



SUPPLEMENTARY ITEMS BUSINESS PAPER

ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 28 March 2018  
1pm

at

Guyra Council Chambers

**Members**

Councillor Simon Murray (Mayor)  
Councillor Dorothy Robinson (Deputy Mayor)  
Councillor Peter Bailey  
Councillor Jon Galletly  
Councillor Diane Gray  
Councillor Libby Martin  
Councillor Andrew Murat  
Councillor Debra O'Brien  
Councillor Margaret O'Connor  
Councillor Ian Tiley  
Councillor Bradley Widders

SUPPLEMENTARY AGENDA

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**Item:** 9.1 **Ref:** AINT/2018/02364  
**Title:** FOR DECISION: Community Engagement Strategy - Integrated Planning and Reporting - Community Strategic Plan and Delivery Program  
**Container:** ARC16/0502

**Author:** Heather Sills, Program Leader Corporate Planning and Performance

**Attachments:** 1. Community Engagement Strategy

Council at its meeting on 28 February 2018 resolved that the matter be deferred to the meeting to be held on 28 March 2018.

**RECOMMENDATION:**

- a) **That Council endorse the Community Engagement Strategy for the Community Strategic Plan as detailed in the attachment.**
- b) **That Council endorse the establishment of a Community Reference Group as detailed in this report, with an initial task of providing input for Council's consideration on the new Delivery Program and 2018/19 Operational Plan.**

**Background:**

**Integrated Planning and Reporting Framework**



### Community Strategic Plan (CSP)

Leading the Council's planning hierarchy, the Community Strategic Plan (CSP) identifies the community's main priorities and expectations for the future and ways to achieve these goals. The CSP outlines the vision, community outcomes, supporting strategies and performance indicators which will guide Council's long term decision making. All other plans developed by the council as part of the Integrated Planning and Reporting framework must reflect and support the implementation of the Community Strategic Plan.

Section 402 of the *Local Government Act 1993* outlines that:

*Section (4) "The council must establish and implement a strategy (its "**community engagement strategy**"), based on social justice principles, for engagement with the local community when developing the community strategic plan."*

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

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

expectations for the newly formed Armidale Regional Council.

The engagement program commenced in September 2016 and comprised two phases. Approximately 800 citizens and stakeholders contributed directly to the Council's work in developing the vision, strategies and outcomes which reflect the needs and priorities of the community. Council adopted the final 2017-2027 Community Strategic Plan on 17 May 2017.

To satisfy the above legislative requirements, and noting the extensive Community Engagement Strategy that was implemented leading up to the adoption of the current CSP on 17 May last year, the attached Community Engagement Strategy proposes that Council place the current CSP on public exhibition for the period 30 March 2018 to 30 April 2018. Submissions can be made in writing, by no later than 30 April 2018. Submissions will be considered by Council during May 2018 for adoption of the *Community Strategic Plan 2027* at the May 2018 Ordinary Meeting of Council. At this time Council will also place its associated *Draft Delivery Program 2018-2022* and *Draft Operational Plan 2018-2019* on public exhibition.

Council needs to also turn its attention to developing its Delivery Program as required under Section 404 of the Act, which states;

**Delivery program – Section 404**

*(1) A council must have a program (its "delivery program") detailing the principal activities to be undertaken by the council to implement the strategies established by the community strategic plan within the resources available under the resourcing strategy.*

*(2) The delivery program must include a method of assessment to determine the effectiveness of each principal activity detailed in the delivery program in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.*

*(3) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the 4-year period commencing on 1 July following the election.*

*(4) A draft delivery program must be placed on public exhibition for a period of at least 28 days and submissions received by the council must be considered by the council before the delivery program is adopted by the council.*

This is a critically important Plan as it is intended to identify the activities that the Council will implement over its term to meet the objectives set out in the Community Strategic Plan.

The Delivery Program is a statement of commitment to the community from each newly elected Council. In preparing the Delivery Program, the Council is accounting for its stewardship of the community's long term goals, outlining what it intends to do toward achieving these goals during its term of office. This is an opportunity to identify and confirm the Council's key priorities and programs to be implemented over the term of this Council.

In preparing this Plan it will be important to recognise that this Council has a significantly shorter term of office, due to the election of the Council only occurring in September last year.

**Establishment of Community Reference Group**

It is recommended that Council establish a 'Reference Group' inviting members of the community to participate in our long term Community Connect activities. The intention is to form a group that Council can continue to engage for a wide variety of engagement activities through the Community Connect framework. Council will work closely with this Reference Group, who are invited members of the community representing a diverse range of residents

and ratepayers of the Armidale Region. Members of this group will represent ratepayers, residents, community groups and organisations, sporting clubs, village groups, NSW Farmers Federation, youth, and other groups within the region. The Reference Group be utilised by the Armidale Regional Council to commence the engagement process and to activate informed discussion. Through their continued engagement, this group will develop a sound understanding of the operations of the Council and will be the anchor point for all future community engagement activities. Members of the Reference Group opt in to be engaged on topics of particular interest to them, or the group they are representing, those members that opt in are sent the information for the meeting.

### **Key Issues and Risks**

Plans that are not integrated and instead are developed in isolation will result in inadequate resourcing.

### **Stakeholder Engagement**

The Community Engagement Strategy outlines the stakeholder engagement process that will be undertaken.

