members and Council, amalgamation of the two Committees appears to warrant consideration, perhaps renamed as the **Economic Development Advisory Committee**. The Terms of Reference of the new body should clearly include a responsibility to address Chamber-related issues.

Membership of the new Committee could be reduced to around 12 to enhance efficiency.

In the event that Council determined to amalgamate the two Committees, it would be desirable to establish Working Groups under the peak committee, one dealing with Business Retention Strategies and one dealing with Business Attraction Strategies.

#### RECOMMENDATION

- Council consider amalgamating the RGAC and BAC under a Terms of Reference including a Purpose and Primary Responsibility similar to those of the current RCAG and including a responsibility to address Chamber-related issues
- Council rename the resultant committee the **Economic Development Advisory Committee**
- The Committee have a maximum membership of 12
- In the event of the above, Council establish Working Groups under the EDAC to focus on aspects such as Infrastructure Growth, Tourism, Clustering and Business Retention Strategies and Business Attraction Strategies

#### 5.2.4 Our People and Community

One of the Committees in this group (Armidale Region Aboriginal Advisory Committee) has only recently been reviewed and has yet to meet. It is not subject to this review.

The other four respond to the following Community Outcomes set out in the CSP although the Outcomes are not specifically addressed in their Terms of Reference:

*Community services and facilities meet the needs of the community*

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

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

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

The **Community Wellbeing Advisory Committee** is the largest of Council's Committees (28 members under the Terms of Reference). The Committee held its first meeting in September 2018 and two further meetings in the year under review. Attendance at its three 2018 meetings averaged under 50% of its membership.

The remit of the Committee is very broad, with a number of the matters included in its Terms of Reference being the primary responsibility of other levels of Government, albeit that the Council deals with issues arising from those matters as part of addressing impacts in its local community, such as health, refugee settlement and unemployment.

The Committee also has areas of overlap with other Committees (e.g. health with ESAC and employment issues with the RGAC and BAC).

In order to assist with focussing the activity of CWAC it is considered that a smaller peak committee (maximum 12) could be established with issue-specific Working Groups reporting into it focussed on the areas currently included in its Terms of Reference.

#### RECOMMENDATION

- Council consider restructuring CWAC as a smaller peak committee with issue-specific Working Groups reporting into CWAC dealing with the issues currently included in the Terms of Reference

The remaining three Committees (**The Armidale Regional Youth Advisory Committee, The Arts, Cultural and Heritage Advisory Committee and The Sports Council**) have a specific focus for their activity and appear to be functioning appropriately. It is not considered that any changes are warranted.

### 5.3 Working Together

One theme to emerge from discussions with Committee Chairs was the possibility of Committees working together to achieve enhanced outcomes.

There are clear avenues for possible co-operation. Arts and Sports-related tourism and Economic Development could be fruitful. Discussions between ESAC and CWAC on health issues appear potentially useful.

In order to explore potential benefits, it is suggested that Council convene a meeting of Chairs in the first instance to discuss co-ordinated activity. One outcome could be e.g. a calendar of Arts and Sports events which could feed into Council's Economic Development program in conjunction with the EDAC.

Regular ad hoc meetings of some or all Chairs could provide a basis for ongoing activity in this regard.

#### RECOMMENDATION

- Council convene a meeting of Committee Chairs to explore opportunities for joint action to enhance CSP-related outcomes



## Section 6 - Transitioning to the Refreshed Architecture

Transitioning to the new arrangements could be accomplished in a progressive fashion. The following steps could be implemented:

- Re-arrange Council's Business Paper so that Committee Reports are included within the relevant Strategic Direction
- Revise the Terms of Reference of all Committees to make specific reference to CSP Strategic Directions and Community Outcomes and consider which Committees need to be established under s355 of the *Local Government Act 1993* (whether Committee architecture is revised or not)
- Convene initial meeting of Committee Chairs to explore opportunities for joint action
- Consider and adopt any refreshed architecture and membership to take effect from July 2019
- Revise the Charter of the Audit and Risk Committee as recommended, independent of other Committee refreshment
- To facilitate good governance, Council should
  - Provide clear Terms of Reference for each of its Committees, based on a common template
  - Clearly set out reporting requirements for each Committee (schedule and content)
  - Require each Committee to operate within Council's Codes of Conduct and Meeting Practice and provide appropriate training in those Codes for all members at the commencement of any new Committee and refresher training as necessary
  - Ensure Chairs are experienced and/or undertake skilling in Committee leadership as appropriate
  - Review Committee adherence to Good Governance Principles by inclusion on Council's Internal Audit program
- To promote transparency, Council include a Register of Community Committees on its website

## Attachment 1

Desk Top Comparison of Committee Structures in Reference Councils<sup>13</sup>

Council	No. of committees	Focus/purpose	Role: Advisory (A) or Statutory (S)	No. of members	Chair: Councillor or Independent	Formal Terms of Reference	Report direct to Council	Website presence	Linked to strategic plan
Albury City	16?	Wide range Register on Website	11 A, others S	Varies	Varies	✓	✓	✓	Not Apparent
Bathurst Regional	13	Audit, Australia Day, Health, Youth, Flood(2), Mus. SBS, Nat, Tourism, Bikes, Councillor meetings	A	Varies	X	X	X	Very difficult to find – in Council minutes	Not Apparent
Dubbo Regional	X	X	X	X	X	X	X	No	Not Apparent
Orange	26	Wide range (See link)	A	Varies	5 ind. 2 vacant, 19 Councillor	Not all	✓	✓	Not Apparent
Tamworth	34 'S355' 4 other	Register on Website	A	Varies	Varies	No	✓	✓	Not Apparent
Wagga Wagga	7	Wide range (See link)	A	Varies	Varies	Not all	✓	✓	Not Apparent
City of Adelaide	X	X	X	X	X	X	X	No	Not Apparent
Barossa	X	Examples are Bushgardens, Gallery, Park	X	Varies	Varies	✓	✓	✓	Yes
Port Lincoln	X	X	X	X	X	X	X	No	Not Apparent

<sup>13</sup> The information in this Table has been gathered from a desk top review of Council websites. In a number of instances, information on Committees was not readily apparent from Council websites. This is shown by X in the relevant locations

## Attachment 2

## Desk Top Review of Committees and Committee Performance in 2018

Name	Terms of Reference	Linked to Community Strategic Plan <sup>14</sup>	No. of Members	Average attendance	Meetings in 2018	Formal agenda	Formal minutes	Report to Council <sup>15</sup>
Audit & Risk Committee	Charter	No link in Charter; Referenced in Business Papers	7, reduced to 6	80%	6	✓	✓	Annual as per Charter but provides reports after each Meeting
Environmental Sustainability Advisory Committee	✓ S355	No link in ToR; Referenced in Business Papers	ToR has 7; amended to 10 in March	75-80%	5	✓	✓	✓
Regional Growth Advisory Committee	✓ S355	No link in ToR; Referenced in Business Papers	ToR has 18	~75% (1 meeting only 4 – no quorum)	Quarterly and as needed 8 in 2018	✓	✓	✓
Business Advisory Committee	✓ S355	No link in ToR; Referenced in Business Papers	8	70%	Quarterly and as needed 8 in 2018	✓	✓	✓
Community Wellbeing Committee	✓ S355	No	28	<50%	3 (First meeting Sep)	✓	✓	✓
Youth Advisory Committee	✓ S355	No	Indeterminate	Varied between 3 and 10	ToR- Quarterly and as needed 3 in 2018	✓	✓	✓
Arts, Cultural & Heritage Advisory Committee	✓ S355	No link in ToR; Referenced in Business Papers	ToR has 12	60%?	4	✓	✓	✓
Armidale Regional Sports Council	✓ S355	No	10	75%	3	✓	✓	✓

<sup>14</sup> Whilst there is no explicit link to Council's CSP in the various Terms of Reference, the purposes of committees generally require input to the "strategic direction" of Council and to "Delivery Program Strategies" and "Operational Plan Actions"

<sup>15</sup> Reports to Council vary in nature. Some are simply for noting with no recommendations for Council consideration whereas others present matters for Council decision.

## Attachment 3

### Summary Results of Survey of Chair Opinions and Interviews

1 What is the overall aim of your Committee?

*Chairs generally gave their own views as to the Aims of their Committee rather than (e.g.) citing the Terms of Reference*

2 In your opinion, how well does your Committee's work contribute to Council's overall work program?

*Responses indicated that, with perhaps two exceptions, Chairs generally had a positive view of the work of their own Committee. During discussion it was generally acknowledged that a transparent link to Council's CSP/OP/DSP process would be beneficial*

3 What support does Council give to this Committee?

*Chairs cited staff support in meetings, administrative support in meeting processes, policy advice in meetings and assistance with events. In discussion it was clear that Chairs understood the need to consider staffing impacts in reviewing Committee architecture and processes*

4 What training does Council offer to your Committee Members?

*Chairs reported little or no training support. Budget constraints had impacted on conference attendance*

5 Is your Committee bound by Council's Code of Conduct and Code of Meeting Practice?

*Some Chairs were unclear as to the applicability of the Codes. One Chair considered that application of the Code of Meeting Practice to an Advisory Committee "would not be helpful"*

#### Thinking of the Strengths of this Committee:

6 What does it do well?

*Chairs highlighted the positive roles for their Committees in co-ordinating community action on subject matter, providing a forum for gathering subject experts and airing of views on relevant issues. The Youth Committee highlighted its role in event planning and communication with young people*

7 What assets/resources does the Committee have?

*The support of Council Officers is considered a valuable resource.*

#### Thinking of possible Weaknesses of this Committee:

8 What could it do better?

- *Better integration with Council's Strategic and Operational programs*
- *Better integration between Committees*
- *Better Communications between Chairs and Council Executive*
- *More diversity in membership*
- *Two Chairs desired more meetings*

9 What assets/resources does the Committee need?

- *Budget allocation to support the work of the Committee*
- *Ability to co-opt additional specialist members*
- *A forward action plan*
- *Opportunity to establish “ad hoc working groups” to address items as they arise*

**Thinking of the Opportunities for this Committee:**

10 What new/different things could this Committee do?

*A number of Chairs referred back to Q8 in response to this question. Additional points raised included the increased use of social media to communicate, greater co-operation with groups outside Council, increased liaison with stakeholders*

**Thinking of possible Threats to this Committee:**

11 Are there issues within the Committee which hinder its operation/performance? If so, describe

*Internal issues reported as affecting Committee performance included*

- *Role clarity between Chairs and Staff*
- *Lack of unity between members*
- *Lack of clear direction*
- *Communication between Committee and Council*
- *Mindset of some members toward Council*
- *Skills base of members*

12 Are there issues external to the Committee which hinder its operation/performance? If so, describe

*Opinions varied on this issue between Committees with some Chairs making no comment. Issues mentioned included*

- *Perceived lack of staff support*
- *Lack of budget*
- *Concern re possible “Armidale centricity”*
- *Overlap between some committees*
- *Staff changes leading to lack of continuity of support*

13 Any other comments you wish to make?

Substantive additional comment was not offered in response to the questionnaire. However, a number of issues were raised in discussion including

- *Wide support for strong integration with Council IP&R processes, ranging from linkage to the CSP through to quarterly reporting*
- *Recognition of the potential of Committees to contribute to Council’s work program provided there was sufficient integration with Council’s program*
- *Maximising the potential of Committees to work together to achieve enhanced outcomes*
- *Consider Committee amalgamation in relevant circumstances*
- *Reconsider the need for routine reporting to Council in some cases to avoid unnecessary paperwork*

- *Committees could use a series of short term Working Groups to prosecute specific issues. These would report to their Committee but would not necessarily need Council Staff support*

## Attachment 4

### Changes to the *Local Government Act 1993* relating to Audit Risk and Improvement Committee Functions

ss428A (2) and (3) provide that:

*(2) The Committee must keep under review the following aspects of the council's operations:*

- (a) compliance,*
- (b) risk management,*
- (c) fraud control,*
- (d) financial management,*
- (e) governance,*
- (f) implementation of the strategic plan, delivery program and strategies,*
- (g) service reviews,*
- (h) collection of performance measurement data by the council,*
- (i) any other matters prescribed by the regulations.*

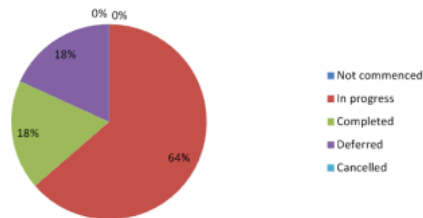
*(3) The Committee is also to provide information to the council for the purpose of improving the council's performance of its functions.*

s428B provides that:

