



## ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 26 February 2020  
4pm

at

Armidale Council Chambers

ATTACHMENTS

INDEX

**10 REPORTS FOR DECISION - GROWTH, PROSPERITY AND ECONOMIC DEVELOPMENT**

**10.1 FOR DECISION: New England Rail Trail Business Case and Future Maintenance Responsibility**

<b>Attachment 1:</b>	RGETF Business-Case-New England Rail Trail_Final Draft to Council_11.10.....	4
----------------------	--	---

**10.3 FOR DECISION: Recission of Approval of the Stage 1 budget for the office accommodation upgrade of the former Armidale Regional Council War Memorial Library**

<b>Attachment 1:</b>	Report - FOR DECISION: Approval of the Stage 1 budget for the office accommodation upgrade of the former Armidale Regional Council War Memorial Library .....	49
----------------------	---	----

**10.4 FOR DECISION: 2019/20 Second Quarter Budget Review**

<b>Attachment 1:</b>	2019-20 Quarterly Budget Review Report Oct-Dec 2019 .....	54
----------------------	---	----

**10.5 FOR DECISION: Draft Hydrotherapy Centre Working Group Terms of Reference**

<b>Attachment 1:</b>	Draft Hydrotherapy Centre Working Group terms of reference .....	77
----------------------	--	----

**13 REPORTS FOR INFORMATION**

**13.1 FOR INFORMATION: Integrated Planning and Reporting - Delivery Program 2018-2021 and Operational Plan 2019-2020 Progress Report - October to December 2019**

<b>Attachment 1:</b>	Integrated Planning and Reporting (IP&R) - Quarterly Report - December 2019 .....	82
----------------------	---	----

**13.2 FOR INFORMATION: Cash and Investment Report December 2019 & January 2020**

<b>Attachment 1:</b>	Curve Securities Investment Reporting Pack January 2020 .....	89
<b>Attachment 2:</b>	Curve Securities Investment Reporting Pack December 2019.....	102

**13.3 FOR INFORMATION: Playground shade program**

<b>Attachment 1:</b>	Playground Shade Development 5 year Program(2).....	112
----------------------	---	-----

**13.6 FOR INFORMATION: Monthly Financial Report January 2020**

<b>Attachment 1:</b>	Monthly Financial Report January 2020.....	113
----------------------	--	-----

**13.7 FOR INFORMATION: Establishment of ESAC Working Group and TORs**

<b>Attachment 1:</b>	Minutes - Environmental Sustainability Advisory Committee - 11 February 2020 .....	123
<b>Attachment 2:</b>	Climate Emergency Working Group Draft Terms of Reference 2020 .....	128
<b>Attachment 3:</b>	CEWG_TOR_EOI_Approved_ESAC_11_Feb_2020 submitted to Council by Cr Robinson 14 Feb 2020 .....	133

---

	<b>Attachment 4:</b>	Air Quality_WG_TOR_EOI_Approved_ESAC_11_Feb_2020 submitted to Council by Chair Cr Robinson 14th February 2020.....	136
<b>16</b>	<b>COMMITTEE REPORTS</b>		
<b>16.1</b>	<b>FOR DECISION: Minutes - Traffic Advisory Committee meeting 4 February 2020</b>		
	<b>Attachment 1:</b>	Minutes - Traffic Advisory Committee - 04 February 2020 .....	139
<b>16.2</b>	<b>FOR DECISION: Minutes - Arts, Culture and Heritage Advisory Committee 12 February 2020</b>		
	<b>Attachment 1:</b>	Minutes - Arts, Cultural and Heritage Advisory Committee - 12 February 2020 .....	141
<b>16.3</b>	<b>FOR INFORMATION: Minutes - Regional Growth and Place Activation Peak Advisory Committee 5 February 2020</b>		
	<b>Attachment 1:</b>	Minutes - RPGAAC - 5 February 2020.....	145
<b>18</b>	<b>QUESTIONS ON NOTICE</b>		
<b>18.3</b>	<b>QUESTIONS ON NOTICE: Cr O'Connor</b>		
	<b>Attachment 1:</b>	Manager Strategic Comms & Marketing - PD .....	146





**Regional Growth Environment and Tourism Fund**

# **NEW ENGLAND RAIL TRAIL BUSINESS CASE**

New England Rail Trail Incorporated  
Final Draft to Council  
October 2019

## KEY PROPOSAL DETAILS

PROPOSAL INFORMATION	
Proposal name	New England Rail Trail
Lead proponent (e.g. Council)	Armidale Regional and Glen Innes Severn Councils
Lead proponent ABN	39 642 954 203
Proposal partners	New England Rail Trail Incorporated (NERT)
LEAD CONTACT	
Name	Mark Piorkowski
Position	General Manager of Operations
Phone	0487 923 235
Email	<a href="mailto:mpiorkowski@armidale.nsw.gov.au">mpiorkowski@armidale.nsw.gov.au</a>
Fax	02 6772 9275
Address	135 Rusden Street Armidale NSW 2350
PROPOSAL SCOPE	
Proposal summary for publication <i>Please provide 150 words or less</i>	The Great Northern Rail Line between Armidale and the Qld border has not seen trains operating for 31 years. To revitalise this wasted asset and generate economic growth through increased tourism, Armidale Regional and Glen Innes Severn Councils are proposing to build a 103km rail trail between Armidale and Glen Innes at a cost of \$24M. The trail will provide a safe recreational location for cyclists and walkers and is anticipated to attract 14,000 new overnight visitors and 15,000 new day visitor to the region who will spend in excess of \$5.8M annually at local businesses. Opportunities will arise for new businesses to establish along the trail (accommodation, cafes, bike hire), creating 26 new local jobs. In addition it is estimated that over 37,000 locals will make use of the trail and reap the associated health benefits. Several small communities along the route will benefit from increased visitation.
PROPOSAL LOCATION	
Proposal address	
Local government area	Armidale Regional Council
NSW electorate	Northern Tablelands
Federal electorate	New England
SUPPORTING INFORMATION	
Attachments <i>Please list out all supporting information provided</i>	Attachment 1. New England Rail Trail Plan Attachment 2. Proposal Scope Attachment 3. Cost Plan Attachment 4. Gantt Chart Attachment 5. Evidence of Community Support Attachment 6. Project Cash Flow

## DOCUMENT INFORMATION

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1.0	Commencement	20/5/19	David Thompson
2.0	Further progress	1/8/19	David Thompson
3.0	Updated BCA with revised overnight stays	13/8/19	David Thompson
4.0	Additions & revised BCA	10/9/19	David Thompson
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6.0	BCA changes	17/9/19	David Thompson
7.0	Final draft	30/9/19	David Thompson

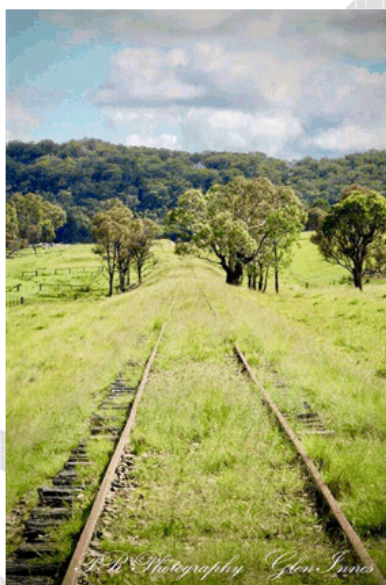
# CONTENTS

<b>1</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>2</b>	<b>CASE FOR CHANGE .....</b>	<b>8</b>
2.1	BACKGROUND.....	8
2.2	RATIONALE FOR INVESTMENT .....	9
2.3	STRATEGIC ALIGNMENT .....	11
2.4	EXPECTED OUTCOMES.....	14
2.5	STAKEHOLDER & COMMUNITY SUPPORT.....	15
<b>3</b>	<b>ANALYSIS OF THE PROPOSAL .....</b>	<b>18</b>
3.1	OBJECTIVES & INDICATORS.....	18
3.2	THE BASE CASE.....	18
3.3	OTHER OPTIONS CONSIDERED .....	18
3.4	INFORMATION ABOUT THE PROPOSAL.....	20
3.5	PROJECTED COSTS .....	23
3.6	COST-BENEFIT ANALYSIS.....	23
3.7	FINANCIAL APPRAISAL.....	24
3.8	PROPOSED FUNDING ARRANGEMENTS .....	25
3.9	FINANCIAL HEALTH & SUPPORT .....	25
<b>4</b>	<b>IMPLEMENTATION CASE .....</b>	<b>26</b>
4.1	PROGRAM & MILESTONES.....	26
4.2	GOVERNANCE.....	27
4.3	KEY RISKS .....	28
4.4	LEGISLATIVE, REGULATORY ISSUES & APPROVALS .....	32
4.5	PROPOSED MANAGEMENT ACTIVITIES .....	32
4.6	ATTACHMENTS .....	34

# 1 EXECUTIVE SUMMARY

The **Great Northern Rail line** between Armidale and Glen Innes covers a distance of 103kms and has now been **closed to trains for 31 years**.

The economic viability of **returning passenger and freight services** to this section of track, and beyond to Tenterfield has been examined, and was shown to be **unfeasible**. Even with quite optimistic assumptions about passenger numbers and freight tonnages, returning a train service produced a benefit-cost ratio of just 0.5, indicating that the discounted costs outweighed the discounted benefits by 2 to 1.



This proposal would see the 103km rail corridor between Armidale and Glen Innes remain in public hands, but be converted to a **rail trail** to boost local tourism. Armidale regional and Glen Innes Severn Councils would assume responsibility for the rail trail including annual maintenance.

The anticipated capital cost of the project is **\$24.074M**, with annual maintenance costs of around \$100,000.

NSW has 3,139kms of non-operational country rail lines which are maintained by the John Holland Group at a cost of about \$1.65M per year or \$525 per km (Parliament of NSW 2015, Transport for NSW 2018).

At present the rail corridor between Armidale and Glen Innes represents a **wasted asset**, which is costing the NSW government about \$54,140 per year. If converted to a rail trail, Armidale Regional and Glen Innes Severn Councils would take over responsibility for corridor maintenance. Grazing by adjoining landholders and contributions from community groups is expected to contribute to reduced maintenance costs.

**Cycling is now the fourth most popular physical activity for adult Australians** and is attracting people to the region who would not normally have visited.

It has been calculated that the New England Rail Trail will attract **15,000 new day visits and 14,000 new overnight stays** to the region annually, as well as being used by around 37,000 local residents. This will generate more than \$5.8M of additional visitor expenditure each year.



The additional expenditure will lead to the creation of **26 new full-time equivalent jobs** once flow-on effects are included (REMPAN 2019).



Key beneficiaries will be:

- The economies of the Glen Innes, Guyra and Armidale region through increased tourist expenditure and increased economic diversity;
- The economies of several smaller communities along the rail route including Dumaresq, Black Mountain, Ben Lomond, Llangothlin and Glencoe;
- Local residents having new job opportunities;
- The New England-North West region with a new attraction generating increased visitation and longer stays;
- The state of NSW via reduced tourism expenditure leakage – less visitors travelling interstate or overseas to use rail trails;
- The NSW Government through the elimination of the responsibility to maintain the 103km rail corridor;
- Local residents having an additional recreational facility;
- NSW as a whole with additional opportunity to attract visitation from outside the State.

The project satisfies the criteria and objectives of the Growing Local Economies Fund with regard to economic growth, business attraction, job growth and diversifying regional economies.

When the health benefits are included in the benefit-cost analysis, and assuming only 25% of visitors to the trail are from outside NSW, the **project produces a BCR of 5.19.**

## 2 CASE FOR CHANGE

### 2.1 BACKGROUND

**Description** - this rail trail project involves the 103 kilometres of disused railway corridor between Armidale and Glen Innes in Northern NSW, a railway line which has been **closed for 31 years**.

In NSW, railway lines cannot be closed without a specific Act of Parliament; consequently, many rail lines are classified as disused. The condition of these railway reserves varies widely, but many are still intact as 'linear corridors' in public ownership.

The New England Rail Trail would pass through some very attractive scenery. Much of the proposed trail from Armidale to Glen Innes will pass through farming country, as this was where rail lines historically were routed.

There are interesting and varied landscapes on the section between Armidale and Black Mountain, particularly north of where the trail goes underneath Booralong Rd. The landscape between Ben Lomond and Glencoe in particular (also between Glencoe and Glen Innes) is very attractive and quite spectacular. There are great panoramic views afforded in sections, often due to very high and stunning embankments. The attractiveness of these quintessential rural landscapes to city dwellers in particular should not be underestimated.

The quality of intact railway heritage items such as switches, signals and mile pegs is very high (both of the restored and the unrestored infrastructure). **The quality of the railway stations is outstanding** and possibly represents the highest quality of restored and maintained railway stations along any substantial stretch of disused railway corridor in NSW. These stations also provide a good opportunity for the development of trail-related businesses – cafes, bike hire etc.

The **objective** of the project is to convert this disused rail line into a rail trail for cyclists and walkers, linking the city of Armidale with the township of Glen Innes and taking in the villages of Black Mountain, Guyra, Llangothlin and Ben Lomond in the process, thus providing an attraction to draw more tourists to the region, increase the over-night stays for existing tourists, and provide additional recreational facilities for locals.

Increased visitation and length-of-stay in these regional economies will boost spending, economic activity and jobs. It will also spawn the development of new economic activity along the route – accommodation, food/beverage, bicycle hire and other tourist attraction businesses.

**Planned outcomes** include:

- A new 103km gravel-surfaced rail trail with a width of 2.5m running from Armidale to Glen Innes;
- A trail which makes actual connection between the towns *en-route*; and one that reinforces historic connections;
- A trail with anchors at both ends. One-way trails (or out-and-back trails) need an anchor at both ends to be attractive to users. The best one-way trails have natural terminuses in major centres or towns or pass through major towns. This is particularly an attraction for this trail with easy access to Armidale in particular (by car, train and plane), and Glen Innes by car or bus;
- Provision of an additional off-road trail which adds to the list of tourist offerings in the New England region and encourages visitors to stay a little longer to go for a pleasant walk or ride;
- A new nature-based attraction which has the power to retain those visitors for longer, spending money and generating business opportunities;

- Expanded visitation to the region is conservatively estimated at:

- 15,000 new day-trippers;
- 14,000 additional overnight stays;
- 35,000 local users.

At present, the New England-North West Region attracts 1.618M visitors, resulting in 4.249M overnight stays (5.6% of all overnight stays in NSW). 28.4% of these visitors are from outside of NSW. 32% of visitors come for a holiday and 46% to visit friends and family, meaning a high percentage are potential rail-trail users. Domestic daytrips comprise 50.2% of visits, domestic overnight 48.7% and international 1.1% (Destination NSW 2019).

Studies on visitation to other rail trails indicate a significant proportion of visitors come from interstate or overseas. For example:

- The Murray to Mountains Rail Trail in Victoria has 20% of visitors from outside Victoria (Beeton 2009);
- The Otago Rail Trail in NZ attracts over 49% of visitors from overseas including over 21% from Australia (Reis *et al* 2010);

This indicates that the New England Rail Trail could capture some of the tourist expenditure leakage currently going to rail trails in other states or overseas.

Other important outcomes include:

- Connecting the towns and villages via a trail will provide an opportunity for local residents to choose a non-motorised connection for visiting friends or undertaking some exercise. A non-motorised trail provides another psychological link between the towns on the route;
- An injection of \$5.8M per annum into these local economies as a result of this additional visitation, overnight stays and local use. **Note, in the supplied datasheet, it has been assumed that only 25% of visitors are from outside NSW, so that expenditure only amounts to \$1.5M to reflect the benefit to the state, rather than the region;**
- Connecting the towns and villages via a trail will provide an opportunity for local residents to choose a non-motorised connection for visiting friends or undertaking some exercise. A non-motorised trail provides another psychological link between the towns on the route;
- Preserving open recreational spaces in the region for the community;
- Providing opportunities for local social capital development/investment (e.g. trail planning, working on the trail, developing local skills as most work will be done by local contractors);
- Reduce visitor expenditure leakage to interstate or overseas rail trails.

## 2.2 RATIONALE FOR INVESTMENT

The **key problem** that this proposal will overcome is that the existing 103km rail corridor represents **wasted infrastructure** which is not contributing to the economies or the communities from Armidale to Glen Innes.

There are a number of small villages on the intended route who no longer have any viable retail businesses (e.g. Ben Lomond and Llangothlin), and the addition of rail trail visitors may reverse this situation. At the



very least, a rail trail would provide the opportunity for accommodation and other tourist attractions in those areas (e.g. farm stays, B&Bs, coffee stops) which would boost these local economies.

All towns along the route from Armidale to Glen Innes are heavily dependent upon the agricultural sector for their economic prosperity (e.g. in Glen Innes agriculture contributes 23% of output value and 21% of employment, in Guyra agriculture contributes 37% of output value and 45% of employment – REMPLAN 2019). Due to the vagaries of agricultural production (climate and commodity price variability), these economies would benefit from economic diversification, and increased tourism is a significant opportunity to achieve this objective.

The Main North Line was opened in stages during the railway construction booms in the latter half of the 1800s. The line from Uralla to Armidale opened in February 1883. In August 1884, it was extended to Glen Innes (two sections were opened simultaneously – Armidale to Dumaresq and Dumaresq to Glen Innes). In September 1886, the line was extended to Tenterfield.

As road transport became more efficient during the 1950s, railways began to lose their primary function. Throughout the following decades, scores were abandoned. Many of these corridors remain in public ownership. In NSW, railway lines cannot be closed without a specific Act of Parliament; consequently, many rail lines are classified as disused. The condition of these railway reserves varies widely, but many are still intact as 'linear corridors' in public ownership.

**The rail line has been largely disused for 31 years.** The last regular services to operate north of Armidale was the Northern Mail which ceased in November 1988. Freight services continued to serve a fertilizer depot at Dumaresq until the mid-2000s, after which the line closed north of Armidale.

A recent study (AEC 2018) examined the possibility of re-opening the rail line for freight and passengers between Armidale and Tenterfield. **This revealed a capital cost of \$2.5M per km for reinstating rail services (compared to \$234,000 per km for a rail trail), and maintenance costs of \$25,000 per km per annum (compared to \$915 per km per annum for a rail trail).**

The Riverina Highlands Rail Trail has established a pilot mechanism for the conversion of disused rail corridors into rail trails, including the legislative requirements and the handover of responsibility for maintenance to local government. Evidence from rail trails in Victoria indicates that the maintenance costs are likely to be much lower than those set out in the New England Rail Trail Plan (Halliburton 2018), coming in at an average of \$915/km (Indigo Shire Council, pers. Comm 2019).

The predominant user group for rail trails is cyclists, ranging from elderly people, to baby boomers, young couples, family groups with children, teenagers and young children. Walkers and horse riders are also attracted to rail trails, but in far lesser numbers. They all are using rail trails for a reason: they enjoy routes free from motor vehicles, routes that are away from the noise and smell of roads, and away from trucks and cars.

Armidale already has a relatively strong cycling culture (both urban and touring). Glen Innes Severn Council has expressed an interest in developing a better cycle network within Glen Innes. A rail trail would add significantly to both these existing opportunities and cultures.

The **New England North West Regional Plan** includes a direction to support healthy, socially engaged and well-connected communities. An action from this is to facilitate more recreational walking and cycling paths, linkages with centres and public transport, and expand inter-regional and intra-regional walking and cycling links. A rail trail, particularly one which is developed along the longer corridor (Armidale to Glen Innes) is a relatively low-cost option for developing such connections (physically and psychologically).

The Community Strategic Plan for Glen Innes Severn Council has a goal of encouraging the community to be more active. The same document for Armidale Regional Council supports cycling as a healthy form of transport.

## 2.3 STRATEGIC ALIGNMENT

**Figure 2.2. Project Alignment with NSW Government and Council Policies**

Policy	Alignment
<p><b>Northern New England High Country Regional Economic Development Strategy</b></p> <p>“A region seeking to encourage economic development should therefore concentrate on factors that enable the growth of endowment-based industries, as well as building local leadership and institutional capacity and capabilities to facilitate businesses and public agencies and services to capitalise on the opportunities that a region’s endowments present.”</p> <p>“In addition to the climate and location, the Region has other endowments that make it appealing for tourism and lifestyle. These include the natural beauty of the Region, a concentration of World Heritage areas, National and State Parks, State Conservation Areas and Nature Reserves, and a diversity of quality tourist attractions, accommodation and events.”</p> <p>“Tourism is another important industry in the Region. Accommodation and Food Services (which is a proxy for tourism) is the 4th largest employer. It is also independent of agricultural industries, helps raise the profile of the Region and plays a part in relocation decisions. There are opportunities to continue to grow the ‘short-break’ and day visitor markets from south east Queensland and the Northern Rivers area of NSW, as well as the special interest and activity based markets and the long-haul touring market.”</p> <p>“Grow the tourism sector (visitor economy) through product development, improved signage, marketing promotion, and growing the events sector”</p> <p>“Investment in the tourism sector including: – product development – improving existing attractions and facilities and developing new attractions – improved tourism signage – improving the quality and range of event Facilities”</p>	<p>The project aligns by:</p> <ul style="list-style-type: none"> <li>• Providing an additional tourism attraction which utilises the natural scenic and infrastructure endowments of the region</li> <li>• Upgrading the visual and recreational amenity opportunities for both visitors and the local community</li> <li>• Providing additional opportunities to boost overnight stays</li> <li>• Drive growth of the local economies and employment opportunities through enriching the visitor experience and complimenting the wider array of New England North West tourism experiences.</li> <li>• Provide further diversification for the NSW regional economy</li> </ul>
<p><b>Southern New England High Country Regional Economic Development Strategy</b></p> <p>“Tourism (for which Accommodation and Food Services is a proxy) is not a regional specialisation but is nevertheless an important industry that</p>	<p>The project aligns by:</p> <ul style="list-style-type: none"> <li>• Specifically progressing the New England Rail Trail initiative</li> <li>• Providing an additional tourism attraction which utilises the natural scenic and</li> </ul>

<p>complements the other key industries and provides diversity of employment"</p> <p>"product and infrastructure development to support the growth of tourism, including upgrading and expansion of visitor facilities at Dumaresq Dam, <b>construction of the New England Rail Trail (Stage 1)</b>, expansion of mountain bike trails and the expansion of the Walcha Outdoor Sculpture Park"</p> <p>"support tourism by continuing to expand and improve the attraction, experience and activity base of the Region and by building the events sector (including sporting, business and cultural events)"</p> <p>"Encourage the establishment of outdoor and adventure based activities and tours"</p>	<p>infrastructure endowments of the region</p> <ul style="list-style-type: none"> <li>• Upgrading the visual and recreational amenity opportunities for both visitors and the local community</li> <li>• Providing additional opportunities to boost overnight stays</li> <li>• Drive growth of the local economies and employment opportunities through enriching the visitor experience and complimenting the wider array of New England North West tourism experiences.</li> <li>• Provide further diversification for the NSW regional economy</li> <li>• Providing an additional outdoor tour opportunity</li> </ul>
<p><b><i>New England North West Regional Plan 2036</i></b></p>	<ul style="list-style-type: none"> <li>• Goal 1 Direction 7: "Build strong economic centres" as described above.</li> <li>• Goal 1 Direction 8: "Expand tourism and visitor opportunities" as described above.</li> <li>• Goal 4 Direction 17: "Strengthen community resilience," 18: "Provide great places to live," 19: "Support healthy, safe, socially engaged and well-connected communities" as described above.</li> </ul>
<p><b><i>Armidale Regional Council Community Strategic Plan 2017-2027</i></b></p> <p>"The community had several suggestions as to how innovation and growth could be encouraged; ideas such as a rail trail...."</p> <p>"Other ideas for protection of the environment and encouraging climate friendly lifestyles included promoting eco-tourism (such as the introduction of a 'Rail-Trail')"</p> <p>"Investigate development of a rail trail north of Armidale to attract visitors to the region"</p> <p>"Tourism is seen as a key way of growing the local economy....."</p> <p>"Provide incentives for eco-tourism operators to establish programs which promote sustainable living and attract tourists to the region"</p> <p>"Tourism is seen as a key way of boosting the vibrancy, attractiveness and economic sustainability of the Armidale town centre and also the other towns across the region"</p>	<p>The project aligns by:</p> <ul style="list-style-type: none"> <li>• Specifically progressing the New England Rail Trail initiative</li> <li>• Would generate further tourism business opportunities</li> </ul>



<b>Glen Innes Severn Community Strategic Plan 2017-2027</b>  “Advocate for the development of a rail trail to promote pedestrian and cycle connectivity”  “Review tourism opportunities and promotion with a particular focus on strengthening accessibility and providing incentives to draw visitors into the Glen Innes Highlands”	The project aligns by: <ul style="list-style-type: none"> <li>Specifically progressing the New England Rail Trail initiative</li> <li>Would generate further tourism business opportunities</li> </ul>
<b>Armidale Regional Council Delivery Plan 2018-2021</b>  “The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities”	The project aligns with objective 3.1 of the plan
<b>Restart NSW/Rebuilding NSW</b> – “The Government is committed to supporting the development of strong, diverse and innovative regional communities across New South Wales and making those communities appealing places for people to live, work and invest”.	The project aligns by: <ul style="list-style-type: none"> <li>Providing a high-quality tourist destination for both visitors and the local community</li> <li>Improving the amenity appeal/opportunities in the region</li> <li>Diversifying the local economy further</li> </ul>
<b>State Infrastructure Strategy</b> – “productive regional industries and connected regional communities”.	The project aligns by: <ul style="list-style-type: none"> <li>As described above plus</li> <li>More opportunity for outdoor recreational activity = fitter community</li> <li>Working with other community groups to provide the upgraded facilities</li> </ul>
<b>Jobs for the Future</b> – “Open doors for entrepreneurs. Make NSW the place of choice for ‘gazelles’ to grow and succeed— by building a stronger entrepreneurial culture, ecosystems and skills and stimulating early stage funding”.	The project aligns by: <ul style="list-style-type: none"> <li>As described above – opportunities for new businesses along the trail</li> </ul>
<b>NSW Visitor Economy Industry Action Plan 2030</b>	<ul style="list-style-type: none"> <li>Aligns with all strategic imperatives (1-7) outlined in the final report. This includes increase visitation, grow physical capacity, renew and revitalise a NSW destination, improve the visitor experience, increase visitor spend, make NSW more competitive and change of mindset.</li> <li>Contributing to the NSW Government’s strategic target of doubling overnight visitation by 2020</li> <li>Improve the visitor experience through new facilities, diversified offerings through non-water recreation</li> </ul>
<b>NSW 2021 Plan. A Plan to Make NSW Number One.</b>	<ul style="list-style-type: none"> <li>Improve the performance of the NSW economy through development a new tourism asset</li> <li>Drive regional economic growth through development of a core capability of the Northern Inland.</li> <li>Increase the competitiveness of doing</li> </ul>

	business in NSW through development of a substantial NSW tourism asset <ul style="list-style-type: none"> <li>Enhance sporting and recreation opportunities that can be provided by the rail trailp</li> </ul>
<b>Destination Country and Outback NSW Destination Management Plan 2018-2020</b>  “Support regions to leverage and plan for new and potential opportunities, for Example the proposal under consideration for a New England Rail Trail from Armidale to Wallangarra in Queensland”	<ul style="list-style-type: none"> <li>Boost brand awareness through nature-based tourism for ‘visiting friends &amp; family’ visitation market segment.</li> </ul>

## 2.4 EXPECTED OUTCOMES

The **key outcomes** of the project will be:

### For Glen Innes Severn & Armidale Regional Shire Councils

- A new 103km gravel-surfaced rail trail with a width of 2.5m running from Armidale to Glen Innes;
- Expanded visitation to the region conservatively estimated at:
  - 15,000 new day-trippers;
  - 14,000 additional overnight visits of up to 3 nights for new visitors;
  - 37,000 local users
- Productive use of an abandoned asset which passes through their council areas;
- Likely gifting of the existing steel and sleepers to council (following the precedent set for the Riverina Highlands trail), which can be sold to contribute to maintenance costs;
- A positive contribution to the health of their residents, which is an objective in their Community Plans.

### For the Local Economies

- An annual injection of over \$5.8M into these local economies as a result of this additional visitation, overnight stays and local use after 4 years of operation;
- 26 new FTE jobs as a result of increased visitation (REMPAN 2019);
- Diversification of these local economies;
- A trail with anchors at both ends. One-way trails (or out-and-back trails) need an anchor at both ends to be attractive to users. The best one-way trails have natural terminuses in major centres or towns or pass through major towns. This is particularly an attraction for this trial with easy access to Armidale in particular (by car, train and plane);
- Provision of an additional off-road trail which adds to the list of tourist offerings in the New England region and encourages visitors to stay a little longer to go for a pleasant walk or ride;
- A new nature-based attraction which has the power to retain those visitors for longer, spending money and generating business opportunities;

- It is calculated that the additional visitor expenditure would generate an extra 26 FTE jobs (including flow-on effects) for the Armidale and Glen Innes regions (REMPPLAN 2019).

#### **For the Local Communities**

- A trail which makes actual connection between the towns *en-route*; and one that reinforces historic connections;
- Connecting the towns and villages via a trail will provide an opportunity for local residents to choose a non-motorised connection for visiting friends or undertaking some exercise. A non-motorised trail provides another psychological link between the towns on the route;
- Development of additional local skills in rail trail development and maintenance;
- The opportunity to become involved in the marketing of the old rail steel and sleepers. For the Riverina trail, these assets were gifted to local council.

#### **For the NSW Government**

- Productive use of an abandoned asset;
- An economic boost to rural economies reducing their reliance on government assistance;
- Elimination of existing maintenance costs.

## 2.5 STAKEHOLDER & COMMUNITY SUPPORT

### **Community Consultation 2014-2019**

Consultation continues through one on one discussions, public markets, and extensive household consultation personally conducted and recorded, DPC public consultation meetings, individual and media household publications.

Key Stake holders were identified in 2014, these are as follows and supportive letters have been received and supplied to the then Transport Minister Ms. Glads Berejiklian and, the Deputy Premier Mr. John Barilaro personally in Guyra back in 2016.

Key Stakeholders consulted and supportive include:

- Black Mountain Preservation Society
- Guyra Shire Council
- Armidale Regional Council
- Armidale Regional Council Administrator
- Guyra and District Chamber of Commerce
- Armidale Business Chamber
- Business in Glen (BIG)

- Glen Innes Severn Shire Council
- Locals 4 Locals
- Stainable Living Armidale
- Guyra's Aboriginal Land Council
- Guyra Branch NSW Farmers
- Regional Development Australia Northern Inland
- Rotary Club Guyra
- Southern New England Landcare
- Armidale Regional Airport Users Group
- Guyra Central School
- Ben Lomond School
- Northern Tablelands Local Land Services
- The Guyra and District Historical Society Machinery Group
- All residents (including rural and CBD businesses) neighbouring the rail corridor

Concerns raised (as per Guyra Argus July 3rd, 2014):

- Can the line in its present state be removed?
- Who pays for the removal?
- Who benefits from the sale of its removal?
- Are the current lease holders still able to run stock up to the line?
- Is payment required to use the track?
- Are riders covered by public liability?
- Who controls the weeds?

These main concerns have been addressed in many formats, individually, public community consultations with DPC in Guyra/Tenterfield.

Publication of 'What is a Rail Trail' pamphlet delivered to all households (see Attachment 5), Trail Development Plan, Feasibility Study, Social Media, local print media and Radio.

The proposed process to address the issues was minimal due to the majority of the concerns being already addressed. It was always the intention to allow existing lease and stakeholders to continue with their long-term grazing and weed control practices along the corridor.

The local branch of the NSW Farmers supported both the graziers/rail trail proposal with a motion to ensure their retention as per the existing right of access with John Holland CRN.

We identified very early that Preservation Societies would play a significant role in the proposal in order to maintain their leases and interests, and also providing major trail 'points of interests'.

Armidale Regional Council carried out a phone poll.

Armidale Regional and Glen Innes Severn Councils and Councillors are aware the detractors and supporters over a long period and hence 11 months ago, both moving (with vast majority councillor support) to endorse the development of the trail.

The next major task is to consult with all the landholders along the Armidale to Black Mountain and Ben Lomond to Glen Innes section of the trail to address any concerns they may have. It is anticipated that allowing them to continue grazing right up to the boundary of the rail trail, along with the Biosecurity Plan developed for the rail trail, plus the Local Land Services Biosecurity Plan for Crown Corridors will address most concerns. Landholders along these remaining sections will be consulted during the first half of 2020.

All landholders along the 34km section from Black Mountain to Ben Lomond have already been consulted.

See Attachment 5 for further details of community consultation.

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## 3 ANALYSIS OF THE PROPOSAL

### 3.1 OBJECTIVES & INDICATORS

Table 3.1: Proposal objectives

Key problem/issue	Key proposal objective	Key success indicator
Rail line between Armidale and Glen Innes disused for over 30 years – a wasted asset	Develop a rail trail on this rail corridor for cyclists & walkers to attract additional tourists, and more overnight stays by visitors	Increased visitors and overnight stays
Lack of economic diversity in Armidale and Glen Innes economies – high dependence on agriculture	Further diversify these economies through increased tourism	Increased visitor expenditure in these economies
Obesity and health issues in local communities	Provide an additional outlet for outdoor exercise	Level of use of the rail trail by local community, increased sale of bicycles locally

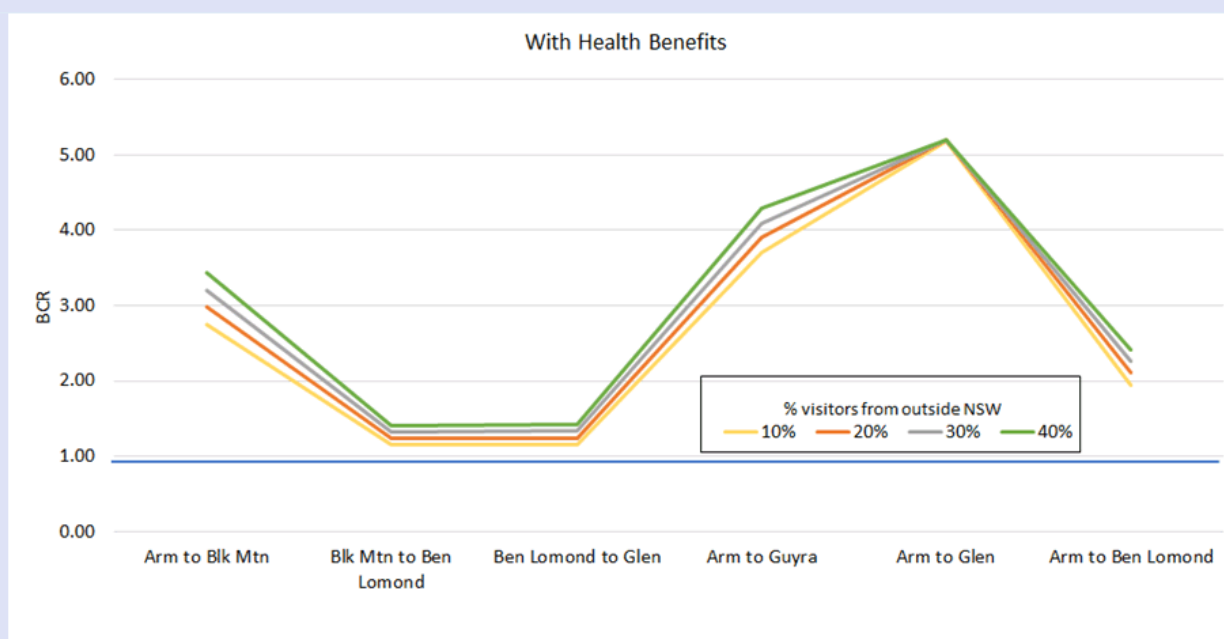
### 3.2 THE BASE CASE

The base case is that the rail corridor between Armidale and Glen Innes remains as it is; an entirely un-utilised and a non-productive asset, being maintained by the NSW Government (via John Holland) at a cost of about \$54,000 per annum.