### **Financial Implications**

The results of the Community Engagement Strategy will inform Council's Resourcing Strategy (including the Long Term Financial Plan, Asset Management Plans, and Workforce Plan). It will also provide the new Council with relevant information in preparation of their Delivery Program and annual Operational Plan and Budget.

### **Next Steps**

Council will place the *Community Strategic Plan 2027* on public exhibition for a period commencing on **30 March 2018 until 30 April 2018**. The document will be available for viewing and download at the following locations:

- Council's website [www.armidaleregion.nsw.gov.au](http://www.armidaleregion.nsw.gov.au)
- Community Engagement portal – <http://yoursay.armidale.nsw.gov.au/>
- Council's Administration Buildings located at 235 Rusden Street Armidale and 158 Bradley Street Guyra
- The Community Connect Mall Engagement Centre located in the Beardy Street Mall Armidale

Submissions can be made in writing, or at any of the above locations by no later than 30 April 2018. Submissions will be considered by Council during May 2018 for adoption of the *Community Strategic Plan 2027* at its May 2018 Ordinary Meeting of Council. At this time Council will also place its associated *Draft Delivery Program 2018-2022* and *Draft Operational Plan 2018-2019* on public exhibition.

**Item:** 13.4 **Ref:** AINT/2018/05426  
**Title:** FOR INFORMATION: Correcting the Public Record for Mall Engagement  
**Container:** ARC16/1419-3  
**Author:** Lindsay Woodland, Group Leader Organisational Services  
**Attachments:** Nil

**RECOMMENDATION:**

**That Council note the correction to the Report to Council, *Community Engagement Results – Mall Project*, presented to Council at the Ordinary Council Meeting on 28 February 2018.**

**Background:**

In the Report to Council presented to the Ordinary Council Meeting on 28 February 2018, *Community Engagement Results – Mall Project*, information was unintentionally omitted from that report which, if included, may have provided Councillors and the Community with a broader perspective of the significant negative reaction of the community to the initial proposed Mall/CBD development concept design.

To correct the public record, Council Officers now provide the additional information on the feedback from the Community on the proposed Mall/CBD project concept design. The full information on the community engagement is as follows:

**Your Say Armidale Website – Online Survey**

Armidale CBD Revitalisation page statistics during consultation period:

- Total number of unique visitors: 1,323
- Number of online surveys completed: 358
- Number of times draft plans downloaded: 216
- Number of times video viewed: 252
- Number of visits to Frequently Asked Questions page: 182

**Community Connect Engagement Centre**

Statistics during Armidale CBD Revitalisation consultation period

- Total number of visitors: 941
- Number of comments in guest book: 123
- Number of comments on Comments Board: 23

**Written Submissions:**

- Total written submissions received (including emails, letters, word documents and completed paper surveys): 161

**Community Petitions:**

- The ***Save the Mall*** petition of 3,975 signatures.
- Australian Garden History Society, Northern Sub-branch: proposal for a CBD Advisory Committee carrying 173 signatures.
- Two additional petitions were received containing 48 signatories “Save Our Mall” and 70 signatories “Not build a road through the Mall”.

**Other Community Activity related to the proposed Mall Development:**

- A public rally held in the Mall which attracted hundreds of participants who were against the proposed concept design; and
- An alternative proposal (the *alt.proposal* plans prepared by Adriana McClenaghan) with suggestions and alternative plans for the Mall design.

Council Officers wish to extend an apology to the Community, to Council, and to key stakeholder groups for the unintentional omission of information in relation to the mall concept design. Council Officers will ensure that the process failures that led to the omission of important information will be reviewed and corrected.

In respect of the submission by the Australian Garden History Society Northern Sub-branch (AGHS), it proposed to establish a new CBD Advisory Committee to specifically address the development of the CBD and Mall precinct.

Council has resolved at the February Ordinary Council Meeting to utilise the existing Business Advisory Committee to take carriage of the next phase of the Mall development design and to establish a Reference Group made up of a broader cross-section of community representatives to consider the community feedback and work with the urban designer to prepare a new design for the proposed Mall development. The AGHS has been advised accordingly.

#### **Key Issues and Risks**

Concerns have been raised that the Business Advisory Committee will not effectively represent or address all of the Community's views in relation to the future design of the Mall. To ensure that the broader Community views and feedback are addressed, the Business Advisory Committee will establish the *Armidale Mall Reference Group* which will include a broad cross section of Community stakeholders and subject matter experts including representation from Aboriginal, Disability, Youth, Markets, Emergency Services, in addition to the CBD/Mall Traders and Business Owners. Experts in architectural design and heritage, landscape & garden design, planning and engineering, and marketing and events will also be included in the Reference Group (refer to separate Council Report to the Ordinary Council Meeting of 28 March 2018: *Mall Development Progress Report*).

#### **Integrated Planning and Reporting Framework**

Community Strategic Plan – Growth, Prosperity and Economic Development

G3.4 – Implement the Armidale Mall Vibrancy Plan

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

G3.6.1 – Develop and implement CBD revitalisation programs for Armidale and Guyra

#### **Stakeholder Engagement**

Council is of the view that the establishment of the Armidale Mall Reference Group will provide adequate representation from the broader Community. The final proposed design will also require a further period of public exhibition and community engagement before it is adopted by Council.

#### **Financial Implications**

Refer to Mall Development Progress Report.



**Next Steps**

The Business Advisory Committee will establish the Armidale Mall Reference Group who will consider the feedback from the Community from the initial proposed concept design of the Mall, and progress the preparation of a new design for the Mall.