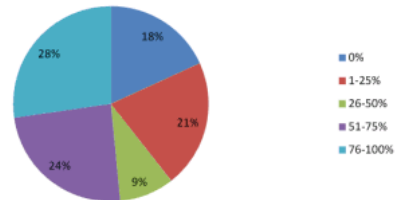
*"A council may enter into an arrangement with another council, or a body prescribed by the regulations for the purposes of this section, to jointly appoint an Audit, Risk and Improvement Committee to exercise functions for more than one council or body."*

## INTEGRATED PLANNING AND REPORTING DASHBOARD - OPERATIONAL PLAN 2019-2020 SUMMARY (January - March)

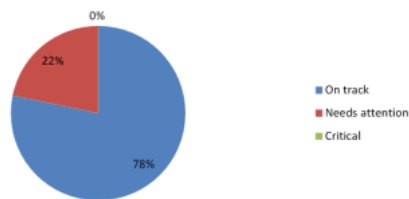
All Actions - Commencement



All Actions - % Completion



All Actions - Project Status



#OP	Operational Plan Actions	Overall Rating	% Complete
E1.4.1	Review Dumaresq Creek Masterplan	Deferred	
E3.1.1	Open Space Plans of Management	Deferred	
G3.4.1	Renewal of Community Facilities	Deferred	
E4.1.1	Cattle Grid policy	Completed	
E4.1.2	Kempsey Road Upgrade	Needs attention	
E4.1.3	Smart Parking in Armidale CBD	Completed	
E4.1.4	Bridge and Causeway Renewal	Needs attention	
E4.1.5	Road Infrastructure Renewal	Needs attention	
E4.1.6	Safety Upgrades at blackspot intersections	On track	
E4.2.1	Regional airport competitive dialogue	Completed	
E4.3.1	Autonomous Vehicle Trial	On track	
G1.1.1	Armidale Master Plan 2036	Needs attention	
G1.1.3	Armidale Regional Airport Business Park	On track	
G2.3.1	Develop cluster of industry bodies	On track	
G2.4.1	Stronger industry relationships	On track	
G3.1.1	Tourism Strategic Plan	On track	
G4.1.1	Business Ecosystem	On track	
L1.3.1	Villages & Stakeholders Engagement Plan	Deferred	
L2.1.1	Special Rate Variation	On track	
L2.1.2	Harmonisation of water pricing	Deferred	
L2.2.1	Promote Council private / contract works	On track	
L2.3.1	Greater leadership capacity	Completed	
L2.4.1	Improved procurement processes	On track	
L2.4.2	Administration hub	On track	
L2.4.3	Customer services realignment	On track	
L2.4.4	Revised organisation structure	Completed	
L3.4.1	Internal Audit Plan 2019-2022	On track	
L3.4.2	Centralised Compliance Register	Needs attention	
L3.4.3	Property Management Portfolio	On track	
L4.4.1	Work, Health & Safety compliance systems	On track	
P1.2.1	New library technology and programs	On track	
P2.3.1	Local history webpage	Deferred	
P4.1.1	Pre-school strategic review	On track	



## Integrated Planning and Reporting

### Operational Plan Action Measures and Progress

#### Quarterly Report - January to March 2020

DP	<b>E1.4</b>	Protect and enhance the natural environment to promote and support biodiversity
	OP	<b>Review Dumaresq Creek Masterplan and the suite of Council's spatial plans</b>
	Measure	Corporate review of current plans by June 2019
	Progress	This action will be addressed as part of the Armidale Masterplan - G1.1.1
		Deferred
DP	<b>E3.1</b>	Partnerships with all levels of government to support the provision of essential infrastructure for the region
	OP	<b>Open Space Plans of Management</b>
	Measure	100% of generic POMs completed by 30 June 2020
	Progress	Contingent upon development of Property Management Portfolio L3.4.3
		Deferred
DP	<b>E4.2</b>	Create partnerships and facilitate discussions with relevant stakeholders to ensure further progress towards the implementation of the Armidale Airport Masterplan
	OP	<b>Regional airport competitive dialogue</b>
	Measure	* Review operations and options and recommend a way forward by 31 December 2019 * Present options to ELT and councillors in early 2020
	Progress	EOI and recommendations complete. Presentation to Councillors complete.
		Completed
DP	<b>E4.3</b>	Investigate opportunities for increased bus and rail 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
	OP	<b>Autonomous Vehicle Trial</b>
	Measure	* Conduct Phase 2 * Review Phase 1 * Begin review of Phase 2
	Progress	All phases completed. The project ended 20 February 2020. A white paper in conjunction with all partners will be completed end of June.
		In Progress
		76-100%
		On track
		On Budget

DP	<b>G1.1</b>
	Plan for the needs of the region
	<b>OP</b>
	<b>Armidale Master Plan 2036</b>
Measure	Master Plan prepared by June 2020
Progress	The Masterplan is slightly behind schedule due to consultant delays regarding COVID19
	In Progress
	51-75%
	Needs attention
	On Budget
OP	<b>Development of Armidale Regional Airport Business Park</b>
Measure	Funding secured & build commenced, with contracts signed for service centre and 10 blocks. Erection of Bill Boards on both sides of the highway
Progress	Contractor has begun works on Business Park grading of surfaces, and begun drainage and utilities trenching.
	In Progress
	1-25%
	On track
	On Budget
DP	<b>G2.3</b>
	Develop partnerships with operators in the agricultural sector including local agencies and UNE, to encourage careers in agriculture
	<b>OP</b>
	<b>Develop cluster of industry bodies</b>
Measure	* Conduct 2 round tables in 2019/20
	* Pitch or enter into discussions to host at least four agricultural industry forums or conferences in Armidale
Progress	Two Business Symposiums have been held to develop this further.
	Further development has been restricted by waiting for Hub development and COVID19 engagement restrictions. Branding narratives derived from Symposia will be utilised to shape future Economic and Business Development digital media and programme offerings. A contacts list (ED CRM) is being developed to assist outreach and engagement of regional businesses, based on sector analyses and key needs identified for these groups.
	In Progress
	51-75%
	On track
	On Budget
DP	<b>G2.4</b>
	Strive to grow the horticultural industry with new investment attraction strategies throughout the region to reduce the impact of climatic conditions on the produce industry
	<b>OP</b>
	<b>Stronger industry relationships</b>
Measure	Speak to four potential horticultural investors
Progress	Engagement is ongoing with the horticultural industry to provide infrastructure and support programs where appropriate.
	In Progress
	1-25%
	On track
	On Budget

DP	<b>G3.1</b>
	Develop a Tourism Strategy and branding to attract visitors to stay in the Armidale Region longer and also enhance the economic and cultural offerings and attractions of the region
OP	<b>Tourism Strategic Plan</b>
Measure	
	<ul style="list-style-type: none"> <li>* Winter event established</li> <li>* Night time multicultural food event established in Beardy Street Mall, with at least 20 local business participating.</li> <li>* Four stakeholder workshops held</li> <li>* Events &amp; Festivals calendar built</li> <li>* EduTourism space developed</li> <li>* Assist with grant applications to Destination NSW for Guyra Lamb &amp; Potato Festival, Guyra Troutfest and Colour New England Street Art Festival</li> <li>* 10% increase in visitor numbers to LGA</li> <li>* Increased visitor spend per capita, bed stays per capita, and tourism GDP for the region compared to 2018/19</li> <li>* Increased hospitality and tourism-based employment compared to 2018/19</li> <li>* Increased fee-for-service revenue streams for ARC compared to 2018/19</li> <li>* ForageFest expanded</li> <li>* Tourism eNewsletter established</li> </ul>
Progress	<ul style="list-style-type: none"> <li>- Australia Day formal events and Inaugural Twilight Market all ran successfully</li> <li>- Autumn Festival, April music event and Twilight Food Markets all cancelled due to COVID19</li> <li>- Digital Australian Traveller Armidale program ran successfully</li> <li>- Media coverage received in Australian Traveller , Wanderer magazine, Caravan World magazine</li> <li>- Funding awarded for Beer and BBQ Festival planned for July</li> <li>- Participated at AIME Conferencing &amp; Meetings expo, Melbourne on the DNSW Stand</li> <li>- Initial planning for 2022 National Orienteering Championships</li> <li>- Ongoing preparation for WEMBO 2020</li> <li>- Grant acquittal for SCCF Round 2 projects</li> </ul>
	In Progress
	51-75%
	On track
	On Budget
DP	<b>G4.1</b>
	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
OP	<b>Business Ecosystem</b>
Measure	
Progress	<p>The Economic Development Webpage will be worked on shortly.</p> <p>Evocities membership has been cancelled. Resources will be redeployed to Business Symposiums and initiatives to directly support businesses through the Business Hub.</p>
	In Progress
	1-25%
	On track
	On Budget

DP	<b>L1.3</b>	Elected representatives are supported to engage with their community and provided a process to share feedback they receive	
	OP	<b>Villages &amp; Stakeholders Engagement Plan</b>	
	Measure	Develop and start to implement Villages & Stakeholders Engagement Plan	
	Progress	This action has been identified as a non-core project and will be deferred.	Deferred
DP	<b>L2.1</b>	Financial sustainability is maintained through effective short, medium, and long term financial management	
	OP	<b>Harmonisation of water pricing</b>	
	Measure	* Modelling undertaken to determine water harmonisation impacts * Communications strategy implemented for water harmonisation	
	Progress	Implementation has been deferred to 2020/21 due to the impacts of drought and other key projects on staff resourcing. Some actions will continue to be undertaken i.e. policy framework finalisation and further modelling.	Deferred
OP	<b>Special Rate Variation</b>		
	Measure	* Rates harmonisation impacts modelled and a strategy for implementation determined * Special rate variation business case prepared and community engagement undertaken	
	Progress	Council determined to extend the rates freeze provisions until 30 June 2021	In Progress
			1-25%
OP	<b>L2.2</b>	Council implements a business excellence program across its operations	
	OP	<b>Promote availability of Council crews for private / contract works</b>	
	Measure	Promote capabilities and availability of Council Crews to undertake private and other contract works: * Generate revenue for reinvestments in region's road network	
	Progress	Plant fleet coordination of Internal and external plant hire is being centralised through the Plant Fleet Coordinator.	In Progress
OP	<b>L2.3</b>	Council staff are supported to deliver high quality services to the community through training, sufficient staff resourcing and systems to create a user friendly, customer focused approach	
	OP	<b>Greater leadership capacity</b>	
	Measure	Leadership Program for Program Leaders determined and implemented by September 2019 Talent and succession plans implemented for all critical roles by September 2019	
	Progress	Senior Leaders have completed an Executive Development Program, with all participating staff achieving an Advanced Diploma in Leadership and Development.	Completed

DP	<b>L2.4</b>
	Manage operations to ensure delivery of value for money services for our community and customers
OP	<b>Administration hub</b>
Measure	<ul style="list-style-type: none"> <li>* Implement Administration Hub to service whole organisation</li> <li>* Reduced level of administrative duties by non-administration staff</li> </ul>
Progress	<ul style="list-style-type: none"> <li>- Phase 1 of the Administration Hub commenced Feb 2020.</li> <li>- New Employees commenced to replace vacant admin positions.</li> <li>- Process Mapping and LivePro authoring underway with 20 processes relating to the hub complete.</li> <li>- Referral system and Task register have been designed and due to be implemented April 2020</li> </ul>
	In Progress
	51-75%
	On track
	On Budget
OP	<b>Customer services realignment</b>
Measure	<ul style="list-style-type: none"> <li>* Completed review of Council's Customer Services</li> <li>* Implemented realignment to maximise provision of customer services with available resources</li> </ul>
Progress	<ul style="list-style-type: none"> <li>- Internal processes are being streamlined and added to Promapp and Live Pro Knowledge base.</li> <li>- Self serve kiosk tested in Visitor Information Centre. Being moved to Library as 2nd stage.</li> <li>- More effective telephone processes are being investigated and tested through the Knowledge Base, automated attendant and voicemail. Currently we have seen significant savings in this area due to voicemail implementation.</li> <li>- Strategy being developed following the testing of Self Serve Kiosks and LivePro.</li> </ul>
	In Progress
	51-75%
	On track
	On Budget
OP	<b>Improved procurement processes</b>
Measure	<ul style="list-style-type: none"> <li>* Procure to Pay business process improvements implemented.</li> <li>* Accounts Payable automation implemented.</li> </ul>
Progress	The Accounts Payable process has been converted to fully electronic and there is no longer any paper-based manual handling in the process. The review by Regional Procurement has occurred and the reports are in the process of being finalised.
	In Progress
	1-25%
	On track
	On Budget
OP	<b>Revised organisation structure</b>
Measure	New structure implemented by end of 2019
Progress	Levels 1-4 of the structure have been populated.
	Completed