### 3.3 OTHER OPTIONS CONSIDERED

- The **do-nothing** option is the base case. It does not address the issue of a wasted public asset.
- A **do-minimum** option is to only develop the 34km section of the rail trail between from Ben Lomond to Black Mountain. This has been examined in detail in the New England Rail Trail Plan (Attachment 1). The shorter 34km trail (Black Mountain to Ben Lomond) has the potential to attract a level of usage estimated at 9,000 new non-local visitors. However, the longer 103km trail (Armidale to Glen Innes) has the potential to attract a much larger number of users – 29,000 new non-local visitors for a range of reasons, but largely due to having the key anchor towns of Armidale and Glen Innes at each end. Developing only the centre 34km section is seen as too risky due to the lack of visitor facilities to enhance overnight stays and produces a far less favourable BCR (Figure 1).

Figure 1. BCR for Different Trail Segment Options



- **Return trains to the rail corridor.** Despite vocal support from some community members, this option seems highly unlikely.

As noted previously, the rail has not been used by trains for over 30 years, and the cost-effectiveness of road transport has largely eliminated the local opportunities for rail freight. Moreover, the development of the Inland Rail system to the west of the area is likely to be the focus for any future growth in rail freight. Livestock production (beef, sheep, wool) are the main commodities produced in the area that are transported, and any that are exported out of the region (e.g. to abattoirs or ports) are best suited to road transport with a well-developed route north and south along the New England Highway and east-west along the Gwydir Highway and Thunderbolts Way. Retail goods are also a major freight product in the region, but again they are well suited to road transport with direct delivery door to door without the need to transfer from rail to road. Passenger utilisation of the rail (even from southern areas into Armidale) is relatively low and an Armidale Regional Council study has indicated it is uneconomic to return passenger trains north of Armidale.

The Armidale Regional Council commissioned a study (AEC 2018) looking at the feasibility of a passenger service on the line between Armidale and Tenterfield. The report considered the likely costs of refurbishment of the line to modern standards and likely revenues from services. The study concluded that the costs significantly outweighed the likely revenues by 2 to 1. In addition, the NSW Government has indicated it has funding available for viable rail service proposals. It is understood that the Government has yet to receive an economically viable proposal for this section of rail.

Based on the AEC study, recommissioning the line from Armidale to Glen Innes would cost approximately \$257M (\$2.5M per km). Annual maintenance costs are estimated at \$2.6M. However, net passenger and freight revenues (i.e. net benefits) were only around \$13.12M annually, meaning that the return to rail proposal did not produce a net benefit (i.e. it would lose money and not generate a benefit-cost ratio of greater than 1.0). It should be noted that generous rail passenger numbers and freight volumes were assumed in this analysis.

- **A do-later option** is not considered warranted since the rail line has already been idle for more than 30 years and the study suggests it is unlikely that a rail service will return.

- The **preferred option** is to build the entire 103km rail trail between Armidale and Glen Innes. This is preferred because it delivers a trail with anchors at both ends, thus attracts a greater number of overnight visitors, and provides benefits for a larger number of locals. One-way trails (or out-and-back trails) need an anchor at both ends to be attractive to users. The best one-way trails have natural terminuses in major centres or towns or pass through major towns, which this option provides. In particular Armidale has good access to visitors (by car, train, bus and plane). This option also delivers the highest BCR (Figure 1).

## 3.4 INFORMATION ABOUT THE PROPOSAL

### 3.4.1 SCOPE OF WORKS

#### See Attachment 2 – Project Scope

**Location** – the rail corridor between Armidale and Glen Innes in Northern NSW;

#### Quantifiable details –

- 103 kms of new rail trail between Armidale and Glen Innes;
- To function effectively as a shared use facility (for cyclists and walkers), the New England Rail Trail should have a width of 2.5 metres;
- Removal of the existing coarse ballast material on the existing rail corridor;
- Removal of existing steel railway track and sleepers;
- Preserve embankment and side drains during ballast and track/sleeper removal;
- Grading, then spreading and compacting of new surface material (locally available earth surface (gravel, decomposed granite, crushed limestone, etc.);
- Chicanes, management access gates and signage at road crossings;
- Prominent trail head promotional signage;
- It is strongly recommended that distance signage and “Emergency Markers” be installed (showing distances, GPS coordinates at road crossings and emergency contact numbers);
- Other signage describing permitted use (e.g. no motor vehicles) and interpretive signage (e.g. information about events, wildlife, landforms etc.);
- Proper drainage installed for erosion control;
- There are 26 bridges along the entire 103km route, ranging in length from 4m to 120m. Most of these bridges will be retained (with upgrades) or replaced with pre-fabricated bridges. Reinstatement and refurbishment of the bridges (re-decking and installing handrails in compliance with Australian Standards for bridges) will be a major component of the cost of establishing the New England Rail Trail;
- Trail furniture (seating) at scenic locations;
- Car parking area, often with picnic facilities, interpretive signage, a map panel of the trail showing sites of interest and distances to features along the trail and a Code of Conduct at trailhead locations;
- It is critical that the rail trail corridor be fenced on both sides of the trail where it passes through farms – for public liability insurance and risk reasons. The rail trail corridor cannot remain unfenced. The

existing boundary fencing is sufficient to address these concerns. There is limited need for new boundary fencing;

- Erection of new fencing along the entire corridor producing a 6m corridor where the excess areas off the trail can be used by landholders for grazing stock. Use of permanent fencing to facilitate grazing the “remnant” corridor will involve installing new fencing closer to the trail (rather than at the property boundary). This ensures ongoing grazing access to the “remnant” corridor, even if land ownership changes;
- Retail existing livestock and machinery crossings;
- All artefacts and relics of the railway remain in place during the construction of the trail. The existing stations and other buildings in all the station grounds are outstanding examples of preserved railway heritage;
- All existing signs, signals and switches have been identified and allowance made for their retention and upgrading;
- Vegetation clearing - generally speaking, a cleared ‘trail corridor’ of 3.5 - 4.0 metres will be required to enable a trail of 2.5 metres to be developed in the centre of the cleared corridor. Either side of this trail will be further clearing of vegetation up to 1.0m for drainage;
- Toilets - proposed trailheads at Ben Lomond Station, Guyra and Black Mountain have existing toilets. It is assumed these are still functioning. There are also accessible toilets at Llangothlin. Consideration has been given to the installation of additional toilets along the rail trail but it is felt unnecessary given the relatively short distances between the existing facilities and the high cost of new toilets. There is no standard accepted distance between toilets on a trail.

More details of the works are provided in Tables 11, 12, 13, 15 & 16 of the New England Rail Trail Plan (Attachment 1).

**Design Standards** – Australian Standards for all works will be adhered to. Engineering certification of bridge supporting structures and abutments is strongly recommended, to ensure the structural soundness of the bridges to be re-used. The services of a qualified bridge engineer will need to be utilised to assess both bridges for structural soundness (a Level 2 integrity test is sufficient), to provide drawings of, and specifications for, a typical bridge super-structure and re-decking.

As a general rule, multipurpose trail bridges should support a minimum design load of 5.67 tonnes where emergency vehicles cannot easily gain access close to the bridges by other means.

Handrails will be required where the fall from the bridge decking to the ground is greater than 1 metre. This is a Standards Australia requirement.

There are designated standards for handrails for pedestrians and cyclists (1.0 – 1.1m high for walkers and 1.3m for cyclists with a number of detailed specifications regarding design). There are no standards for horses, although the UK has adopted a height of 1.8m where fall to ground is significant.

It is of major importance to develop a Bush Fire Risk Management Plan early in the planning process in consultation with the NSW Rural Fire Service. This is an issue with many rail trails and it has been successfully tackled elsewhere. For example, the Lilydale to Warburton Rail Trail (in Victoria) has developed a Wildfire Risk Management Plan. The Plan includes objectives and relevant actions. The objectives are:

- Providing a safe recreation trail for walkers, cyclists and horse riding;
- Providing a safe access onto and along the trail for all emergency vehicles;
- Minimising the risks of fires spreading from or onto the rail trail; and



- Developing annual maintenance works and maintenance programs (with an accent on fire hazard reduction).

**Utility adjustments or property acquisitions** – none required.

**Concept diagrams and sketches** – see the New England Rail Trail Plan (Attachment 1), Appendices 1, 2, 3 & 5.

**Photos** – see the New England Rail Trail Plan (Attachment 1), various photos throughout of existing infrastructure and intended new infrastructure.

**Proposal Scope** – most of this detail is provided in Attachment 1. An artists sketch of the route is provided in Attachment 2.

#### 3.4.2 PROPOSAL EXCLUSIONS

None

#### 3.4.3 RELATED PROJECTS

None

## 3.5 PROJECTED COSTS

### 3.5.1 PROJECTED CAPITAL COSTS

Table 3.2: Projected capital costs inclusive of contingency (\$000s)

Stage	2017-18	2018-19	2019-20	2020-21	Future Years	Total
Base cost estimate				937.65	19,901.657	20,029.307
Contingency				169.047	3,442.005	3,611.053
Escalation				20.286	413.041	433.326
<b>Nominal cost</b>				<b>1,126.983</b>	<b>22,946.703</b>	<b>24,073.686</b>

### 3.5.2 PROJECTED ONGOING COSTS

Table 3.3: Projected ongoing costs (\$000s)

Year	2017-18	2018-19	2019-20	2020-21	...	Steady State/ Last Year	Total
Maintenance of trail (slashing, resurfacing, signage etc)					40.6	94.2	134.8
					40.6	94.2	134.8

## 3.6 COST-BENEFIT ANALYSIS

Annual beneficiaries of the rail trail will include:

**Local businesses** – via an additional \$5.8M of new visitor expenditure

**The local economy** – an additional 26 FTE jobs as a result of the increased visitor spend;

**NSW economy** – the potential to attract more visitation to NSW;

**Visitors** (29,000 non-local and 37,400 locals) – a new recreational and heritage facility to explore;

**NSW Government** – a maintenance cost saving of approximately \$54,000 pa as the councils will take over this responsibility;

**Trail Users** – health benefits estimated at \$1.42/km for cycling and \$2.83/km for walking (Queensland Department of Transport and Main Roads 2016).

**A Cost-Benefit analysis has been conducted** for the full 103 km section of trail between Armidale and Glen Innes. It includes the following:

**Costs:**

- \$24M capital cost in three stages over the period 2020-2022 (as estimated in the NE Rail Trail Plan);
- Council maintenance costs of \$94,250 pa (Indigo Shire Council data for Victorian rail trails).

**Benefits:**

- Reduced maintenance costs (currently contracted by the NSW Government to John Holland) of \$54,000 pa;
- Additional visitor expenditure (new visitor numbers and daily expenditure estimates taken from the New England Rail Trail Plan) – only the expenditure from visitors from outside NSW were included. Daily expenditure data taken from the NE Rail Trail Plan. It is assumed 10% of users will buy a package to use the trail, which costs 39% more based on data from the Otago Rail Trail;
- Trail user health benefits (for walker and cyclists), taken from Queensland Department of Transport and Main Roads (2016) – only the benefits to NSW resident users were included;

The analysis was conducted using a 7% discount rate over a 20-year analysis period, and assuming a 60/40 split of overnight stays between Armidale and Glen Innes.

Sensitivity testing was also conducted on the number of visitors using the trail from outside NSW. For the base-case it was conservatively assumed that only 25% of visitors to the trail are from outside NSW.

**The 103 km rail trails would generate a BCR of 5.19 and a Net Present Value of \$114.6M if only 25% of the new visitors are from outside of NSW.**

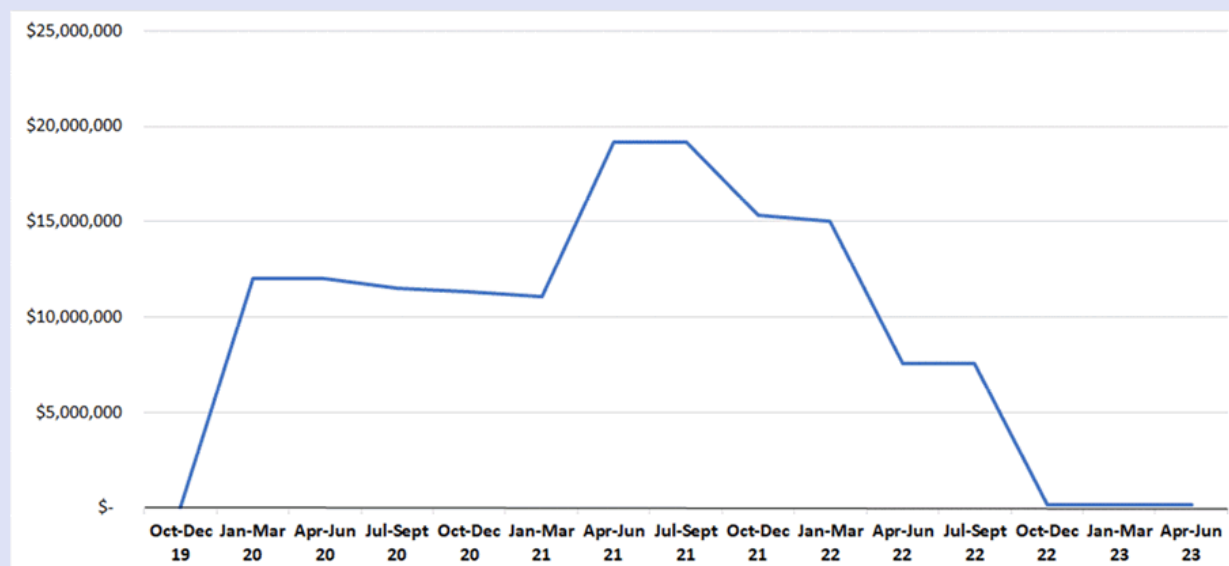
The majority of these benefits are health benefits (\$11.7 per annum), with additional visitor expenditure contributing \$1.5M per annum.

### 3.7 FINANCIAL APPRAISAL

Figure 2 shows the project cash flow up till 6 months after project completion. It is assumed that the council/community will be able to sell some of the removed track steel and sleepers to cover the annual maintenance costs of \$95,000 pa. These figures are based on sales of this material realised from the Tumbarumba-Rosewood Rail Trail (personal communication Owen Fitzgerald 2019).

A more detailed cash flow budget is shown at Attachment 6.

Figure 2. Project Cash Flow Pattern



### 3.8 PROPOSED FUNDING ARRANGEMENTS

Table 3.4: Proposed capital funding contributions (\$000s)

Stage	2017-18	2018-19	2019-20	2020-21	2021-22	Remaining Years	Total
Proposal capital costs				1,126.984	15,339.668	7,607.034	24,073.686
<b>Funding sources</b>							
NSW Government (subject of this request)				563.492	7,669.834	3,803.517	12,036.843
Council contributions							
Industry contributions							
Community contributions							
Other government contributions				563.492	7,669.834	3,803.517	12,036.843
Other funding sources (please detail)							
<b>Sub-total</b>				1,126.984	15,339.668	7,607.034	24,073.686

### 3.9 FINANCIAL HEALTH & SUPPORT

Not applicable.



## 4 IMPLEMENTATION CASE

### 4.1 PROGRAM & MILESTONES

Table 4.1: Key events

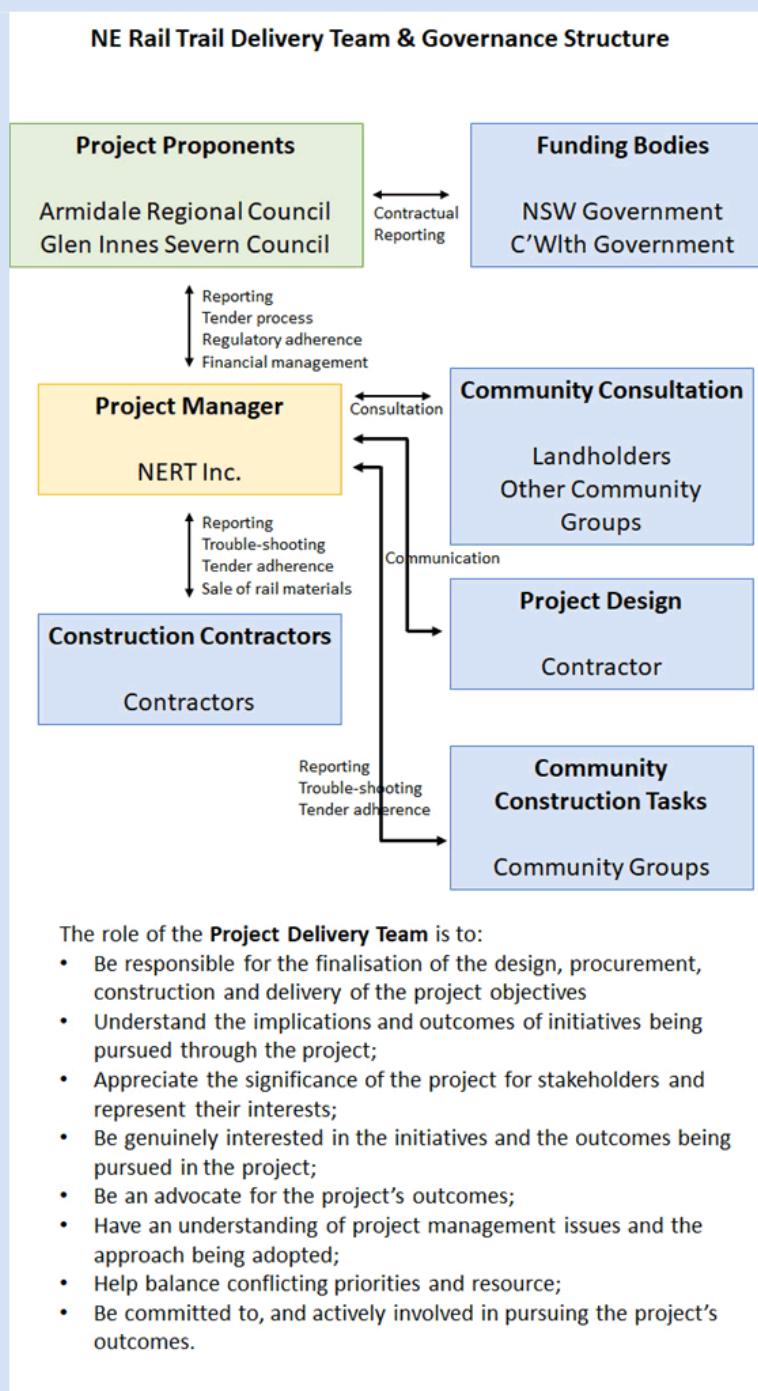
Event	Start	Finish
Public and landholder consultation	Jan 2020	Sept 2020
Approvals & legislation to close corridor	Jan 2020	June 2020
Finalise designs, tendering & contractors engaged	Jan 2020	June 2020
Field works for Stage 1 Armidale to Guyra + Glen Innes Pilot	July 2020	Dec 2020
Construction Stage 1 Armidale to Guyra + Glen Innes Pilot	Aug 2020	Sept 2021
Field works for Stage 2 Armidale to Guyra to Glen Innes	July 2021	Dec 2021
Construction Stage 2 Armidale to Guyra to Glen Innes	Oct 2021	Dec 2022
Rail trail commissioned	Jan 2023	

For more detail see Gantt Chart at Attachment 4.

## 4.2 GOVERNANCE

Figure 3 illustrates the proposed governance structure and interfaces between entities.

**Figure 3. Project Governance**



## 4.3 KEY RISKS

Table 4.2 Outlines the key project risks and mitigation strategies.

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Table 4.2: Key proposal risks

Item	Risk/s	Likelihood	Consequence	Rating	Mitigation strategy	Residual risk	Responsibility
<b>Financial</b>							
Funding	Secure external funding	Moderate	Very high	High	Ensure funding submissions meet required guidelines & highlight the importance of the project to the community. Develop crowd funding campaign. Do not commit to the construction phase until access to the funding is secured.	Medium	NERT, Armidale Regional Council, Glen Innes Severn Council, RDANI
	Council funds available	Low	High	Low	Funds already set aside	Low	NERT, Armidale Regional Council, Glen Innes Severn Council
Costs	Tenders higher than estimated costs	Low	High	Medium	Detailed costing already obtained. In line with Council procurement process, reconsider project scope and/or seek Council approval for budget variation	Low	NERT, Armidale Regional Council, Glen Innes Severn Council
	Variations during construction	Moderate	High	High	15% contingency factored into costs. Ensure appropriate contracts in place to tenderer must account for variations	Low	NERT, Armidale Regional Council, Glen Innes Severn Council
	Lack of financial reporting/monitoring	Low	Low	Low	Monthly reports prepared in line with Council procedures, management group monitors	Low	Armidale Regional Council, Glen Innes Severn Council
<b>Regulatory</b>							
State Government Regulation	There remain key legislative obstacles to the development of rail trails in NSW. There is currently no clear legislative or administrative process to follow in NSW. There have been ongoing discussions within the State Government about the legislative and administrative process to facilitate the conversion of disused	Moderate	High	High	The NSW Government has committed \$5 million funding to the proposed Tumbarumba Rosewood Rail Trail (part of the Wagga Wagga to Tumbarumba line) as a 'pilot' project – part of the pilot project will address the legislative barriers	Medium	NERT, Armidale Regional Council, Glen Innes Severn Council, NSW Government
Planning approvals	Delay in Council/NSW Govt approval	Moderate	Moderate	Medium	Ensure external contractor supplies appropriate documentation. Ensure preliminary meetings with appropriate Council staff to reduce unnecessary delays. Obtaining all necessary approvals, permits, designs, specifications and environmental assessments before commencing. NE Rail Trail Plan has already identified regulatory issues.	Low	NERT, Armidale Regional Council, Glen Innes Severn Council
Grant documentation	Approval & acquittal documentation not completed	Low	Low	Low	Ensure appropriate financial records kept, expenditure meets guidelines & all documents completed & checked prior to return	Low	Armidale Regional Council, Glen Innes Severn Council

Item	Risk/s	Likelihood	Consequence	Rating	Mitigation strategy	Residual risk	Responsibility
<b>Procurement</b>							
Detailed design & tender documentation	Delayed	Low	Moderate	Low	Preliminary design work already completed in NE Rail Trail Plan Council experiences in developing tender documents	Low	Armidale Regional Council, Glen Innes Severn Council
Successful tenderer	Delay in response or engagement	Moderate	High	High	Ensure documentation is accurate. Ensure queries responded to/information supplied in a timely manner. Follow Council procurement processes.	Low	NERT, Armidale Regional Council, Glen Innes Severn Council
Poor response to tender	Delayed	Low	High	Medium	Develop clear precise tender documentation, ensure sufficient reach in advertising, sufficient time to respond, target specific firms for feedback, re-write & re-advertise if needed	Low	NERT, Armidale Regional Council, Glen Innes Severn Council
<b>Pre-Construction</b>							
Approvals and consultation with landholders/community	As above and below	Moderate	High	High	Extensive consultation has already been conducted with landholders for the first stage (Black Mountain to Ben Lomond)	Medium	NERT, Armidale Regional Council, Glen Innes Severn Council

Item	Risk/s	Likelihood	Consequence	Rating	Mitigation strategy	Residual risk	Responsibility
Construction							
Project management	Appropriateness of Project Manager & team to deliver	Low	Low	Low	Well experienced Project Manager and team are involved, experienced contractor selected	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
	Staff coverage	Moderate	Moderate	Medium	Regular meetings of project team with contractor to ensure continuity, appropriate documentation kept to allow temporary team replacement at short notice	Low	Armidale Regional Council, Glen Innes Severn Council
Communication	Poor landholder/community communication	Low	Moderate	Low	Ongoing consultation with adjoining landowners to clarify/confirm need for, and precise location of, requested items	Very Low	NERT, Armidale Regional Council, Glen Innes Severn Council, Contractor
Safety	WHS incidents	Moderate	Moderate	Medium	Successful tenderer to have own risk management controls in place, sub-contractors are the tenderers responsibility	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
Flooding of the construction site.	Delays	Low	Moderate	Low	Within the construction contract make the contractor aware of the risk to the site of a major flood, and the contractor take the commercial risk.	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
Timeframe	Delays	High	High	High	Regular onsite meetings with successful contractor to ensure potential delays identified and addressed ASAP	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
Design changes	Site characteristics require design amendments	High	High	High	Regular onsite meetings with successful contractor to ensure potential delays identified and addressed ASAP	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
	Changes to design by Councils/community/landholders/NSW Govt post start	Moderate	Moderate	Medium	Ensure tender design have been subject to sufficient rigor/assessment to meet all stakeholder requirements, ensure design changes do not ensure additional cost and still meet intended purpose	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
Construction materials	Unable to be sourced	Moderate	Moderate	Medium	Select tenderer with proven ability to source materials. Regular onsite meetings with successful contractor to ensure potential materials issues are identified ASAP.	Low	Contractors, Armidale Regional Council, Glen Innes Severn Council
Landholder/community cooperation/opposition	Unable to secure cooperation, opposition to the project from landholders along the route or community in general	Moderate	High	High	Ensure full landholder consultation and cooperation before commencing project (cost has been allowed for in budget). Local publicity and promote the benefits to community and the risk mitigation actions for private landholders. General issues usually raised by landholders are dealt with in the endorsed NSW Government position as laid out in the Strategic Risk Assessment – Biosecurity Risks Associated with Rail Trails. Public workshops facilitated by the NSW Government have already been conducted for this proposal	Low	NERT, Armidale Regional Council, Glen Innes Severn Council, NSW Government



## 4.4 LEGISLATIVE, REGULATORY ISSUES & APPROVALS

- An Act of the NSW Parliament will be required to close the rail corridor and transfer ownership from Transport NSW to Crown Lands. Crown Lands will then entrust maintenance of the corridor and responsibility for developing the rail trail to Armidale Regional and Glen Innes Severn Councils. A precedent for this process has already been set in NSW with the Tumbarumba to Rosewood Rail Trail, managed by Snowy Valley Council ;
- A Biosecurity Plan is required, however this already exists and is a generic plan developed by NSW Local Land Services (LLS) for Crown Lands. It can be amended for specific local conditions/issues, and a draft Biosecurity Plan for the Armidale-Glen Innes trail has already been written;
- Councils will be required to do an Environmental Impact Assessment involving LLS, EPA and Fisheries. Again, a precedent for this process has already been set with the Tumbarumba to Rosewood Rail Trail.

## 4.5 PROPOSED MANAGEMENT ACTIVITIES

### 4.5.1 RISK MANAGEMENT

Both councils are committed to an enterprise wide approach to risk management.

Enterprise risk management involves coordinated activities to direct and control the organisation with regard to risk. It is a systematic process that involves establishing the context of risk management, identifying risks, analysing risks, treating risks, periodically monitoring and communication and consultation.

Risk management explicitly addresses uncertainty, but it does not eliminate all risk. The application of risk management thinking, principles and practices aims to help Council deliver quality services, improve decision-making, set priorities for competing demands/resources, minimise the impact of adversity and loss, ensure regulatory compliance and support the achievement of objectives.

Internal Audit and Risk Committees are responsible for assisting the Councils with its oversight function, by providing independent assurance, advice and recommendations on matters relevant to risk management, control, governance and external accountability responsibilities.

The CEOs and Executives are responsible for leading the development of an enterprise risk management culture across the organisations and ensuring that the Enterprise Risk Management Policy and Enterprise Risk Strategy are being effectively implemented within their areas of responsibility.

Managers at all levels, are the risk owners and are required to create an environment where the management of risk is accepted as the personal responsibility of all workers, volunteers and contractors. Managers are accountable for the implementation and maintenance of sound risk management processes and structures within their area of responsibility in conformity with Council's enterprise risk management framework.

The Manager, People and Performance is responsible for coordinating the processes for the management of risk throughout the organisation. This may include the provision of advice and service assistance to all areas on enterprise risk management matters.

All workers are required to act at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace. Workers are responsible and accountable for taking practical steps to minimise Council's exposure to risks in so far as is reasonably practicable within their area of activity and responsibility.

Construction and implementation risks will be managed by a number of mechanisms including:

- Contracting a project manager to oversee all aspects of the process and regularly report back to the two councils;
- Consulting with every individual landholder along the route;
- Regular communication with the affected communities;
- Contingency and escalation allowances have been built into the budget.

#### 4.5.2 ASSET MANAGEMENT & OPERATIONS

It is anticipated that once the rail corridor is closed, responsibility for maintenance will be handed over to the two councils (Armidale Regional and Glen Innes Severn Shire). In the NE Rail Trail Plan, annual maintenance costs for the entire 103km rail trail are estimated at approximately \$95,000 per annum, based on data from Indigo Shire Council on maintenance costs for Victorian rail trails. Note this is significantly less than the \$310,000 per annum estimated in the New England Rail Trail Plan, which is regarded as an over-estimate as the trail will be available for grazing right up to its 6m border due to new fencing arrangements. Also, it is anticipated community groups will assume responsibility for some maintenance further reducing costs.

Moreover, assuming the councils will resume ownership of the rail lines which have to be removed, they will be able to sell the sleepers and rail track steel to generate a maintenance fund. This has been the case for the Tumbarumba-Rosewood Rail Trail.

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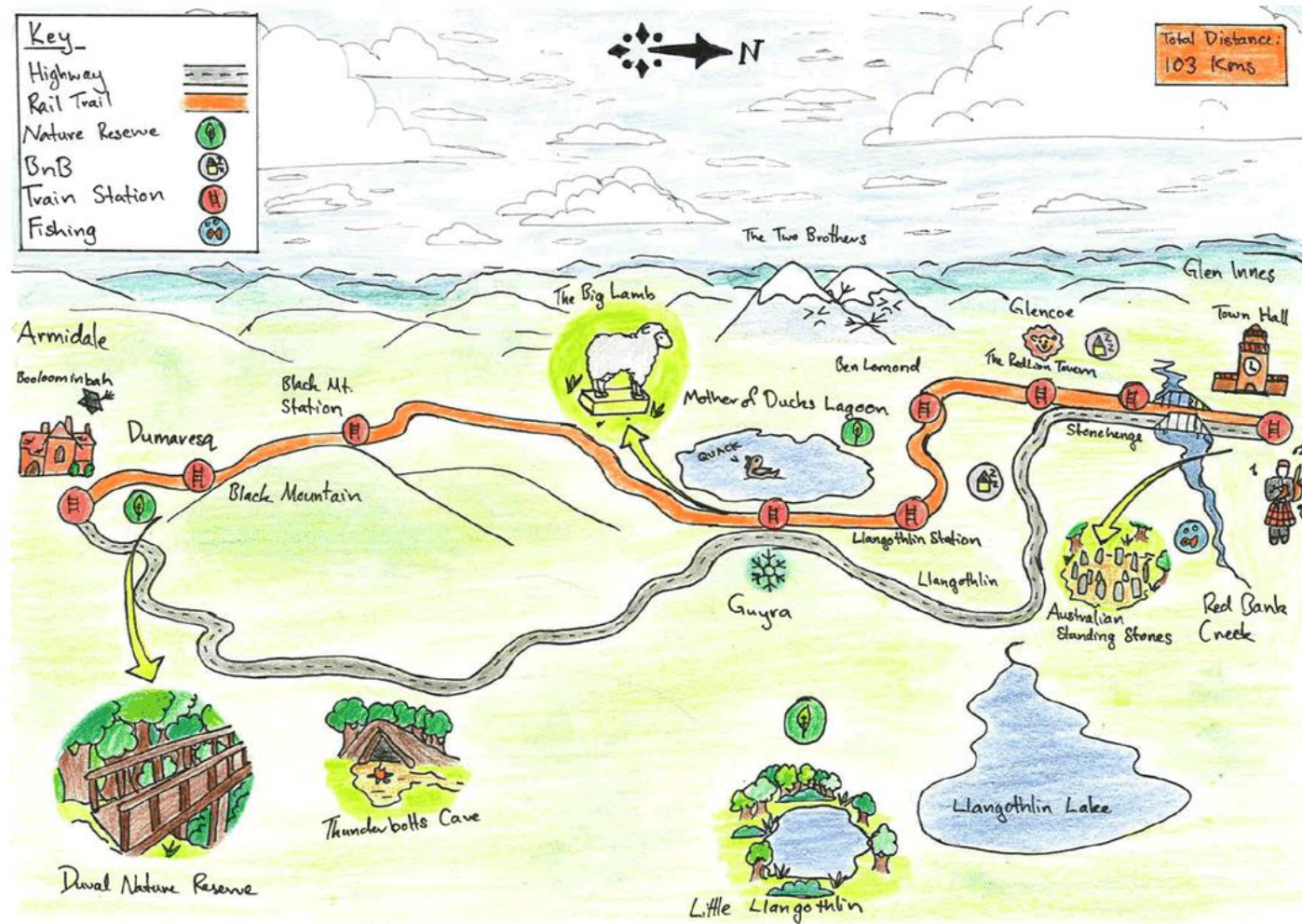
## 4.6 ATTACHMENTS

### 4.6.1 ATTACHMENT 1 – New England Rail Trail Plan (2018).

Provided as a separate document.