DP	<b>L3.4</b>	Ensure the organisation is well led and managed through implementation of the Good Governance framework	
	OP	<b>Centralised Compliance Register</b>	
	Measure	Compliance Register implemented by December 2019 - 100% compliance met	
	Progress	Compliance information is currently being circulated to relevant staff. As yet, the Compliance Register has not been set up. Software solutions are being investigated.	
			In Progress
			26-50%
			Needs attention
			On Budget
OP	<b>Internal Audit Plan 2019-2022</b>		
	Measure	Number of internal audits completed - as indicated in the Audit Plan	
		100% of recommendations implemented	
	Progress	Recruitment of internal auditor with Joint Organisation Councils is now complete and Auditor is working with all three councils to set the 2020 audit plan.	
			In Progress
			1-25%
			On track
			On Budget
OP	<b>Property Management Portfolio</b>		
	Measure	*Compliant Land Register by June 2020	
		* Road closures completed within regulatory timeframes	
		* Reduction in Land Divestment properties	
Progress		Native Title Manager training was undertaken and a report drafted for September Council meeting to endorse the Native Title Manager.	
			In Progress
			26-50%
			On track
			On Budget
DP	<b>L4.4</b>	Develop and implement a robust risk management process across all of Council's operations	
	OP	<b>Work, Health &amp; Safety compliance systems</b>	
	Measure	Development and implementation of Audit/Inspection program by 30 June 2020	
	Progress	Two new safety staff have been employed. Safety Management Plans and Systems are in the process of being completed by each unit. They are reviewed by the Safety Team. Inspection and Audit will follow once completed.	
			In Progress
			51-75%
			On track
			On Budget

DP	<b>P1.2</b>
	Provide a network of a modern library and learning centres across the region, including a designated library service in Guyra and Armidale town centres which caters for the needs of the community including meeting spaces, accessible internet services and up to date resources
OP	<b>New library technology and programs</b>
Measure	<ul style="list-style-type: none"> <li>* Identify and begin implementation of new technology at each library</li> <li>* Start implementing Library Strategic Plan</li> <li>* Regular use of new equipment by community members.</li> <li>* Increased library visitor numbers compared to 2018/19</li> </ul>
Progress	<ul style="list-style-type: none"> <li>- The Library Strategic Plan is being finalised and populated with community feedback.</li> <li>- 2020 Program Planning is being reviewed due to COVID19 impacts.</li> <li>Cafe' style build for Library has been completed.</li> <li>- New Library Mobile App Solus purchased to create 24/7 Library access has been implemented and is being tested by ARC employees.</li> <li>Virtual Reality Technology implemented - Program on hold due to COVID19.</li> <li>Online services are being researched and provided to members as they come available.</li> </ul>
	In Progress
	51-75%
	On track
	On Budget
DP	<b>P2.3</b>
	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
OP	<b>Local history webpage</b>
Measure	* Local heritage information published on Council's corporate website by June 2020.
Progress	This action will be deferred due to resourcing constraints.
	Deferred
DP	<b>P4.1</b>
	Facilitate and support the delivery of high quality early childhood and out of school hours services across the region
OP	<b>Pre-school strategic review</b>
Measure	* Strategic review completed by December 2019
Progress	<p>Following an unsuccessful Expression of Interest process which did not result in any organisation or business wishing to take over the Operation and Management of the Preschool. Council reviewed the Business Case of the Pre School and pursued additional grant funding to build and expand the Centre. Additional funding was secured and the decision was made to build a new Centre on Council land adjacent to the Council Office and Library in Guyra. A design and floor layout is currently being refined and it is hoped that a Development Application for the new Centre will be lodged in the first quarter of 20/21 with tenders being called around September/October 2020.</p>
	Completed



DP	<b>E3.4</b>
OP	Provide and maintain functional, appropriate, safe and desirable community facilities
Measure	<b>Renewal of Community Facilities</b>
Progress	Complete all works as scheduled by 30 June 2020
	Staff and resources have been redirected to water management projects and programs. Essential works on facilities will continue.
	Deferred
DP	<b>E4.1</b>
OP	Maintain safe and effective traffic facilities on the road network
Measure	<b>Cattle Grid policy</b>
	* Grid Management Plan endorsed by Council
	* Condition assessment completed
	* Start progressively removing unwanted grids - coinciding with programmed scheduled maintenance.
Progress	DCP funding has made it possible to complete all Cattle grids that were requiring maintenance work. Any further maintenance work that is required will be carried out as described in the Cattle Grid policy.
	Completed
OP	<b>Kempsey Road Upgrade</b>
Measure	* Complete design
	* Begin site preparation
	* Complete first four projects
Progress	Road upgrade is on hold due to substantial damage from weather. Council is currently seeking permission from State Government to reallocate funding to more critical upgrade works. Rescoping currently underway by Project Manager to determine future works.
	In Progress
	26-50%
	Needs attention
	On Budget
OP	<b>Smart Parking in Armidale CBD</b>
Measure	Parking within the CBD appropriately enforced
Progress	The replacement of the parking sensors means Rangers are now able to undertake enforcement of CBD parking
	Completed
OP	<b>Bridge and Causeway Renewal</b>
Measure	Replace Timber Bridges as scheduled by 30 June 2020
Progress	The replacement of existing timber bridges at Dumaresq Creek (Cooks Road), Pint Pot Creek (Rockvale Road) and Shingle Hut Creek (Castledoyle Road) have been tendered in March 2020. Expect to award contract in April and replacement work to commence in July 2020 and completed in early 2021.
	In Progress
	1-25%
	Needs attention
	Below Budget



OP	<b>Road Infrastructure Renewal</b>
Measure	Complete all works as scheduled by 30 June 2020
Progress	<p>Local and Regional roads resealing works have been completed. However water crisis of 2019 has curtailed the local road gravel resheeting program and ongoing uncertainty has resulted in the deferral of the proposed upgrading of the unsealed section of Rockvale Road due to the scarcity of water necessary for roadbase compaction.</p> <p>In Progress</p> <p>51-75%</p> <p>Needs attention</p> <p>Below Budget</p>
OP	<b>Safety Upgrades at blackspot intersections</b>
Measure	Install roundabout at intersection with Elm Avenue & Traffic Calming Niagara & QE Drive
Progress	<p>Elm Avenue roundabout works commenced in February 2020 but has been delayed by wet weather resulting in the expected completion date being deferred until April 2020. The traffic calming measures on Niagara Street have been completed.</p> <p>In Progress</p> <p>76-100%</p> <p>On track</p> <p>On Budget</p>



# 31 May 2020 Armidale Regional Council Month End Report

Table of contents

Portfolio Summary .....  
Investment Register .....  
Limit Compliance Reports .....  
End of Month Performance .....  
Transactions .....

Disclaimer

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Month End Report

## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

## SECTION 1: PORTFOLIO SUMMARY

## SUMMARY

Total Cost	\$52,000,000.00
Total Portfolio Value	\$52,385,375.05
Weighted Average Term	128
Weighted Average Yield	1.59 %
Unrealised Capital Gain/Loss	\$0.00
Total Monthly Accrued Interest	\$68,025.77
Total Interest Received this month	\$66,147.94
Interest Payments this month	5
Matured Investments this month	5
Total Funds Matured this month	\$6,000,000.00
New Investments this month	3
Total Funds Invested this month	\$3,000,000.00
Compliant Portfolio	No
Compliance - Term Classification	Yes
Compliance - Product Weights	No

## ARMIDALE REGIONAL COUNCIL

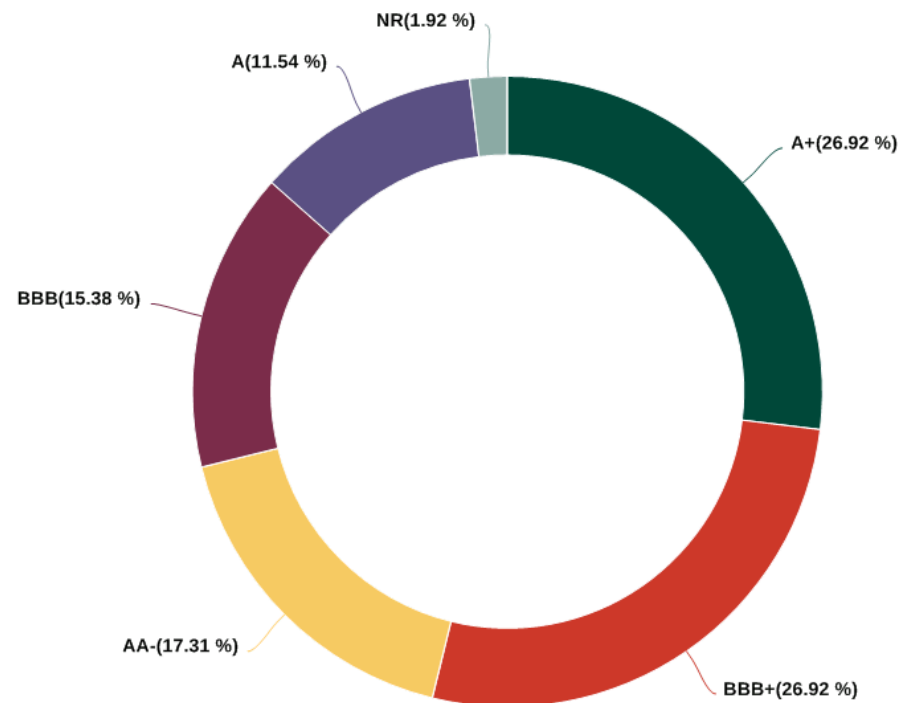
Yield Hub

## MONTH END REPORT

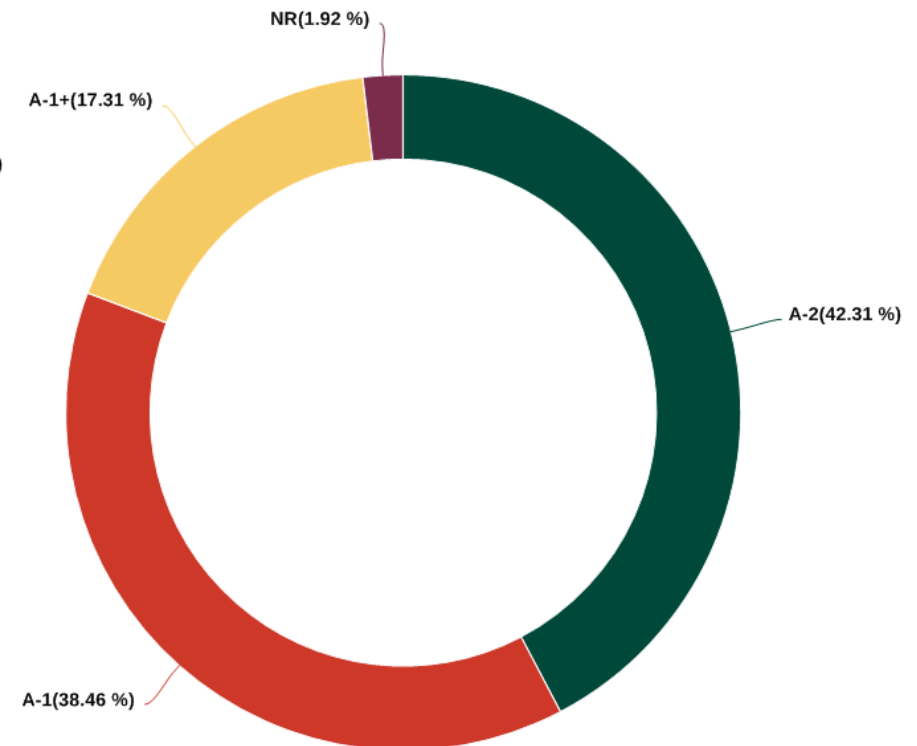
Report Date: 31 May 2020

## SECTION 1: PORTFOLIO SUMMARY

Long Term Credit Rating



Short Term Credit Rating

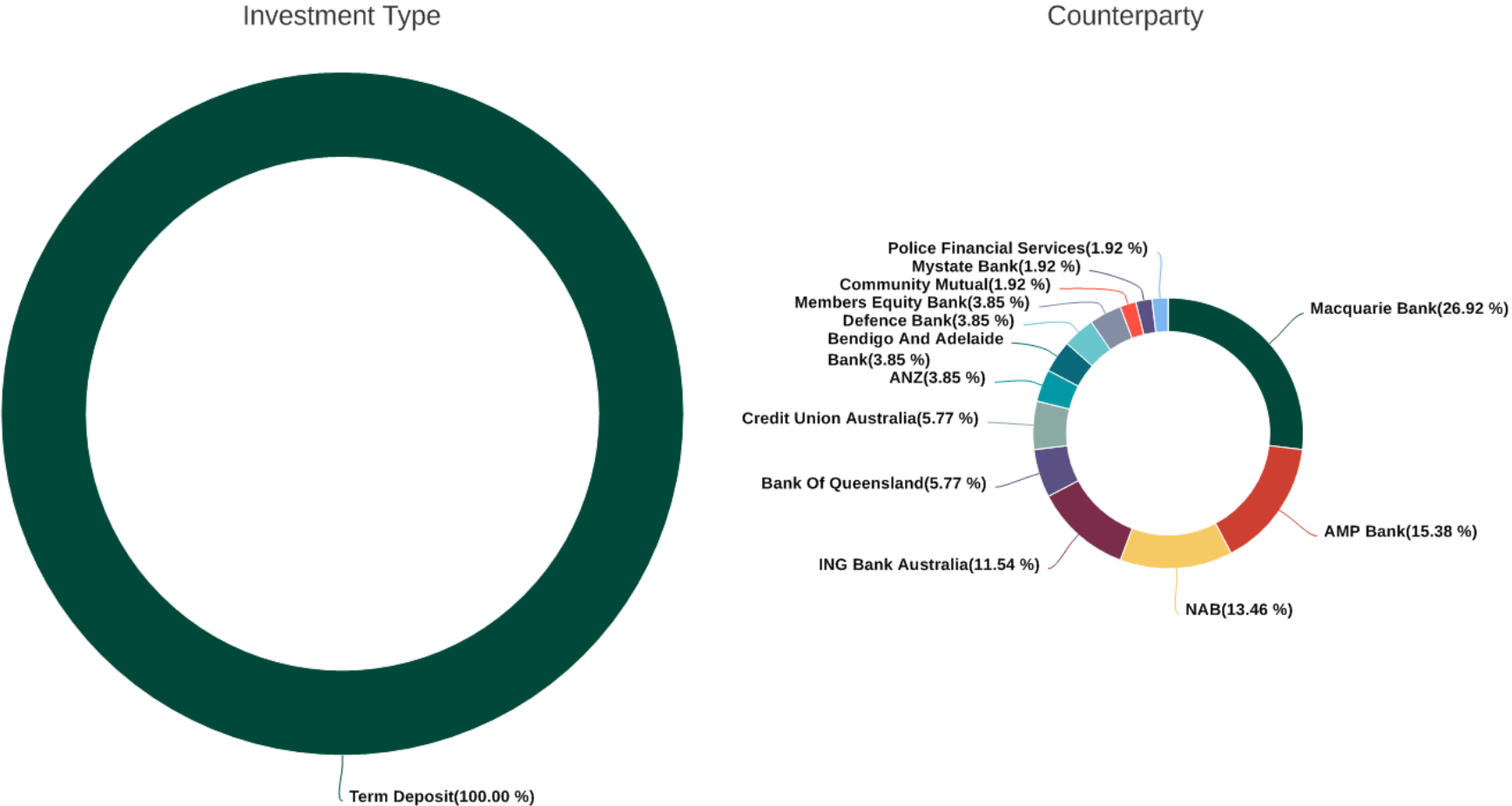


ARMIDALE REGIONAL COUNCIL

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MONTH END REPORT

Report Date: 31 May 2020





## ARMIDALE REGIONAL COUNCIL

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## MONTH END REPORT

Report Date: 31 May 2020

## SECTION 2: INVESTMENT REGISTER

Currency in AUD

Contract number	Investment type	ADI/Security Name	Settlement date	Maturity date	Amount	Short term rating	Long term rating	Term (days)	Monthly accrued interest	Total accrued	Next payment date	Yield
043778	Term Deposit	NAB	15/01/2020	03/06/2020	\$1,000,000.00	A-1+	AA-	140	\$1,316.44	\$5,860.27	03/06/2020	1.55 %
043274	Term Deposit	NAB	11/12/2019	10/06/2020	\$2,000,000.00	A-1+	AA-	182	\$2,547.95	\$14,219.18	10/06/2020	1.50 %
039955	Term Deposit	Credit Union Australia	13/06/2019	11/06/2020	\$1,000,000.00	A-2	BBB	364	\$1,741.10	\$19,882.19	11/06/2020	2.05 %
040070	Term Deposit	Defence Bank	19/06/2019	17/06/2020	\$1,000,000.00	A-2	BBB	364	\$1,868.49	\$20,975.34	17/06/2020	2.20 %
040495	Term Deposit	Police Financial Services	12/07/2019	17/06/2020	\$1,000,000.00	A-2	BBB	341	\$1,656.16	\$17,363.01	17/06/2020	1.95 %
040487	Term Deposit	AMP Bank	11/07/2019	08/07/2020	\$1,000,000.00	A-2	BBB+	363	\$1,826.03	\$19,202.74	08/07/2020	2.15 %
040743	Term Deposit	Members Equity Bank	26/07/2019	22/07/2020	\$2,000,000.00	A-2	BBB	362	\$3,057.53	\$30,673.97	22/07/2020	1.80 %
043923	Term Deposit	Mystate Bank	22/01/2020	23/07/2020	\$1,000,000.00	A-2	BBB+	183	\$1,401.37	\$5,921.92	23/07/2020	1.65 %
045930	Term Deposit	Macquarie Bank	28/04/2020	29/07/2020	\$8,000,000.00	A-1	A+	92	\$8,493.15	\$9,315.07	29/07/2020	1.25 %
041055	Term Deposit	ANZ	08/08/2019	05/08/2020	\$2,000,000.00	A-1+	AA-	363	\$2,632.88	\$25,309.59	05/08/2020	1.55 %
041045	Term Deposit	Bank Of Queensland	07/08/2019	11/08/2020	\$2,000,000.00	A-2	BBB+	370	\$2,887.67	\$27,852.05	11/08/2020	1.70 %
041120	Term Deposit	Bendigo And Adelaide Bank	13/08/2019	12/08/2020	\$2,000,000.00	A-2	BBB+	365	\$2,717.81	\$25,687.67	12/08/2020	1.60 %
041219	Term Deposit	AMP Bank	21/08/2019	20/08/2020	\$1,000,000.00	A-2	BBB+	365	\$1,528.77	\$14,054.79	20/08/2020	1.80 %
041504	Term Deposit	Bank Of Queensland	04/09/2019	02/09/2020	\$1,000,000.00	A-2	BBB+	364	\$1,316.44	\$11,508.22	02/09/2020	1.55 %
041691	Term Deposit	NAB	12/09/2019	09/09/2020	\$1,000,000.00	A-1+	AA-	363	\$1,358.90	\$11,528.77	09/09/2020	1.60 %
041921	Term Deposit	Community Mutual	25/09/2019	23/09/2020	\$1,000,000.00	NR	NR	364	\$1,486.30	\$11,986.30	23/09/2020	1.75 %
042033	Term Deposit	Credit Union Australia	02/10/2019	30/09/2020	\$2,000,000.00	A-2	BBB	364	\$2,547.95	\$19,972.60	30/09/2020	1.50 %
044320	Term Deposit	NAB	12/02/2020	14/10/2020	\$1,000,000.00	A-1+	AA-	245	\$1,256.99	\$4,460.27	14/10/2020	1.48 %
044055	Term Deposit	AMP Bank	29/01/2020	28/10/2020	\$1,000,000.00	A-2	BBB+	273	\$1,443.84	\$5,775.34	28/10/2020	1.70 %
044782	Term Deposit	Macquarie Bank	03/03/2020	04/11/2020	\$2,000,000.00	A-1	A+	246	\$2,717.81	\$7,890.41	04/11/2020	1.60 %
044979	Term Deposit	Macquarie Bank	12/03/2020	11/11/2020	\$2,000,000.00	A-1	A+	244	\$2,887.67	\$7,545.21	11/11/2020	1.70 %
044343	Term Deposit	NAB	13/02/2020	11/11/2020	\$2,000,000.00	A-1+	AA-	272	\$2,513.97	\$8,839.45	11/11/2020	1.48 %
044454	Term Deposit	AMP Bank	19/02/2020	18/11/2020	\$1,000,000.00	A-2	BBB+	273	\$1,443.84	\$4,797.26	18/11/2020	1.70 %

## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

Contract number	Investment type	ADI/Security Name	Settlement date	Maturity date	Amount	Short term rating	Long term rating	Term (days)	Monthly accrued interest	Total accrued	Next payment date	Yield
046576	Term Deposit	AMP Bank	27/05/2020	25/11/2020	\$1,000,000.00	A-2	BBB+	182	\$180.82	\$226.03	25/11/2020	1.65 %
043481	Term Deposit	ING Bank Australia	23/12/2019	16/12/2020	\$2,000,000.00	A-1	A	359	\$2,717.81	\$14,115.07	16/12/2020	1.60 %
043771	Term Deposit	ING Bank Australia	15/01/2020	14/01/2021	\$1,000,000.00	A-1	A	365	\$1,401.37	\$6,238.36	14/01/2021	1.65 %
044592	Term Deposit	Defence Bank	25/02/2020	20/01/2021	\$1,000,000.00	A-2	BBB	330	\$1,401.37	\$4,384.93	20/01/2021	1.65 %
044191	Term Deposit	AMP Bank	05/02/2020	03/02/2021	\$2,000,000.00	A-2	BBB+	364	\$2,887.67	\$10,898.63	03/02/2021	1.70 %
044455	Term Deposit	AMP Bank	19/02/2020	17/02/2021	\$1,000,000.00	A-2	BBB+	364	\$1,443.84	\$4,797.26	17/02/2021	1.70 %
044591	Term Deposit	ING Bank Australia	25/02/2020	24/02/2021	\$1,000,000.00	A-1	A	365	\$1,358.90	\$4,252.05	24/02/2021	1.60 %
044593	Term Deposit	ING Bank Australia	25/02/2020	24/03/2021	\$2,000,000.00	A-1	A	393	\$2,717.81	\$8,504.11	25/02/2021	1.60 %
046121	Term Deposit	Macquarie Bank	06/05/2020	05/05/2021	\$1,000,000.00	A-1	A+	364	\$890.41	\$926.03	05/05/2021	1.30 %
046495	Term Deposit	Macquarie Bank	20/05/2020	20/05/2021	\$1,000,000.00	A-1	A+	365	\$376.71	\$410.96	20/05/2021	1.25 %
Total					\$52,000,000.00				\$68,025.77	\$385,375.05		



## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

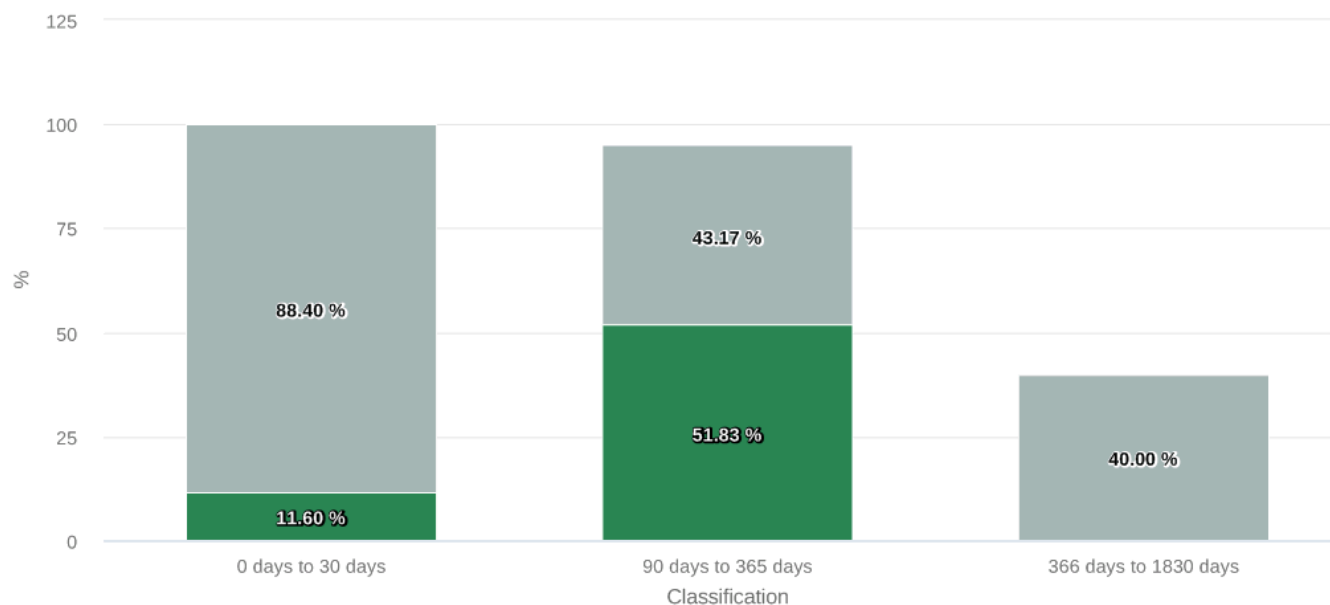
## SECTION 3: LIMIT COMPLIANCE REPORT

S&amp;P Equivalent Long Term

## Term Classification

Classification		Compliant?		Available Limit %	Limit Used %	Limit Used \$	Remaining Limit %
0 days to 30 days	✓	Yes	✓	100.00 %	11.60 %	\$6,078,299.99	88.40 %
90 days to 365 days	✓	Yes	✓	95.00 %	51.83 %	\$27,149,057.26	43.17 %
366 days to 1830 days	✓	Yes	✓	40.00 %	0.00 %	\$0.00	40.00 %