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## 4.6.2 ATTACHMENT 2 – Proposal Scope



#### 4.6.3 ATTACHMENT 3 – Cost Plan

Detailed costings are provided in Section 6 of the provided New England Rail Trail Plan.

A summary version of those costings is provided in Table 4.4

Table 4.4. Cost Plan

	Armidale to Guyra	Guyra to Glen Innes
Trail surface construction	4,968,199	7,395,137
Bridge replacement	292,699	3,799,230
Clearing	181,152	250,714
Fencing & barriers	1,491,680	2,229,445
Trail head works, comfort stops	119,125	102,365
Culverts/drainage	228,984	37,240
Road crossings	165,949	607,597
Signage	91,460	144,290
Rail artifact renovation	26,900	36,925
Other	160,426	270,277
Approvals, designs, applications	173,445	317,855
Project management	346,895	635,700
<b>TOTAL</b>	<b>8,246,912</b>	<b>15,826,774</b>
Includes 15% contingency for capital works		

## 4.6.4 ATTACHMENT 4 – Gantt Chart

		Preliminaries			Armidale to Guyra Construction				Guyra to Glen Innes Construction						
Stage	Activity	Oct-Dec 19	Jan-Mar 20	Apr-Jun 20	Jul-Sept 20	Oct-Dec 20	Jan-Mar 21	Apr-Jun 21	Jul-Sept 21	Oct-Dec 21	Jan-Mar 22	Apr-Jun 22	Jul-Sept 22	Oct-Dec 22	Total Investment (\$)
Pre-project	Complete business case														
	Detailed works assessment of remaining sections														
	Complete biosecurity plan														
Consultation	Public consultation														
	Landholder consultation/agreements														127,000
	Agreement by the two councils														
Approvals	Request legislation to close rail corridor														
	Handover of corridor responsibility to councils														
	OEH consultation re native vegetation														
Tender process	Finalise deigns														
	Write tender documentation														
	Construction management plan														416,300
	Procure contractors														
Field-works	Surveying														75,000
	Trail marking														
	Tree marking														
	Removal of cross fences														181,152
Stage 1 Armidale to Guyra 44.4kms & 5km Glen Innes pilot	Clearing vegetation														
	Identify/relocate utilities if needed														
	Geotech/engineering investigation of drainage														
	Remove sleepers & track														
Construction	Install new fencing and gates														
	Drainage measures - culverts, bridges, cattle stops, erosion control, install drainage & barrier fencing														
	Trail surfacing														7,406,921
	Install signage & renovate rail artefacts														
	Install access gates, bollards, stock crossings, grids, road crossings etc														
	Install trailside furniture & trail heads														
	Landscaping/revegetation														
	Final cleanup														
Field-works	Surveying														75,000
	Trail marking														
	Tree marking														
	Removal of cross fences														250,714
Stage 2 Guyra to Glen Innes 58.6km	Clearing vegetation														
	Identify/relocate utilities if needed														
	Geotech/engineering investigation of drainage														
	Remove sleepers & track														
Construction	Install new fencing and gates														
	Drainage measures - culverts, bridges, cattle stops, erosion control, install drainage & barrier fencing														
	Trail surfacing														14,559,005
	Install signage & renovate rail artefacts														
	Install access gates, bollards, stock crossings, grids, road crossings etc														
	Install trailside furniture														
	Landscaping/revegetation														
	Final cleanup														
Project Mangt															982,595
Total cost															24,073,686

#### 4.6.5 ATTACHMENT 5 – Evidence of Community Support

The following list illustrates the community support received for the project:

<b>NEW ENGLAND RAIL TRAIL (NERT) : COMMUNITY SUPPORT FOR RAIL TRAIL PROJECT</b>					
Letters of support received and details.					
<b>Date of support letter / comms.</b>	<b>Organisation</b>	<b>Location</b>	<b>Signatory</b>	<b>No. members represented (assumptions in bold)**</b>	<b>Notes / any caveats for support etc.</b>
10/07/2017	NE/NW NSW Business Chamber	Tamworth	Joe Townsend, Regional MGR	<b>New England - North West CH</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, to support business, towns & villages.
10/07/2017	Armidale Business Chamber	Armidale	Susan Cull, President	<b>30</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
30/04/2017	NSW Farmers / Guyra Branch	Guyra	Bill O'Halloran, Secretary	<b>15</b>	In support conditional on 4 items including future use of corridor for rail if appropriate / cost / right of way / leaseholder interest / and biosecurity.
6/03/2014	Southern New England Landcare	Armidale	Sonia Williams CEO	<b>6</b>	Support in multiple areas. Weed and Pest control, environmental assessment etc
17/04/2014	Rotary Club of Guyra Inc	Guyra	Alan St Clair, President	<b>12</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond.
1/05/2014	Guyra Shire Council	Guyra	Hans Hietbrink, Mayor	<b>5</b>	Full in-principle support (by supported resolution) for NERT project Black Mountain - Ben Lomond.
20/04/2014	Regional Development Australia Northern Inland Committee	Armidale	Nathan Axelsson, Exec Officer	<b>8</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond.
11/08/2014	Glen Innes Severn Tourist Association Inc	Glen Innes	Pat Lonergan, Chairman	<b>10</b>	Full in-principle support for NERT project Armidale - Wallangarra
2/10/2015	Glen Innes Severn Council - Office of the Mayor	Glen Innes	Colin Price, Mayor	<b>5</b>	Full in-principle support for NERT project Armidale - Wallangarra
18/03/2016	The Guyra & District Historical Society & Machinery Group Ltd	Guyra	Dell Healey	<b>10</b>	Leaseholder of Guyra Railway Precinct- Full in-principle support for NERT project Black Mountain - Ben Lomond, conditional on 2km access to rail around Guyra railway station and extra line to
4/14/14	Black Mountain Preservation Society Inc.	Black Mountain	Ian Reeve -President	<b>20</b>	Leaseholder of Black Mountain Railway Precinct. Full support
31/07/2014	Ben Lomond Public School	Ben Lomond	Denise Smoother, Principal	<b>1</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond.
5/14/14	Ben Lomond Landcare Group	Ben Lomond	Graham Willis Chairperson	<b>6</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond.
11/03/2015	NSW Dept Trade & Investment - Office of Regional Development	Sydney	Chris Hanger, Director	<b>1</b>	Full NSW Government in-principle support for rail trail development, including along the corridor Armidale - Guyra, where local communities are supportive.
28/07/2014	Armidale Regional Airport Users Group (ARAUG)	Armidale	Don Tydd, Chair	<b>29</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond on the basis of growing local and regional tourism.
28/10/2016	Armidale Regional Council	Armidale	Dr Ian Tiley, Administrator	<b>TBA</b>	Full in-principle support, by resolution dates 26/10/16, for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Wayne Purvis, Guyra resident, <b>neighbour to rail corridor</b>	<b>1</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Kristy Hammond, Guyra resident, <b>neighbour to rail corridor</b>	<b>1</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Rodney Ramage, Ramage Engineering. Support providing corridor remains available for future rail if required.	<b>1</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project; as long as stations and adjoining lines are maintained.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Doug Ellis, Guyra resident, <b>neighbour to rail corridor</b>	<b>1</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Joanne Presnell, Guyra resident, <b>neighbour to rail corridor</b>	<b>1</b>	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.



24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Mark Thompson, Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Janelle Gaukroger, Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	William Annetts, Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Christian O'Brien, South Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Deidre and Ernie Scott, Guyra residents, <b>neighbour to rail corridor</b>	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Dale Ellis, Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Donne Kennedy, Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Paul Carton, Guyra resident, <b>neighbour to rail corridor, old gate house in B/Mountain</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Eric and Helen Turnham, Guyra residents, <b>rural property neighbour to rail corridor</b>	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Will Newberry, Guyra resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	William James Munsdie, <b>Black Mountain rural resident, leasee on rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Simon George Croft, Guyra Rural resident, <b>leasee on rail corridor</b>	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Peter and Dominique Jackson, <b>Llangothlin rural residents, leasee of rail corridor</b>	2	<b>Corridor Grazier:</b> Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Sarah Harding and Phillip Williams, <b>corridor graziers - Ben Lomond station to Llangothlin corridor - biggest section</b>	2	<b>Corridor Graziers:</b> Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Lisa Kennedy, Llangothlin resident, <b>neighbour to rail corridor</b>	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Sarah Jones, Llangothlin resident, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Rachael and Matthew Bull, Llangothlin resident, <b>neighbour to rail corridor</b>	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Mandy Brazier, Llangothlin resident, <b>neighbour to rail corridor</b>	4	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Sarah Creedy, Lane Cove resident and owner, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Mrs Meg Kane, <b>Ben Lomond Rural resident, neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Hamish Pearce, <b>Llangothlin resident, neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Russell Roberts, <b>Llangothlin rural resident, neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Charmaine Burke, <b>Llangothlin rural resident, neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
24/04/2016	via Guyra and District Chamber of Commerce	Guyra	Ainslie Lund, <b>Ben Lomond rural resident, neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project.
6/03/2014	Paul Carton	Black Mountain	Second supportive letter, <b>neighbour to rail corridor</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.

6/03/2014	Black Mountain Roadhouse	Black Mountain	Annette Schieler, business owner.	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Boutique Beauty	Guyra	Philippa Ryan	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Presbyterian Church	Guyra	Morwell Mandela, Supply Minister	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Westview Partnership	Black Mountain	William Munsie	1	<b>Corridor Grazier: Black Mountain to 3.5km north</b> :Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	SJ & LJ Burey Building Contractors	Guyra	Luke Burey	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Guyra District Veterinary Services	Guyra	Les Brown	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Philip Waters Building Services	Guyra	Philip Waters	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Drews Seafood	Guyra	Drew	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Woods Contracting P/L	Guyra	J Wood	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	The Guyra Hotel	Guyra	Mr. Ian Cook	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	The Travelling Cappuccinos	Armidale	Mark A Werts	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Betts Mowing	Guyra	J E Betts	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Highland Pet Food	Guyra	Nick Jackson	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Paul Kirk Masonry	Guyra	Paul Kirk	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	TK's Welding	Guyra	Troy	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	JM & G George Inv Pty Ltd	Guyra	JM & G George	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Sue Ross Real Estate	Guyra	Susan E Ross	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Guyra Smash Repairs	Guyra	John McDiarmid	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Deano's Springwater Smoked Trout	Black Mountain	Dean Williams	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Shiralee Motel	Guyra	Mr and Mrs Cox	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Hairy Tale's Comb True	Guyra	Edna Mendes	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	JoJos on Bradley (café)	Guyra	C Mendes	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Royal Hotel	Guyra	Kylie Sutton	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Guyra Scissors and Combs	Guyra	L Oehlers	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
6/03/2014	Kirks IGA Guyra	Guyra	Michael Kirk	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.

6/03/2014	Dragon Fly Plumbing	Guyra	Martin Inglis	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required. <b>Except: no dogs</b>
6/03/2014	Hoffman Electrical	Guyra	Mr Adam Hoffman	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Jobs Australia	Guyra	Nigel Barlow, CEO	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	<b>Guyra Local Aboriginal Land Council</b>	Guyra	Joseph Ho, CEO	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Highland Florist	Guyra	K Lloyd, owner / manager	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Apple Tree Garden	Guyra	Jenni Lloyd-Ward, new owner Kelli Lockyer - High Country Wholesale	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Guyra Compounding Pharmacy	Guyra	Mina Elias, Pharmacist	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Black Mountain Nursery	Black Mountain	Pam Youman	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Multi Motors Guyra	Guyra	Jamie and Janette Williamson	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Guyra Emporium	Guyra	Beth Archibald	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Guyra Fourways Service Centre	Guyra	Tracy Reeves	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Guyra Exhausts and Tyres	Guyra	Roy Jones	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	RJ & KA Hammond, Plumbing and Gas Supplies	Guyra	R Hammond	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Fox Legal	Guyra and Armidale	Anthony Fox	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Sole Taxation, Chartered Accountant	Guyra	Chris Sole	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	KW Physiotherapy	Guyra	Karan Wildman, Physiotherapist	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Guyra Bowling and recreation Club	Guyra	Betty-ann Bourke	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Grazag	Guyra	Julian Percy	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Whites Butchery	Guyra	MP White	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Black Sheep Wool 'n Wares	Guyra	Mrs Margaret Swerdlow	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Terry's Menswear	Guyra	Mrs Pat Darby	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015		Guyra	Mrs G Montague	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Guyra Newsagency	Guyra	Evan and Annette Sole	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	"Yoolimba"	Ben Lomond	Melinda and Robert Atkin	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Elders Guyra	Guyra	Roger Saunders, Branch Manager	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.



4/03/2015	Elders Guyra	Guyra	James Lyon	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	"Canoona"	Guyra	George Vickery, Landholder	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	"Canoona"	Guyra	Dorothy Vickery, Landholder	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Robert Gordon	Guyra	<b>Robert Gordon</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	P & D Jackson	Llangothlin	P Jackson	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Dick Burey Country Kitchens + Guyra Glass and Aluminium	Guyra	Richard Burey	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
4/03/2015	Dick Burey Country Kitchens + Guyra Glass and Aluminium	Guyra	Debbie Burey, partner	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	New England Community College	Guyra	Dorothy Lockyer, Manager	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	<b>CT Electrics</b>	Guyra	<b>Ann and Geoff Thrift</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Blue Bells Guyra	Guyra	<b>Kerry Giteos and proprietor of Guyra Post Office</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Burgess Garage	Guyra	Greg Burgess	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Guyra Country Butchers	Guyra	Michael Garniss	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Rafters of Guyra	Guyra	Peter and Narelle Malcolm	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Guyra Motor Inn	Guyra	<b>Ron and Brenda Small, owners</b>	2	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	High on Bikes	Guyra	David Mills	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Landmark	Guyra	Josh Lawlor, Branch Manager	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Kanes Contracting	Guyra	Geoffrey Kane	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Guyra Summit Caravan Park	Guyra	Rebecca White	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Mick's Mechanical	Guyra	Michael Vanderwolf	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Dasha's Hardware and Building Supplies	Guyra	<b>Darren Lennan</b>	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required. <b>Not to affect landholders.</b>
27/02/2015	M & J Moffatt Groundspreading	Guyra	Mal Moffatt	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
27/02/2015	Top of the Range Roadhouse	Guyra	J Reeves	1	Full in-principle support for NERT project Black Mountain - Ben Lomond, and for the closure of the rail corridor to establish the rail trail project, conditional on continuing government ownership of rail corridor to return to rail use if required.
<b>TOTALS:</b>	120 LETTERS OF SUPPORT				<b>247</b>

The following text is from a flyer used to inform the local community about the project:

#### What is a Rail Trail and what does it look like?

With the current debate on establishing a rail trail on the rail corridor between Black Mountain and Ben Lomond [about 38kms in length] it is timely that we should better understand what is a rail trail.

##### 1. What is a rail trail and who uses them?

- A rail trail is a trail located along a former railway line. The track or trail will be a gentle grade as it follows the train line and has the added benefit of the trail passing through historical localities, countryside and villages.
- The trail should be suitable for walkers, mountain bikes, hybrid bikes, prams, children's scooters and wheel chairs. It should allow for two way passage. No horses or motor bikes would be allowed on the trail due to biosecurity, risk and maintenance concerns.
- Rail trails are used by everyday people, such as, locals including children, tourists, families, retirees and community groups.



##### 2. Legislation and Governmental issues

- With the passing of an act by both Houses of State Parliament to close the rail corridor, the land reverts to Crown Land and is managed by the relevant local government, in this case the Armidale Regional Council (ARC). This land, or part thereof, cannot be sold in future without legislation again passing successfully through both Houses of the State Parliament. Travellers on the trail would be covered by insurance through Armidale Regional Council through their usual third party property insurance cover. This is the cover for all other ARC managed areas.
- Should a future Government need to reinstate the rail corridor for rail use, legislation would again need to be passed through both Houses of State Parliament. The rail trail would then be closed.
- It is anticipated that the funding to build the trail would come from the State Government. The ARC would undertake a form of ownership, trail upkeep and maintenance.

##### 3. Appearance

- The rail trail should be approximately three metres wide and, subject to the final design, would be enclosed with fencing on either side of the trail pavement. It would be sign-posted with locations, distances and historical points of interest.
- The general practice throughout the world is that the rails and sleepers are removed, the ground compacted and then gravel or bitumen applied. Light gravel is usually the preferred surface. The rails and sleepers can either be sold to offset building costs or if suitable stored for possible future use.
- Trackside signs with distances as well as trail rules and conduct would be located at rail stations and other access points. Advertising of local businesses would also be considered.





#### 4. Graziers' access

- Current graziers' access rights would be maintained outside the fenced off area of the trail. Removal of noxious weeds in the grazed areas will remain the responsibility of graziers, as is the current practice.
- The management of the trail would need to include control of noxious weeds on the actual trail.
- Stock corridors at appropriate sites would allow stock to be moved from one side of the trail to the other, with stock grids on the entrances to the trail to exclude stock from the actual trail. Automatically closing gates would allow walkers to cross the open area. There would be signs advising trail users to remain on the trail at these points and not to trespass on grazing land.
- Trail access across high level bridges would possibly require more solid fencing. If the bridge is unsuitable, the trail would continue alongside the bridge.
- The usual pedestrian safety features would be established at road crossings. Stock grids and gates would be built where required.



#### 5. Benefits for the community

- The Guyra Rail Station and environs would retain track for the continued unchanged running of the popular trike activities.
- Seating and rest areas will be provided at appropriate distances, as well as ambulance access points to road-ways.
- The trail is a car-free facility for riders and families to walk, cycle and exercise in safety.
- It is also a place for tourists to come and experience the area away from their cars.
- We would see a significant flow of cashed up tourists intent on experiencing the New England cool climate rail trail. They would be encouraged to stay overnight and to enjoy a meal etc., as well as other attractions. Experience shows that in Victoria and overseas new businesses flourish and this leads to increased knowledge of the area and thereby encourages further permanent residents. Increased patronage also leads to increased property values and a wider range of more successful main street facilities.

## 4.6.6 ATTACHMENT 6 – Project Cash Flow

	Oct-Dec 19	Jan-Mar 20	Apr-Jun 20	Jul-Sept 20	Oct-Dec 20	Jan-Mar 21	Apr-Jun 21	Jul-Sept 21	Oct-Dec 21	Jan-Mar 22	Apr-Jun 22	Jul-Sept 22	Oct-Dec 22	Jan-Mar 23	Apr-Jun 23
<b>Income</b>															
Australian Government		\$ 6,018,422					\$ 6,018,422								
NSW Government		\$ 6,018,422					\$ 6,018,422								
Sales of rail steel & sleepers									\$ 70,227				\$ 70,227		
<b>TOTAL INCOME</b>	\$ -	\$12,036,843	\$ -	\$ -	\$ -	\$ -	\$12,036,843	\$ -	\$ 70,227	\$ -	\$ -	\$ -	\$ 70,227	\$ -	\$ -
<b>Expenditure</b>															
Pre-project															
Consultation				\$ 127,000											
Approvals															
Tender process				\$ 416,300											
Field-works, Stage 1 Armidale to Guyra 44.4kms & 5km Glen Innes pilot						\$ 256,152									
Construction, Stage 1 Armidale to Guyra 44.4kms & 5km Glen Innes pilot							\$ 3,703,460		\$ 3,703,460						
Field-works, Stage 2 Guyra to Glen Innes 58.6kms										\$ 325,714					
Construction, Stage 2 Guyra to Glen Innes 58.6kms											\$ 7,279,502		\$ 7,279,502		
Project Mangt					\$ 196,519		\$ 196,519		\$ 196,519				\$ 196,519		
Maintanance of rail trail													\$ 45,201		
<b>TOTAL EXPENSES</b>	\$ -	\$ -	\$ -	\$ 543,300	\$ 196,519	\$ 256,152	\$ 3,899,979	\$ -	\$ 3,899,979	\$ 325,714	\$ 7,476,021	\$ -	\$ 7,476,021	\$ -	\$ -
<b>Net Cash Flow</b>	\$ -	\$12,036,843	\$ -	\$ 543,300	\$ 196,519	\$ 256,152	\$ 8,136,864	\$ -	\$ 3,829,752	\$ 325,714	\$ 7,476,021	\$ -	\$ 7,405,794	\$ -	\$ -
<b>Cumulative Cash Flow</b>	\$ -	\$12,036,843	\$12,036,843	\$ 11,493,543	\$ 11,297,024	\$ 11,040,872	\$ 19,177,736	\$ 19,177,736	\$ 15,347,984	\$ 15,022,270	\$ 7,546,249	\$ 7,546,249	\$ 140,455	\$ 140,455	\$ 140,455

**Item:** 7.3.3 **Ref:** AINT/2017/12332  
**Title:** FOR DECISION: Approval of the Stage 1 budget for the office accommodation upgrade of the former Armidale Regional Council War Memorial Library **Container:** ARC17/2102  
**Author:** Lindsay Woodland, Group Leader Organisational Services  
**Attachments:** 1. Office Accommodation Strategic Plan ARC

**RECOMMENDATION:**

- (a) That the Stage 1 office accommodation budget of \$1.4 million for the upgrade and refurbishment of the former Armidale Regional War Memorial Library be approved;
- (b) That the Water and Sewer business fund Stage 1 development and own and occupy the old Library.
- (c) That the costs associated with the urgent repairs to the Civic Administration Building of \$1 million for the upgrading of the Fire and Safety Egress, BCA/DDA and air conditioning systems be approved so that Council can become compliant with legislation .
- (d) That the required budget for Stages 2 & 3 of the Office Accommodation project that relates to the upgrade of the Civic Administration Building proposed for development in the 2018/19 financial year and 2019/20 financial year be noted in preparation of future budgets. Prior to the subsequent financial years further submissions for approval will be submitted to Council for approval.
- (e) That the Land and Building asset be transferred to Water Fund from General Fund at the Fair Value amount on the General Fund Balance Sheet as at 30 June 2017.

**Introduction:**

The recent completion and opening of the new Armidale Regional War Memorial Library and the subsequent vacating of the former Armidale Regional Council War Memorial Library “old Library”, has created an opportunity for the old Library to be used for other purposes. At the 24 May 2017 Council Meeting, it was adopted that the former Armidale Regional Council War Memorial Library and Library Administration initially be used as a Returning Office and Counting Centre from 29 June to 29 September 2017 and thereafter be utilised for new office accommodation for Armidale Regional Council (ARC) indoor staff.

The objectives of the Armidale Regional Council Staff Accommodation Project are to:

- Address existing work health and safety issues and ensure accommodation is compliant with legislation
- Reduce operating costs through providing a more energy efficient and sustainable office environment
- Provide Contemporary office accommodation that enables enhanced employee collaboration and provides workspaces that foster high performance, teamwork and a customer focused culture
- Exceptional customer service and community engagement
- Improved facilities and functionality for Council and Councilors.

**The Case for Change**

The accommodation requirements for ARC staff have grown over a number of years and the available space in the Administration building is no longer adequate. ARC staff are currently

located across a number of city buildings and in the overcrowded civic administration building. The original administration offices were designed for 50-60 employees (prior to the merger with Dumaresq Council) but now houses more than double that amount of people in the building. A number of staff are also located in separate offices at the rear of the old Armidale Dumaresq Chambers and Hughes House which are sub-standard and isolated from the main Council workplace.

The Civic Administration building requires remedial works which include work health and safety issues such as repairing ceiling leaks, updating the climate control system, lighting and energy efficiency measures and emergency and fire egress.

The Civic Administration building was opened in 1985. Leaks in the building have existed since the building was opened. The climate control system in the building is aged and requires upgrading. In the year 2000 corner work station clusters and internal walls were installed and caused a major disruption of natural airflow that continues. The ceiling lighting in the building has not kept pace with the changing workstation layouts and potential energy efficiency improvements. Emergency and fire egress paths have suffered with the changing work station layouts and numbers of staff, with some paths of travel not satisfying the Building Code of Australia requirements. The building design code requires the use of egress through fire exit doors as a matter of course to move throughout the building. The building has not been painted nor had new floor coverings in over 20 years.

There are also several accommodation issues with the old Council Chambers where the Council's Information Technology and Business Systems and Assets are located, including no disabled access, outside toilets, poor kitchen facilities and fire egress paths which are not compliant.

Council receives many 1000s of customer and community enquires each year and a high proportion of these are through face to face interactions. The Executive's goal is to improve the environment and manner in which ARC staff engages and interacts with customers and community members.

Council staff are spread across a number of Council properties which creates disparate sub-cultures and operating silos. The Executive Team is planning to eliminate silos and create a more collaborative organisational culture and seamless service delivery that is more aligned to the needs of customers and the community.

There is extensive research available that confirms that the environment in which employees work is a contributor to driving cultural change. The current out-dated office environment does not reflect or support the development of a modern, progressive and customer focused workforce.

Best practise organisations have flexible and productive work spaces that attract and retain top talent and engage employees in an inspiring work environment. A revitalised environment will also improve the moral of employees and signal to staff that they are valued and that management is investing in the future of the Council.

The old Library provides a floor plate that can easily become a fresh, modern and efficient environment that will help Council to drive the delivery of exceptional customer service, a high performing culture and has the potential to create an environment with stronger community interfaces. The Library will house staff from the Water and Sewer business and members of the

Shared Services Teams including Customer Services. It provides the much needed space and is in close proximity to the current Council offices that will continue to house up to 100 Council employees in the future.

It is important to note the upgrade is intended to take place over a three year period. Stage 1 refers to the Old Library upgrade. Stage 2 works relates to Level 1 of the Civic Administration Building. Stage 3 refers to the Ground floor of the Civic Administration Building.

It is important to note the upgrade is intended to take place over a three year period. Stage 1 refers to the Old Library upgrade. Stage 2 works relates to Level 1 of the Civic Administration Building. Stage 3 refers to the Ground floor of the Civic Administration Building.

#### **Stage 1 Works – Old Library upgrade**

In order to upgrade the old Library and convert the building from use as a Library to use as an office environment, a number of BCA and DDA and work health and safety compliance standards will need to be met. The first step of Stage 1 will include the development of an overall Master Plan for all three stages as well as detailed planning for the elements of Stage 1.

The cost of refurbishment of the old Library is estimated at \$1.4 million. Major components include the ground floor fit-out, re-ducting of the air-conditioning, provision of new amenities and the mezzanine floor construction. Another key element of the proposal involves completion of an architectural and structural design assessment prior to commencement of works.

It is proposed that the refurbished old Library will house the Water and Sewer staff and key shared services functions which support these teams.

Please refer to Attachment 1. Armidale Regional Council Strategic Plan – Office Accommodation for a detailed breakdown and costings.

#### **Stage 2 and 3 Works – Civic Administration Building Level 1 upgrade and Civic Administration Building Ground Floor Upgrade.**

The 32 year old building was designed to accommodate 50-60 staff. The Armidale Regional Council requires accommodation for in excess of 100 indoor staff. The Stage 1 works release of the Water and Sewer and shared services teams will allow some space which includes 'hot desks' for our Guyra based staff when working in Armidale, and contractors such as auditors and engineers when required. In order for works to commence on stages 2 and 3 the Civic Administration building requires some repairs to comply with work health and safety standards. Re-design is required in some areas to modernise the environment and apply best work practises.

The cost of refurbishment at level 1 of the Civic Administration building is estimated at \$1.3 million (Stage 2) or( \$830,000 if the safety upgrade is approved to happen as part of Stage 1 ) and \$1.1 million for the ground floor (Stage 3) or (\$693,000 if the safety upgrade is approved as part of Stage 1). Major components include compliance with BCA and DDA standards, replacing the air-conditioning and electrical system, the Level 1 floor fit-out, re-designing offices and work stations to modernise and promote best work practises, and repairing various chattels. The results of these changes will lead to a modern and efficient environment that will help the delivery of exceptional customer service.

Please refer to Attachment 1. Armidale Regional Council Strategic Plan – Office Accommodation for detailed breakdowns and costings for Stage 2 & 3 works.



### **Community Engagement and Internal Consultation**

Staff engagement has occurred and included management interviews and focus groups on future workplace design.

### **Financial Implications**

Armidale Regional Council operates 3 separate entities under one corporate structure being General, Water and Sewer Funds. Each entity has its own separate income expenses assets and liabilities. Currently the Civic Administration co-locates offices from all Funds with the Water and Sewer business paying an overhead 'lease' to General Fund for occupancy. Under this proposal to utilise the old Library there is the opportunity for Water and Sewer business to own and occupy their own building supported by shared services functions and to release space in the Civic Administration Building.

Water and Sewer funds have the financial capacity in retained earnings to own and refurbish the old Library into suitable office space. Funding of Stages 2 and 3 will be required from the General Fund which will be considered as part of the budget deliberations for FY2018/19 and FY 2019/20. This will be subject to a separate submission to Council and subject to it being financially sustainable to progress with subsequent stages at this time.

*Fair Values are:*

Land	\$70,000
Buildings	\$1,025,377

### **Good Governance**

The intent of the staff accommodation strategy is to assess current work space allocations against established guidelines and to propose adherence with best practise in the future.

The current amenity, environment and safety of the Armidale Regional Council buildings will be improved to ensure compliance with legislation.

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

The review of staff accommodation and work location projects has been identified in the Armidale Regional Council's Merger and Transition Plan.

Armidale Regional Council's Accommodation Strategy will address improvements in customer service delivery consistent with the Community Strategic Plan 2017.

### **Sustainability Assessment**

Better office accommodation will improve service delivery capability, including flexibility to meet the changing community needs. Greater employee satisfaction and productivity improvements within the work environments will drive the delivery of outstanding customer service and a high performing culture. The office accommodation upgrade also allows for critical WHS issues to be addressed in the Council's office work locations. Upgrades to AC and lighting will ensure that they meet modern energy efficiency requirements minimising ongoing operating cost for Council.

Any legislative requirements of the NSW Government will be met.