Investment by Classification



## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

## Product Weights

Product		Compliant?		Available Limit %	Limit Used %	Limit Used \$	Remaining Limit %
Cash Account	✓	Yes	✓	100.00 %	0.00 %	\$0.00	100.00 %
Term Deposit	✗	No	✗	95.00 %	100.00 %	\$52,385,375.05	-5.00 %

## Investment by Product



## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

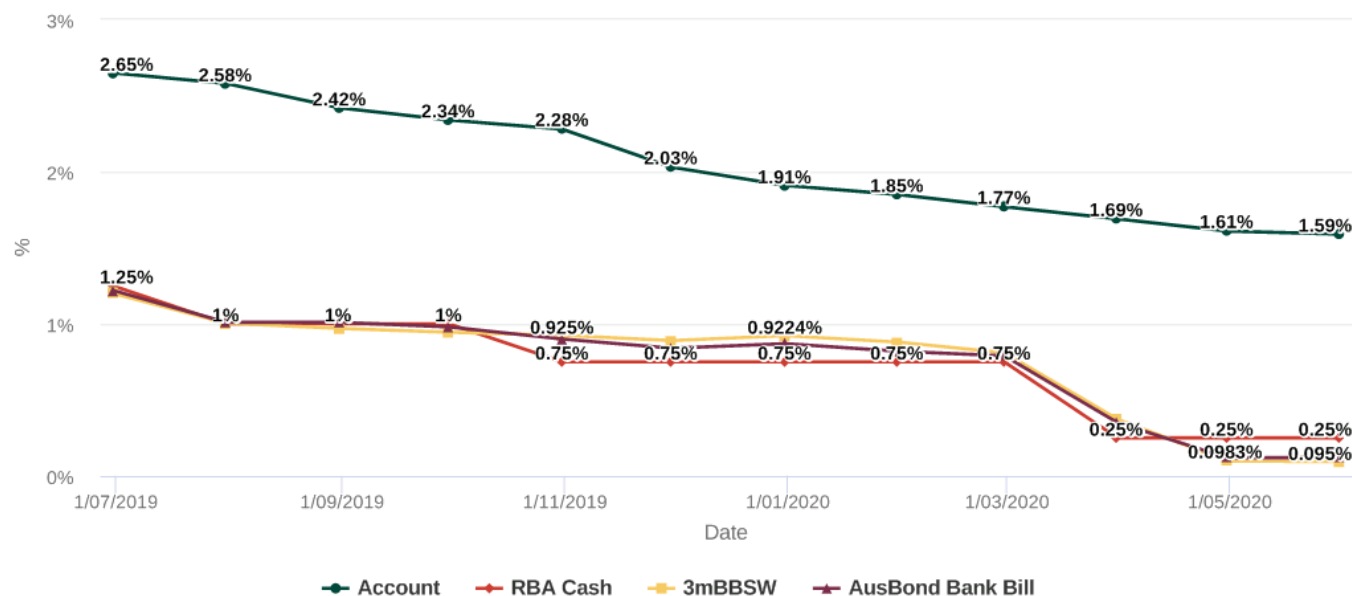
Report Date: 31 May 2020

## SECTION 4: END OF MONTH PERFORMANCE

Account vs RBA Cash vs 3m BBSW vs Bloomberg AusBond Bank Bill Index

Term	Account	RBA Cash	Outperformance	3m BBSW	Outperformance	AusBond Bank Bill	Outperformance
1m	1.59 %	0.25 %	1.34 %	0.10 %	1.50 %	0.12 %	1.47 %
3m	1.66 %	0.58 %	1.08 %	5.73 %	-4.07 %	0.20 %	1.47 %
6m	1.77 %	0.92 %	0.86 %	12.06 %	-10.29 %	0.51 %	1.26 %
12m	2.11 %	1.42 %	0.69 %	17.07 %	-14.96 %	0.75 %	1.35 %

Performance



## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

## SECTION 5: TRANSACTIONS

Currency in AUD

## NEW INVESTMENTS

Contract number	ADI/Security name	Type	Settlement date	Term in days	Maturity date	Amount	Yield	Short term rating	Long term rating	Credit/Debit	Ledger code
046576	AMP Bank	New investment	27/05/2020	182	25/11/2020	\$1,000,000.00	1.65 %	A-2	BBB+	Credit	
046495	Macquarie Bank	New investment	20/05/2020	365	20/05/2021	\$1,000,000.00	1.25 %	A-1	A+	Credit	
046121	Macquarie Bank	New investment	06/05/2020	364	05/05/2021	\$1,000,000.00	1.30 %	A-1	A+	Credit	
Total						\$3,000,000.00					

## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

## MATURED INVESTMENTS

Contract number	ADI/Security name	Type	Settlement date	Term in days	Maturity date	Amount	Yield	Short term rating	Long term rating	Credit/Debit	Ledger code
039719	AMP Bank	Matured	30/05/2019	363	27/05/2020	\$1,000,000.00	2.25 %	A-2	BBB+	Debit	
042950	Macquarie Bank	Matured	22/11/2019	180	20/05/2020	\$1,000,000.00	1.60 %	A-1	A+	Debit	
041539	Macquarie Bank	Matured	04/09/2019	252	13/05/2020	\$1,000,000.00	1.65 %	A-1	A+	Debit	
043291	Mystate Bank	Matured	12/12/2019	153	13/05/2020	\$2,000,000.00	1.60 %	A-2	BBB+	Debit	
041538	Macquarie Bank	Matured	04/09/2019	245	06/05/2020	\$1,000,000.00	1.65 %	A-1	A+	Debit	
Total						\$6,000,000.00					

## ARMIDALE REGIONAL COUNCIL

Yield Hub

## MONTH END REPORT

Report Date: 31 May 2020

## INTEREST PAYMENTS

Contract number	ADI/Security name	Type	Transaction date	Maturity date	Amount	Yield	Credit/Debit	Ledger code
039719	AMP Bank	Interest	27/05/2020	27/05/2020	<b>\$22,376.71</b>	2.25 %	Debit	
042950	Macquarie Bank	Interest	20/05/2020	20/05/2020	<b>\$7,890.41</b>	1.60 %	Debit	
041539	Macquarie Bank	Interest	13/05/2020	13/05/2020	<b>\$11,391.78</b>	1.65 %	Debit	
043291	Mystate Bank	Interest	13/05/2020	13/05/2020	<b>\$13,413.70</b>	1.60 %	Debit	
041538	Macquarie Bank	Interest	06/05/2020	06/05/2020	<b>\$11,075.34</b>	1.65 %	Debit	
Total					<b>\$66,147.94</b>			

# INCOME STATEMENT GENERAL FUND

Period Ending: 31 May 2020



**Status Indicator Key:**  
 At risk of not meeting budget forecast  
 Monitor  
 Likely to meet or exceed budget forecast

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Recurrent Revenue</b>						
Rates and Annual Charges	25,202	25,219	(17)	0%	25,219	
User Charges and Fees	7,196	9,668	(2,472)	-26%	10,519	
Interest and Investment Revenue	451	526	(75)	-14%	573	
Other Revenues	2,511	2,441	71	3%	2,639	
Operating Grants and Contributions	14,147	13,167	980	7%	13,775	
<b>RECURRENT REVENUE</b>	<b>49,507</b>	<b>51,020</b>	<b>(1,513)</b>	<b>-3%</b>	<b>52,725</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	19,605	21,541	1,937	9%	23,660	
Employee Costs allocated to Capital	(1,561)	(1,434)	127	-9%	(1,560)	
Net Operating Employee Costs	18,044	20,108	2,063	10%	22,100	
Materials and Contracts	11,722	10,703	(1,019)	-10%	9,277	
Borrowing Costs	857	1,044	188	18%	1,139	
Other Expenses	7,477	8,199	722	9%	8,982	
Depreciation and Amortisation	10,854	10,854	0	0%	11,841	
<b>RECURRENT EXPENDITURE</b>	<b>48,954</b>	<b>50,909</b>	<b>1,955</b>	<b>4%</b>	<b>53,339</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>553</b>	<b>111</b>	<b>442</b>	<b>396%</b>	<b>(614)</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	5,871	5,421	450	8%	9,628	
<b>NET SURPLUS/(DEFICIT)</b>	<b>6,424</b>	<b>5,532</b>	<b>892</b>	<b>16%</b>	<b>9,014</b>	

## CASHFLOW & RESERVE MOVEMENTS

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Receipts</b>						
Recurrent Revenue	49,507	51,020	(1,513)	-3%	52,725	
Proceeds from Sale of Property, Plant & Equipment	2,701	3,844	(1,144)	-30%	3,976	
Capital Grants and Contributions	5,871	5,421	450	8%	9,628	
Transfer from Cash Reserve	0	1,794	(1,794)	-100%	11,157	
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(38,100)	(40,055)	1,955	5%	(41,498)	
Purchase of Property, Plant & Equipment	(14,677)	(22,601)	7,924	35%	(26,145)	
Repayment of Borrowings	(2,236)	(2,444)	207	8%	(2,666)	
Transfer to Cash Reserve	0	0	0	N/A	(6,684)	
<b>Net Budget Position</b>	<b>3,065</b>	<b>(3,020)</b>	<b>6,085</b>	<b>-201%</b>	<b>492</b>	

## Variance Comments

<b>Recurrent Revenue</b>	
Rates and Annual Charges	Actual result is in line with budget
User Charges and Fees	YTD budget not achieved; Pool and PreSchool income are below budget; the RMCC program is under forecast but claims have recently been submitted and this is expected to align with budget by 30 June
Interest and Investment Revenue	Investment returns lower than anticipated due to lower rates and will not meet current forecast budget
Other Revenues	Actual result is in line with budget
Operating Grants and Contributions	\$400k in bushfire funding plus NIRW grants received of \$400k, which have not been budgeted for
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	Overall employee costs are tracking lower than budget
Materials and Contracts	RMCC Ordered Pavement Works are \$1.2m over budget and these costs will be claimed back from RMS
Borrowing Costs	Variance is due to timing of loan repayments actual versus budget
Other Expenses	Favourable variance is due to lower expenditure over a large number of service areas
Depreciation and Amortisation	Actual result will not be known until end of year, reflects YTD budget
<b>Capital</b>	
Capital Grants and Contributions	Favourable variance is mainly due to receipt of developer contributions, which have not been budgeted for
Proceeds from Sale of Property, Plant & Equipment	Negative variance relates to lower fleet trade in income, which is offset by lower capital expenditure; land divestment proceeds are also lower than budget by \$350k and require adjustment in third quarter budget review
Purchase of Property, Plant & Equipment	Major projects that are contributing to YTD variance are Regional Airport Apron \$1.4M and Fleet Purchases \$1.7M. Further project deferrals will be recognised in the third quarter budget review.
Repayment of Borrowings	Actual result is in line with budget