## Quarterly Budget Review Statement

For the period: 1-Oct-19 to: 31-Dec-19

### 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 December 2019 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:

14/02/2020



## 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	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	25,219	25,136	25,136	0%	
User Charges and Fees	10,519			0	10,519	5,202	10,519	0%	
Interest and Investment Revenue	729		(156 )	0	573	286	573	0%	
Other Revenues	2,613		26	0	2,639	1,444	2,713	3%	
Operating Grants and Contributions	11,022	835	614	1,304	13,775	5,256	13,775	0%	
<b>RECURRENT REVENUE</b>	<b>50,080</b>	<b>835</b>	<b>484</b>	<b>1,326</b>	<b>52,725</b>	<b>37,324</b>	<b>52,717</b>	<b>0%</b>	
<b>Recurrent Expenditure</b>									
Employee Costs	22,055	46		0	22,101	11,479	22,101	0%	
Materials and Contracts	6,550	1,706	(36 )	1,365	9,585	6,209	9,585	0%	
Borrowing Costs	1,139			0	1,139	569	1,139	0%	
Other Expenses	8,473		200	0	8,673	4,765	8,625	-1%	
Depreciation and Amortisation	11,841			0	11,841	5,920	11,841	0%	
<b>RECURRENT EXPENDITURE</b>	<b>50,059</b>	<b>1,752</b>	<b>164</b>	<b>1,365</b>	<b>53,340</b>	<b>28,942</b>	<b>53,290</b>	<b>0%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>20</b>	<b>(917 )</b>	<b>320</b>	<b>(39 )</b>	<b>(615 )</b>	<b>8,382</b>	<b>(574 )</b>	<b>-7%</b>	
Capital Grants and Contributions	9,150	648	150	(320 )	9,628	1,692	9,628	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>9,170</b>	<b>(269 )</b>	<b>470</b>	<b>(359 )</b>	<b>9,013</b>	<b>10,074</b>	<b>9,055</b>	<b>0%</b>	
<b>Cashflow &amp; Reserve Movements</b>									
<b>Receipts</b>									
Recurrent Revenue	50,080	835	484	1,326	52,725	37,324	52,717	0%	
Proceeds from Property, Plant & Equipment	3,643	333	0	0	3,976	3,140	3,976	0%	
Capital Grants and Contributions	9,150	648	150	(320)	9,628	516	9,628	0%	
Transfer from Cash Reserve	3,758	7,558	(171)	11	11,157	0	11,157	0%	
<b>Payments</b>									
Recurrent Expenditure excluding Depreciation	(38,218)	(1,752)	(164)	(1,365)	(41,499)	(23,022 )	(41,450 )	0%	
Purchase of Property, Plant & Equipment	(24,310)	(7,623)	(307)	6,094	(26,145)	(5,504 )	(26,145 )	0%	
Repayments of Borrowing & Advances	(2,666)		0	0	(2,666)	(1,355 )	(2,666 )	0%	
Transfer to Cash Reserve	(198)		(715)	(5,771)	(6,684)	0	(6,684 )	0%	
<b>NET BUDGET POSITION</b>	<b>1,238</b>	<b>(0 )</b>	<b>(723 )</b>	<b>(24 )</b>	<b>491</b>	<b>11,099</b>	<b>532</b>	<b>8%</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	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	2,174	2,174	1%	
User Charges and Fees	9,326		(3,200 )	0	6,126	2,977	6,040	-1%	
Interest and Investment Revenue	912		(194 )	0	718	342	701	-2%	
Other Revenues	35			0	35	3	35	2%	
Operating Grants and Contributions	97		660	(19 )	738	668	668	-9%	
<b>RECURRENT REVENUE</b>	<b>12,529</b>	<b>0</b>	<b>(2,734 )</b>	<b>(19 )</b>	<b>9,777</b>	<b>6,164</b>	<b>9,618</b>	<b>-2%</b>	
<b>Recurrent Expenditure</b>									
Employee Costs	1,869			0	1,869	1,034	1,947	4%	
Materials and Contracts	5,748		3,308	0	9,055	2,547	9,355	3%	
Borrowing Costs	330			0	330	166	330	0%	
Other Expenses	558			0	558	303	558	0%	
Depreciation and Amortisation	3,052			0	3,052	1,526	3,052	0%	
<b>RECURRENT EXPENDITURE</b>	<b>11,556</b>	<b>0</b>	<b>3,308</b>	<b>0</b>	<b>14,863</b>	<b>5,576</b>	<b>15,242</b>	<b>3%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>974</b>	<b>0</b>	<b>(6,041 )</b>	<b>(19 )</b>	<b>(5,086 )</b>	<b>588</b>	<b>(5,624 )</b>		<b>11%</b> Employee costs and materials may exceed budget
Capital Grants and Contributions	4,000	(670 )	0	795	4,125	1,044	4,125	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>4,974</b>	<b>(670 )</b>	<b>(6,041 )</b>	<b>776</b>	<b>(961 )</b>	<b>1,632</b>	<b>(1,499 )</b>		<b>56%</b> Employee costs and materials may exceed budget
<b>Cashflow &amp; Reserve Movements</b>									
<b>Receipts</b>									
Recurrent Revenue	12,529	0	(2,734 )	(19 )	9,777	6,164	9,618	-2%	
Proceeds from Property, Plant & Equipment	0		0	0	0	0	0		
Capital Grants and Contributions	4,000	(670 )	0	795	4,125	3,995	4,125	0%	
Transfer from Cash Reserve	0	235	0	0	235	0	235	0%	
<b>Payments</b>									
Recurrent Expenditure excluding Depreciation	(8,504 )	0	(3,308 )	0	(11,811 )	(4,050 )	(12,190 )	3%	
Purchase of Property, Plant & Equipment	(9,710 )	(1,276 )	(4,779 )	6,469	(9,295 )	(4,279 )	(9,295 )	0%	
Repayments of Borrowing & Advances	(267 )		0	0	(267 )	(120 )	(267 )	0%	
Transfer to Cash Reserve	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>(7,236 )</b>	<b>1,709</b>	<b>(7,773 )</b>	<b>7%</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	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	5,693	5,693	2%	
User Charges and Fees	240			0	240	79	221	-8%	
Interest and Investment Revenue	466		(75 )	0	390	183	378	-3%	
Other Revenues	990				990	317	812	-18%	Cattle sales may not reach budget
Operating Grants and Contributions	98			(17 )	81	81	81	0%	
<b>RECURRENT REVENUE</b>	<b>7,375</b>	<b>0</b>	<b>(75 )</b>	<b>(17 )</b>	<b>7,283</b>	<b>6,353</b>	<b>7,186</b>	<b>-1%</b>	
<b>Recurrent Expenditure</b>									
Employee Costs	1,408			0	1,408	594	1,281	-9%	
Materials and Contracts	2,494			0	2,494	317	2,352	-6%	
Borrowing Costs	0			0	0	0	0		
Other Expenses	834			0	834	414	783	-6%	
Depreciation and Amortisation	1,593			0	1,593	796	1,593	0%	
<b>RECURRENT EXPENDITURE</b>	<b>6,329</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,329</b>	<b>2,121</b>	<b>6,009</b>	<b>-5%</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>1,046</b>	<b>0</b>	<b>(75 )</b>	<b>(17 )</b>	<b>954</b>	<b>4,233</b>	<b>1,176</b>		23% Employee costs and materials may be under budget
Capital Grants and Contributions	500		700	(58 )	1,142	542	1,142	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>1,546</b>	<b>0</b>	<b>625</b>	<b>(75 )</b>	<b>2,096</b>	<b>4,774</b>	<b>2,318</b>		11% Employee costs and materials may be under budget
<b>Cashflow &amp; Reserve Movements</b>									
<b>Receipts</b>									
Recurrent Revenue	7,375	0	(75 )	(17 )	7,283	6,353	7,186	-1%	
Proceeds from Property, Plant & Equipment	0		0	0	0	0	0		
Capital Grants and Contributions	500	0	700	(58 )	1,142	648	1,142	0%	
Transfer from Cash Reserve	0		0	0	0	0	0		
<b>Payments</b>									
Recurrent Expenditure excluding Depreciation	(4,736)	0	0	0	(4,736)	(1,325 )	(4,417 )	-7%	
Purchase of Property, Plant & Equipment	(4,005)	(543)	180	1,814	(2,554)	(1,510 )	(2,554 )	0%	
Repayments of Borrowing & Advances	(20)		0	0	(20)	0	(20 )	0%	
Transfer to Cash Reserve	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>1,115</b>	<b>4,166</b>	<b>1,337</b>		20% Improved due to capital expenditure deferrals



## Quarterly Budget Review Statement

## 2. Income &amp; Expenses

## CONSOLIDATED

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'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	32,961	33,003	33,003	0%	
User Charges and Fees	20,084	0	(3,200 )	0	16,884	8,257	16,780	-1%	
Interest and Investment Revenue	2,106	0	(424 )	0	1,682	811	1,652	-2%	
Other Revenues	3,637	0	26	0	3,663	1,764	3,561	-3%	
Operating Grants and Contributions	11,216	835	1,274	1,269	14,594	6,005	14,525	0%	
<b>RECURRENT REVENUE</b>	<b>69,984</b>	<b>835</b>	<b>(2,325 )</b>	<b>1,290</b>	<b>69,784</b>	<b>49,841</b>	<b>69,521</b>	<b>0%</b>	
<b>Recurrent Expenditure</b>									
Employee Costs	25,332	46	0	0	25,378	13,107	25,329	0%	
Materials and Contracts	14,792	1,706	3,272	1,365	21,134	9,073	21,292	1%	
Borrowing Costs	1,469	0	0	0	1,469	735	1,469	0%	
Other Expenses	9,865	0	200	0	10,065	5,482	9,966	-1%	
Depreciation and Amortisation	16,486	0	0	0	16,486	8,242	16,485	0%	
<b>RECURRENT EXPENDITURE</b>	<b>67,944</b>	<b>1,752</b>	<b>3,472</b>	<b>1,365</b>	<b>74,532</b>	<b>36,639</b>	<b>74,542</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>(4,748 )</b>	<b>13,202</b>	<b>(5,021 )</b>	<b>6%</b>	
Capital Grants and Contributions	13,650	(22 )	850	418	14,896	3,278	14,894	0%	
<b>NET SURPLUS/(DEFICIT)</b>	<b>15,690</b>	<b>(938 )</b>	<b>(4,946 )</b>	<b>343</b>	<b>10,148</b>	<b>16,480</b>	<b>9,873</b>	<b>-3%</b>	
<b>Cashflow &amp; Reserve Movements</b>									
<b>Receipts</b>									
Recurrent Revenue	69,984	835	(2,325 )	1,290	69,784	49,841	69,521	0%	
Proceeds from Property, Plant & Equipment	3,643	333	0	0	3,976	3,140	3,976	0%	
Capital Grants and Contributions	13,650	(22 )	850	418	14,896	5,159	14,896	0%	
Transfer from Cash Reserve	3,758	7,793	(171 )	11	11,392	0	11,392	0%	
<b>Payments</b>									
Recurrent Expenditure excluding Depreciation	(51,458)	(1,752)	(3,472)	(1,365)	(58,046)	(28,397 )	(58,057 )	0%	
Purchase of Property, Plant & Equipment	(38,025)	(9,441)	(4,905)	14,378	(37,994)	(11,293 )	(37,994 )	0%	
Repayments of Borrowing & Advances	(2,952)	0	0	0	(2,952)	(1,475 )	(2,952 )	0%	
Transfer to Cash Reserve	(198)	0	(715)	(5,771)	(6,684)	0	(6,684 )	0%	
<b>NET BUDGET POSITION</b>	<b>(1,599 )</b>	<b>(2,254 )</b>	<b>(10,738 )</b>	<b>8,961</b>	<b>(5,629 )</b>	<b>16,974</b>	<b>(5,904 )</b>	<b>5%</b>	



## 2. Operating Budget Adjustments

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Bushfire Funding	Operating Grants and Contributions	0	(1,000,000)	(1,000,000)	Receipt of Federal Government assistance for bushfire response
Bushfire Funding	Materials and Contracts	0	1,000,000	1,000,000	Allocation of funding to program of activities
Financial Assistance Grant	Materials and Contracts	0	308,941	308,941	Payment of F.A.G. allocation to Inverell Shire Council
Financial Assistance Grant - General	Operating Grants and Contributions	(4,062,483)	(4,198,055)	(135,572)	Offset above allocation
Financial Assistance Grant - Roads	Operating Grants and Contributions	(2,276,925)	(2,450,294)	(173,369)	Offset above allocation
North Armidale Tennis Club Upgrade	Operating Grants and Contributions	0	(17,680)	(17,680)	Recognise grant received
North Armidale Tennis Club Upgrade	Materials and Contracts	0	17,680	17,680	Recognise grant expenditure
Armidale Folk Museum	Operating Grants and Contributions	0	(8,770)	(8,770)	Recognise grant received
Armidale Folk Museum	Materials and Contracts	2,194	10,581	8,387	Recognise grant expenditure
Library Co-op	Materials and Contracts	50,000	80,000	30,000	Transfer of funding from library capital budget
People & Culture	Operating Grants and Contributions	0	(15,750)	(15,750)	Recognise grants received
Pension Rebates - Ordinary Rates	Rates and Annual Charges	316,058	311,000	(5,058)	Align pension rebates with actuals (Tingha Boundary Adjustment)
Pension Rebates - Ordinary Rates	Rates and Annual Charges	18,267	14,000	(4,267)	Align pension rebates with actuals (Tingha Boundary Adjustment)
Pension Rebates - Ordinary Rates	Operating Grants and Contributions	(180,000)	(145,000)	35,000	Align pension rebates with actuals (Tingha Boundary Adjustment)
Pension Rebates - Waste	Rates and Annual Charges	120,469	108,000	(12,469)	Align pension rebates with actuals (Tingha Boundary Adjustment)
Pension Rebates - Waste	Operating Grants and Contributions	(61,000)	(49,000)	12,000	Align pension rebates with actuals (Tingha Boundary Adjustment)
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
TOTAL				39,073	

**WATER FUND**TOTAL



Description	Category	Current Budget	New Budget	Revision Amount	Comment
Pension Rebates	Operating Grants and Contributions	(97,900)	(81,000)	16,900	Align pension rebates with actuals (Tingha Boundary Adjustment)
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
TOTAL				16,900	





## 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	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 )	10,734	10,734	0%	
Capital Grants and Contributions	9,150	648	150	(320 )	9,628	9,628	0%	
Proceeds from Property, Plant & Equipment	3,643	333		0	3,976	3,976	0%	
Transfer from Cash Reserve	3,758	7,558	(171 )	11	11,157	11,157	0%	
<b>CAPITAL FUNDING</b>	<b>27,174</b>	<b>7,623</b>	<b>1,022</b>	<b>(323 )</b>	<b>35,495</b>	<b>35,495</b>	<b>0%</b>	
<b>Capital Expenditure</b>								
Purchase of Property, Plant & Equipment	24,310	7,623	307	(6,094 )	26,145	26,145	0%	
Loan Repayments	2,666			0	2,666	2,666	0%	
Transfer to Cash Reserve	198		715	5,771	6,684	6,684	0%	
<b>CAPITAL EXPENDITURE</b>	<b>27,174</b>	<b>7,623</b>	<b>1,022</b>	<b>(323 )</b>	<b>35,495</b>	<b>35,495</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>		



## 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	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 )	5,202	5,202	0%	
Capital Grants and Contributions	4,000	(670 )		795	4,125	4,125	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>9,562</b>	<b>9,562</b>	<b>0%</b>	
<b>Capital Expenditure</b>								
Purchase of Property, Plant & Equipment	9,710	1,276	4,779	(6,469 )	9,295	9,295	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>9,562</b>	<b>9,562</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>		



## 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	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 )	1,432	1,432	0%	
Capital Grants and Contributions	500		700	(58 )	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>2,574</b>	<b>2,574</b>	<b>0%</b>	
<b>Capital Expenditure</b>								
Purchase of Property, Plant & Equipment	4,005	543	(180 )	(1,814 )	2,554	2,554	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>2,574</b>	<b>2,574</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>		



## Quarterly Budget Review Statement

## 3. Capital Budget

## CONSOLIDATED

	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'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 )	17,368	17,368	0%	
Capital Grants and Contributions	13,650	(22 )	850	418	14,896	14,896	0%	
Proceeds from Property, Plant & Equipment	3,643	333	0	0	3,976	3,976	0%	
Transfer from Cash Reserve	3,758	7,793	(171 )	11	11,392	11,392	0%	
<b>CAPITAL FUNDING</b>	<b>41,176</b>	<b>9,441</b>	<b>5,620</b>	<b>(8,607 )</b>	<b>47,631</b>	<b>47,631</b>	<b>0%</b>	
<b>Capital Expenditure</b>								
Purchase of Property, Plant & Equipment	38,025	9,441	4,905	(14,378 )	37,994	37,994	0%	
Loan Repayments	2,952	0	0	0	2,952	2,952	0%	
Transfer to Cash Reserve	198	0	715	5,771	6,684	6,684	0%	
<b>CAPITAL EXPENDITURE</b>	<b>41,176</b>	<b>9,441</b>	<b>5,620</b>	<b>(8,607 )</b>	<b>47,631</b>	<b>47,631</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>		



## Quarterly Budget Review Statement

## 3. Capital Budget Adjustments

## GENERAL FUND

Description	Category	Current Budget	New Budget	Revision Amount	Comment
Guyra Community Hub Upgrade	Purchase of Property, Plant & Equipment	397,900	197,900	(200,000)	Align budget with forecast spend
Tingha Skate Park Upgrade	Purchase of Property, Plant & Equipment	93,100	76,380	(16,720)	Reduce budget to match actual expenditure
Airport Business Park	Purchase of Property, Plant & Equipment	3,304,084	3,000,000	(304,084)	Align budget with forecast spend
Mann St Depot - Electrical Upgrade	Purchase of Property, Plant & Equipment	8,000	0	(8,000)	Transfer to Guyra Depot works
Guyra Depot Electrical Upgrade	Purchase of Property, Plant & Equipment	32,925	40,925	8,000	Transfer from Mann St Depot works
SES HQ Upgrade	Capital Grants and Contributions	0	(23,900)	(23,900)	SES Building Grant
SES HQ Upgrade	Purchase of Property, Plant & Equipment	35,000	44,125	9,125	Increase bduget to match actual expenditure
Harris Park Lighting	Purchase of Property, Plant & Equipment	338,580	350,000	11,420	Increase budget to match forecast expenditure (reserve funding)
Newling Park - Stormwater Drainage Upg	Purchase of Property, Plant & Equipment	55,000	10,000	(45,000)	Align budget with forecast spend
CBD CCTV Cameras, Security & Lighting	Purchase of Property, Plant & Equipment	450,000	350,000	(100,000)	Align budget with forecast spend
Guyra Main Street Upgrade	Purchase of Property, Plant & Equipment	2,540,160	1,540,160	(1,000,000)	Align budget with forecast spend
Rockvale Road Upgrade	Purchase of Property, Plant & Equipment	1,200,000	0	(1,200,000)	Align budget with forecast spend
Kempsey Road Big Hill Project	Capital Grants and Contributions	(1,303,380)	(886,264)	417,116	Align budget with forecast spend
Kempsey Road Big Hill Project	Purchase of Property, Plant & Equipment	1,303,389	886,273	(417,116)	Align budget with forecast spend
Timber Bridge Renewal Program	Purchase of Property, Plant & Equipment	1,355,800	677,900	(677,900)	Align budget with forecast spend
Airport Security Screening	Capital Grants and Contributions	(1,855,000)	(1,841,500)	13,500	Align budget with actual grant received
Airport Security Screening	Purchase of Property, Plant & Equipment	1,855,000	927,500	(927,500)	Align budget with forecast spend
New Landfill Construction	Purchase of Property, Plant & Equipment	1,707,130	407,130	(1,300,000)	Align budget with forecast spend
Long Swamp Road Transfer Station	Purchase of Property, Plant & Equipment	250,000	150,000	(100,000)	Align budget with forecast spend
Ben Lomond Transfer Station	Capital Grants and Contributions	0	(87,100)	(87,100)	Align budget with actual grant received
Ben Lomond Transfer Station	Purchase of Property, Plant & Equipment	80,000	87,100	7,100	Align budget with actual grant received
Old Library Business Hub Fitout	Purchase of Property, Plant & Equipment	0	390,000	390,000	Contribution to building fitout
Library Strategy Seed Funding	Purchase of Property, Plant & Equipment	193,522	0	(193,522)	Reduced to offset allocaton to old library business hub fitout
Library Books and AV materials	Purchase of Property, Plant & Equipment	225,000	195,000	(30,000)	Transfer funding to library operating budget
				0	
				0	
<b>Reserve Adjustments</b>					
Specific Purpose Unexpended Grants	Transfer to Cash Reserve	0	4,426,204	4,426,204	Transfer unspent grant funding to reserve
Specific Purpose Unexpended Loans	Transfer to Cash Reserve	0	1,300,000	1,300,000	Transfer unspent loan funding to reserve
2019/20 Carry Forward Works	Transfer to Cash Reserve	0	45,000	45,000	Transfer unspent capital funding to reserve
Developer Contributions	Transfer from Cash Reserve	(150,000)	(161,420)	(11,420)	S7.12 Contribution towards Harris Park Lighting
				0	
				0	
				0	
				0	
<b>TOTAL</b>				<b>(14,797)</b>	





Description	Category	Current Budget	New Budget	Revision Amount	Comment
Puddledock RWTM and Pump Station Upgrade	Purchase of Property, Plant & Equipment	500,000	100,000	(400,000)	Align budget with forecast spend
Malpas Dam water release facility	Purchase of Property, Plant & Equipment	102,000	0	(102,000)	Align budget with forecast spend
Dumaresq Dam Upgrade Stability Investigation	Capital Grants and Contributions	(1,000,000)	0	1,000,000	Reduce budget to match expected funding
Dumaresq Dam Upgrade Stability Investigation	Purchase of Property, Plant & Equipment	2,371,056	500,000	(1,871,056)	Align budget with forecast spend
Guyra Dam Fencing & Guardrails	Purchase of Property, Plant & Equipment	40,000	0	(40,000)	Align budget with forecast spend
Water Network Meters	Purchase of Property, Plant & Equipment	250,000	150,000	(100,000)	Align budget with forecast spend
Water Main Replacement	Purchase of Property, Plant & Equipment	250,000	210,000	(40,000)	Align budget with forecast spend
Reservoir Cleaning & Ladder Replacement	Purchase of Property, Plant & Equipment	14,784	20,000	5,216	Align budget with forecast spend
Garibaldi Street Pumps (1 & 2) Upgrade	Purchase of Property, Plant & Equipment	0	60,000	60,000	Align budget with forecast spend
Water Pumping Stations Renewal	Purchase of Property, Plant & Equipment	0	50,000	50,000	Align budget with forecast spend
Water Treatment Plant	Purchase of Property, Plant & Equipment	471,465	100,000	(371,465)	Align budget with forecast spend
SCADA Telemetry Systems	Purchase of Property, Plant & Equipment	1,060,000	1,160,000	100,000	Align budget with forecast spend
Armidale WTP Master Plan	Purchase of Property, Plant & Equipment	60,000	0	(60,000)	Align budget with forecast spend
Malpas Dam Additional Pontoon	Purchase of Property, Plant & Equipment	1,500,000	0	(1,500,000)	Align budget with forecast spend
Groundwater Infrastructure	Purchase of Property, Plant & Equipment	4,000,000	2,500,000	(1,500,000)	Align budget with forecast spend
Malpas Dam Wall Investigation	Purchase of Property, Plant & Equipment	1,000,000	300,000	(700,000)	Align budget with forecast spend
Malpas Guyra Pipeline	Capital Grants and Contributions	(1,830,210)	(3,625,213)	(1,795,003)	Increase budget to match actual income expected to be received
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
				0	
TOTAL				(7,264,308)	

[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	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 )	2,341	2,341	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 )	2,146	2,146	0%	
RMS Contributions	17					17	17	0%	
Specific Purpose Unexpended Grants	6,997	(2,128 )	(3,983 )	(464 )	4,426	4,848	4,848	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>	14,610	(3,458 )	(5,190 )	601	5,715	12,278	12,278	0%	
<b>Internally Restricted Cash</b>									
Employee Leave Entitlement	3,194					3,194	3,194	0%	
Kolara Sinking Fund	442					442	442	0%	
Kolara M&R	150	198				348	348	0%	
Airport Capital Works	1,000					1,000	1,000	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>	7,654	(102 )	(2,368 )	285	45	5,514	5,514	0%	
<b>TOTAL INVESTMENTS &amp; CASH</b>	24,114	(2,322 )	(7,558 )	163	5,736	20,133	20,133	0%	



## 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	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	18,949	18,949	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>	2,120	0	(235 )	0	0	1,885	1,885	0%	
<b>TOTAL INVESTMENTS &amp; CASH</b>	28,305	(1,951 )	(1,946 )	(10,820 )	7,246	20,834	20,834	0%	

## SEWER FUND

	Opening Balance 2019-20 \$'000	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'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	15,042	15,042	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>	1,530	0	0	0	0	1,530	1,530	0%	
<b>TOTAL INVESTMENTS &amp; CASH</b>	15,457	(886 )	(543 )	805	1,740	16,572	16,572	0%	



## Quarterly Budget Review Statement

## 4. Cash &amp; Investments

## CONSOLIDATED

	Opening Balance 2019-20 \$'000	Original Budget 2019-20 \$'000	Carry Forwards \$'000	QBR1 Jul-Sep \$'000	QBR2 Oct-Dec \$'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>	<b>1,850</b>	<b>1,238</b>	<b>(0 )</b>	<b>(723 )</b>	<b>(24 )</b>	<b>2,341</b>	<b>2,341</b>	<b>0%</b>	
<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	0	0	0	0	947	947	0%	
Developer Contributions	5,802	(80 )	0	(150 )	(11 )	5,561	5,561	0%	
RMS Contributions	17	0	0	0	0	17	17	0%	
Specific Purpose Unexpended Grants	7,232	(2,128 )	(4,218 )	(464 )	4,426	4,848	4,848	0%	
Domestic Waste Management	607	0	0	0	0	607	607	0%	
Other External Restrictions	482	0	0	0	0	482	482	0%	
Water Fund	26,185	(1,951 )	(1,711 )	(10,820 )	7,246	18,949	18,949	0%	
Sewer Fund	13,927	(886 )	(543 )	805	1,740	15,042	15,042	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>49,684</b>	<b>49,684</b>	<b>0%</b>	
<b>Internally Restricted Cash</b>									
Employee Leave Entitlement	3,194	0	0	0	0	3,194	3,194	0%	
Kolora Sinking Fund	442	0	0	0	0	442	442	0%	
Kolora M&R	150	198	0	0	0	348	348	0%	
Airport Capital Works	1,000	0	0	0	0	1,000	1,000	0%	
PreSchool Upgrade	500	0	0	(15 )	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	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>5,514</b>	<b>5,514</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>57,539</b>	<b>57,539</b>	<b>0%</b>	



**Cash & Investments Position****Statements****Investments**

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

**Cash**

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

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

The date of completion of this bank reconciliation is:

73,947,047
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31/01/2020
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**Quarterly Budget Review Statement****4. Cash & Investments**



## 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	Revised Budget 2019-20	Comment
<b>Key Performance Indicators</b>							
	-1.02%	0.04%	-1.76%	-1.12%	-1.17%	-1.17%	Lower due to small increase in operating deficit recognised in the second quarter budget review
Net Operating Result from Income Statement	(555)	20	(896)	(576)	(615)	(615)	
Operating Revenue (excl. Capital Grants & Contributions)	54,424	50,080	50,914	51,399	52,725	52,725	
<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%	62.47%	Slightly lower due to increase in forecast operating grants in the second quarter budget review
Operating Revenue (excl. ALL Grants & Contributions)	39,500	39,058	39,058	38,928	38,950	38,950	
Total Revenue (incl. Capital Grants & Cont)	60,121	59,230	60,713	61,347	62,353	62,353	
<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	0.7	Has remained at the same level
Unrestricted Cash	1,850	3,088	3,088	2,365	2,341	2,341	
Operating Expenditure (excl. Depreciation + non-cash adj's)	42,190	38,218	39,970	40,134	41,499	41,499	
<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	3.25	Has remained at the same level
Operating Result before Interest & Dep. exp (EBITDA)	14,176	13,001	12,084	12,404	12,365	12,365	
Loan Repayments (Principal + Interest)	4,019	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

Net Operating Result from Income Statement

Operating Revenue (excl. Capital Grants &amp; Contributions)

Benchmark: &gt; 0%

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

## 2. Own Source Operating Revenue Ratio

Operating Revenue (excl. ALL Grants &amp; Contributions)

Total Revenue (incl. Capital Grants &amp; Cont)

Benchmark: &gt; 60%

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

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

Unrestricted Cash

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

Benchmark: &gt; 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 &amp; Dep. exp (EBITDA)

Loan Repayments (Principal + Interest)

Benchmark: &gt; 2x

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

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	Revised Budget 2019-20	Comment
<b>1. Operating Performance Ratio</b>	<b>11.41%</b>	<b>7.77%</b>	<b>7.77%</b>	<b>-51.73%</b>	<b>-52.02%</b>	<b>-52.02%</b>	Lower due to small increase in operating deficit recognised in the second quarter budget review
Net Operating Result from Income Statement	1,409	974	974	(5,067)	(5,086)	(5,086)	
Operating Revenue (excl. Capital Grants & Contributions)	12,350	12,529	12,529	9,796	9,777	9,777	
<b>2. Own Source Operating Revenue Ratio</b>	<b>54.78%</b>	<b>75.22%</b>	<b>78.39%</b>	<b>68.86%</b>	<b>65.02%</b>	<b>65.02%</b>	Slightly lower due to increase in Malpas Dam forecast grant revenue
Operating Revenue (excl. ALL Grants & Contributions)	12,278	12,433	12,433	9,039	9,039	9,039	
Total Revenue (incl. Capital Grants & Cont)	22,414	16,529	15,860	13,126	13,902	13,902	
<b>3. Unrestricted Cash Expense Cover Ratio (Months)</b>	<b>40.6</b>	<b>34.2</b>	<b>31.8</b>	<b>11.9</b>	<b>19.3</b>	<b>19.3</b>	Improved due to capital program deferrals
Unrestricted Cash	26,185	24,234	22,523	11,704	18,949	18,949	
Operating Expenditure (excl. Depreciation + non-cash adj's)	7,740	8,504	8,504	11,811	11,811	11,811	
<b>4. Debt Service Cover Ratio (Times x)</b>	<b>7.59</b>	<b>7.31</b>	<b>7.31</b>	<b>(2.83)</b>	<b>(2.86)</b>	<b>(2.86)</b>	Lower due to small increase in operating deficit recognised in the second quarter budget review
Operating Result before Interest & Dep. exp (EBITDA)	4,418	4,355	4,355	(1,686)	(1,705)	(1,705)	
Loan Repayments (Principal + Interest)	582	596	596	596	596	596	



## SEWER FUND

## Quarterly Budget Review Statement

## 5. Key Performance Indicators

## Key Performance Indicators

## 1. Operating Performance Ratio

Net Operating Result from Income Statement

Operating Revenue (excl. Capital Grants &amp; Contributions)

Benchmark: &gt; 0%

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

## 2. Own Source Operating Revenue Ratio

Operating Revenue (excl. ALL Grants &amp; Contributions)

Total Revenue (incl. Capital Grants &amp; Cont)

Benchmark: &gt; 60%

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

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

Unrestricted Cash

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

Benchmark: &gt; 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 &amp; Dep. exp (EBITDA)

Loan Repayments (Principal + Interest)

Benchmark: &gt; 2x

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

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	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>13.10%</b>	Lower due to small increase in operating deficit recognised in the second quarter budget review
Net Operating Result from Income Statement	(57 )	1,046	1,046	971	954	954	
Operating Revenue (excl. Capital Grants & Contributions)	6,642	7,375	7,375	7,300	7,283	7,283	
<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>85.48%</b>	Slightly higher due to decrease in forecast capital grant revenue
Operating Revenue (excl. ALL Grants & Contributions)	6,574	7,277	7,277	7,202	7,202	7,202	
Total Revenue (incl. Capital Grants & Cont)	7,111	7,875	7,875	8,500	8,425	8,425	
<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>38.1</b>	Improved due to capital program deferrals
Unrestricted Cash	13,927	13,041	12,498	13,302	15,042	15,042	
Operating Expenditure (excl. Depreciation + non-cash adj's)	4,491	4,736	4,736	4,736	4,736	4,736	
<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>127.34</b>	Lower due to small increase in operating deficit recognised in the second quarter budget review
Operating Result before Interest & Dep. exp (EBITDA)	2,055	2,639	2,639	2,564	2,547	2,547	
Loan Repayments (Principal + Interest)	20	20	20	20	20	20	



## CONSOLIDATED

## Quarterly Budget Review Statement

## 5. Key Performance Indicators

## Key Performance Indicators

## 1. Operating Performance Ratio

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

	Actual 2018-19	Original Budget 2019-20	Carry Forwards	QBR1 Jul-Sep	QBR2 Oct-Dec	Revised Budget 2019-20	Comment
	1.09%	2.92%	1.59%	-6.82%	-6.80%	-6.80%	Has remained at the same level
Net Operating Result from Income Statement	797	2,040	1,123	(4,673 )	(4,748 )	(4,748 )	
Operating Revenue (excl. Capital Grants & Contributions)	73,416	69,984	70,818	68,494	69,784	69,784	

Benchmark: > 0%

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

## 2. Own Source Operating Revenue Ratio

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

	65.09%	70.27%	69.59%	66.49%	65.18%	65.18%	Slightly lower due to increase in forecast grant revenue in the second quarter budget review
Operating Revenue (excl. ALL Grants & Contributions)	58,352	58,767	58,767	55,169	55,191	55,191	
Total Revenue (incl. Capital Grants & Cont)	89,646	83,634	84,447	82,972	84,680	84,680	

Benchmark: > 60%

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

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

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

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

	0.4	0.7	0.7	0.5	0.5	0.5	Has remained at the same level
Unrestricted Cash	1,850	3,088	3,088	2,365	2,341	2,341	
Operating Expenditure (excl. Depreciation + non-cash adj's)	54,421	51,458	53,209	56,681	58,046	58,046	

Benchmark: > 3 Months

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

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

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

	4.47	4.52	4.31	3.00	2.99	2.99	Has remained at the same level
Operating Result before Interest & Dep. exp (EBITDA)	20,649	19,995	19,078	13,282	13,207	13,207	
Loan Repayments (Principal + Interest)	4,621	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.



TRIM: ARC16/0025 AINT/2019/28018

Applies to:	Committee members
Responsible Stream:	Operations
Responsible Officer:	CEO (or delegate)
Adoption Date/History:	
TRIM File Number:	ARC16/0025 - AINT/2019/28018
Review Date:	June 2020

## **Regional Hydrotherapy Centre Working Group Draft Terms of Reference**

### **Name**

The name of this Advisory Committee is the Regional Hydrotherapy Centre Working Group.

### **Council Portfolio**

Chief Executive Officer (CEO)

### **Establishment**

The committee is established under Council Resolution ARC16/0025 AINT/2019/28018. This is an Advisory Committee in terms of Section 3(1) and 86 of the **Local Government Act 1993**.

### **Term of the Advisory Committee**

The Advisory Committee will be in place until the end of the financial year (June 2020). The Council may dissolve the committee at any time by a resolution of the Council.

### **Financial Arrangements**

This Committee is Advisory only and does not hold any delegations financial or otherwise.

### **Purpose**

The purpose of this committee is to investigate options for and implications of the delivery of a hydrotherapy pool within the funding envelope provided by the NSW State Government under the Stronger Country Communities Fund.

### **Activities**

- Identify, examine and consider options for the ownership and/or management of a hydrotherapy pool;
- Undertake an options appraisal and recommend to Council the preferred options. These options will include options for the governance for the management and ownership of the pool;
- On decision on the preferred option from Council, oversee the procurement process to give effect to the preferred option.;
- Identify, advocate and agree the material for finding sources of funding that may support the concept;
- Advise Council on the financial implications including:
  - Capital and whole of life costs
  - Impact of ongoing operational costs
  - Return on investment including any non-financial returns
- Report to Council on or before June 2020 to enable any Operational Plan and resource allocation implications to be considered prior to IP&R 2020 adoption.

### **Council Officers:**

The committee will be supported by the General Manager of Operations and his departmental staff as appropriate and directed by him.

**Membership**

The committee will be comprised of the following representation:

Councillors (5) as self-nominated under Council Resolution ARC16/0025 AINT/2019/28018:

- ⇒ Cr Bailey
- ⇒ Cr O'Brien
- ⇒ Cr Galletly
- ⇒ Cr Robinson
- ⇒ Cr O'Connor

The Chief Executive Officer (CEO) and other Council staff may attend Working Group meetings as required or otherwise determined by the CEO and/or Mayor.

**Chairperson**

Delegated Councillor will elect Chairperson/s for the Working Group.

**Executive Officer**

The Executive Officer will be the CEO (or delegate) and will be directly responsible for the organisational function including:

- Provision of administrative support in preparing meeting agendas and minutes;
- Act as a conduit between the Working Group activities and ELT to assist in providing oversight and transparency in the conduct of the Group; and
- Provide support in preparation of draft reports including advice and staff commentary on Working Group recommendations.

**Reporting**

The Working Group will report to the Council under a standing agenda item at each Council Meeting, for the term of its constituency. The Working Group will produce a report prior to adoption of Budget 20/21 (EOFY) that provides recommendations to Council which clearly identifies:

- Preferred conceptual project design, business model and potential funding sources;
- High level social, economic, environmental and financial cost/benefits (sustainability); and
- Operational and long term whole of life costs to Council.

Receipt of this report prior to adoption of Budget 20/21 and EOFY is intended to enable Council to understand, assess and if necessary incorporate expenditure for FY 20/21 to implement the Working Group's recommendations.

**Frequency of Meetings**

The committee will meet each fortnight or as agreed, at the discretion of the Chairperson. Meeting schedules will be determined by the Chairperson, in consultation with the Executive Officer.

**Organisational Values**

**Achievement:** Following through, kicking goals and celebrating wins.

**Agility:** Adaptable and open to change, flexible and capable of adjusting quickly and effectively.

**Limitless:** Removing things that restrict our power, striving for continuous improvement, backing our decisions and exploring for ways to make things happen'.

**Resilience:** Facing issues head-on and be determined to find a solution, staying calm when things get tough or complicated, believing in yourself.

**Unity:** Working together to maximise our achievements, working closely with our community to meet its needs and desires as effectively and cost efficiently as possible, supporting one another to achieve our personal goals and lift the organisation to greater heights.

**Wellbeing:** A safe and supportive workplace that enable our people and our community to flourish.

### **Organisational Principles**

**Governance:** focus on the corporate governance processes and internal support services of council as an organisation. Governance includes the internal structures, information systems and policies that ensure an efficient and effective operation while being open and transparent to all stakeholders.

**Infrastructure:** focus on the physical assets under council's care and management, which are necessary for the effective functioning of the community. These assets include utility and transport services, as well as public buildings and recreational facilities.

**Services:** focus on the programs within the council aimed at our local people and communities. It is about maintaining and where possible improving people's social, cultural and economic wellbeing, through programs which contribute to making our community a healthy and prosperous one, where people enjoy a sense of belonging and security. This principle is also concerned with the care and custodianship of the physical environment of our area, and interactions with the environment beyond our boundaries.

### **Code of Conduct**

The Model Code of Conduct applies to the members of the committee.

### **Code of Meeting Practice**

The Council's Code of Meeting Practice shall guide the meeting procedures of the Working Group.

### **Remuneration of Members**

Members of the Working Group will not be remunerated for meeting attendance and no reimbursement of travel expenses will be payable, unless in special circumstances.

### **Media Liaison**

The working group acknowledges that the Mayor is the designated media spokesperson for Council.

### **Meeting Protocol**

Arrangements for meetings will be as follows:

- agendas and supporting material will be circulated at least two (2) business days prior to a meeting;
- any supporting material or papers that are confidential will be clearly marked as such and remain confidential to members;
- meetings will be run in a fair and independent manner and support open and constructive dialogue;
- minutes will be circulated within seven (7) days of each meeting;
- minutes of the meeting to be submitted to the Council as soon as possible after the meeting; and
- a quorum of members is required at all meetings and shall be 50% plus one of all voting members

**Standard Agenda Items**

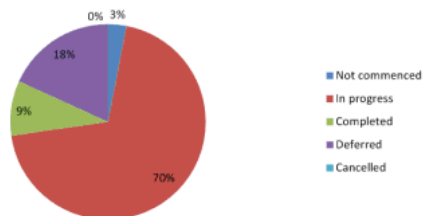
Agendas will be determined by the Chairperson(s) after consultation with the CEO (or delegate). Working Group members may also suggest matters for consideration.

As a minimum, agendas will include the following standard items:

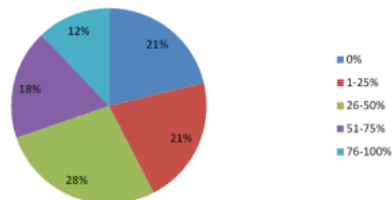
1. Meeting open and apologies;
2. Confirmation of previous minutes and matters arising;
3. Declarations of interest;
4. Reports on priority actions;
5. Reports and advice on local views and emerging issues;
6. Review of relevant meeting actions or follow up requirements (action log); and
7. Formal close.

## INTEGRATED PLANNING AND REPORTING DASHBOARD - OPERATIONAL PLAN 2019-2020 SUMMARY

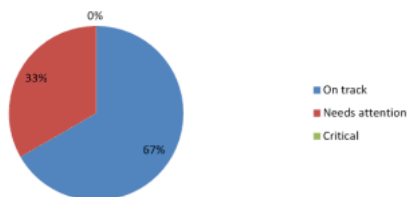
All Actions - Commencement



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	On track	
E4.1.3	Smart Parking in Armidale CBD	Completed	
E4.1.4	Bridge and Causeway Renewal	On track	
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	On track	
E4.3.1	Autonomous Vehicle Trial	On track	
G1.1.1	Armidale Master Plan 2036	On track	
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	Needs attention	
G3.1.1	Tourism Strategic Plan	On track	
G4.1.1	Business Ecosystem	Needs attention	
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	Needs attention	
L2.4.2	Administration hub	Needs attention	
L2.4.3	Customer services realignment	On track	
L2.4.4	Revised organisation structure	On track	
L3.4.1	Internal Audit Plan 2019-2022	Needs attention	
L3.4.2	Centralised Compliance Register	Needs attention	
L3.4.3	Property Management Portfolio	Needs attention	
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 - October to December 2019

##### E1.4

Protect and enhance the natural environment to promote and support biodiversity

##### Review Dumaresq Creek Masterplan and the suite of Council's spatial plans

Corporate review of current plans by June 2019

This action will be addressed as part of the Armidale Masterplan - G1.1.1

Deferred

0

Not applicable

Not applicable

##### E3.1

Partnerships with all levels of government to support the provision of essential infrastructure for the region

##### Open Space Plans of Management

100% of generic POMs completed by 30 June 2020

Contingent upon development of Property Management Portfolio L3.4.3

Deferred

0

Not applicable

Not applicable

##### E4.2

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

##### Regional airport competitive dialogue

\* Review operations and options and recommend a way forward by 31 December 2019

\* Present options to ELT and councillors in early 2020

Council set up an expert panel with terms of reference. All applications have been reviewed and successful proponents have been interviewed. Council is now sourcing a valuation of the airport precinct.

In Progress

26-50%

On track

On Budget

##### E4.3

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

##### Autonomous Vehicle Trial

\* Conduct Phase 2

\* Review Phase 1

\* Begin review of Phase 2

Phase 2 - 6 month trial schedule on track.

Communications Plan engaged.

Operators trained, road & bus stop signs in place.

Phase 1 Lessons Learned & Phase 2 White Paper on track.

Design and implement Phase 3.

In Progress

76-100%

On track

On Budget

##### G1.1

Plan for the needs of the region

##### Armidale Master Plan 2036

Master Plan prepared by June 2020

Brief responses have been considered and a suitable consultant has been appointed

In Progress

26-50%

On track

On Budget

#### CHART KEY

Delivery Program Strategy

Operational Plan Action

Measure

Measure Progress

Commencement Status

% Complete

Project Status

Budget Rating

**Development of Armidale Regional Airport Business Park**

Funding secured & build commenced, with contracts signed for service centre and 10 blocks. Erection of Bill Boards on both sides of the highway

Project Control Group meets on a regular basis.

In Progress

26-50%

On track

On Budget

**G2.3**

Develop partnerships with operators in the agricultural sector including local agencies and UNE, to encourage careers in agriculture

**Develop cluster of industry bodies**

\* Conduct 2 round tables in 2019/20

\* Pitch or enter into discussions to host at least four agricultural industry forums or conferences in Armidale

Two Business Symposiums have been held to develop this further.

No events have been arranged to date.

In Progress

51-75%

On track

On Budget

**G2.4**

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

**Stronger industry relationships**

Speak to four potential horticultural investors

Engagement has begun with horticultural industry

In Progress

1-25%

Needs attention

On Budget

**G3.1**

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

**Tourism Strategic Plan**

\* Winter event established

\* Night time multicultural food event established in Beardsley Street Mall, with at least 20 local business participating.

\* Four stakeholder workshops held

\* Events & Festivals calendar built

\* EduTourism space developed

\* Assist with grant applications to Destination NSW for Guyra Lamb & Potato Festival, Guyra Troutfest and Colour New England Street Art Festival

\* 10% increase in visitor numbers to LGA

\* Increased visitor spend per capita, bed stays per capita, and tourism GDP for the region compared to 2018/19

\* Increased hospitality and tourism-based employment compared to 2018/19

\* Increased fee-for-service revenue streams for ARC compared to 2018/19

\* ForageFest expanded

\* Tourism eNewsletter established

Council has secured a better date for the Autumn Festival (early April) and will now once again to be known as the Armidale Autumn Festival.

Tourism brand development process is to be presented to Regional Growth and Place Activation Committee.

ARC will assist UNE to run the UNE Culture Fest that has expanded significantly and, in 2019, relocated to Curtis Park.

Council has established a monthly Twilight market to be held on the last Friday of each month in the Beardsley Street mall.

The Welders Dogs ForageFest event did not run last year. It may become a biannual event.

In Progress

51-75%

On track

On Budget

**CHART KEY**

Delivery Program Strategy

Operational Plan Action

Measure

Measure Progress

Commencement Status

% Complete

Project Status

Budget Rating

**G4.1**

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

**Business Ecosystem**

- \* Engage with four businesses to look at investment in Armidale region
- \* Increased promotion through Evocities compared to 2018/19
- \* Contact made with Department of Premier & Cabinet to foster further industry connections and opportunities
- \* Develop economic development webpage

The Economic Development Webpage will be worked on shortly. Note, we have cancelled our membership to Evocities.

In Progress

1-25%

Needs attention

On Budget

**L1.3**

Elected representatives are supported to engage with their community and provided a process to share feedback they receive

**Villages & Stakeholders Engagement Plan**

Develop and start to implement Villages & Stakeholders Engagement Plan

This action has been identified as a non-core project and will be deferred.

Deferred

0

Not applicable

Not applicable

**L2.1**

Financial sustainability is maintained through effective short, medium, and long term financial management

**Harmonisation of water pricing**

- \* Modelling undertaken to determine water harmonisation impacts
- \* Communications strategy implemented for water harmonisation

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

0

Not applicable

Not applicable

**Special Rate Variation**

- \* Rates harmonisation impacts modelled and a strategy for implementation determined
- \* Special rate variation business case prepared and community engagement undertaken

Rates harmonisation impacts have been modelled on new land valuations and now need to be workshoped with ELT and Council. Special Rate Variation modelling is being undertaken; a community engagement strategy is still to be determined.

In Progress

1-25%

On track

On Budget

**L2.2**

Council implements a business excellence program across its operations

**Promote availability of Council crews for private / contract works**

Promote capabilities and availability of Council Crews to undertake private and other contract works:

- \* Generate revenue for reinvestments in region's road network

Plant fleet coordination of Internal and external plant hire is being centralised through the Plant Fleet Coordinator.

In Progress

51-75%

On track

On Budget

**L2.3**

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

**Greater leadership capacity**

Leadership Program for Program Leaders determined and implemented by September 2019

Talent and succession plans implemented for all critical roles by September 2019

SLT has completed an Executive Development Program, with all participating staff achieving an Advanced Diploma in Leadership and Development. Any further work will be deferred until the Organisational Structure has been finalised.

Completed

76-100%

Not applicable

Not applicable

**CHART KEY**

Delivery Program Strategy

Operational Plan Action

Measure

Measure Progress

Commencement Status

% Complete

Project Status

Budget Rating

**L2.4**

Manage operations to ensure delivery of value for money services for our community and customers

**Administration hub**

- \* Implement Administration Hub to service whole organisation
- \* Reduced level of administrative duties by non-administration staff

Phase 1 of Admin Hub commenced Feb 2020.

New Employees commenced to replace vacant admin positions.

Process Mapping underway

In Progress

26-50%

Needs attention

On Budget

**Customer services realignment**

- \* Completed review of Council's Customer Services
- \* Implemented realignment to maximise provision of customer services with available resources

Internal processes being streamlined and added to Promapp. Knowledge base purchased and being implemented.

Self serve kiosk placed in Visitor Information Centre.

More effective telephone processes are being investigated and tested through the Knowledge Base.

In Progress

51-75%

On track

On Budget

**Improved procurement processes**

- \* Procure to Pay business process improvements implemented.
- \* Accounts Payable automation implemented.

Procure to pay business processes have been mapped; some quick win improvements are being implemented. A review by Regional Procurement has commenced.

In Progress

1-25%

Needs attention

Over Budget

**Revised organisation structure**

New structure implemented by end of 2019

Levels 1-4 are being populated. The majority of positions have now been filled, with external recruitment being undertaken for vacant positions. Work is now being undertaken for those levels below level 4.

In Progress

51-75%

On track

On Budget

**L3.4**

Ensure the organisation is well led and managed through implementation of the Good Governance framework

**Centralised Compliance Register**

Compliance Register implemented by December 2019 - 100% compliance met

Compliance information is currently being circulated to relevant staff. As yet, the Compliance Register has not been set up.

In Progress

26-50%

Needs attention

On Budget

**Internal Audit Plan 2019-2022**

Number of internal audits completed - as indicated in the Audit Plan

100% of recommendations implemented

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.

Not Commenced

0

Needs attention

Over Budget

**Property Management Portfolio**

- \* Compliant Land Register by June 2020
- \* Road closures completed within regulatory timeframes
- \* Reduction in Land Divestment properties

Native Tittle Manager training was undertaken and a report drafted for September Council meeting to endorse the Native Title Manager.

In Progress

26-50%

Needs attention

On Budget

**CHART KEY**

Delivery Program Strategy

Operational Plan Action

Measure

Measure Progress

Commencement Status

% Complete

Project Status

Budget Rating

**L4.4**

Develop and implement a robust risk management process across all of Council's operations

**Work, Health & Safety compliance systems**

Development and implementation of Audit/Inspection program by 30 June 2020

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

26-50%

On track

On Budget

**P1.2**

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

**New library technology and programs**

\* Identify and begin implementation of new technology at each library

\* Start implementing Library Strategic Plan

\* Regular use of new equipment by community members.

\* Increased library visitor numbers compared to 2018/19

The Library Strategic Plan is being finalised.

2020 Program Planning being finalised.

Planning underway for introduction of cafe services to the Armidale Library.

New Library App Technology purchased to create 24/7 Library access. To be launched in Feb/March 2020.

Virtual Reality Technology purchased. Public programs to commence in 2020.

Public computer booking software purchased, to be implemented in early 2020.

In Progress

51-75%

On track

On Budget

**P2.3**

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

**Local history webpage**

\* Local heritage information published on Council's corporate website by June 2020.

This action will be deferred due to resourcing constraints.

Deferred

0

Not applicable

Not applicable

**P4.1**

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

**Pre-school strategic review**

\* Strategic review completed by December 2019

An expression of Interest process was run to gauge what, if any interest exists for the Operation and Management of the Preschool. This process did not result in any complying submissions. Council is pursuing the engagement of a specialised Early Childhood Centre broker for possible divestment.

In Progress

1-25%

On track

On Budget

**E3.4**

Provide and maintain functional, appropriate, safe and desirable community facilities

**Renewal of Community Facilities**

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

0

Not applicable

Not applicable

**CHART KEY**

Delivery Program Strategy

Operational Plan Action

Measure

Measure Progress

Commencement Status

% Complete

Project Status

Budget Rating

**E4.1****Maintain safe and effective traffic facilities on the road network****Cattle Grid policy**

\* Grid Management Plan endorsed by Council

\* Condition assessment completed

\* Start progressively removing unwanted grids - coinciding with programmed scheduled maintenance.

Recent 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

76-100%

Not applicable

Not applicable

**Kempsey Road Upgrade**

\* Complete design

\* Begin site preparation

\* Complete first four projects

Work on the Kempsey Rd upgrade comprises of x12 individual projects, which together will make it easier for semi-trailers to negotiate the road. In 2019/2020 we plan to undertake x4 of these projects, the first x2 will involve reducing the radius on tight corners. The final 2 projects are; improving the section known as "White Bluff" and a segment known as the "The Slips".

Works have been completed on the first 2 projects. The remaining two projects scheduled for this financial year are out to tender.

In Progress

26-50%

On track

On Budget

**Smart Parking in Armidale CBD**

Parking within the CBD appropriately enforced

The replacement of the parking sensors Councils means Rangers are now able to undertake enforcement of CBD parking

Completed

76-100%

Not applicable

Not applicable

**Bridge and Causeway Renewal**

Replace Timber Bridges as scheduled by 30 June 2020

Survey and investigation commenced for the replacement of existing timber bridges at Dumaresq Creek (Cooks Road) and Pint Pot Creek (Rockvale Road). Council has secured grant funding to complete the replacement of Shingle Hut Creek (Castledoye Road) as well. We expect to tender these projects in March 2020.

In Progress

1-25%

On track

On Budget

**Road Infrastructure Renewal**

Complete all works as scheduled by 30 June 2020

Local and Regional roads resealing works has commenced. However the water crisis has curtailed the local road gravel resheeting program and will result in the deferral of the proposed upgrading of the unsealed section of Rockvale Road due to the scarcity of water necessary for roadbase compaction.

In Progress

26-50%

Needs attention

Below Budget

**Safety Upgrades at blackspot intersections**

Install roundabout at intersection with Elm Avenue & Traffic Calming Niagara & QE Drive

Design and investigation for the Elm Avenue roundabout is completed. Works on all projects is scheduled to commence in February 2020.

In Progress

1-25%

On track

On Budget





## Armidale Regional Council

# Portfolio Report

As at 31 January 2020

CURVE SECURITIES PTY LTD

AFSL 405751

ABN 94 143 558 598



# Armidale Regional Council

**Section**

- 1 [Portfolio Summary](#)
- 2 [Investment Register](#)
- 3 [Limit Compliance Reports](#)
- 4 [End of Month Performance](#)
- 5 [Transactions](#)

**Disclaimer**

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## Armidale Regional Council

## Section 1: Portfolio Summary as at 31 January 2020

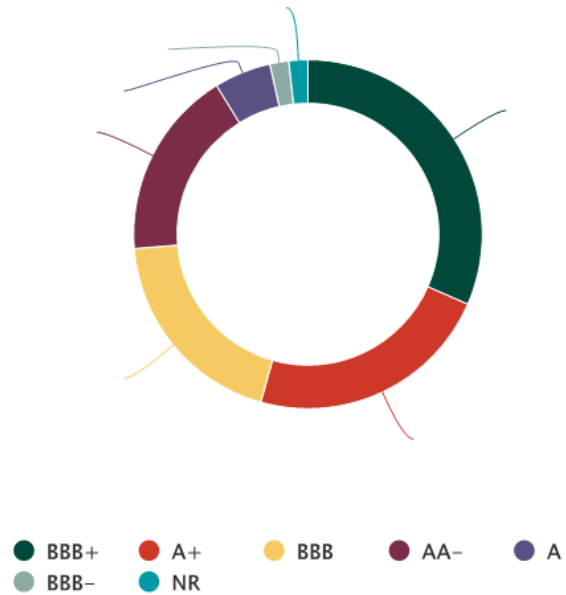
Total Cost	Weighted Average Yield	Total Portfolio Value
\$57,000,000.00	1.850 %	\$57,500,053.74
Total Monthly Accrued Interest	Weighted Average Term	Unrealised Capital Gain/Loss
\$89,500.83	130	\$0.00
	Total Interest Paid in the Month	
	\$98,280.83	



## Armidale Regional Council

## Section 1: Portfolio Summary as at 31 January 2020

Long Term Credit Rating



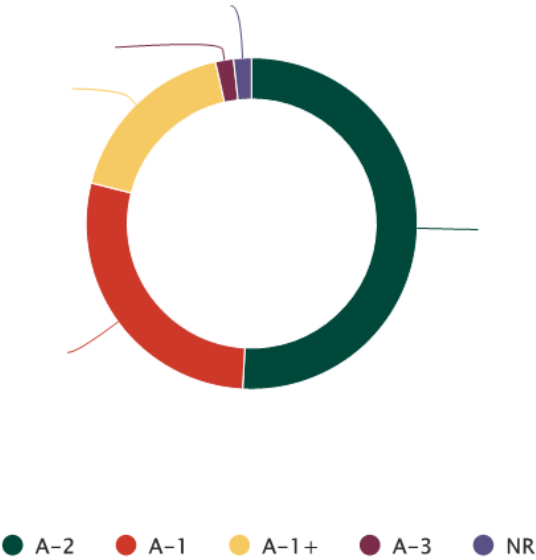
Investment Type



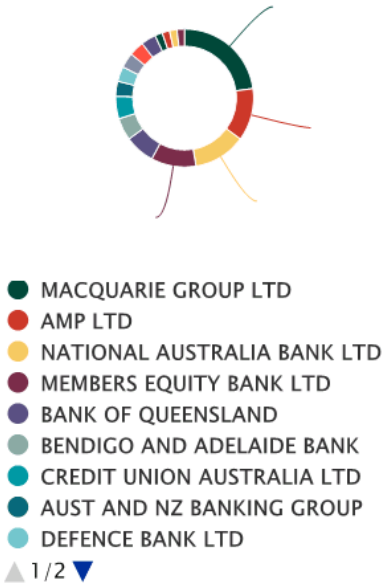


# Armidale Regional Council

Short Term Credit Rating



Counterparty





# Armidale Regional Council

## Section 2: Investment Register as at 31 January 2020

Contract number ↑↓	Investment type ↑↓	ADI/Security name ↑↓	Settlement date ↑↓	Maturity Date ↑↓	Amount ↑↓	Short Term Rating ↑↓	Long Term Rating ↑↓	Term in days ↑↓	Monthly accrued interest ↑↓	Total accrued ↑↓	Next payment date ↑↓	Yield ↑↓
040282	Term Deposit	POLICE FINANCIAL SERVICES LTD	01-07-2019	01-04-2020	\$1,000,000	A-2	BBB+	275	\$1,783.56	\$12,312.33	01-04-2020	2.100 %
041504	Term Deposit	BANK OF QUEENSLAND LTD	04-09-2019	02-09-2020	\$1,000,000	A-2	BBB+	364	\$1,316.44	\$6,327.40	02-09-2020	1.550 %
043778	Term Deposit	NATIONAL AUSTRALIA BANK LTD	15-01-2020	03-06-2020	\$1,000,000	A-1+	AA-	140	\$1,316.44	\$679.45	03-06-2020	1.550 %
038273	Term Deposit	WESTPAC BANKING CORP	05-03-2019	04-03-2020	\$1,000,000	A-1+	AA-	365	\$2,157.26	\$23,103.56	04-03-2020	2.540 %
037749	Term Deposit	MEMBERS EQUITY BANK LTD	14-02-2019	05-02-2020	\$1,000,000	A-2	BBB	356	\$2,293.15	\$25,964.38	05-02-2020	2.700 %
041055	Term Deposit	AUST AND NZ BANKING GROUP	08-08-2019	05-08-2020	\$2,000,000	A-1+	AA-	363	\$2,632.88	\$14,947.95	05-08-2020	1.550 %
041538	Term Deposit	MACQUARIE BANK	04-09-2019	06-05-2020	\$1,000,000	A-1	A+	245	\$1,401.37	\$6,735.62	06-05-2020	1.650 %
040487	Term Deposit	AMP BANK LTD	11-07-2019	08-07-2020	\$1,000,000	A-2	BBB+	363	\$1,826.03	\$12,016.44	08-07-2020	2.150 %
041691	Term Deposit	NATIONAL AUSTRALIA BANK LTD	12-09-2019	09-09-2020	\$1,000,000	A-1+	AA-	363	\$1,358.90	\$6,180.82	09-09-2020	1.600 %
043274	Term Deposit	NATIONAL AUSTRALIA BANK LTD	11-12-2019	10-06-2020	\$2,000,000	A-1+	AA-	182	\$2,547.95	\$4,191.78	10-06-2020	1.500 %
038313	Term Deposit	AMP BANK LTD	06-03-2019	11-03-2020	\$2,000,000	A-2	BBB+	371	\$4,671.23	\$49,876.71	11-03-2020	2.750 %
039955	Term Deposit	CREDIT UNION AUSTRALIA LTD	13-06-2019	11-06-2020	\$1,000,000	A-2	BBB	364	\$1,741.10	\$13,030.14	11-06-2020	2.050 %
041045	Term Deposit	BANK OF QUEENSLAND LTD	07-08-2019	11-08-2020	\$2,000,000	A-2	BBB+	370	\$2,887.67	\$16,487.67	11-08-2020	1.700 %
042677	Term Deposit	NATIONAL AUSTRALIA BANK LTD	07-11-2019	12-02-2020	\$1,000,000	A-1+	AA-	97	\$1,299.45	\$3,563.01	12-02-2020	1.530 %
041120	Term Deposit	BENDIGO AND ADELAIDE BANK	13-08-2019	12-08-2020	\$2,000,000	A-2	BBB+	365	\$2,717.81	\$14,991.78	12-08-2020	1.600 %
042781	Term Deposit	NATIONAL AUSTRALIA BANK LTD	14-11-2019	13-02-2020	\$2,000,000	A-1+	AA-	91	\$2,598.90	\$6,539.18	13-02-2020	1.530 %
043291	Term Deposit	MYSTATE BANK LTD	12-12-2019	13-05-2020	\$2,000,000	A-2	BBB+	153	\$2,717.81	\$4,383.56	13-05-2020	1.600 %
041539	Term Deposit	MACQUARIE BANK	04-09-2019	13-05-2020	\$1,000,000	A-1	A+	252	\$1,401.37	\$6,735.62	13-05-2020	1.650 %
043771	Term Deposit	ING BANK AUSTRALIA LTD	15-01-2020	14-01-2021	\$1,000,000	A-1	A	365	\$1,401.37	\$723.29	14-01-2021	1.650 %
043481	Term Deposit	ING BANK AUSTRALIA LTD	23-12-2019	16-12-2020	\$2,000,000	A-1	A	359	\$2,717.81	\$3,419.18	16-12-2020	1.600 %
040495	Term Deposit	POLICE FINANCIAL SERVICES LTD	12-07-2019	17-06-2020	\$1,000,000	A-2	BBB+	341	\$1,656.16	\$10,845.21	17-06-2020	1.950 %
040070	Term Deposit	DEFENCE BANK LTD	19-06-2019	17-06-2020	\$1,000,000	A-2	BBB	364	\$1,868.49	\$13,621.92	17-06-2020	2.200 %
038511	Term Deposit	MEMBERS EQUITY BANK LTD	18-03-2019	18-03-2020	\$2,000,000	A-2	BBB	366	\$4,416.44	\$45,446.58	18-03-2020	2.600 %
037914	Term Deposit	AMP BANK LTD	21-02-2019	19-02-2020	\$1,000,000	A-2	BBB+	363	\$2,335.62	\$25,917.81	19-02-2020	2.750 %
038133	Term Deposit	RURAL BANK	27-02-2019	20-02-2020	\$1,000,000	A-2	BBB+	358	\$2,208.22	\$24,076.71	20-02-2020	2.600 %





# Armidale Regional Council

Contract number ↑↓	Investment type ↑↓	ADI/Security name ↑↓	Settlement date ↑↓	Maturity Date ↑↓	Amount ↑↓	Short Term Rating ↑↓	Long Term Rating ↑↓	Term in days ↑↓	Monthly accrued interest ↑↓	Total accrued ↑↓	Next payment date ↑↓	Yield ↑↓
042950	Term Deposit	MACQUARIE BANK	22-11-2019	20-05-2020	\$1,000,000	A-1	A+	180	\$1,358.90	\$3,068.49	20-05-2020	1.600 %
041219	Term Deposit	AMP BANK LTD	21-08-2019	20-08-2020	\$1,000,000	A-2	BBB+	365	\$1,528.77	\$8,038.36	20-08-2020	1.800 %
040077	Term Deposit	BANK OF QUEENSLAND LTD	19-06-2019	22-04-2020	\$1,000,000	A-2	BBB+	308	\$1,741.10	\$12,693.15	22-04-2020	2.050 %
040228	Term Deposit	DEFENCE BANK LTD	27-06-2019	22-04-2020	\$1,000,000	A-2	BBB	300	\$1,826.03	\$12,841.10	22-04-2020	2.150 %
040743	Term Deposit	MEMBERS EQUITY BANK LTD	26-07-2019	22-07-2020	\$2,000,000	A-2	BBB	362	\$3,057.53	\$18,641.10	22-07-2020	1.800 %
043923	Term Deposit	MYSTATE BANK LTD	22-01-2020	23-07-2020	\$1,000,000	A-3	BBB-	183	\$1,401.37	\$406.85	23-07-2020	1.650 %
041921	Term Deposit	COMMUNITY MUTUAL LTD	25-09-2019	23-09-2020	\$1,000,000	NR	NR	364	\$1,486.30	\$6,136.99	23-09-2020	1.750 %
038132	Term Deposit	MEMBERS EQUITY BANK LTD	27-02-2019	27-02-2020	\$1,000,000	A-2	BBB	365	\$2,250.68	\$24,539.73	27-02-2020	2.650 %
041362	Term Deposit	MACQUARIE BANK	30-08-2019	27-04-2020	\$2,000,000	A-1	A+	241	\$2,802.74	\$13,923.29	27-04-2020	1.650 %
039719	Term Deposit	AMP BANK LTD	30-05-2019	27-05-2020	\$1,000,000	A-2	BBB+	363	\$1,910.96	\$15,164.38	27-05-2020	2.250 %
043063	Term Deposit	MACQUARIE BANK	28-11-2019	28-04-2020	\$8,000,000	A-1	A+	152	\$10,871.23	\$22,443.84	28-04-2020	1.600 %
044055	Term Deposit	AMP BANK LTD	29-01-2020	28-10-2020	\$1,000,000	A-2	BBB+	273	\$1,443.84	\$93.15	28-10-2020	1.700 %
042033	Term Deposit	CREDIT UNION AUSTRALIA LTD	02-10-2019	30-09-2020	\$2,000,000	A-2	BBB	364	\$2,547.95	\$9,945.21	30-09-2020	1.500 %
<b>Total</b>					<b>\$57,000,000</b>				<b>\$89,500.83</b>	<b>\$500,053.74</b>		



# Armidale Regional Council

## Section 3: Limit Compliance Reports as at 31 January 2020

### S&P Long Term Rating

Rating	Compliant?	Limit Used \$
No data to display		

### Term Classification

Classification		Compliant?	Available Limit %	Limit Used %	Limit Used \$	Remaining Limit %
0 days to 30 days	✓	Yes	✓ 100.000 %	12.366 %		87.634 %
90 days to 365 days	✓	Yes	✓ 95.000 %	55.994 %		39.006 %
366 days to 1830 days	✓	Yes	✓ 40.000 %	0.000 %		40.000 %



# Armidale Regional Council

## Counterparty Compliances

Counterparty	Compliant?	Available Limit %	Limit Used %	Limit Used \$	Remaining Limit %	
NATIONAL AUSTRALIA BANK LTD	✓	Yes	✓	30.000 %	12.211 %	17.789 %
DEFENCE BANK LTD	✓	Yes	✓	30.000 %	3.524 %	26.476 %
MYSTATE LTD	✓	Yes	✓	0.000 %	0.000 %	0.000 %
POLICE FINANCIAL SERVICES LTD	✓	Yes	✓	5.000 %	3.519 %	1.481 %
COMMUNITY MUTUAL LTD	✓	Yes	✓	5.000 %	1.750 %	3.250 %
ING BANK AUSTRALIA LTD	✓	Yes	✓	30.000 %	1.740 %	28.260 %
BENDIGO AND ADELAIDE BANK	✓	Yes	✓	30.000 %	5.285 %	24.715 %
BANK OF QUEENSLAND	✓	Yes	✓	30.000 %	7.018 %	22.982 %
AUST AND NZ BANKING GROUP	✓	Yes	✓	30.000 %	3.504 %	26.496 %
ING BANK AUSTRALIA	✓	Yes	✓	30.000 %	3.484 %	26.516 %
AMP LTD	✓	Yes	✓	30.000 %	12.367 %	17.633 %
MEMBERS EQUITY BANK LTD	✓	Yes	✓	30.000 %	10.634 %	19.366 %
CREDIT UNION AUSTRALIA LTD	✓	Yes	✓	30.000 %	5.257 %	24.743 %
MACQUARIE GROUP LTD	✓	Yes	✓	30.000 %	22.701 %	7.299 %
MYSTATE BANK LTD	✗	No	✗	0.000 %	5.226 %	-5.226 %
WESTPAC BANKING CORP	✓	Yes	✓	30.000 %	1.779 %	28.221 %

## Product Weights

Product	Compliant?	Available Limit %	Limit Used %	Limit Used \$	Remaining Limit %
Cash Account	✓ Yes	✓ 100.000 %	0.000 %		100.000 %
Term Deposit	✗ No	✗ 95.000 %	100.000 %		-5.000 %

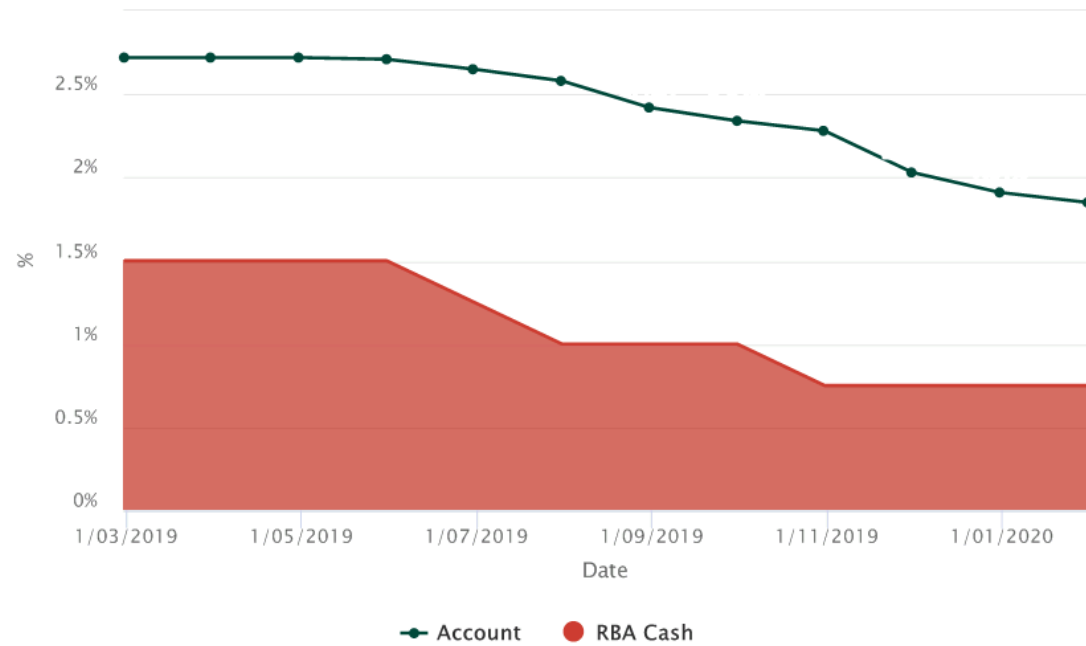
## Section 4: End of Month Performance as at 31 January 2020



## Armidale Regional Council

Account vs RBA Cash

Term	Account	RBA Cash	Outperformance
1m	1.850 %	0.750 %	1.100 %
3m	2.010 %	0.750 %	1.260 %
6m	2.196 %	0.833 %	1.363 %
12m	2.444 %	1.104 %	1.339 %