# INCOME STATEMENT WATER FUND

Period Ending: 31 May 2020



## Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Recurrent Revenue</b>						
Rates and Annual Charges	2,175	2,160	15	1%	2,160	●
User Charges and Fees	4,181	4,645	(464)	-10%	6,126	●
Interest and Investment Revenue	548	658	(110)	-17%	718	●
Other Revenues	69	34	35	102%	35	●
Operating Grants and Contributions	562	738	(176)	-24%	738	●
<b>RECURRENT REVENUE</b>	<b>7,536</b>	<b>8,236</b>	<b>(700)</b>	<b>-9%</b>	<b>9,777</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	2,553	2,444	(109)	-4%	2,646	
Employee Costs allocated to Capital	(498)	(730)	(232)	32%	(777)	
Net Operating Employee Costs	2,055	1,714	(341)	-20%	1,869	●
Materials and Contracts	4,428	5,613	1,185	21%	9,055	●
Borrowing Costs	219	302	83	27%	330	●
Other Expenses	558	511	(47)	-9%	558	●
Depreciation and Amortisation	2,797	2,797	0	0%	3,052	●
<b>RECURRENT EXPENDITURE</b>	<b>10,057</b>	<b>10,937</b>	<b>880</b>	<b>8%</b>	<b>14,863</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>(2,521)</b>	<b>(2,701)</b>	<b>180</b>	<b>-7%</b>	<b>(5,086)</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	3,027	4,084	(1,057)	-26%	4,125	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>505</b>	<b>1,382</b>	<b>(877)</b>	<b>-63%</b>	<b>(961)</b>	

## CASHFLOW &amp; RESERVE MOVEMENTS

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Receipts</b>						
Recurrent Revenue	7,536	8,236	(700)	-9%	9,777	
Proceeds from Sale of Property, Plant & Equipment	0	0	0	N/A	0	
Capital Grants and Contributions	3,027	4,084	(1,057)	-26%	4,125	
Transfer from Cash Reserve	0	0	0	N/A	235	
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(7,260)	(8,140)	880	11%	(11,811)	
Purchase of Property, Plant & Equipment	(6,125)	(6,444)	319	5%	(9,295)	●
Repayment of Borrowings	(170)	(244)	74	30%	(267)	●
Transfer to Cash Reserve	0	0	0	N/A	0	
<b>Net Budget Position</b>	<b>(2,993)</b>	<b>(2,508)</b>	<b>(485)</b>	<b>-19%</b>	<b>(7,236)</b>	

## Variance Comments

<b>Recurrent Revenue</b>	
Rates and Annual Charges	● Actual result is in line with budget
User Charges and Fees	● Water usage charges are tracking lower than revised budget and will require adjustment in the third quarter budget review
Interest and Investment Revenue	● Investment returns lower than anticipated due to lower rates and will not meet current forecast budget
Other Revenues	● Actual result is in line with budget
Operating Grants and Contributions	● Amount received for Guyra water carting is lower than budget and will require adjustment in the third quarter budget review
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Employee costs allocated to capital program under budget forecast
Materials and Contracts	● Favourable variance is due to lower costs associated with drought relief and water treatment plant operations
Borrowing Costs	● Variance is due to timing of loan repayments actual versus budget
Other Expenses	● Actuals slightly over budget due to drought response costs
Depreciation and Amortisation	● Actual result will not be known until end of year, reflects YTD budget
<b>Capital</b>	
Capital Grants and Contributions	● Malpas pipeline grant contribution amount requires adjustment in the third quarter budget review to reflect revenue to be recognised in 2019/20
Purchase of Property, Plant & Equipment	● Actual result is in line with budget
Repayment of Borrowings	● Variance is due to timing of loan repayments actual versus budget



# INCOME STATEMENT SEWER FUND

Period Ending: 31 May 2020



## Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Recurrent Revenue</b>						
Rates and Annual Charges	5,687	5,582	106	2%	5,582	●
User Charges and Fees	165	148	17	11%	239	●
Interest and Investment Revenue	324	358	(34)	-9%	390	●
Other Revenues	762	908	(145)	-16%	990	●
Operating Grants and Contributions	81	81	0	0%	81	●
<b>RECURRENT REVENUE</b>	<b>7,020</b>	<b>7,076</b>	<b>(57)</b>	<b>-1%</b>	<b>7,283</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	1,303	1,443	140	10%	1,587	
Employee Costs allocated to Capital	(156)	(164)	(8)	5%	(179)	
Net Operating Employee Costs	1,147	1,279	132	10%	1,408	●
Materials and Contracts	485	933	447	48%	2,494	●
Borrowing Costs	0	0	0	N/A	0	●
Other Expenses	747	765	18	2%	834	●
Depreciation and Amortisation	1,460	1,460	0	0%	1,593	●
<b>RECURRENT EXPENDITURE</b>	<b>3,840</b>	<b>4,437</b>	<b>597</b>	<b>13%</b>	<b>6,329</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>3,180</b>	<b>2,640</b>	<b>541</b>	<b>20%</b>	<b>954</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	694	1,047	(353)	-34%	1,142	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>3,874</b>	<b>3,687</b>	<b>187</b>	<b>5%</b>	<b>2,096</b>	

## CASHFLOW &amp; RESERVE MOVEMENTS

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget 2020 \$'000	Status
<b>Receipts</b>						
Recurrent Revenue	7,020	7,076	(57)	-1%	7,283	
Proceeds from Sale of Property, Plant & Equipment	0	0	0	N/A	0	
Capital Grants and Contributions	694	1,047	(353)	-34%	1,142	
Transfer from Cash Reserve	0	0	0	N/A	0	
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(2,379)	(2,977)	597	20%	(4,736)	●
Purchase of Property, Plant & Equipment	(1,629)	(2,341)	713	30%	(2,554)	
Repayment of Borrowings	0	(18)	18	100%	(20)	
Transfer to Cash Reserve	0	0	0	N/A	0	
<b>Net Budget Position</b>	<b>3,706</b>	<b>2,787</b>	<b>918</b>	<b>33%</b>	<b>1,115</b>	

## Variance Comments

<b>Recurrent Revenue</b>	
Rates and Annual Charges	● Actual result is in line with budget
User Charges and Fees	● Favourable variance is due to trade waste fee revenue slightly over budget
Interest and Investment Revenue	● Investment returns lower than anticipated due to lower rates and will not meet current forecast budget
Other Revenues	● Cattle sales and other revenue are behind budget due to drought conditions and likely to not achieve forecast
Operating Grants and Contributions	● Actual result is in line with budget
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Actual result is in line with budget
Materials and Contracts	● Maintenance costs are under budget forecast
Other Expenses	● Actual result is in line with budget
Depreciation and Amortisation	● Actual result will not be known until end of year, reflects YTD budget
<b>Capital</b>	
Capital Grants and Contributions	● Forecast income for sewerage treatment plant works has not eventuated and will be adjusted in the third quarter budget review and offset by an expenditure adjustment
Purchase of Property, Plant & Equipment	● Lower expenditure than forecast on sewer network renewals

# INCOME STATEMENT CONSOLIDATED

Period Ending: 31 May 2020



## Status Indicator Key:

- At risk of not meeting budget forecast
- Monitor
- Likely to meet or exceed budget forecast

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Recurrent Revenue</b>						
Rates and Annual Charges	33,064	32,961	103	0%	32,961	●
User Charges and Fees	11,542	14,461	(2,919 )	-20%	16,884	●
Interest and Investment Revenue	1,324	1,542	(218 )	-14%	1,682	●
Other Revenues	3,342	3,382	(40 )	-1%	3,663	●
Operating Grants and Contributions	14,790	13,986	804	6%	14,594	●
<b>RECURRENT REVENUE</b>	<b>64,062</b>	<b>66,333</b>	<b>(2,270 )</b>	<b>-3%</b>	<b>69,784</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	23,461	25,429	1,968	8%	27,893	
Employee Costs allocated to Capital	(2,215 )	(2,328 )	(114 )	5%	(2,516 )	
Net Operating Employee Costs	21,246	23,100	1,854	8%	25,377	●
Materials and Contracts	16,635	17,249	614	4%	20,826	●
Borrowing Costs	1,076	1,346	271	20%	1,469	●
Other Expenses	8,782	9,475	693	7%	10,374	●
Depreciation and Amortisation	15,112	15,112	0	0%	16,486	●
<b>RECURRENT EXPENDITURE</b>	<b>62,851</b>	<b>66,283</b>	<b>3,432</b>	<b>5%</b>	<b>74,531</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>1,212</b>	<b>50</b>	<b>1,162</b>	<b>2329%</b>	<b>(4,747 )</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	9,591	10,551	960	9%	14,896	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>10,803</b>	<b>10,601</b>	<b>2,122</b>	<b>20%</b>	<b>10,149</b>	

## CASHFLOW & RESERVE MOVEMENTS

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Receipts</b>						
Recurrent Revenue	64,062	66,333	(2,270 )	-3%	69,784	●
Proceeds from Sale of Property, Plant & Equipment	2,701	3,844	(1,144 )	-30%	3,976	●
Capital Grants and Contributions	9,591	10,551	(960 )	-9%	14,896	●
Transfer from Cash Reserve	0	1,794	(1,794 )	-100%	11,392	●
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(47,739 )	(51,171 )	3,432	7%	(58,045 )	●
Purchase of Property, Plant & Equipment	(22,431 )	(31,386 )	8,955	29%	(37,994 )	●
Repayment of Borrowings	(2,407 )	(2,706 )	300	11%	(2,952 )	●
Transfer to Cash Reserve	0	0	0	N/A	(6,684 )	●
<b>Net Budget Position</b>	<b>3,778</b>	<b>(2,741 )</b>	<b>6,519</b>	<b>-238%</b>	<b>(5,629 )</b>	

## Variance Comments

<b>Recurrent Revenue</b>	
Rates and Annual Charges	● Actual result is in line with budget
User Charges and Fees	● YTD budget not achieved due to General Fund result
Interest and Investment Revenue	● Investment returns lower than anticipated due to lower rates and will not meet current forecast budget
Other Revenues	● Actual result is in line with budget
Operating Grants and Contributions	● Actual result is in line with budget
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Actual result is in line with budget
Materials and Contracts	● Actual result is in line with budget
Borrowing Costs	● Variance is due to timing of loan repayments actual versus budget
Other Expenses	● Actual result is in line with budget
Depreciation and Amortisation	● Actual result will not be known until end of year, reflects YTD budget
<b>Capital</b>	
Capital Grants and Contributions	● Negative variance relates to adjustment required for Malpas Pipeline project
Proceeds from Sale of Property, Plant & Equipment	● Negative variance relates to lower fleet trade in income, which is offset by lower capital expenditure and land divestment proceeds are also lower than budget
Purchase of Property, Plant & Equipment	● Drought conditions and wet weather have slowed the capital program this year and further project deferrals will be recognised in the third quarter budget review
Repayment of Borrowings	● Variance is due to timing of loan repayments actual versus budget

## BUSINESS UNIT SUMMARY - Operating

Period Ending:

31 May 2020



Management Level 1/2	Management Level 3	Recurrent Revenue				Recurrent Expenditure				Operating Surplus/(Deficit)			
		YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %
<b>L1: BUSINESSES</b>													
Armidale Regional Airport	Armidale Regional Airport	1,613	1,812	(199 )	-11%	897	1,070	173	16%	717	742	(26 )	3%
Plant & Facilities	Aquatic Centres	328	420	(91 )	-22%	650	642	(8 )	-1%	(322 )	(222 )	(100 )	-45%
Plant & Facilities	Facilities	671	569	102	18%	1,529	1,405	(125 )	-9%	(858 )	(836 )	(22 )	-3%
Plant & Facilities	Fleet & Workshop	440	367	74	20%	(1,560 )	(1,806 )	(246 )	14%	2,000	2,173	(173 )	8%
Preschool	Guyra Preschool	615	672	(57 )	-9%	583	653	70	11%	31	18	13	-71%
Utilities	Northern Inland Regional Waste	414	0	414	N/A	471	1	(470 )	-52384%	(57 )	(1 )	(56 )	-6290%
Utilities	Sewer Services	7,020	7,076	(57 )	-1%	2,370	2,977	607	20%	4,650	4,100	550	-13%
Utilities	Waste Services	9,695	9,930	(235 )	-2%	3,908	5,331	1,423	27%	5,787	4,599	1,188	-26%
Utilities	Water Services	7,536	8,236	(700 )	-9%	7,254	8,140	886	11%	282	96	186	-193%
	<b>Sub total</b>	<b>28,332</b>	<b>29,082</b>	<b>(750 )</b>	<b>-3%</b>	<b>16,102</b>	<b>18,412</b>	<b>2,309</b>	<b>13%</b>	<b>12,230</b>	<b>10,670</b>	<b>1,560</b>	<b>15%</b>
<b>L1: OPERATIONS</b>													
Asset Management & Strategic Planning	Corporate Planning	0	0	0	N/A	0	0	0	0%	(0 )	(0 )	0	0%
Asset Management & Strategic Planning	Design & Resourcing	15	13	2	13%	511	646	135	21%	(496 )	(633 )	137	22%
Asset Management & Strategic Planning	Strategic Infrastructure Planning	0	0	0	N/A	633	737	104	14%	(633 )	(737 )	104	14%
Asset Management & Strategic Planning	Strategic Natural Resources & Land Use Planning	11	9	2	20%	360	562	202	36%	(349 )	(553 )	204	37%
Development & Regulatory Services	Development	602	514	87	17%	1,058	1,349	291	22%	(456 )	(835 )	379	45%
Development & Regulatory Services	Economic Development	36	36	0	0%	260	341	81	24%	(224 )	(305 )	81	27%
Development & Regulatory Services	Regulation & Enforcement	521	563	(42 )	-7%	1,008	802	(206 )	-26%	(487 )	(239 )	(248 )	-104%
Local Services	Construction & Maintenance - External Customer	1,054	2,985	(1,931 )	-65%	4,672	2,277	(2,395 )	-105%	(3,618 )	707	(4,326 )	612%
Local Services	Construction & Maintenance - Internal Customer	6,483	6,664	(181 )	-3%	6,147	6,418	271	4%	335	245	90	-37%
Local Services	People & Community Services	322	253	70	28%	897	1,401	504	36%	(575 )	(1,149 )	574	50%
Local Services	Public & Town Spaces	309	348	(39 )	-11%	2,523	2,882	359	12%	(2,214 )	(2,534 )	320	13%
Project Management Office	Project Management Office (PMO)	284	409	(125 )	-31%	227	545	318	58%	57	(136 )	193	142%
	<b>Sub total</b>	<b>9,637</b>	<b>11,794</b>	<b>(2,157 )</b>	<b>-18%</b>	<b>18,296</b>	<b>17,961</b>	<b>(335 )</b>	<b>-2%</b>	<b>(8,659 )</b>	<b>(6,168 )</b>	<b>(2,492 )</b>	<b>40%</b>
<b>L1: ORGANISATIONAL DEVELOPMENT</b>													
Customer Satisfaction & Information	Customer Relations	0	0	0	N/A	648	675	27	4%	(648 )	(675 )	27	4%
Customer Satisfaction & Information	Knowledge (IT)	1	0	1	N/A	2,348	2,974	626	21%	(2,347 )	(2,974 )	627	21%
Customer Satisfaction & Information	Libraries, Museums & VIC	268	239	30	12%	1,405	1,723	318	18%	(1,136 )	(1,484 )	348	23%
Financial Services	Employee Oncosts	139	119	20	17%	(581 )	(1,988 )	(1,407 )	71%	720	2,107	(1,387 )	66%
Financial Services	Financial Services	24,399	23,972	426	2%	2,412	2,475	64	3%	21,987	21,497	490	-2%
Financial Services	Rural Fire Service/SES	604	565	39	7%	866	1,011	145	14%	(261 )	(445 )	184	41%
People & Governance	Executive & Councillors	0	0	0	N/A	1,933	1,904	(30 )	-2%	(1,933 )	(1,904 )	(30 )	-2%
People & Governance	Governance, Risk & Safety	147	124	23	19%	1,864	2,433	570	23%	(1,716 )	(2,309 )	593	26%
People & Governance	Human Resources	22	24	(2 )	-9%	767	1,448	681	47%	(745 )	(1,424 )	679	48%
Strategic Communications & Marketing	Communications	0	0	0	N/A	392	406	14	3%	(392 )	(406 )	14	3%
Strategic Communications & Marketing	Tourism & Events	526	414	112	27%	1,287	1,737	450	26%	(761 )	(1,323 )	562	42%
	<b>Sub total</b>	<b>26,107</b>	<b>25,457</b>	<b>650</b>	<b>3%</b>	<b>13,340</b>	<b>14,798</b>	<b>1,457</b>	<b>10%</b>	<b>12,766</b>	<b>10,659</b>	<b>2,107</b>	<b>20%</b>
<b>TOTALS</b>		<b>64,076</b>	<b>66,333</b>	<b>(2,257 )</b>	<b>-3%</b>	<b>47,739</b>	<b>51,171</b>	<b>3,432</b>	<b>7%</b>	<b>16,337</b>	<b>15,162</b>	<b>1,175</b>	<b>8%</b>

Above figures exclude depreciation

## BUSINESS UNIT SUMMARY - Capital

Period Ending: 31 May 2020



Management Level 1/2	Project No	Project Description	Capital Revenue				Capital Expenditure				Capital Surplus/(Deficit)			
			YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %
L1: BUSINESSES														
Armidale Regional Airport	272008	Airport Lands Subdivision & Sale of existing land Armidale	1,360	1,360	0	0%	16	189	173	91%	1,344	1,171	173	15%
	272011	Capex: Regional Airport Apron	0	0	0	N/A	2,051	3,431	1,380	40%	(2,051)	(3,431)	1,380	-40%
	272028	Capex:Taxiway Access Construction R&M and Superair	0	0	0	N/A	0	92	92	100%	0	(92)	92	-100%
	272029	Capex: Superair Capital works	0	0	0	N/A	0	183	183	100%	0	(183)	183	-100%
	272033	Capex: Airport Security Screening	1,842	1,842	0	0%	372	0	(372)	N/A	1,470	1,842	(372)	-20%
Plant & Facilities	210413	RFS RAFT Shed	6	6	(0)	-1%	10	10	0	1%	(4)	(4)	0	0%
	210414	RFS FCC Armidale	0	66	(66)	-100%	0	64	64	99%	(0)	2	(2)	-118%
	210415	RFS Hillgrove Brigade Station Upgrade	6	6	0	1%	4	4	(0)	-13%	2	2	(0)	-18%
	210416	Capex: RFS Brigade Building Upgrades	53	0	53	N/A	58	0	(58)	N/A	(5)	0	(5)	N/A
	210418	RFS - New Pump at Caltex Water Tank	0	0	0	N/A	1	0	(1)	N/A	(1)	0	(1)	N/A
	210501	ARC - Plant Purchases/Sales	648	1,444	(796)	-55%	1,527	3,270	1,743	53%	(879)	(1,826)	947	52%
	210508	Capex: Mobile Stage	0	0	0	N/A	0	74	74	100%	0	(74)	74	100%
	230265	Capex: SES HQ Upgrade Armidale Mann Street	24	24	0	0%	45	44	(1)	-3%	(22)	(20)	(1)	-6%
	230266	SES Shed Guyra	1	0	1	N/A	1	0	(1)	N/A	0	0	0	N/A
	240004	Capex: Guyra Pool - Safety Upgrades (address safety issues i	0	0	0	N/A	15	18	3	16%	(15)	(18)	3	16%
	240016	Capex: Armidale Pool - Safety Upgrades (address safety issues	0	0	0	N/A	15	18	3	17%	(15)	(18)	3	17%
	240021	Capex: Switchboard Upgrades	0	0	0	N/A	20	18	(2)	-11%	(20)	(18)	(2)	-11%
	240022	Capex: CAB - Fire Safety Regulation Upgrades	0	0	0	N/A	0	9	9	100%	0	(9)	9	100%
	240023	Capex: CAB - HVAC System Renewal	0	0	0	N/A	0	14	14	100%	0	(14)	14	100%
	240024	Capex: Old Council Chambers - Electrical Mains Upgrade	0	0	0	N/A	15	14	(1)	-7%	(15)	(14)	(1)	-7%
	240025	Capex: Guyra Home Support Services - Disability Access	0	0	0	N/A	3	18	15	84%	(3)	(18)	15	84%
	240026	Capex: Saleyards - Upgrade Drainage and Front Delivery Ramps	0	0	0	N/A	10	28	18	65%	(10)	(28)	18	65%
	240031	Capex: Guyra Depot Electrical Upgrade	0	0	0	N/A	0	38	38	100%	0	(38)	38	100%
	240331	Solar Project Installation at Major Council Facilities	0	0	0	N/A	53	152	100	65%	(53)	(152)	100	65%
	Preschool	210124	Capex: New Preschool Design	0	0	0	N/A	7	14	7	51%	(7)	(14)	7
300716		Preschool Upgrade	0	0	0	N/A	12	16	5	29%	(12)	(16)	5	29%
300730		Guyra Preschool - Upgrades	0	0	0	N/A	1	0	(1)	N/A	(1)	0	(1)	N/A
Utilities	260023	Developer Servicing Charge Sewer	179	229	(50)	-22%	0	0	0	N/A	179	229	(50)	22%
	260217	Sewer mains - Capital Projects	515	589	(74)	-13%	1,513	2,017	504	25%	(998)	(1,428)	430	-30%
	260220	Manhole Rehabilitation - Capital Project	0	0	0	N/A	0	77	77	100%	0	(77)	77	-100%
	260407	Sewage Treatment Plant - Capital Projects	0	229	(229)	-100%	111	248	137	55%	(111)	(18)	(93)	-503%
	280022	Developer Servicing Charge - Water	352	367	(15)	-4%	0	0	0	N/A	352	367	(15)	4%
	280201	Capex: Puddledock RWTM and Pump Station Upgrade	0	0	0	N/A	0	92	92	100%	0	(92)	92	100%
	280202	Capex: Malpas Dam Renewals	0	0	0	N/A	0	138	138	100%	0	(138)	138	100%
	280203	Capex: Guyra Dam - Raw Water Pump Station and Switchboard	0	0	0	N/A	141	321	181	56%	(141)	(321)	181	56%
	280216	Dumaresq Dam Upgrade Stability Investigation	0	0	0	N/A	634	459	(175)	-38%	(634)	(459)	(175)	-38%
	280226	Capex: Puddledock Dam	0	0	0	N/A	0	46	46	100%	0	(46)	46	100%
	280230	Capex: Land Acquisition Water Main Replacement Marsh to Tayl	0	0	0	N/A	0	28	28	100%	0	(28)	28	100%
	280231	Capex: Augmentation of Malpas Dam	0	0	0	N/A	35	275	240	87%	(35)	(275)	240	87%
	280276	Water Network Meters capital replacement	0	0	0	N/A	76	138	61	45%	(76)	(138)	61	45%
	280299	Water main - replacement - small size service lines	0	0	0	N/A	235	193	(43)	-22%	(235)	(193)	(43)	-22%
	280327	Reservoir Cleaning & Ladder Replacements	0	0	0	N/A	15	18	3	19%	(15)	(18)	3	19%
	280332	Capex: Regional WTP - Master Plan incl Water Tank Upgrades	0	0	0	N/A	0	92	92	100%	0	(92)	92	100%
	280333	Capex: Groundwater Infrastructure	0	0	0	N/A	194	0	(194)	N/A	(194)	0	(194)	N/A
	280371	Water Main capital Replacements	0	0	0	N/A	699	734	35	5%	(699)	(734)	35	5%
	280401	Capex: Garibaldi Street Pumps (1 & 2) Upgrade	0	0	0	N/A	0	55	55	100%	0	(55)	55	100%
	280425	Capex: Water pumping stations renewal	0	0	0	N/A	65	46	(20)	-43%	(65)	(46)	(20)	-43%
	280716	Capex: Armidale & Guyra WTPs - Fluoridation Upgrade Stage 2	0	92	(92)	-100%	0	92	92	100%	0	0	(0)	100%
	280726	Water Treatment Plant - Capital Projects	0	0	0	N/A	110	92	(18)	-20%	(110)	(92)	(18)	-20%
	280743	SCADA Telemetry Systems	0	0	0	N/A	848	1,063	215	20%	(848)	(1,063)	215	-20%
	280861	Puddledock Pipeline Replacement	0	0	0	N/A	1	0	(1)	N/A	(1)	0	(1)	N/A
	290146	New Landfill - Construction Waterfall Way	0	0	0	N/A	480	373	(106)	-28%	(480)	(373)	(106)	-28%
	290149	Capex: Long Swamp Road Transfer Station	0	0	0	N/A	0	138	138	100%	0	(138)	138	100%
	290153	Capex: Guyra Landfill - Rehabilitation	0	0	0	N/A	0	42	42	100%	0	(42)	42	100%
	290154	Capex: Ben Lomond Transfer Station	157	87	70	80%	4	0	(4)	N/A	153	87	66	-76%
	290700	Armidale Organics Processing Expansion Project	27	58	(30)	-52%	37	185	148	80%	(10)	(127)	118	92%
	300375	IWCM Study & Malpas Guyra Pipeline Investigations	2,675	3,625	(950)	-26%	3,059	2,565	(494)	-19%	(383)	1,060	(1,444)	136%