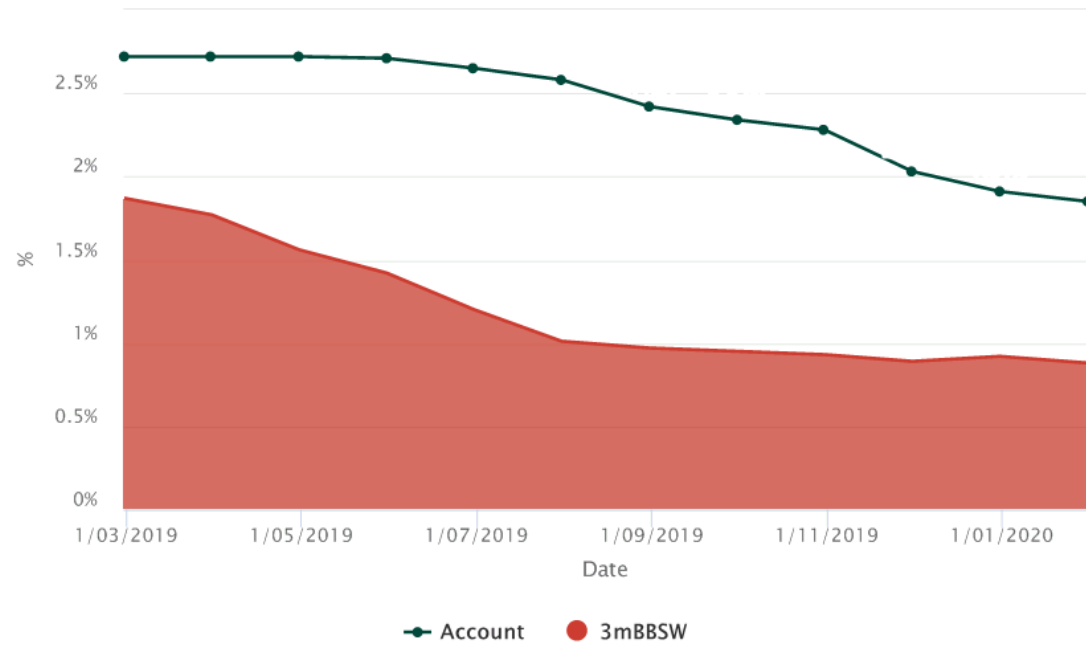




## Armidale Regional Council

Account vs 3m BBSW

Term	Account	3m BBSW	Outperformance
1m	1.850 %	0.880 %	0.970 %
3m	2.010 %	0.897 %	1.114 %
6m	2.196 %	0.923 %	1.273 %
12m	2.444 %	1.198 %	1.246 %

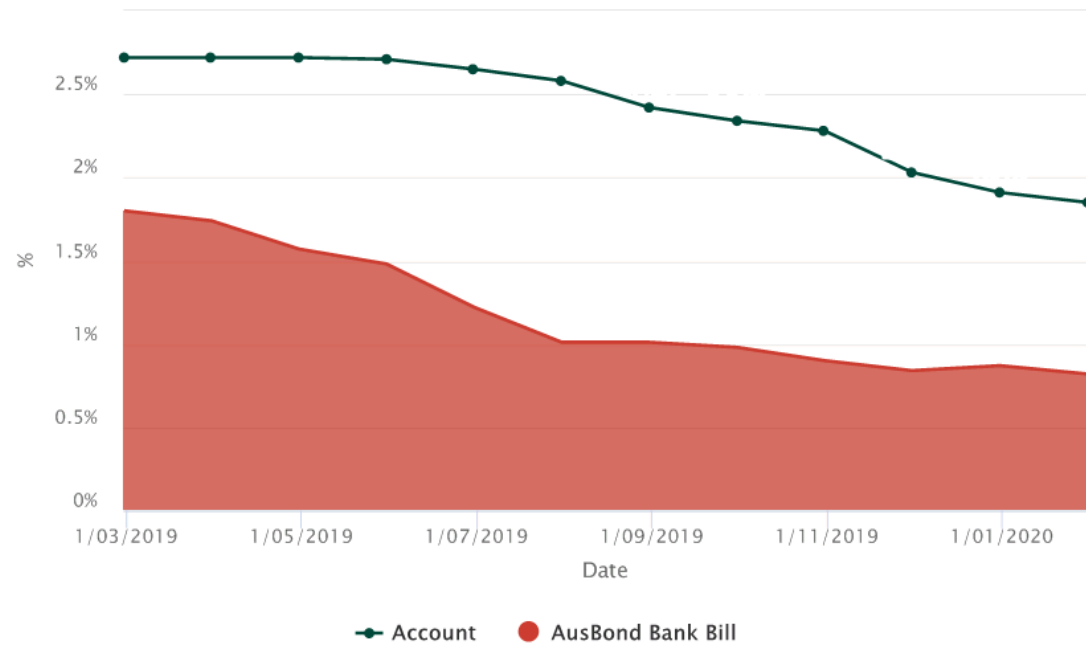




## Armidale Regional Council

Account vs Bloomberg AusBond Bank Bill Index

Term	Account	AusBond Bank Bill	Outperformance
1m	1.850 %	0.820 %	1.030 %
3m	2.010 %	0.843 %	1.167 %
6m	2.196 %	0.903 %	1.293 %
12m	2.444 %	1.187 %	1.257 %







# Armidale Regional Council

## Section 5: Transaction from 01 January 2020 to 31 January 2020

Contract number	Transaction date	Investment type	ADI/Security name	Maturity date	Amount	Credit/Debit	Type	Yield	Ledger code
044055	29-01-2020	Term Deposit	AMP BANK LTD	28-10-2020	\$1,000,000	Credit	New investment	1.700 %	
042560	29-01-2020	Term Deposit	MYSTATE BANK LTD	29-01-2020	\$1,000,000	Debit	Matured	1.700 %	
042560	29-01-2020	Term Deposit	MYSTATE BANK LTD	29-01-2020	\$4,145.21	Debit	Interest	1.700 %	
043923	22-01-2020	Term Deposit	MYSTATE BANK LTD	23-07-2020	\$1,000,000	Credit	New investment	1.650 %	
037566	22-01-2020	Term Deposit	MYSTATE BANK LTD	22-01-2020	\$27,406.85	Debit	Interest	2.850 %	
037566	22-01-2020	Term Deposit	MYSTATE BANK LTD	22-01-2020	\$1,000,000	Debit	Matured	2.850 %	
039807	15-01-2020	Term Deposit	BEYOND BANK AUSTRALIA	15-01-2020	\$1,000,000	Debit	Matured	2.400 %	
043771	15-01-2020	Term Deposit	ING BANK AUSTRALIA LTD	14-01-2021	\$1,000,000	Credit	New investment	1.650 %	
043778	15-01-2020	Term Deposit	NATIONAL AUSTRALIA BANK LTD	03-06-2020	\$1,000,000	Credit	New investment	1.550 %	
039807	15-01-2020	Term Deposit	BEYOND BANK AUSTRALIA	15-01-2020	\$14,728.77	Debit	Interest	2.400 %	
036931	08-01-2020	Term Deposit	WESTPAC BANKING CORP	08-01-2020	\$2,000,000	Debit	Matured	2.600 %	
036931	08-01-2020	Term Deposit	WESTPAC BANKING CORP	08-01-2020	\$52,000	Debit	Interest	2.600 %	
<b>Total</b>					<b>\$9,098,280.83</b>				



**Armidale Regional Council**

# **Portfolio Report**

As at 31 December 2019

**CURVE SECURITIES PTY LTD  
AFSL 405 751  
ABN 94 143 558 598**



## Armidale Regional Council

### Section

- |   |                          |
|---|--------------------------|
| 1 | Portfolio Summary        |
| 2 | Investment Register      |
| 3 | Limit Compliance Reports |
| 4 | Counterparty Exposures   |
| 5 | End of Month Performance |
| 6 | Transactions             |

### Disclaimer

This document is intended to provide you with general information only, it is not intended to imply a recommendation or otherwise constitute advice in relation to financial products. It does not take into account your investment objectives, financial situation or particular needs. Before acting on any information you obtain from this document you need to consider the appropriateness of the information in lieu of your investment objectives, financial situation or needs.

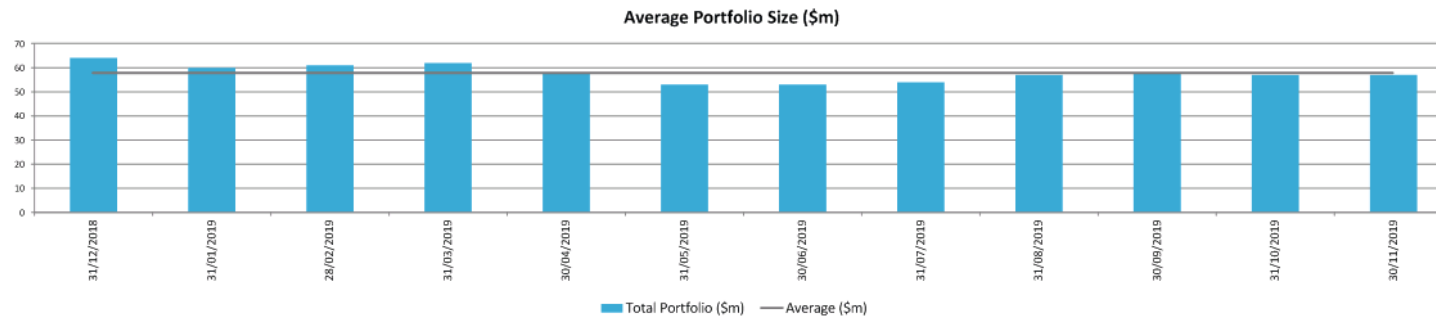


## Armidale Regional Council

### Section 1: Portfolio Summary as at 31 December 2019

Total Cost <b>58,000,000</b>	Total Accrued Interest <b>510,340</b>	Average Weighted Yield <b>1.91%</b>
Total Current Value <b>58,000,000</b>	Total Monthly Accrued Interest <b>90,542</b>	Average Weighted Term in Days <b>140</b>
Unrealised Capital Gain/Loss <b>0</b>	Total Interest Received for the Month <b>139,696</b>	Total Interest Received for the Financial Year <b>905,395</b>

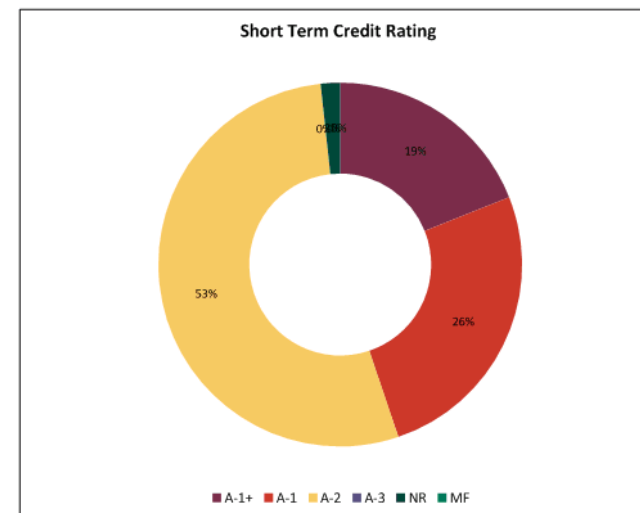
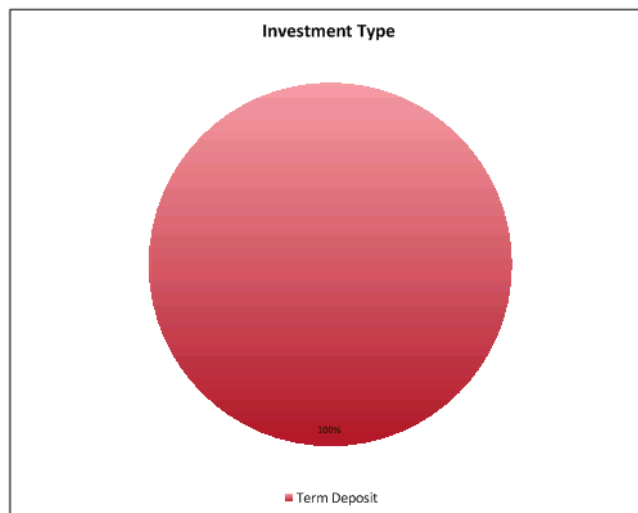
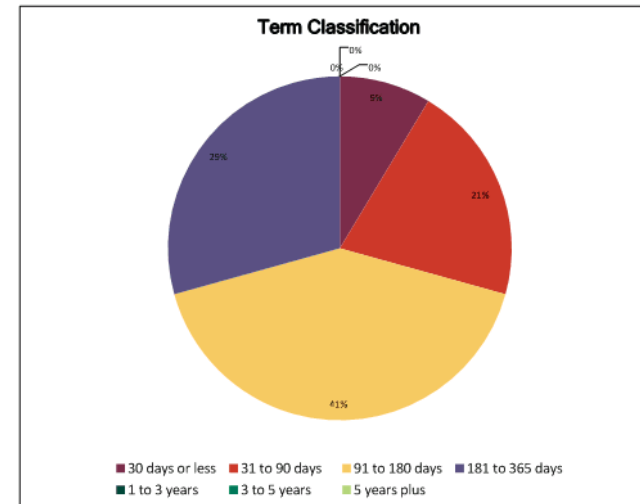
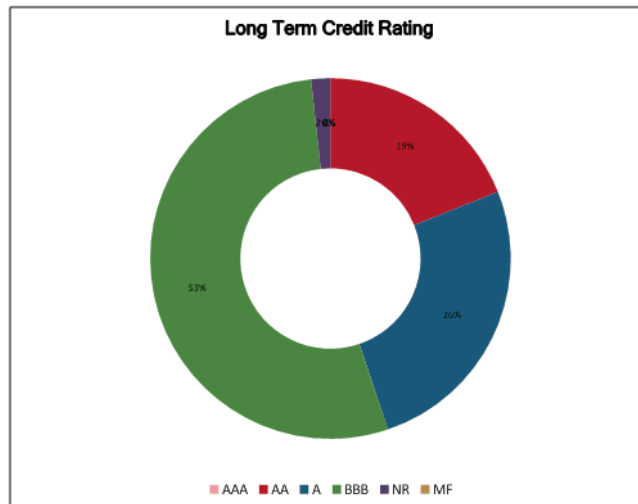
Investment Type	Cost	Current Value	Unrealised Capital Gain/Loss	Total Accrued Interest	Monthly Accrued Interest	Interest Received	Current Weighted Yield	Current Weighted Term in Days
Term Deposit	58,000,000	58,000,000	-	510,340	90,542	139,696	1.91%	140





## Armidale Regional Council

### Section 1: Portfolio Summary as at 31 December 2019





## Armidale Regional Council

### Section 2: Investment Register as at 31 December 2019

ADI / Issuer	Investment Type	Contract Number	Face Value	Settlement Date	Maturity Date	Yield / Issue Margin (%)	S&P Long Term Rating	Term Classification	Capital Purchase Value	Capital Valuation	Accrued Interest	Monthly Accrued Interest
AMP BANK LTD	Term Deposit	037914	1,000,000	21/02/2019	19/02/2020	2.75	BBB+	31 to 90 days	1,000,000	1,000,000	23,658	2,336
AMP BANK LTD	Term Deposit	039719	1,000,000	30/05/2019	27/05/2020	2.25	BBB+	91 to 180 days	1,000,000	1,000,000	13,315	1,911
AMP BANK LTD	Term Deposit	040487	1,000,000	11/07/2019	8/07/2020	2.15	BBB+	181 to 365 days	1,000,000	1,000,000	10,249	1,826
AMP BANK LTD	Term Deposit	038313	2,000,000	6/03/2019	11/03/2020	2.75	BBB+	31 to 90 days	2,000,000	2,000,000	45,356	4,671
AMP BANK LTD	Term Deposit	041219	1,000,000	21/08/2019	20/08/2020	1.80	BBB+	181 to 365 days	1,000,000	1,000,000	6,559	1,529
AUST AND NZ BANKING GROUP	Term Deposit	041055	2,000,000	8/08/2019	5/08/2020	1.55	AA-	181 to 365 days	2,000,000	2,000,000	12,400	2,633
BANK OF QUEENSLAND LTD	Term Deposit	041045	2,000,000	7/08/2019	11/08/2020	1.70	BBB+	181 to 365 days	2,000,000	2,000,000	13,693	2,888
BANK OF QUEENSLAND LTD	Term Deposit	040077	1,000,000	19/06/2019	22/04/2020	2.05	BBB+	91 to 180 days	1,000,000	1,000,000	11,008	1,741
BANK OF QUEENSLAND LTD	Term Deposit	041504	1,000,000	4/09/2019	2/09/2020	1.55	BBB+	181 to 365 days	1,000,000	1,000,000	5,053	1,316
BENDIGO AND ADELAIDE BANK	Term Deposit	041120	2,000,000	13/08/2019	12/08/2020	1.60	BBB+	181 to 365 days	2,000,000	2,000,000	12,362	2,718
BEYOND BANK AUSTRALIA	Term Deposit	039807	1,000,000	5/06/2019	15/01/2020	2.40	BBB	30 days or less	1,000,000	1,000,000	13,808	2,038
COMMUNITY MUTUAL LTD	Term Deposit	041921	1,000,000	25/09/2019	23/09/2020	1.75	NR	181 to 365 days	1,000,000	1,000,000	4,699	1,486
CREDIT UNION AUSTRALIA LTD	Term Deposit	039955	1,000,000	13/06/2019	11/06/2020	2.05	BBB	91 to 180 days	1,000,000	1,000,000	11,345	1,741
CREDIT UNION AUSTRALIA LTD	Term Deposit	042033	2,000,000	2/10/2019	30/09/2020	1.50	BBB	181 to 365 days	2,000,000	2,000,000	7,479	2,548
DEFENCE BANK LTD	Term Deposit	040228	1,000,000	27/06/2019	22/04/2020	2.15	BBB	91 to 180 days	1,000,000	1,000,000	11,074	1,826
DEFENCE BANK LTD	Term Deposit	040070	1,000,000	19/06/2019	17/06/2020	2.20	BBB	91 to 180 days	1,000,000	1,000,000	11,814	1,868
ING BANK AUSTRALIA LTD	Term Deposit	043481	2,000,000	23/12/2019	16/12/2020	1.60	A	181 to 365 days	2,000,000	2,000,000	789	789
MACQUARIE BANK	Term Deposit	041538	1,000,000	4/09/2019	6/05/2020	1.65	A+	91 to 180 days	1,000,000	1,000,000	5,379	1,401
MACQUARIE BANK	Term Deposit	043063	8,000,000	28/11/2019	28/04/2020	1.60	A+	91 to 180 days	8,000,000	8,000,000	11,923	10,871
MACQUARIE BANK	Term Deposit	041539	1,000,000	4/09/2019	13/05/2020	1.65	A+	91 to 180 days	1,000,000	1,000,000	5,379	1,401
MACQUARIE BANK	Term Deposit	042950	1,000,000	22/11/2019	20/05/2020	1.60	A+	91 to 180 days	1,000,000	1,000,000	1,753	1,359
MACQUARIE BANK	Term Deposit	041362	2,000,000	30/08/2019	27/04/2020	1.65	A+	91 to 180 days	2,000,000	2,000,000	11,211	2,803
MEMBERS EQUITY BANK LTD	Term Deposit	040743	2,000,000	26/07/2019	22/07/2020	1.80	BBB	181 to 365 days	2,000,000	2,000,000	15,682	3,058
MEMBERS EQUITY BANK LTD	Term Deposit	037749	1,000,000	14/02/2019	5/02/2020	2.70	BBB	31 to 90 days	1,000,000	1,000,000	23,745	2,293
MEMBERS EQUITY BANK LTD	Term Deposit	038132	1,000,000	27/02/2019	27/02/2020	2.65	BBB	31 to 90 days	1,000,000	1,000,000	22,362	2,251
MEMBERS EQUITY BANK LTD	Term Deposit	038511	2,000,000	18/03/2019	18/03/2020	2.60	BBB	31 to 90 days	2,000,000	2,000,000	41,173	4,416
MYSTATE BANK LTD	Term Deposit	037566	1,000,000	5/02/2019	22/01/2020	2.85	BBB+	30 days or less	1,000,000	1,000,000	25,767	2,421
MYSTATE BANK LTD	Term Deposit	043291	2,000,000	12/12/2019	13/05/2020	1.60	BBB+	91 to 180 days	2,000,000	2,000,000	1,753	1,753
MYSTATE BANK LTD	Term Deposit	042560	1,000,000	1/11/2019	29/01/2020	1.70	BBB+	30 days or less	1,000,000	1,000,000	2,841	1,444
NATIONAL AUSTRALIA BANK LTD	Term Deposit	041691	1,000,000	12/09/2019	9/09/2020	1.60	AA-	181 to 365 days	1,000,000	1,000,000	4,866	1,359
NATIONAL AUSTRALIA BANK LTD	Term Deposit	042677	1,000,000	7/11/2019	12/02/2020	1.53	AA-	31 to 90 days	1,000,000	1,000,000	2,305	1,299
NATIONAL AUSTRALIA BANK LTD	Term Deposit	042781	2,000,000	14/11/2019	13/02/2020	1.53	AA-	31 to 90 days	2,000,000	2,000,000	4,024	2,599
NATIONAL AUSTRALIA BANK LTD	Term Deposit	043274	2,000,000	11/12/2019	10/06/2020	1.50	AA-	91 to 180 days	2,000,000	2,000,000	1,726	1,726
POLICE FINANCIAL SERVICES LTD	Term Deposit	040495	1,000,000	12/07/2019	17/06/2020	1.95	BBB	91 to 180 days	1,000,000	1,000,000	9,242	1,656
POLICE FINANCIAL SERVICES LTD	Term Deposit	040282	1,000,000	1/07/2019	1/04/2020	2.10	BBB	91 to 180 days	1,000,000	1,000,000	10,586	1,784
RURAL BANK	Term Deposit	038133	1,000,000	27/02/2019	20/02/2020	2.60	BBB+	31 to 90 days	1,000,000	1,000,000	21,940	2,208
WESTPAC BANKING CORP	Term Deposit	036931	2,000,000	8/01/2019	8/01/2020	2.60	AA-	30 days or less	2,000,000	2,000,000	51,003	4,416
WESTPAC BANKING CORP	Term Deposit	038273	1,000,000	5/03/2019	4/03/2020	2.54	AA-	31 to 90 days	1,000,000	1,000,000	21,016	2,157
<b>TOTAL</b>			<b>58,000,000.00</b>						<b>58,000,000.00</b>	<b>58,000,000.00</b>	<b>510,339.98</b>	<b>90,541.92</b>



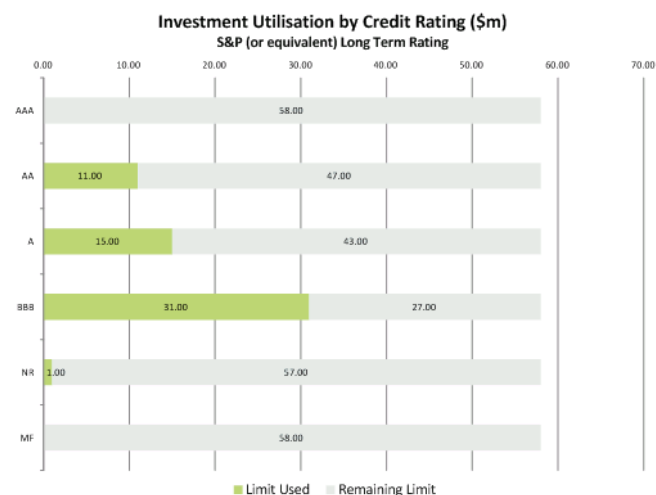


## Armidale Regional Council

### Section 3: Limit Compliance Reports as at 31 December 2019

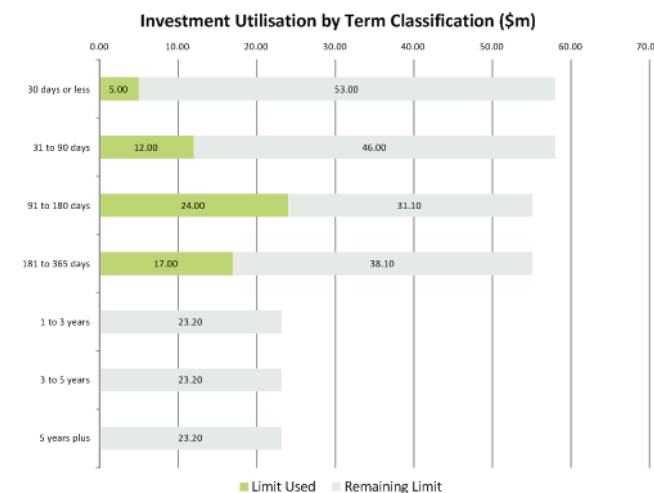
#### S&P Long Term Rating

Rating	Available		Used		Remaining	
	% Limit	\$m Limit	% Limit	\$m Limit	% Limit	\$m Limit
AAA	100.00%	58.00	0.00%	0.00	100.00%	58.00
AA	100.00%	58.00	18.97%	11.00	81.03%	47.00
A	100.00%	58.00	25.86%	15.00	74.14%	43.00
BBB	100.00%	58.00	53.45%	31.00	46.55%	27.00
NR	100.00%	58.00	1.72%	1.00	98.28%	57.00
MF	100.00%	58.00	0.00%	0.00	100.00%	58.00



#### Term Classification

Classification	Available Limit		Limit Used		Remaining Limit	
	%	\$m	%	\$m	%	\$m
30 days or less	100.00%	58.00	8.62%	5.00	91.38%	53.00
31 to 90 days	100.00%	58.00	20.69%	12.00	79.31%	46.00
91 to 180 days	95.00%	55.10	41.38%	24.00	53.62%	31.10
181 to 365 days	95.00%	55.10	29.31%	17.00	65.69%	38.10
1 to 3 years	40.00%	23.20	0.00%	0.00	40.00%	23.20
3 to 5 years	40.00%	23.20	0.00%	0.00	40.00%	23.20
5 years plus	40.00%	23.20	0.00%	0.00	40.00%	23.20





## Armidale Regional Council

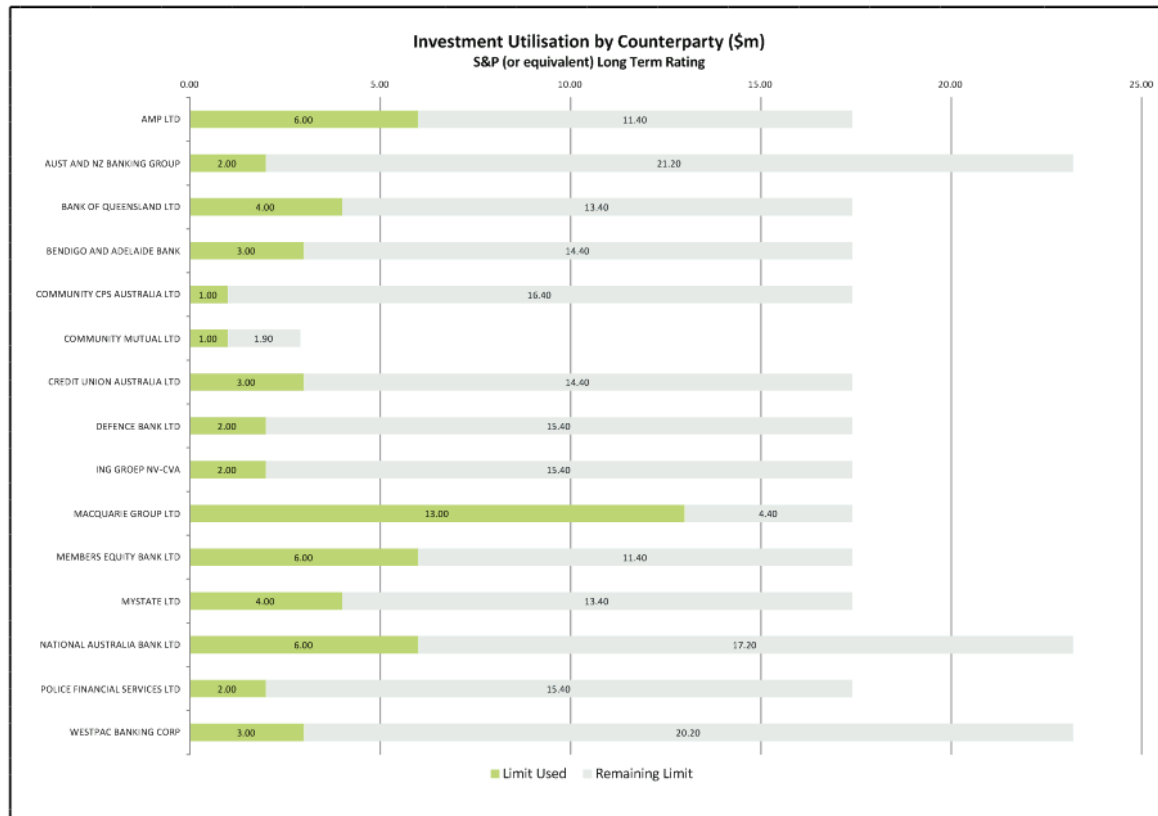
### Section 4: Counterparty Exposures as at 31 December 2019

Issuer	S&P Long Term Rating	Available		Used		Remaining	
		% Limit	\$m Limit	% Limit	\$m Limit	% Limit	\$m Limit
AMP LTD	BBB+	30.00%	17.40	10.34%	6.00	19.66%	11.40
AUST AND NZ BANKING GROUP	AA-	40.00%	23.20	3.45%	2.00	36.55%	21.20
BANK OF QUEENSLAND LTD	BBB+	30.00%	17.40	6.90%	4.00	23.10%	13.40
BENDIGO AND ADELAIDE BANK	BBB+	30.00%	17.40	5.17%	3.00	24.83%	14.40
COMMUNITY CPS AUSTRALIA LTD	BBB	30.00%	17.40	1.72%	1.00	28.28%	16.40
COMMUNITY MUTUAL LTD	NR	5.00%	2.90	1.72%	1.00	3.28%	1.90
CREDIT UNION AUSTRALIA LTD	BBB	30.00%	17.40	5.17%	3.00	24.83%	14.40
DEFENCE BANK LTD	BBB	30.00%	17.40	3.45%	2.00	26.55%	15.40
ING GROEP NV-CVA	A	30.00%	17.40	3.45%	2.00	26.55%	15.40
MACQUARIE GROUP LTD	A+	30.00%	17.40	22.41%	13.00	7.59%	4.40
MEMBERS EQUITY BANK LTD	BBB	30.00%	17.40	10.34%	6.00	19.66%	11.40
MYSTATE LTD	BBB+	30.00%	17.40	6.90%	4.00	23.10%	13.40
NATIONAL AUSTRALIA BANK LTD	AA-	40.00%	23.20	10.34%	6.00	29.66%	17.20
POLICE FINANCIAL SERVICES LTD	BBB	30.00%	17.40	3.45%	2.00	26.55%	15.40
WESTPAC BANKING CORP	AA-	40.00%	23.20	5.17%	3.00	34.83%	20.20



## Armidale Regional Council

### Section 4: Counterparty Exposures as at 31 December 2019



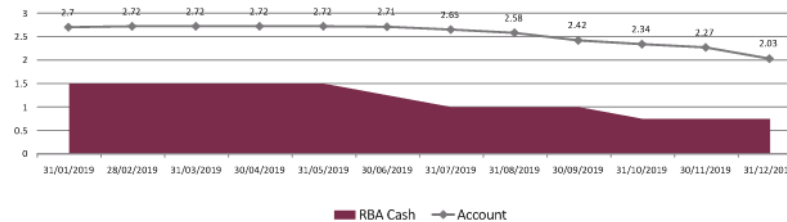


## Armidale Regional Council

### Section 5: End of Month Performance as at 31 December 2019

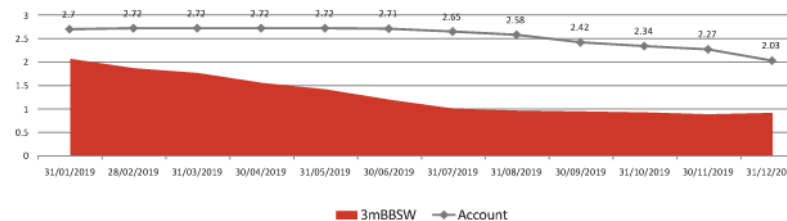
Account vs RBA Cash

Term	Account	RBA Cash	Outperformance
1m	2.03%	0.75%	1.28%
3m	2.21%	0.75%	1.46%
6m	2.38%	0.88%	1.51%
12m	2.55%	1.17%	1.38%



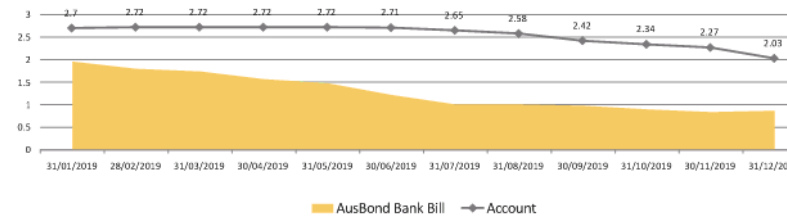
Account vs 3m BBSW

Term	Account	3mBBSW	Outperformance
1m	2.03%	0.92%	1.11%
3m	2.21%	0.91%	1.30%
6m	2.38%	0.95%	1.44%
12m	2.55%	1.30%	1.25%



Account vs Bloomberg AusBond Bank Bill Index

Term	Account	AusBond Bank Bill	Outperformance
1m	2.03%	0.87%	1.16%
3m	2.21%	0.87%	1.34%
6m	2.38%	0.94%	1.45%
12m	2.55%	1.28%	1.27%





## Armidale Regional Council

### Section 6: Transactions from 1 December to 31 December 2019

Date	Contract Number	Investment Type	ADI / Security Name	Amount	Debit / Credit	Transaction Type	Transaction Detail
23/12/2019	043481	Term Deposit	ING BANK AUSTRALIA LTD	2,000,000.00	Credit	Principal	New investment
18/12/2019	036758	Term Deposit	NATIONAL AUSTRALIA BANK LTD	26,852.05	Debit	Interest	Interest
18/12/2019	036758	Term Deposit	NATIONAL AUSTRALIA BANK LTD	1,000,000.00	Debit	Principal	Maturity proceeds
12/12/2019	043291	Term Deposit	MYSTATE BANK LTD	2,000,000.00	Credit	Principal	New investment
12/12/2019	036608	Term Deposit	MYSTATE BANK LTD	56,843.84	Debit	Interest	Interest
12/12/2019	036608	Term Deposit	MYSTATE BANK LTD	2,000,000.00	Debit	Principal	Maturity proceeds
11/12/2019	043274	Term Deposit	NATIONAL AUSTRALIA BANK LTD	2,000,000.00	Credit	Principal	New investment
11/12/2019	036564	Term Deposit	MYSTATE BANK LTD	28,000.00	Debit	Interest	Interest
11/12/2019	036564	Term Deposit	MYSTATE BANK LTD	1,000,000.00	Debit	Principal	Maturity proceeds
4/12/2019	036203	Term Deposit	BEYOND BANK AUSTRALIA	28,000.00	Debit	Interest	Interest
4/12/2019	036203	Term Deposit	BEYOND BANK AUSTRALIA	1,000,000.00	Debit	Principal	Maturity proceeds

Playground shade - New Asset and Renewal Program					2020-21				2021-22			2022-23			2023-24			2023-24		
Playground assets	Development category	Proposed future status	Existing Shade asset	Shade condition	Renewal/new	Shade asset type	Quoted cost	Budget	Renewal/new	Shade asset type	Est. Cost	Renewal/new	Shade asset type	Est. Cost	Renewal/new	Shade asset type	Est. Cost	Renewal/new	Shade asset type	Est. Cost
<b>Armidale</b>																				
Adventure Playground	Regional	retain/develop	Shade cloth	New	New	shade cloth	commenced	Existing												
Arboretum	Regional	retain/develop			New	Hard shade	\$34,864	Existing										New	trees	\$2,000
						Option shade cloth	\$58,500													
Bowmans Ave	Local	TBC																		
Bruce Browning	Local	TBC																		
Cooks Hill	Local	retain/develop	Shade cloth	New																
Curtis Park North	District	retain/develop			New	trees	\$2,000	Existing	New	shade cloth	\$55,000									
Curtis Park South	local	retain/develop	Shade cloth	Good											Renewal		\$45,000			
Drummond Park	Local	close													New	TBC	subject to \$	New	trees	\$2,000
Dumaresq Dam	Regional	retain/develop																		
East Mall	Local	close	Shade cloth	Good																
Eastwood park	Local	retain																		
Hawke St	Local	retain/develop			New	trees	\$2,000	Existing												
Helen Avenue	Local	close																		
Jones Avenue	Local	close																		
Lambert Park	District	retain/develop			New	trees	\$2,000	Existing				New	hard shade	\$45,000						
Lambs Ave	Local	close																		
Lynches Road Netball	District	retain/develop							New	TBC	\$45,000									
MacDonald Drive Park	Local	close																		
MacDonald Park	District	retain													New	hard shade	\$45,000			
Mall	Local	TBC	Shade cloth	Good																
P G Love	Local	TBC																		
Parrydale Park	Local	TBC																		
Robina Cr	Local	retain																		
Rockvale Road park	Local	retain/develop			New	trees	\$2,000	Existing				New	trees	\$2,000				New	shade cloth	\$45,000
Stewart Cr Park	Local	devolve																		
The Avenue	Local	devolve																		
Watson Park	Local	TBC																		
Wilson Avenue	Local	retain?							New	trees	\$2,000									
<b>Guyra</b>																				
Apex Park	Local	retain/develop		TBC																
Rotary Park	District	retain/develop	Shade cloth	Good											Renewal	TBC	\$45,000			
White Park	Local	TBC			New	trees	\$2,000	Existing							New	trees	\$2,000			
South Guyra Park	Local	TBC			New	trees	\$2,000	Existing												
<b>Proposed Budget Estimates</b>							\$46,864				\$102,000			\$92,000			\$92,000			\$49,000

**Regional Playground:** Large all-age playgrounds that attract visitors from across the municipality and beyond. These playgrounds offer a larger range of activities than a District or Local Playground.

**District Playground:** Playgrounds that are used by families and children who visit these sites from further afield, usually travelling by car.

**Local Playgrounds:** Playgrounds that cater for local residents, are within walking and cycling distance from their homes, and are unlikely to attract visitors who do not live in the area. Visits to Local Playgrounds are generally shorter.

**Hard shade:** Permanent steel/colorbond style roofed structure

**Soft shade:** usually woven shade cloth tensioned between steel posts

# INCOME STATEMENT GENERAL FUND

Period Ending: 31 January 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	25,153	25,197	(44)	0%	25,197	●
User Charges and Fees	4,259	6,144	(1,885)	-31%	10,519	●
Interest and Investment Revenue	276	334	(59)	-18%	573	●
Other Revenues	1,607	1,602	5	0%	2,639	●
Operating Grants and Contributions	5,560	4,055	1,506	37%	12,470	●
<b>RECURRENT REVENUE</b>	<b>36,855</b>	<b>37,332</b>	<b>(477)</b>	<b>-1%</b>	<b>51,399</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	12,400	14,414	2,014	14%	23,660	
Employee Costs allocated to Capital	(1,038)	(925)	112	-12%	(1,560)	
Net Operating Employee Costs	11,363	13,489	2,126	16%	22,100	●
Materials and Contracts	5,979	6,668	689	10%	8,220	●
Borrowing Costs	615	665	50	7%	1,139	●
Other Expenses	5,380	5,475	95	2%	8,673	●
Depreciation and Amortisation	6,907	6,907	0	0%	11,841	●
<b>RECURRENT EXPENDITURE</b>	<b>30,243</b>	<b>33,203</b>	<b>2,960</b>	<b>9%</b>	<b>51,974</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>6,611</b>	<b>4,128</b>	<b>2,483</b>	<b>60%</b>	<b>(575)</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	2,459	4,202	(1,743)	-41%	9,948	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>9,071</b>	<b>8,331</b>	<b>740</b>	<b>9%</b>	<b>9,373</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	36,855	37,332	(477)	-1%	51,399	●
Proceeds from Sale of Property, Plant & Equipment	3,219	3,319	(100)	-3%	3,976	●
Capital Grants and Contributions	2,459	4,202	(1,743)	-41%	9,948	●
Transfer from Cash Reserve	0	1,142	(1,142)	-100%	11,146	●
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(23,336)	(26,296)	2,960	11%	(40,133)	●
Purchase of Property, Plant & Equipment	(5,741)	(16,215)	10,475	65%	(32,240)	●
Repayment of Borrowings	(1,589)	(1,555)	(34)	-2%	(2,666)	●
Transfer to Cash Reserve	0	(116)	116	100%	(913)	●
<b>Net Budget Position</b>	<b>11,868</b>	<b>1,813</b>	<b>10,055</b>	<b>555%</b>	<b>517</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; internal gravel sales to be recognised, RMCC claims not yet paid and final new england roundabout payment has not yet been received.
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	● \$1 million bushfire funding received and NIRW grants recieved of \$400k, which are not budgeted for
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Positive variance as payroll is only posted to 19/01/20; around \$800k will be posted in the next period A higher allocation of wages to capital works is also assisting the result
Materials and Contracts	● Positive variance predominantly relates to lower expenditure in waste
Borrowing Costs	● Actual result is in line with 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 some timing differences associated with project claims
Proceeds from Sale of Property, Plant & Equipment	● Actual result is in line with budget
Purchase of Property, Plant & Equipment	● Drought conditions have slowed the capital program due to water conservation measures; project deferrals will be recognised in the second quarter budget review
Repayment of Borrowings	● Actual result is in line with budget



# INCOME STATEMENT WATER FUND

Period Ending: 31 January 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	2,178	2,160	17	1%	2,160	●
User Charges and Fees	3,000	3,088	(88)	-3%	6,126	●
Interest and Investment Revenue	388	419	(31)	-7%	718	●
Other Revenues	37	33	4	13%	35	●
Operating Grants and Contributions	668	757	(88)	-12%	757	●
<b>RECURRENT REVENUE</b>	<b>6,271</b>	<b>6,457</b>	<b>(186)</b>	<b>-3%</b>	<b>9,796</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	1,585	1,653	68	4%	2,646	
Employee Costs allocated to Capital	(310)	(541)	(231)	43%	(777)	
Net Operating Employee Costs	1,275	1,113	(162)	-15%	1,869	●
Materials and Contracts	2,841	2,920	79	3%	9,055	●
Borrowing Costs	124	192	68	36%	330	●
Other Expenses	450	345	(105)	-30%	558	●
Depreciation and Amortisation	1,780	1,780	0	0%	3,052	●
<b>RECURRENT EXPENDITURE</b>	<b>6,470</b>	<b>6,350</b>	<b>(120)</b>	<b>-2%</b>	<b>14,863</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>(199)</b>	<b>107</b>	<b>(305)</b>	<b>-286%</b>	<b>(5,067)</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	4,002	2,122	1,880	89%	3,330	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>3,803</b>	<b>2,229</b>	<b>1,575</b>	<b>71%</b>	<b>(1,737)</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	6,271	6,457	(186)	-3%	9,796	
Proceeds from Sale of Property, Plant & Equipment	0	0	0	N/A	0	
Capital Grants and Contributions	4,002	2,122	1,880	89%	3,330	
Transfer from Cash Reserve	0	0	0	N/A	235	
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(4,690)	(4,570)	(120)	-3%	(11,811)	
Purchase of Property, Plant & Equipment	(4,444)	(7,936)	3,492	44%	(15,764)	●
Repayment of Borrowings	(138)	(156)	18	11%	(267)	●
Transfer to Cash Reserve	0	0	0	N/A	0	
<b>Net Budget Position</b>	<b>1,002</b>	<b>(4,083)</b>	<b>5,085</b>	<b>125%</b>	<b>(14,481)</b>	

## Variance Comments

<b>Recurrent Revenue</b>	
Rates and Annual Charges	● Actual result is in line with budget
User Charges and Fees	● Actual result is in line with budget
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 to be received for Guyra water carting is under budget forecast
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Employee costs allocated to capital program under budget forecast
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	● 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 Dam pipeline claims have been made; additional income to be recognised in Q2 budget review
Purchase of Property, Plant & Equipment	● Drought conditions have slowed the capital program; project deferrals will be recognised in the second quarter budget review
Repayment of Borrowings	● Variance is due to timing of loan repayments actual versus budget

# INCOME STATEMENT SEWER FUND

Period Ending: 31 January 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	5,696	5,582	114	2%	5,582	●
User Charges and Fees	90	98	(9)	-9%	239	●
Interest and Investment Revenue	210	228	(18)	-8%	390	●
Other Revenues	482	578	(96)	-17%	990	●
Operating Grants and Contributions	81	98	(17)	-17%	98	●
<b>RECURRENT REVENUE</b>	<b>6,558</b>	<b>6,583</b>	<b>(25)</b>	<b>0%</b>	<b>7,300</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	867	943	76	8%	1,587	
Employee Costs allocated to Capital	(145)	(105)	40	-38%	(179)	
Net Operating Employee Costs	722	838	116	14%	1,408	●
Materials and Contracts	344	535	191	36%	2,494	●
Borrowing Costs	0	0	0	N/A	0	●
Other Expenses	538	526	(12)	-2%	834	●
Depreciation and Amortisation	929	929	0	0%	1,593	●
<b>RECURRENT EXPENDITURE</b>	<b>2,533</b>	<b>2,828</b>	<b>295</b>	<b>10%</b>	<b>6,329</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>4,025</b>	<b>3,755</b>	<b>270</b>	<b>7%</b>	<b>971</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	653	700	(47)	-7%	1,200	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>4,678</b>	<b>4,455</b>	<b>223</b>	<b>5%</b>	<b>2,171</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	6,558	6,583	(25)	0%	7,300	
Proceeds from Sale of Property, Plant & Equipment	0	0	0	N/A	0	
Capital Grants and Contributions	653	700	(47)	-7%	1,200	
Transfer from Cash Reserve	0	0	0	N/A	0	
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(1,604)	(1,899)	295	16%	(4,736)	●
Purchase of Property, Plant & Equipment	(1,537)	(2,549)	1,012	40%	(4,368)	
Repayment of Borrowings	0	(12)	12	100%	(20)	
Transfer to Cash Reserve	0	0	0	N/A	0	
<b>Net Budget Position</b>	<b>4,070</b>	<b>2,824</b>	<b>1,246</b>	<b>44%</b>	<b>(625)</b>	

## Variance Comments

<b>Recurrent Revenue</b>	
Rates and Annual Charges	● Actual result is in line with budget
User Charges and Fees	● Actual result is in line with 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	● Pension rebate has not met budget forecast
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Employee costs allocated to capital program over budget forecast
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	● Actual result is in line with budget
Purchase of Property, Plant & Equipment	● Drought conditions have slowed the capital program; project deferrals will be recognised in the second quarter budget review

# INCOME STATEMENT CONSOLIDATED

Period Ending: 31 January 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	33,026	32,939	87	0%	32,939	●
User Charges and Fees	7,349	9,330	(1,982)	-21%	16,884	●
Interest and Investment Revenue	874	981	(107)	-11%	1,682	●
Other Revenues	2,126	2,212	(87)	-4%	3,663	●
Operating Grants and Contributions	6,310	4,909	1,401	29%	13,325	●
<b>RECURRENT REVENUE</b>	<b>49,684</b>	<b>50,372</b>	<b>(688)</b>	<b>-1%</b>	<b>68,494</b>	
<b>Recurrent Expenditure</b>						
Employee Costs	14,852	17,010	2,158	13%	27,893	
Employee Costs allocated to Capital	(1,492)	(1,571)	(79)	5%	(2,516)	
Net Operating Employee Costs	13,359	15,439	2,079	13%	25,377	●
Materials and Contracts	9,163	10,123	960	9%	19,769	●
Borrowing Costs	739	857	118	14%	1,469	●
Other Expenses	6,368	6,347	(22)	0%	10,065	●
Depreciation and Amortisation	9,617	9,617	0	0%	16,486	●
<b>RECURRENT EXPENDITURE</b>	<b>39,246</b>	<b>42,382</b>	<b>3,136</b>	<b>7%</b>	<b>73,166</b>	
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>10,438</b>	<b>7,990</b>	<b>(3,823)</b>	<b>-48%</b>	<b>(4,672)</b>	
<b>Capital Revenue</b>						
Capital Grants and Contributions	7,114	7,024	(90)	-1%	14,478	●
<b>NET SURPLUS/(DEFICIT)</b>	<b>17,552</b>	<b>15,014</b>	<b>(3,913)</b>	<b>-26%</b>	<b>9,806</b>	

## CASHFLOW & RESERVE MOVEMENTS

	YTD Actual \$'000	YTD Budget \$'000	Budget Variance \$'000	Budget Variance %	Annual Budget \$'000	Status
<b>Receipts</b>						
Recurrent Revenue	49,684	50,372	(688)	-1%	68,494	●
Proceeds from Sale of Property, Plant & Equipment	3,219	3,319	(100)	-3%	3,976	●
Capital Grants and Contributions	7,114	7,024	90	1%	14,478	●
Transfer from Cash Reserve	0	1,142	(1,142)	-100%	11,380	
<b>Payments</b>						
Recurrent Expenditure excluding Depreciation	(29,630)	(32,765)	3,136	10%	(56,680)	●
Purchase of Property, Plant & Equipment	(11,721)	(26,700)	14,979	56%	(52,372)	●
Repayment of Borrowings	(1,727)	(1,722)	(5)	0%	(2,952)	●
Transfer to Cash Reserve	0	(116)	116	100%	(913)	
<b>Net Budget Position</b>	<b>16,940</b>	<b>553</b>	<b>16,386</b>	<b>2961%</b>	<b>(14,590)</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	● \$1 million bushfire funding received and NIRW grants received of \$400k, which are not budgeted for
<b>Recurrent Expenditure</b>	
Net Operating Employee Costs	● Positive variance as payroll is only posted to 19/01/20
Materials and Contracts	● Actual result lower than budget due to performance across all Funds
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 impact of end of year accrual reversals and timing of receipts
Proceeds from Sale of Property, Plant & Equipment	● Actual result is in line with budget
Purchase of Property, Plant & Equipment	● Drought conditions have slowed the capital program; project deferrals will be recognised in the second quarter budget review
Repayment of Borrowings	● Actual result is in line with budget

# BUSINESS UNIT SUMMARY - Operating

Period Ending:

31 January 2020



Service Unit/Program	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>Governance, Safety and Risk</b>												
Governance, Safety and Risk	110	122	(12)	-10%	1,458	2,107	649	31%	(1,348)	(1,985)	637	32%
<b>Sub total</b>	<b>110</b>	<b>122</b>	<b>(12)</b>	<b>-10%</b>	<b>1,458</b>	<b>2,107</b>	<b>649</b>	<b>31%</b>	<b>(1,348)</b>	<b>(1,985)</b>	<b>637</b>	<b>32%</b>
<b>Asset Planning and Design</b>												
Asset Planning and Design	68	76	(8)	-10%	798	1,065	267	25%	(730)	(989)	259	26%
<b>Sub total</b>	<b>68</b>	<b>76</b>	<b>(8)</b>	<b>-10%</b>	<b>798</b>	<b>1,065</b>	<b>267</b>	<b>25%</b>	<b>(730)</b>	<b>(989)</b>	<b>259</b>	<b>26%</b>
<b>Business Units</b>												
Airport	1,135	1,153	(19)	-2%	481	704	224	32%	654	449	205	46%
Fleet and Workshop	218	233	(15)	-7%	(1,054)	(1,129)	(74)	7%	1,272	1,362	(90)	-7%
Waste	8,585	8,790	(205)	-2%	2,472	3,339	867	26%	6,112	5,451	661	12%
Water Services	6,271	6,457	(186)	-3%	4,642	4,570	(72)	-2%	1,629	1,887	(258)	-14%
Sewerage Services	6,558	6,583	(25)	0%	1,519	1,899	380	20%	5,039	4,684	355	8%
<b>Sub total</b>	<b>22,766</b>	<b>23,217</b>	<b>(450)</b>	<b>-2%</b>	<b>8,060</b>	<b>9,384</b>	<b>1,324</b>	<b>14%</b>	<b>14,707</b>	<b>13,833</b>	<b>874</b>	<b>6%</b>
<b>Community and Customer Services</b>												
Customer Service	0	0	0	N/A	332	441	109	25%	(332)	(441)	109	25%
Community Development	359	162	197	122%	806	1,017	211	21%	(447)	(856)	408	48%
Library	196	39	157	398%	656	771	115	15%	(460)	(732)	272	37%
Preschool	412	427	(15)	-4%	357	427	70	16%	55	0	55	-19896%
<b>Sub total</b>	<b>967</b>	<b>628</b>	<b>338</b>	<b>54%</b>	<b>2,151</b>	<b>2,657</b>	<b>506</b>	<b>19%</b>	<b>(1,184)</b>	<b>(2,028)</b>	<b>845</b>	<b>42%</b>
<b>Economic Development and Marketing</b>												
Economic Development	54	36	18	49%	1,094	1,190	97	8%	(1,040)	(1,154)	114	10%
Tourism Development	52	23	28	122%	329	489	160	33%	(278)	(466)	188	40%
<b>Sub total</b>	<b>105</b>	<b>59</b>	<b>46</b>	<b>78%</b>	<b>1,423</b>	<b>1,679</b>	<b>256</b>	<b>15%</b>	<b>(1,317)</b>	<b>(1,620)</b>	<b>302</b>	<b>19%</b>
<b>Executive</b>												
Executive	0	0	0	N/A	831	1,051	219	21%	(831)	(1,051)	219	21%
<b>Sub total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>N/A</b>	<b>831</b>	<b>1,051</b>	<b>219</b>	<b>21%</b>	<b>(831)</b>	<b>(1,051)</b>	<b>219</b>	<b>21%</b>
<b>Finance</b>												
Emergency Services	580	565	15	3%	669	646	(23)	-4%	(88)	(81)	(7)	-9%
Finance	20,643	19,634	1,010	5%	1,543	1,422	(121)	-9%	19,100	18,212	889	-5%
Employee Oncosts	97	76	22	28%	527	(976)	(1,503)	154%	(430)	1,051	(1,481)	141%
<b>Sub total</b>	<b>21,321</b>	<b>20,275</b>	<b>1,047</b>	<b>5%</b>	<b>2,739</b>	<b>1,092</b>	<b>(1,647)</b>	<b>-151%</b>	<b>18,582</b>	<b>19,182</b>	<b>(600)</b>	<b>-3%</b>
<b>People, Communications and Transformation</b>												
People and Culture	19	5	14	266%	450	951	500	53%	(431)	(945)	514	54%
Media, Communications and Engagement	0	0	0	N/A	212	264	52	20%	(212)	(264)	52	20%
<b>Sub total</b>	<b>19</b>	<b>5</b>	<b>14</b>	<b>266%</b>	<b>662</b>	<b>1,215</b>	<b>553</b>	<b>45%</b>	<b>(643)</b>	<b>(1,209)</b>	<b>567</b>	<b>47%</b>
<b>Information Technology</b>												
Information Technology	284	260	24	9%	1,794	2,077	283	14%	(1,510)	(1,817)	307	17%
<b>Sub total</b>	<b>284</b>	<b>260</b>	<b>24</b>	<b>9%</b>	<b>1,794</b>	<b>2,077</b>	<b>283</b>	<b>14%</b>	<b>(1,510)</b>	<b>(1,817)</b>	<b>307</b>	<b>17%</b>
<b>Sustainability and Development</b>												
Building and Development	493	387	107	28%	584	811	227	28%	(90)	(424)	334	79%
Environmental Planning	11	6	5	89%	304	498	194	39%	(293)	(492)	199	40%
Public Order	270	299	(29)	-10%	494	501	8	2%	(224)	(203)	(22)	11%
<b>Sub total</b>	<b>774</b>	<b>691</b>	<b>82</b>	<b>12%</b>	<b>1,382</b>	<b>1,810</b>	<b>428</b>	<b>24%</b>	<b>(608)</b>	<b>(1,119)</b>	<b>511</b>	<b>46%</b>

**BUSINESS UNIT SUMMARY - Operating**

Period Ending:

31 January 2020



Service Unit/Program	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>Roads and Parks</b>												
Aquatic Centre	247	252	(4 )	-2%	409	404	(4 )	-1%	(161 )	(153 )	(9 )	6%
Cemetery Management	147	136	11	8%	79	172	93	54%	68	(36 )	105	288%
Facility Management	265	362	(97 )	-27%	975	902	(73 )	-8%	(710 )	(540 )	(170 )	32%
Parks and Reserves	76	86	(10 )	-12%	1,707	1,857	150	8%	(1,631 )	(1,771 )	140	-8%
Transport Management	779	887	(108 )	-12%	1,225	1,431	206	14%	(446 )	(544 )	98	18%
Rural Roads	954	978	(24 )	-2%	1,650	1,678	29	2%	(696 )	(700 )	5	-1%
Urban Roads	1	48	(46 )	-97%	502	693	191	28%	(500 )	(645 )	145	22%
Regional Roads	485	482	3	1%	141	178	37	21%	344	304	40	13%
State Roads	(77 )	1,808	(1,885 )	-104%	1,313	1,311	(3 )	0%	(1,390 )	498	(1,888 )	379%
<b>Sub total</b>	<b>2,877</b>	<b>5,038</b>	<b>(2,161 )</b>	<b>-43%</b>	<b>8,000</b>	<b>8,626</b>	<b>626</b>	<b>7%</b>	<b>(5,123 )</b>	<b>(3,588 )</b>	<b>(1,534 )</b>	<b>-43%</b>
<b>TOTALS</b>	<b>49,293</b>	<b>50,372</b>	<b>(1,079 )</b>	<b>-2%</b>	<b>29,298</b>	<b>32,763</b>	<b>3,465</b>	<b>11%</b>	<b>19,995</b>	<b>17,609</b>	<b>2,386</b>	<b>14%</b>

Above figures exclude depreciation



## BUSINESS UNIT SUMMARY - Capital

Period Ending: 31 January 2020



Service Unit/ Program	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 %	
Business Units															
Airport	210234	Airport Business Park	0	0	0	N/A	461	1,927	1,466	76%	(461 )	(1,927 )	1,466	-76%	
	272008	Airport Lands Subdivision & Sale of existing land Armidale	1,360	1,360	0	0%	8	120	112	93%	1,352	1,240	112	9%	
	272011	Capex: Regional Airport Apron	0	0	0	N/A	42	2,183	2,142	98%	(42 )	(2,183 )	2,142	-98%	
	272025	Capex: Upgrade Stormwater drainage and Shand Drive	0	47	(47 )	-100%	1,134	875	(260 )	-30%	(1,134 )	(828 )	(306 )	37%	
	272028	Capex:Taxiway Access Construction R&M and Superair	0	0	0	N/A	0	58	58	100%	0	(58 )	58	-100%	
	272029	Capex: Superair Capital works	0	0	0	N/A	0	117	117	100%	0	(117 )	117	-100%	
	272033	Capex: Airport Security Screening	1,842	1,855	(14 )	-1%	14	0	(14 )	N/A	1,828	1,855	(27 )	-1%	
	Fleet and Workshop	210501	ARC - Plant Purchases/Sales	258	919	(661 )	-72%	731	750	19	3%	(473 )	169	(642 )	-380%
		210508	Capex: Mobile Stage	0	0	0	N/A	0	47	47	100%	0	(47 )	47	-100%
Preschool	210124	Capex: New Preschool Design	0	0	0	N/A	0	9	9	100%	0	(9 )	9	-100%	
	300716	Preschool Upgrade	0	0	0	N/A	9	10	1	14%	(9 )	(10 )	1	-14%	
Sewerage Services															
	260023	Developer Servicing Charge Sewer	138	146	(8 )	-5%	0	0	0	N/A	138	146	(8 )	-5%	
	260217	Sewer mains - Capital Projects	515	408	107	26%	1,462	1,560	98	6%	(947 )	(1,152 )	205	-18%	
	260301	Sewage pumping stations capital projects	0	0	0	N/A	0	52	52	100%	0	(52 )	52	100%	
	260407	Sewage Treatment Plant - Capital Projects	0	146	(146 )	-100%	70	557	487	87%	(70 )	(411 )	341	83%	
	260408	Capex: Armidale STP - Inlet Screens and Channel (new)	0	0	0	N/A	0	263	263	100%	0	(263 )	263	100%	
	260411	Capex: Guyra STP Upgrade	0	0	0	N/A	0	117	117	100%	0	(117 )	117	100%	
Waste	290146	New Landfill - Construction Waterfall Way	0	0	0	N/A	330	996	666	67%	(330 )	(996 )	666	67%	
	290149	Capex: Long Swamp Road Transfer Station	0	0	0	N/A	0	146	146	100%	0	(146 )	146	100%	
	290153	Capex: Guyra Landfill - Rehabilitation	0	0	0	N/A	0	26	26	100%	0	(26 )	26	100%	
	290154	Capex: Ben Lomond Transfer Station	87	0	87	N/A	1	47	46	98%	86	(47 )	133	285%	
	290700	Armidale Organics Processing Expansion Project	27	37	(9 )	25%	31	118	86	73%	(4 )	(81 )	77	95%	
Water Services	270254	Water Filling Stations (DCP Funding)	0	29	(29 )	-100%	13	15	1	9%	(13 )	15	(28 )	-190%	
	280022	ADC - Developer Servicing Charge - Water	181	233	(52 )	-22%	0	0	0	N/A	181	233	(52 )	-22%	
	280116	Water Engineering & Strategy Capital Projects	0	0	0	N/A	0	0	(0 )	N/A	(0 )	0	(0 )	N/A	
	280201	Capex: Puddledock RWTM and Pump Station Upgrade	0	0	0	N/A	0	292	292	100%	0	(292 )	292	100%	
	280202	Capex: Malpas Dam Upgrades	0	0	0	N/A	0	88	88	100%	0	(88 )	88	100%	
	280203	Capex: Guyra Dam - Raw Water Pump Station and Switchboard	0	0	0	N/A	6	206	200	97%	(6 )	(206 )	200	97%	
	280213	Malpas Dam water release facility	0	0	0	N/A	0	60	60	100%	0	(60 )	60	100%	
	280216	Dumaresq Dam Upgrade Stability Investigation	0	0	0	N/A	416	1,384	969	70%	(416 )	(1,384 )	969	70%	
	280226	Puddledock Dam - Capital	0	0	0	N/A	0	29	29	100%	0	(29 )	29	100%	
	280229	Guyra Dams - Capital	0	0	0	N/A	0	23	23	100%	0	(23 )	23	100%	
	280230	Capex: Land Acquisition Water Main Replacement Marsh to Tayl	0	0	0	N/A	0	18	18	100%	0	(18 )	18	100%	
	280231	Capex: Augmentation of Malpas Dam	0	0	0	N/A	1	583	582	100%	(1 )	(583 )	582	100%	
	280232	Capex: Malpas Dam Pontoon (Additional)	0	0	0	N/A	0	875	875	100%	0	(875 )	875	100%	
	280276	Water Network Meters capital replacement	0	0	0	N/A	49	146	97	67%	(49 )	(146 )	97	67%	
	280299	Water main - replacement - small size service lines	0	0	0	N/A	71	146	74	51%	(71 )	(146 )	74	51%	
	280327	Reservoir Cleaning & Ladder Replacements	0	0	0	N/A	15	9	(6 )	-72%	(15 )	(9 )	(6 )	-72%	
	280332	Capex: Guyra WTP - Master Plan including Water Tank Upgrades	0	0	0	N/A	0	58	58	100%	0	(58 )	58	100%	
	280333	#N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	N/A	
	280371	Water Main capital Replacements	0	0	0	N/A	497	468	(29 )	-6%	(497 )	(468 )	(29 )	-6%	
	280425	Capex: Water pumping stations renewal	0	0	0	N/A	60	0	(60 )	N/A	(60 )	0	(60 )	N/A	
	280716	Capex: Armidale & Guyra WTPs - Fluoridation Upgrade Stage 2	0	58	(58 )	-100%	0	58	58	100%	0	0	(0 )	100%	
	280726	Water Treatment Plant - Capital Projects	0	0	0	N/A	34	275	241	88%	(34 )	(275 )	241	88%	
	280743	SCADA Telemetry Systems	0	0	0	N/A	283	618	336	54%	(283 )	(618 )	336	54%	
	280745	Capex: Armidale WTP - Master Plan including Sludge Mgmt	0	0	0	N/A	0	35	35	100%	0	(35 )	35	100%	
	300375	IWCM Study & Malpas Guyra Pipeline Investigations	3,821	1,830	1,991	109%	3,000	2,565	(435 )	-17%	821	(735 )	1,556	212%	
			Sub total	8,229	7,068	(1,161 )	-16%	8,737	17,928	9,191	51%	(508 )	(10,860 )	10,351	-95%

## BUSINESS UNIT SUMMARY - Capital

Period Ending: 31 January 2020



Service Unit/ Program	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 %
Organisational Development														
Emergency Services														
	210413	RFS RAFT Shed	6	4	2	56%	10	7	(4)	-56%	(4)	(3)	(1)	-57%
	210414	RFS FCC Armidale	0	42	(42)	-100%	0	41	41	99%	(0)	1	(2)	-128%
	210415	RFS Hillgrove Brigade Station Upgrade	0	4	(4)	-100%	1	2	2	73%	(1)	1	(2)	-147%
	230265	Capex: SES HQ Upgrade Armidale Mann Street	0	0	0	N/A	44	20	(24)	-116%	(44)	(20)	(24)	116%
	230266	SES Shed Guyra	1	0	1	N/A	1	0	(1)	N/A	0	0	0	N/A
Finance														
	210852	Land Divestment Strategy Proceeds	1,601	1,040	561	54%	4	0	(4)	N/A	1,597	1,040	557	54%
Information Technology														
	210881	IT Communications Capital	0	0	0	N/A	0	88	87	99%	(0)	(88)	87	99%
Library														
	220199	Capex: Seed Funding 21st Century Library Strategy	0	0	0	N/A	0	113	113	100%	0	(113)	113	-100%
	220506	Capex: Library Books and AV materials	0	0	0	N/A	63	131	68	52%	(63)	(131)	68	52%
	220509	Library Coffee Distribution Point	0	0	0	N/A	1	0	(1)	N/A	(1)	0	(1)	N/A
		Sub total	1,608	1,090	(518)	-48%	124	402	278	69%	1,484	688	796	116%
Operations														
Aquatic Centre														
	210116	Capex: Armidale Hydrotherapy Pool	0	0	0	N/A	1	0	(1)	N/A	(1)	0	(1)	N/A
	240004	Capex: Guyra Pool - Safety Upgrades (address safety issues i	0	0	0	N/A	3	12	9	78%	(3)	(12)	9	78%
	240016	Capex:Armidale Pool - Safety Upgrades (address safety issues	0	0	0	N/A	1	12	11	96%	(1)	(12)	11	96%
Building and Development														
	250802	Section 7.12 Contributions Plan	197	0	197	N/A	0	0	0	N/A	197	0	197	N/A
	300144	Sec 94 - Roadworks	179	0	179	N/A	0	0	0	N/A	179	0	179	N/A
Economic Development														
	240059	Capex: Armidale Old Library "Hub" fitout	0	0	0	N/A	2	0	(2)	N/A	(2)	0	(2)	N/A
Facility Management														
	210120	Capex: Guyra Community Hub Upgrade for Guyra Neighbourhood C	0	156	(156)	-100%	12	232	220	95%	(12)	(76)	63	84%
	240021	Capex: Switchboard Upgrades	0	0	0	N/A	0	12	12	100%	0	(12)	12	100%
	240022	Capex: CAB - Fire Safety Regulation Upgrades	0	0	0	N/A	0	6	6	100%	0	(6)	6	100%
	240023	Capex: CAB - HVAC System Renewal	0	0	0	N/A	0	9	9	100%	0	(9)	9	100%
	240024	Capex: Old Council Chambers - Electrical Mains Upgrade	0	0	0	N/A	0	9	9	100%	0	(9)	9	100%
	240025	Capex: Guyra Home Support Services - Disability Access	0	0	0	N/A	1	12	11	92%	(1)	(12)	11	92%
	240026	Capex: Saleyards - Upgrade Drainage and Front Delivery Ramps	0	0	0	N/A	0	18	18	100%	0	(18)	18	100%
	240031	Capex: Guyra Depot Electrical Upgrade	0	0	0	N/A	0	19	19	100%	0	(19)	19	100%
	240331	Solar Project Installation at Major Council Facilities	0	0	0	N/A	52	97	45	47%	(52)	(97)	45	47%
	240608	ARC Truckwash Capacity Upgrade	(7)	0	(7)	N/A	0	0	0	N/A	(7)	0	(7)	N/A
	240611	Capex: CBD CCTV Cameras, Security & Lighting Upgrade	0	140	(140)	-100%	14	262	249	95%	(14)	(123)	109	89%
	300602	Guyra Recreation Grounds Upgrades	0	0	0	N/A	0	16	16	100%	0	(16)	16	100%
Parks and Reserves														
	210115	Capex: Armidale Regional Adventure Playground	0	2	(2)	-100%	65	192	127	66%	(65)	(190)	125	66%
	210119	Capex: Mother of Ducks Lagoon & Nature Reserve Upgrade	0	1	(1)	-100%	22	89	66	75%	(22)	(88)	65	74%
	210122	Capex: Tingha Skate Park Upgrade	145	45	100	225%	70	54	(15)	-28%	75	(10)	85	872%
	240208	Capex: Armidale Cemetery - Plaque Beams	0	0	0	N/A	0	9	9	100%	0	(9)	9	100%
	240282	Harris Park Lighting	190	111	79	71%	0	198	198	100%	190	(87)	277	-319%
	240287	Sports Council 2018/19 Program	0	0	0	N/A	22	15	(7)	-47%	(22)	(15)	(7)	47%
	240288	Capex: Newling Park - Stormwater Drainage Upgrade	0	0	0	N/A	3	32	29	90%	(3)	(32)	29	90%
	240289	Capex: Indoor Cricket Venue Contribution	0	0	0	N/A	1	44	43	98%	(1)	(44)	43	98%
	240307	Capex: Playground Replacement Program	0	0	0	N/A	0	50	50	100%	0	(50)	50	100%
	240308	Capex: Park Warning Signage Upgrade Stage 1	0	0	0	N/A	0	18	18	100%	0	(18)	18	100%
	240309	Capex: Lions Park - New Grandstand (s7.12 Plan)	0	0	0	N/A	0	47	47	100%	0	(47)	47	100%