## BUSINESS UNIT SUMMARY - Capital

Period Ending: 31 May 2020



Management Level 1/2	Project No	Project Description	Capital Revenue				Capital Expenditure				Capital Surplus/(Deficit)			
			YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %
L1: OPERATIONS														
Asset Management & Strategic Planning														
Development & Regulatory Services	210303	Capex: Capital project design and planning	0	0	0	N/A	83	230	146	64%	(83 )	(230 )	146	64%
	210116	Capex: Armidale Hydrotherapy Pool	0	0	0	N/A	1	0	(1 )	N/A	(1 )	0	(1 )	N/A
	210119	Capex: Mother of Ducks Lagoon & Nature Reserve Upgrade	152	1	150	10747%	199	139	(60 )	-43%	(47 )	(138 )	90	66%
	210120	Capex: Guyra Community Hub Upgrade for Guyra Neighbourhood C	0	0	0	N/A	52	181	130	72%	(52 )	(181 )	130	72%
	240059	Capex: Armidale Old Library "Hub" fitout	0	0	0	N/A	65	0	(65 )	N/A	(65 )	0	(65 )	N/A
	250802	Section 7.12 Contributions Plan	284	0	284	N/A	0	0	0	N/A	284	0	284	N/A
Local Services	300144	Sec94A Contributions - Guyra	179	0	179	N/A	0	0	0	N/A	179	0	179	N/A
	210122	Capex: Tingha Skate Park Upgrade	68	70	(2 )	-2%	70	70	0	1%	(1 )	0	(1 )	N/A
	210218	Transport Infrastructure Upgrades	0	3	(3 )	-100%	0	1	1	100%	0	1	(1 )	100%
	210327	Capex: Urban Stormwater Works	0	0	0	N/A	202	216	13	6%	(202 )	(216 )	13	6%
	240208	Capex: Armidale Cemetery - Plaque Beams	0	0	0	N/A	11	14	2	17%	(11 )	(14 )	2	17%
	240282	Harris Park Lighting	190	174	16	9%	40	321	281	87%	150	(147 )	296	202%
	240287	Sports Council 2018/19 Program	0	0	0	N/A	22	23	1	6%	(22 )	(23 )	1	6%
	240288	Capex: Newling Park - Stormwater Drainage Upgrade	0	0	0	N/A	4	9	6	61%	(4 )	(9 )	6	-61%
	240289	Capex: Indoor Cricket Venue Contribution	0	0	0	N/A	78	69	(10 )	-14%	(78 )	(69 )	(10 )	14%
	240307	Capex: Playground Replacement Program	0	0	0	N/A	61	78	17	22%	(61 )	(78 )	17	-22%
	240308	Capex: Park Warning Signage Upgrade Stage 1	0	0	0	N/A	12	28	15	56%	(12 )	(28 )	15	-56%
	240309	Capex: Lions Park - New Grandstand (s7.12 Plan)	0	0	0	N/A	80	73	(7 )	-9%	(80 )	(73 )	(7 )	9%
	240611	Capex: CBD CCTV Cameras, Security & Lighting Upgrade	0	0	0	N/A	60	321	261	81%	(60 )	(321 )	261	-81%
	240657	Capex: Carpark Resurfacing - Tingcombe Street	0	0	0	N/A	101	33	(68 )	-205%	(101 )	(33 )	(68 )	205%
	240658	Capex: Carpark Resurfacing - Armidale Cemetery	0	0	0	N/A	22	23	1	4%	(22 )	(23 )	1	4%
	240829	Capex: Kerb & Gutter Renewal	0	0	0	N/A	77	126	48	38%	(77 )	(126 )	48	38%
	240914	Footpaths - New	0	0	0	N/A	48	46	(2 )	-5%	(48 )	(46 )	(2 )	-5%
	240916	Capex: Cycleway Asphalt Resheeting (pedestrian safety)	0	0	0	N/A	19	30	11	37%	(19 )	(30 )	11	37%
	270251	Guyra Main Street Upgrade (Merger Funds)	0	0	0	N/A	921	1,412	490	35%	(921 )	(1,412 )	490	35%
	270254	Water Filling Stations (DCP Funding)	37	46	(9 )	-20%	45	23	(22 )	-95%	(8 )	23	(31 )	-134%
	270256	Capex: Road & Drainage Rehab - Faulkner Street	0	0	0	N/A	93	92	(1 )	-1%	(93 )	(92 )	(1 )	1%
	270257	Capex: Roundabout - Trevanna Road	476	543	(67 )	-12%	483	543	60	11%	(6 )	0	(6 )	N/A
	270258	Capex: Traffic Calming - Niagara St	26	24	2	9%	14	24	10	41%	12	0	12	N/A
	270315	Capex: Urban Reseals Program	0	0	0	N/A	611	517	(94 )	-18%	(611 )	(517 )	(94 )	18%
	270413	Capex: Rural reseals	0	0	0	N/A	424	800	375	47%	(424 )	(800 )	375	-47%
	270414	Capex: Gravel Resheeting Roads Local Rural Unsealed	0	0	0	N/A	509	734	224	31%	(509 )	(734 )	224	31%
	270415	Rockvale Road Upgrade 1.5km Guyra-Ebor Turn off	0	0	0	N/A	20	0	(20 )	N/A	(20 )	0	(20 )	N/A
	270416	Platform Road 2.32 km Bitumen Sealing of Pavement	0	0	0	N/A	4	0	(4 )	N/A	(4 )	0	(4 )	N/A
	270418	Kempsey Road Improvements	183	0	183	N/A	0	147	147	100%	183	(147 )	330	225%
	270436	Boorolong Rd Upgrade (DCP Funding)	16	160	(144 )	-90%	43	201	158	79%	(27 )	(41 )	14	34%
	270439	Puddledock Road	0	0	0	N/A	59	105	46	44%	(59 )	(105 )	46	44%
	270441	Capex: Causeway Rehabilitation	0	0	0	N/A	96	150	54	36%	(96 )	(150 )	54	-36%
	270442	Capex: Kempsey Road Big Hill Project	238	240	(2 )	-1%	240	813	573	70%	(2 )	(573 )	571	-100%
	270443	Capex: Pedestrian Refuge at Glass Street	6	0	6	N/A	10	0	(10 )	N/A	(5 )	0	(5 )	N/A
	270444	Kempsey Road Natural Disaster Restoration	0	0	0	N/A	33	0	(33 )	N/A	(33 )	0	(33 )	N/A
	270460	Capex: Supplementary Block Grant	0	0	0	N/A	53	0	(53 )	N/A	(53 )	0	(53 )	N/A
	270470	Capex: Regional Roads	184	168	16	9%	453	475	22	5%	(269 )	(307 )	37	12%
	270537	Capital Exp. Bridges - Sealed	(0 )	626	(626 )	-100%	1	1	(0 )	0%	(1 )	625	(626 )	100%
	270542	Capital Exp. Bridges Unsealed	0	0	0	N/A	1	1	(0 )	-9%	(1 )	(1 )	(0 )	-9%
	270544	Timber Bridge Renewal Program	0	0	0	N/A	0	621	621	100%	0	(621 )	621	100%
	270545	Bridge Safety Program	0	0	0	N/A	311	472	161	34%	(311 )	(472 )	161	34%
	270546	Shingle Hut Creek Bridge Replacement	500	0	500	N/A	44	0	(44 )	N/A	456	0	456	N/A
	270547	Dumaresq Creek Bridge	0	0	0	N/A	23	0	(23 )	N/A	(23 )	0	(23 )	N/A
	270548	Pint Pot Creek Bridge	0	0	0	N/A	19	0	(19 )	N/A	(19 )	0	(19 )	N/A
	300602	Guyra Recreation Grounds Upgrades	0	0	0	N/A	17	25	8	33%	(17 )	(25 )	8	33%
Project Management Office														
	210115	Capex: Armidale Regional Adventure Playground	0	3	(3 )	-100%	194	301	107	35%	(194 )	(298 )	104	35%
	210234	Airport Business Park	1,175	1,200	(25 )	-2%	2,418	2,968	551	19%	(1,243 )	(1,768 )	525	30%
	272025	Capex: Upgrade Stormwater drainage and Shand Drive	40	73	(33 )	-45%	1,319	1,374	55	4%	(1,279 )	(1,301 )	22	2%

**BUSINESS UNIT SUMMARY - Capital**

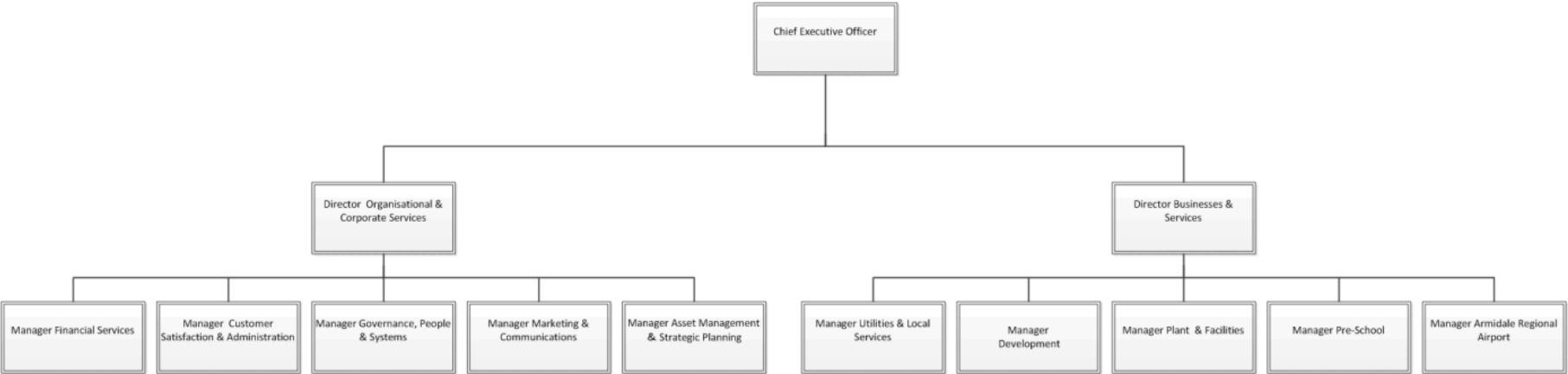
Period Ending: 31 May 2020



Management Level 1/2	Project No	Project Description	Capital Revenue				Capital Expenditure				Capital Surplus/(Deficit)			
			YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %	YTD Actual \$'000	YTD Budget 2020 \$'000	Budget Variance \$'000	Budget Variance %
L1: ORGANISATIONAL DEVELOPMENT														
		Customer Satisfaction & Information												
	210881	IT Communications Capital	0	0	0	N/A	39	138	99	72%	(39 )	(138 )	99	72%
	220506	Capex: Library Books and AV materials	0	0	0	N/A	118	179	61	34%	(118 )	(179 )	61	34%
	220509	Library Coffee Distribution Point	0	0	0	N/A	12	0	(12 )	N/A	(12 )	0	(12 )	N/A
Financial Services														
	210852	Land Divestment Strategy Proceeds	692	1,040	(348 )	-33%	4	0	(4 )	N/A	688	1,040	(352 )	34%
TOTALS			12,292	14,396	(2,104 )	-15%	22,431	31,386	8,955	29%	(10,139 )	(16,990 )	6,851	40%

Above figures exclude loan repayments and reserve transfers

Annexure A





## TRAFFIC ADVISORY COMMITTEE

Held

Via email

For the scheduled meeting

Tuesday, 2 June 2020

***Requested endorsement by Committee Members***

***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:***

Mr Ambrose Hallman (Manager Development and Regulatory Services)  
Mr Graham Earl (ARC Technical Officer)  
Ms Belinda Ackling (Minute Taker)  
Mr Ian Chetcuti (Ranger)

***Others:***

Nil

MINUTES



1. Apologies / Leave Of Absence
2. Confirmation of Previous Minutes -

**CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 5 MAY 2020**

**The Traffic Advisory Committee Recommends:**

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

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

3. Declarations of Interest  
Nil
4. Business Arising  
Nil
5. Special Event Reports  
Nil
6. Correspondence

**6.1 SES request for No Stopping**

*Ref: AINT/2020/16232 (ARC16/0168-5)*

**The Traffic Advisory Committee Recommends:**

**That a No Stopping zone be installed across the SES HQ in Mann Street.**

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

7. General Business  
Nil

There being no further business added to the agenda, the minutes were finalised 9<sup>th</sup> June 2020.

The Next meeting scheduled for the Traffic Advisory Committee is the 7<sup>th</sup> July 2020.