## BUSINESS UNIT SUMMARY - Capital

Period Ending: 31 January 2020



Service Unit/ Program	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 %
Transport Management														
	210218	Transport Infrastructure Upgrades	0	2	(2)	-100%	0	1	1	100%	0	1	(1)	-100%
	210327	Capex: Urban Stormwater Works	0	0	0	N/A	202	137	(64)	-47%	(202)	(137)	(64)	47%
	210345	Capex: Mann St Depot - Electrical Upgrade	0	0	0	N/A	0	5	5	100%	0	(5)	5	100%
Rural Roads														
	210303	Capex: 2020/21 Road Rehabilitation Program	0	0	0	N/A	2	147	146	99%	(2)	(147)	146	99%
	270315	Capex: Urban Reseals Program	0	0	0	N/A	119	329	210	64%	(119)	(329)	210	64%
	270413	Capex: Rural reseals	0	0	0	N/A	92	511	419	82%	(92)	(511)	419	82%
	270414	Capex: Gravel Resheeting Roads Local Rural Unsealed	0	0	0	N/A	258	468	210	45%	(258)	(468)	210	45%
	270415	Rockvale Road Upgrade 1.5km Guyra-Ebor Turn off	0	0	0	N/A	18	703	685	97%	(18)	(703)	685	97%
	270418	Kempsey Road Improvements	(250)	0	(250)	N/A	0	94	93	100%	(250)	(94)	(157)	167%
	270436	Boorolong Rd Upgrade (DCP Funding)	20	102	(82)	-81%	43	128	85	66%	(23)	(26)	3	-11%
	270439	Puddledock Road	0	0	0	N/A	59	67	8	12%	(59)	(67)	8	-12%
	270441	Capex: Causeway Rehabilitation	0	0	0	N/A	55	96	41	43%	(55)	(96)	41	-43%
	270442	Capex: Kempsey Road Big Hill Project	195	760	(565)	-74%	204	763	558	73%	(9)	(2)	(7)	309%
	270443	Capex: Pedestrian Refuge at Glass Street	0	0	0	N/A	5	0	(5)	N/A	(5)	0	(5)	N/A
	270470	Capex: Regional Roads	184	107	77	72%	252	303	51	17%	(69)	(196)	127	65%
	270537	Capital Exp. Bridges - Sealed	156	398	(242)	-61%	1	1	(0)	0%	156	398	(242)	61%
	270542	Capital Exp. Bridges Unsealed	(538)	0	(538)	N/A	1	1	(1)	-71%	(540)	(1)	(539)	63554%
	270544	Timber Bridge Renewal Program	0	0	0	N/A	26	791	764	97%	(26)	(791)	764	-97%
	270545	Bridge Safety Program	0	0	0	N/A	305	300	(4)	-1%	(305)	(300)	(4)	1%
Urban Roads														
	240657	Capex: Carpark Resurfacing - Tingcombe Street	0	0	0	N/A	1	21	20	96%	(1)	(21)	20	96%
	240658	Capex: Carpark Resurfacing - Armidale Cemetery	0	0	0	N/A	3	15	12	82%	(3)	(15)	12	82%
	240829	Capex: Kerb & Gutter Renewal	0	0	0	N/A	0	80	80	100%	(0)	(80)	80	100%
	240914	Footpaths - New	0	0	0	N/A	48	30	(19)	-63%	(48)	(30)	(19)	63%
	240916	Capex: Cycleway Asphalt Resheeting (pedestrian safety)	0	0	0	N/A	19	19	0	2%	(19)	(19)	0	2%
	270251	Guyra Main Street Upgrade (Merger Funds)	0	0	0	N/A	764	1,482	718	48%	(764)	(1,482)	718	48%
	270256	Capex: Road & Drainage Rehab - Faulkner Street	0	0	0	N/A	1	58	57	98%	(1)	(58)	57	98%
	270257	Capex: Roundabout - Trevanna Road	25	345	(320)	-93%	59	345	287	83%	(33)	0	(33)	N/A
	270258	Capex: Traffic Calming - Niagara St	0	15	(15)	-100%	6	15	10	63%	(6)	0	(6)	N/A
Regional Roads														
	270460	Capex: Supplementary Block Grant	0	0	0	N/A	50	0	(50)	N/A	(50)	0	(50)	N/A
		Sub total	496	2,185	(1,689)	-77%	2,860	8,370	5,510	66%	(2,363)	(6,185)	3,822	62%
TOTALS			10,333	10,343	(10)	0%	11,721	26,700	14,979	56%	(1,388)	(16,357)	14,969	92%

Above figures exclude loan repayments and reserve transfers





## ENVIRONMENTAL SUSTAINABILITY ADVISORY COMMITTEE

Held on

Tuesday, 11 February 2020  
5.30pm

at

Function Room

Present: Cr Dorothy Robinson, Ms Jo Leoni, Ms Mahalath Halperin,  
Mr David Carr, Mrs Sara Schmude, Ms Robyn Bartel, Ms Annette Kilarr,  
Cr Margaret O'Connor, Ms Susan Law, Mr Mark Piorkowski, Ms Leah Cook,  
Ms Sally Thorsteinsson.

MINUTES



1 APOLOGIES

Cr Diane Gray, Mr Bruce Whan, Ms Navjot Bhullar, Mr Charles Williams, Mayor Simon Murray, Ms Ali Cairns

2 CONFIRMATION OF PREVIOUS MINUTES

**CONFIRMATION OF THE MINUTES OF THE ENVIRONMENTAL SUSTAINABILITY ADVISORY COMMITTEE MEETING HELD ON 2 DECEMBER 2019**

**NOTATION**

Notes were taken at the meeting held 2 December 2019 as meeting was inquorate. No formal decisions were made.

3 DECLARATIONS OF INTEREST

No declarations of interest.

4 CORRESPONDENCE

Correspondence from Mr Fisher will be forwarded to Council staff by the Chairperson.

5 ADMINISTRATION REPORTS

6 BUSINESS ARISING

6.1 Invasive species

Ms Schmude shared the process undertaken by Landcare regarding communicating community concerns raised with them with council staff.

There will be a 'Focus on Ferals' Forum in Uralla 4 March 2020 following concerns post-fires about invasive species.

Mr Piorkowski suggested need to coordinate other Council and Landcare invasive species work, such as emerging feral cat program in Guyra.

6.2 Dam levels

Cr Robinson shared information on today's Malpas Dam level and the long term rain forecast.

7 GENERAL BUSINESS

**7.1 FOR DECISION: Climate Emergency Working Group Terms of Reference and Expression of Interest**

*Ref: AINT/2020/02112 (ARC16/0864)*

**Moved Cr Robinson**

**That:**

- a) That the Draft TOR, EOI and selection criteria have been reviewed by the committee,**

and with the addition of 'No more than half the membership be ESAC members', is accepted by the committee.

- b) That the committee endorses the Draft Terms of Reference and Expression of Interest for the Air Quality working group
- c) That there is a special meeting of ESAC to review the expressions of interest and determine membership for the Climate Emergency Working Group.

Confirmation from Mr Piorkowski that use of Council resources (including by a committee) need to be endorsed by full Council, aside from incidentals such as use of rooms for meetings.

Discussion about ESAC members selecting the working group from the Expressions of Interest, including whether a group of 3 members is sufficient rather than a quorum of 5.

Discussion about importance of Expression of Interest being advertised for a long enough period for good response by the community.

5:55pm Cr O'Connor joined the meeting.

National Climate Emergency Summit in Melbourne 14-15 February 2020:

Dr Judith Mc Neill will be attending and is able to present a report back to Council if she wishes.

Tickets are available to Live Stream main sessions. Other sessions will be podcast.

Ms Thorsteinsson to investigate the possibility of attending the Council-only Workshop via videolink.

## **7.2 FOR INFORMATION: Update on the progress of Project Zero30** *Ref: AINT/2020/02119 (ARC16/0864)*

### **NOTATION**

The Update on the Progress of Project Zero30 was noted.

General discussion about the high level of activity in the environmental area at the current time, including at UNE, so there is the need for good communication (which will be benefitted by overlapping membership) between groups. Ms Kilarr had a question about the synergy between the Climate Emergency Working Group and the Community Committee of Project Zero30. This committee is yet to be finalised.

The Armidale Tree Group are undertaking landscape scale tree planting programs with the hope that a voluntary offsets program will become formally ratified, and in future offsets can be 'imported' into the region.

## **7.3 FOR INFORMATION: Review of EcoARC**

*Ref: AINT/2020/02128 (ARC16/0864)*

**NOTATION**

The Review of EcoARC was noted.

At a future meeting, ESAC members discuss EcoARC priorities and make recommendations. The EcoARC document will be emailed to committee members with the minutes of this meeting.

**7.4 FOR INFORMATION: Progress with the Bike Plan** *Ref: AINT/2020/02131 (ARC16/0864)***NOTATION**

Progress with the Bike Plan was noted.

SLA Transport will request a meeting with Council staff to discuss cycleways funding and signage.

**7.5 FOR INFORMATION: Update on the Armidale Regional Plan** *Ref: AINT/2020/02132 (ARC16/***NOTATION**

Update on the Armidale Regional Plan was noted.

Committee members asked for clarification about the role of the Armidale Regional Plan. It is an overarching, 20 year spatial plan which will consolidate other spatial plans and provide information for the Local Strategic Planning Statement.

**OTHER BUSINESS**

Ms Schmude: Steam Dreaming will be held 21-22 February 2020.

Mr Carr: Provided an update on koala drinkers, potentially another 10-20 to be funded through Port Macquarie Koala hospital public appeal. UNE Landcare received 2 this week. Formal thanks to all partners in the koala drinker project so far: Council, Armidale Tree Group, Landcare, Save our Species program.

Ms Halperin: Next SLA forum (Thursday 5 March) will be about koalas.

**8 AGREEMENT ON ITEMS FOR AGENDA FOR NEXT MEETING****9 TIME AND DATE OF NEXT MEETING**  
Tuesday, 7 April 2020

There being no further business the Chairperson declared the meeting closed at 7pm.



Applies to:	Committee members
Responsible Stream:	Operations
Responsible Officer:	General Manager Operation
Adoption Date/History:	
CEO Approval Date	ARC16/0864
TRIM File Number:	AINT/2020/02225
Review Date:	February 2020

## **Climate Emergency Working Group Draft Terms of Reference**

**Name**

Climate Emergency Working Group.

**Establishment**

The working group is a sub-committee to the Environmental Sustainability Advisory Committee.

**Term**

The Working Group will function until 30 June 2020, or until the report is prepared as per the Council resolution 266/19, whichever is sooner. The Council reserves the right to dissolve the committee at any time by a resolution of the Council. A recommendation from the Working Group report may be that the committee continues to be considered by ESAC after June 2020.

**Delegations**

The working group has no delegations from the Council.

**Financial Arrangements**

The working group has no powers to commit or expend any Council funds.

**Purpose**

The working group will research, explore funding opportunities for, and report upon initiatives in the short, medium and long term that council and our community can undertake to:

- a) Reduce greenhouse emissions, aiming, by 2030, for no additional contribution from our region to the global temperature rise
- b) Adapt to current and anticipated climate change impacts
- c) Reduce atmospheric concentrations of greenhouse gases, e.g. sequester and store carbon in trees and soils.

**Core Responsibilities**

The core responsibilities of the working group are to:

- a) Recommend actions that council and the community can undertake, after considering the costs vs benefits of those activities;
- b) gather a list of current activities and future actions for council and the community to reduce global warming and adapt to current and anticipated climate change impacts, including those proposed in EcoARC;
- c) engage the community and stakeholders to develop this list, after considering whatever information is available on the costs vs benefits of each action;
- d) explore funding options;
- e) provide relevant content for a report to the Council Ordinary Council Meeting (OCM) in April 2020.

**Membership**

The working group membership is to be determined by an Expression of Interest process, and will include members of the Environmental Sustainability Advisory Committee and other interested people. All potential members must apply through an Expression of Interest, which will be assessed

by council staff in mid March. Youth and indigenous applications are strongly encouraged. The working group will be a maximum of 12 people, and no more than half the membership will be ESAC members. Membership will be supported by a council officer.

**Reporting**

The committee will report to the ESAC.

**Frequency of Meetings**

Meeting schedules will be determined by the Chairperson, in consultation with working group members and Council Officers.

**Code of Conduct**

The Model Code of Conduct applies to the members of the working group.

**Code of Meeting Practice**

The Council's Code of Meeting Practice shall guide the meeting procedures. However, videoconferences e.g. by Zoom or GoToMeeting will be permitted if members desire this option.

**Remuneration of Members**

Working Group members will not be remunerated for meeting attendance and no reimbursement of travel expenses will be payable, unless prior approval from the CEO (or delegate).

**Chairperson**

The chairperson shall be determined by an election at the first meeting of the working group.

**Draft Call for Expression of Interest**  
**Do you want to help Council Respond to the Climate Emergency?**

Armidale Regional Council Residents are invited to express their interest in membership of the Climate Emergency Working Group, to be set up as a sub-committee of the Environmental Sustainability Advisory Committee. Young and Indigenous community members are strongly encouraged to submit an application.

**The primary function of the working group is to provide relevant content for a report to the Council Ordinary Council Meeting (OCM) in April 2020 by:**

- a) Recommending actions that council and the community can undertake, after considering the costs vs benefits of those activities;
- b) Gathering a list of current activities and future actions for council and the community to reduce global warming and adapt to current and anticipated climate change impacts;
- c) Engaging the community and stakeholders to develop this list, after considering whatever information is available on the costs vs benefits of each action;
- d) Exploring funding options;
- e) Providing relevant content for further reports as required by Council.

**The role of the individual members is to:**

- a) Understand and gather ideas from our local community;
- b) Have some knowledge of climate change and the types of activities that can reduce emissions;
- c) Be passionate in making a positive contribution to local climate change mitigation and adaptation;
- d) Be able to gather ideas from others within the community; and
- e) Actively contribute to the Working Group to provide relevant content for reports to Council.

**Expenses will not be reimbursed**

Unless Council resolves otherwise, Working Group members will not be remunerated for their time and no reimbursement of travel expenses will be payable, unless prior approval is received from the CEO (or delegate). However, it might be possible to attend meetings via video-conferencing. See [yoursay.armidale.nsw.gov.au](https://yoursay.armidale.nsw.gov.au) for further information and the Terms of Reference. Information is also provided on other Environmental Sustainability policies, including:

- a) EcoARC Greenprint strategy that was adopted on 11 December 2019 and will guide Council's operations and assist groups in the community to improve sustainability in our region.
- b) Information on Project Zero30, a partnership with UNE that aims for no additional contribution from our region for the global temperature rise by 2030.
- c) Background reports to the Climate Emergency Declaration adopted on 23 October 2019.

If you think you have the skills and enthusiasm to serve on the Climate Emergency Working Group, please email an expression of interest (EOI) to [council@armidale.nsw.gov.au](mailto:council@armidale.nsw.gov.au) by 13 March 2020. The EOI should be in the form of a letter, addressing each selection criteria in 100-150 words.

**SELECTION CRITERIA**

- a) Strong understanding of the local community
- b) A passion for making a positive contribution to climate change mitigation and adaptation locally
- c) Knowledge of climate change and the types of activities that can reduce emissions on individual and community levels
- d) A capacity to dedicate sufficient time and energy in March and April 2020.
- e) The ability to work together with the other members of the working group to produce the recommendations and report
- f) Demonstrated success in achieving difficult outcomes in a complex political environment
- g) Weighting will be placed on youth and indigenous applications to ensure representation.

## Terms of Reference: Climate Emergency Working Group

**Name** Climate Emergency Working Group.

**Establishment** The working group is a sub-committee to the Environmental Sustainability Advisory Committee (ESAC).

**Term** The working group will function until dissolved by Council or ESAC, or until ESAC is dissolved prior to the Council election in September 2020.

**Delegations** The working group has no delegations from Council.

**Financial Arrangements** The working group has no powers to commit or expend any Council funds.

**Purpose and Goals** The working group will research, explore funding opportunities, encourage, and seek to implement initiatives in the short, medium and long term that Council and our community can undertake to:

1. Reduce greenhouse emissions, aiming, by 2030, for no additional contribution from our region to the global temperature rise
2. Adapt to current and anticipated climate change impacts
3. Reduce atmospheric concentrations of greenhouse gases, e.g. sequester and store carbon in trees and soils
4. Respond in other ways to the Climate Emergency, declared by Council on 23 October 2019.

**Core Responsibilities** The core responsibilities of the working group are to:

- Recommend actions that Council and the community can undertake, after considering available information on the costs vs benefits of those activities
- gather a list of current activities and future actions for Council and the community to reduce global warming and adapt to current and anticipated climate change impacts, including those listed in EcoARC
- where appropriate, engage the community and stakeholders to develop this list, after considering whatever information is available on the costs vs benefits of each action
- explore funding options for Council and the community
- inspire action and seek to implement initiatives that will achieve the goals set out above
- by April 2020 prepare an initial report that will be used as input to the report required by ARC Resolution 266/19 (11 December 2019, detailed in the minutes of ARC's website)
- prepare further reports as required.

**Membership** The working group membership will be determined by an Expression of Interest process, and will include members of the Environmental Sustainability Advisory Committee and other interested people. All potential members must apply through an Expression of Interest, which will be assessed by the ESAC as soon as possible after the closing date. The working group will comprise up to 12 people, depending on the skills and ability of applicants to contribute to goals of the working group. No more than 50% of members should be members of ESAC. Membership will be supported by a council officer.

**Reporting** The CEWG will report to the ESAC.

**Frequency of Meetings** Meeting schedules will be determined by the Chairperson, in consultation with working group members.

**Code of Conduct** The Model Code of Conduct applies to the members of the working group.

**Code of Meeting Practice** The Council's Code of Meeting Practice shall guide the meeting procedures. However, videoconferences e.g. by Zoom or GoToMeeting will be permitted if members desire this option.

**Remuneration of Members** Working group members will not be remunerated for attending meetings and no reimbursement of travel expenses will be payable, without prior approval from the CEO (or delegate).

**Chairperson** The chairperson shall be determined by an election at the first meeting of the working group. Non-working group members may attend meetings on the invitation of the Chairperson.

## Call for Expressions of Interest

### Do you want to help Council Respond to the Climate Emergency?

The severe effects of the recent unprecedented drought and bushfires demonstrate the urgent need for our region to play our part in adapting to climate change and protecting our future and our planet's future. Armidale Regional Council Residents are invited to express their interest in membership of the Climate Emergency Working Group (**CEWG**) that will help Council and our region manage the risks posed by a changing climate.

The CEWG It will be a sub-committee of the Environmental Sustainability Advisory Committee. Young and Indigenous community members and those involved with UNE's Project Zero30 are encouraged to apply.

**Goals** The working group will research, encourage, explore funding opportunities and seek to implement initiatives in the short, medium and long term that our community and Council can undertake to:

1. Reduce greenhouse emissions, aiming, by 2030, for no additional contribution from our region to the global temperature rise
2. Adapt to current and anticipated climate change impacts
3. Reduce atmospheric concentrations of greenhouse gases, e.g. sequester and store carbon in trees and soils
4. Respond in other ways to the Climate Emergency, declared by Council on 23 October 2019.

**Core Responsibilities** The core responsibilities of the working group are to:

- Recommend actions that Council and the community can undertake, after considering the costs vs benefits of those activities
- gather a list of current activities and future actions for Council and the community to reduce global warming and adapt to current and anticipated climate change impacts, including those proposed in EcoARC
- engage the community and stakeholders to develop this list, after considering whatever information is available on the costs vs benefits of each action
- explore funding options for Council and the community
- inspire action and seek to implement initiatives that will achieve the goals set out above
- by April 2020 prepare an initial report that will be used as input to the report required by ARC Resolution 266/19 (11 December 2019, see the meeting minutes on ARC's website).
- prepare further reports as required.



**Expenses will not be reimbursed**

Unless Council resolves otherwise, working group members will not be remunerated for their time and no reimbursement of travel expenses will be payable, except in special circumstances. However, it might be possible to attend meetings via video-conferencing.

**Further Information**

For further information and the Terms of Reference, see [yoursay.armidale.nsw.gov.au](https://yoursay.armidale.nsw.gov.au). Information is also available on other Environmental Sustainability policies including:

1. The EcoARC 'GreenPrint' strategy that was adopted on 11 December 2019 and will guide Council's operations and assist groups in the community to improve sustainability in our region
2. Information on Project Zero2030, a partnership with UNE that aims for no additional contribution from our region to the global temperature rise by 2030
3. Background report to the Climate Emergency Declaration adopted by Council on 23 October 2019
4. Adapt NSW website. Understanding and adapting to climate change in NSW  
<https://climatechange.environment.nsw.gov.au/>.

**Selection Criteria**

The most important selection criterion is the ability to contribute to the goals of the working group and act on Council's Climate Emergency Declaration. For this, you will need skills, knowledge and enthusiasm, e.g.

- Knowledge of climate change and the types of activities that can reduce emissions
- Being passionate and able to make a positive contribution to climate change mitigation and adaptation in the current political environment
- The understanding and ability to gather ideas from the community, and to inspire and implement action to achieve the goals set out above
- The ability to explore funding opportunities and work towards obtaining funding for the activities needed to achieve these goals. What skills and experience can you offer?
- An understanding of Environmental Sustainability policies, and the ability and sufficient free time before the initial report is due, to work with other members of the CEWG and ideally with UNE's project Zero30, to recommend actions on climate change, and to produce reports that will be used as input to the report required by ARC Resolution 266/19 (11 December 2019 – more details in the meeting minutes on ARC's website)

If you think you have the ability, skills and enthusiasm to serve on the CEWG, please email an expression of interest (EOI) of 1 – 2 pages addressing the Selection Criteria and how you can contribute to its goals to [council@armidale.nsw.gov.au](mailto:council@armidale.nsw.gov.au) and to the Chair of ESAC [drobinson@armidale.nsw.gov.au](mailto:drobinson@armidale.nsw.gov.au).

We'd appreciate it if EOI could be submitted as soon as possible. Preference may be given to applicants who are most likely to help achieve one or more of the CEWG's goals or core responsibilities. Applications will be distributed to ESAC members for assessment.

### Terms of Reference: Air Quality Working Group

**Name** Air Quality Working Group.

**Establishment** The working group is a sub-committee to the Environmental Sustainability Advisory Committee (ESAC).

**Term** The working group will function until dissolved by ESAC or Council, or until ESAC is dissolved prior to the Council election in September 2020.

**Delegations** The working group has no delegations from Council.

**Financial Arrangements** The working group has no powers to commit or expend any Council funds.

**Purpose and Goals** The working group will research, explore funding opportunities, make recommendations to Council and help implement initiatives in the short, medium and long term to reduce and eventually eliminate the health damage from air pollution.

**Core Responsibilities** The core responsibilities of the working group are to:

- Review and encourage Council and other agencies to implement the recommendations of Wood Smoke Advisory Group Report and other initiatives that will generate community benefits by reducing the health damage from air polluted by domestic heating, bushfires or any other significant sources
- Explore options for funding and for collaboration with other agencies to 1) reduce exposure to hazardous air pollution 2) increase community awareness of current pollution levels (including purple air measurements), together with the anticipated health effects 3) reduce global warming and 4) reduce heating and cooling costs for Armidale Regional Council residents
- Document, publicise and learn from successful initiatives to reduce pollution in other areas.

**Membership** The working group will include the Chair of the Wood Smoke Advisory Group, Mahalath Halperin. Other members will be determined by an Expression of Interest process, and will include members of the Environmental Sustainability Advisory Committee and other interested people. Expressions of Interest will be assessed by ESAC.

**Reporting** The committee will report to the ESAC.

**Frequency of Meetings** Meeting schedules will be determined by the Chairperson, in consultation with working group members.

**Code of Conduct** The Model Code of Conduct applies to the members of the working group.

**Code of Meeting Practice** The Council's Code of Meeting Practice shall guide the meeting procedures. However, videoconferences e.g. by Zoom or GoToMeeting will be permitted if members desire this option.

**Remuneration of Members** Working group members will not be remunerated for attending meetings and no reimbursement of travel expenses will be payable, without prior approval from the CEO (or delegate).

**Chairperson** The chairperson shall be determined by an election at the first meeting of the working group. The working group will decide whether they would like council staff to provide administrative support or identify members within the group who are responsible for:

- providing administrative support to the committee;
- preparing the meeting agenda and minutes;
- preparing reports to ESAC with the minutes and issues for the ESAC to consider.

Non-working group members may attend meetings on the invitation of the Chairperson.

### **Call for Expressions of Interest**

#### **Would you like to help Council Improve Air Quality and Health?**

Armidale Regional Council residents are invited to express their interest in membership of the Air Quality Working Group, to be set up as a sub-committee of the Environmental Sustainability Advisory Committee.

**Goals** NSW Government statistics showed that in 2018, 29 out of 35 monitoring sites met the National Standard for daily average PM2.5 pollution (the most health-hazardous air pollutant). The three worst were Gunnedah (5 exceedances), Liverpool (8 exceedances) and Armidale (32 exceedances at NSW Government station). Even worse pollution was recorded by Armidale's Purple Air monitors – 63 exceedances – in one residential area. In 2019, the bushfire smoke that affected many parts of NSW also created unhealthy air in our region. The aim of the working group is to improve community health by researching, exploring funding opportunities, making recommendations, and helping to implement initiatives to reduce and eventually eliminate the health damage from air polluted by domestic heating, bushfires or any other significant sources.

**Core Responsibilities** The core responsibilities of the working group are to:

- Review and encourage Council and other agencies to implement the recommendations of Wood Smoke Advisory Group Report and other initiatives that will generate community benefits by reducing the health damage from air polluted by domestic heating, bushfires or any other significant sources
- Explore options for funding and for collaboration with other agencies to 1) reduce exposure to hazardous air pollution 2) increase community awareness of current pollution levels (including purple air measurements), together with the anticipated health effects 3) reduce global warming and 4) reduce heating and cooling costs for Armidale Regional Council residents
- Document, publicise and learn from successful initiatives to reduce pollution in other areas.

#### **Expenses will not be reimbursed**

Unless Council resolves otherwise, working group members will not be remunerated for their time and no reimbursement of travel expenses will be payable, except in special circumstances. However, it might be possible to attend meetings via video-conferencing.

#### **Further Information**

See [yoursay.armidale.nsw.gov.au](https://yoursay.armidale.nsw.gov.au) for further information including a copy of the Wood Smoke Advisory Group Report: 'Cosy Home, Clean Air' and the Terms of Reference.

#### **Selection Criteria**

The most important selection criterion is the ability to contribute to the goals of the working group and achieve safe and healthy air our community. For this, you will need skills, knowledge and enthusiasm, e.g.

- Knowledge of air pollution (e.g. measurement, research or medical experience of health effects) or what can be done to reduce it (e.g. successful initiatives in other areas, benefits of improving energy efficiency that also reduce heating costs, use of HEPA filtration etc)
- Being passionate about using your skills and knowledge to make a positive contribution to cleaning up our air and improving our health
- The ability to explore funding opportunities and work with other agencies where necessary towards obtaining funding for the activities needed to achieve the goals of the working group – clean air, reduced heating costs and less global warming

- Communication skills to help increase awareness of important issues and to gather ideas from our community
- The ability to work together with other members of the working party to achieve results.

If you think you have the skills and enthusiasm to serve on the Air Quality Working Group, please email an expression of interest (EOI) to [council@armidale.nsw.gov.au](mailto:council@armidale.nsw.gov.au) and to the chair of the Environmental Sustainability Advisory Committee: [drobinson@armidale.nsw.gov.au](mailto:drobinson@armidale.nsw.gov.au)

We'd appreciate it if EOI could be submitted as soon as possible. Preference may be given to applicants who are most likely to help achieve one or more of working group's the goals or core responsibilities. The EOI should be in the form of a letter of 1 -2 pages addressing the Selection Criteria and explaining how you can contribute to achieving the WG's goals. It will be distributed to ESAC members for assessment.



## TRAFFIC ADVISORY COMMITTEE

Held on

Tuesday, 4 February 2020  
10am

at

Via Email

**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)

**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 3 DECEMBER 2019**

**RECOMMENDATION:**

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

3. Declarations of Interest  
Nil
4. Business Arising  
Nil
5. Special Event Management Plan

**Special Event Transport Management Plan Tour de Rocks' Charity Bike Ride 2020**

*Ref: AINT/2020/01715 (ARC16/0168-5)*

**Moved Cr L Martin**

**Seconded Mr H Hietbrink**

- (a) That approval be provided for the Special Event Transport Management Plan for the staging of the 'Tour de Rocks' Thursday 2<sup>nd</sup> April to Saturday 4<sup>th</sup> April 2020, for the occupation and usage of Armidale Dumaresq Council Local Government Area (LGA) local roads only, pending approval for the use of local roads within the LGA of Kempsey by Kempsey Council, and of any regional classified roads from the Roads and Maritime Services, and any further recommendations from NSW Police.
- (b) That Council provides suitable road closure signage to the event organisers for the closure of Dangar Street between Dumaresq and Kirkwood Streets, from 6am to 9am on Thursday the 2<sup>nd</sup> April 2020.

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

6. Correspondence  
Nil
7. General Business  
Nil



## ARTS, CULTURAL AND HERITAGE ADVISORY COMMITTEE PLANNING MEETING

Held on

Wednesday, 12 February 2020  
11.30am

at

Function Room

**PRESENT:** Chair Cr Simon Murray, Ms Caroline Downer (Arts NW), Ms Susie Dunn (Community Member), Ms Susanne James (NECOM), Mr Andrew O'Connell (Hoskins Centre), Ms Sophie Masson (NEWC), Mr John Atchison (Saumarez Homestead Advisory Committee).

**IN ATTENDANCE:** Ms Hayley Ward (Museum Team Leader), Ms Aimee Hutton (Coordinator Libraries, Museums and VIC), Ms Jade Meddemmen (Events Coordinator).

MINUTES



## Welcome and Acknowledgement of Country

### 1. APOLOGIES

Ms Rachael Parsons (NERAM), Ms Tess Cullen (Armidale Art Gallery), Mr Les Davis (Saumarez), Robert Heather (UNE).

### 2. CONFIRMATION OF PREVIOUS MINUTES -

#### **CONFIRMATION OF THE MINUTES OF THE ARTS, CULTURAL AND HERITAGE ADVISORY COMMITTEE MEETING HELD ON 5 DECEMBER 2019**

**MOVED: Caroline Downer**

**SECONDED: Sophie Masson**

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

### 3. MATTERS ARISING FROM MINUTES

Election of new chair

Cr Murray advised he would like the committee members to elect their own chair.

Caroline Downer was the only nomination.

#### **RECOMMENDATION:**

**MOVED: Sophie Mason**

**SECONDED: Susie Dunn**

**That Caroline Downer be elected the new chair of the Arts, Cultural and Heritage Advisory Committee.**

#### **CARRIED UNANIMOUSLY**

### 4. 2020/2021 OPERATIONAL PLAN

**Presentation** by Aimee Hutton, Coordinator of Libraries, Museums and Visitor Information Centre (10 mins).

Aimee discussed the role of Arts and Culture within the ARC structure, and her area's priorities for 2020/2021. Although arts and culture runs across all four areas of council's delivery plan service programs are fragmented and not well supported. Current budget constraints have impacted all areas of service delivery, especially areas that are not considered essential services.

### 5. OVERVIEW OF ARTS & CULTURAL PLAN 2017 - 2022

**Attachment:** Arts and Cultural Plan 2017-2022.

**Presentation** by Hayley Ward, Interim Museum Team Leader (5 mins)

The key initiatives in the Cultural Plan:

- Deepen community engagement with arts and culture
- Build on current infrastructure
- Celebrate people and diversity
- Strengthen connections and collaborations

- Grow our creative industries.

It should be noted that ARC, while it endorsed this Cultural Plan, is not looking to incorporate a position of Cultural Development Officer (CDO) into the ARC organisational structure. This therefore means that many of these actions have not been possible within the current staff resourcing.

**RECOMMENDATION:**

**MOVED: Andrew O'Connell**

**MOVED: Sophie Masson**

**That Council affirm its commitment to arts, culture and heritage and retains specialist knowledge within the organisation to advocate, guide and provide advice in this area.**

**CARRIED UNANIMOUSLY**

6. RECOMMENDATIONS TO COUNCIL FOR INCLUSION IN 2020/2021 OPERATIONAL PLAN

**RECOMMENDATIONS:**

**MOVED: Sophie Masson**

**SECONDED: Andrew O'Connell**

**That \$5,000 is allocated to an annual public art fund for current and future projects.**

**MOVED: Susanne James**

**SECONDED: Andrew O'Connell**

**That \$20,000 is allocated to an annual community arts grant program developed and administered by the Arts, Cultural and Heritage Advisory Committee.**

**MOVED: Sophie Masson**

**SECONDED: Susie Dunn**

**That cultural tourism is recognised as one of the key economic drivers for the region and receives appropriate resourcing, including budget, to strengthen and grow the industry.**

7. DATA COLLATION

It has been suggested that the key arts and cultural organisations in Armidale/Guyra should pool their stats and information to provide meaningful data which demonstrates the contribution that arts and culture makes to the economy of Armidale Regional including national and international significance. A template/survey will be developed.

8. GENERAL INFORMATION

<https://alga.asn.au/communities-arts-and-recovering-from-natural-disasters/>

**9. ACTIONS FROM MEETING**

<b>ACTIONS</b>	<b>OFFICER</b>
Review the actions and timeline on the Arts & Cultural Strategic Plan to better reflect the amount of resourcing available and prioritise key focus areas	Hayley W/Caroline D
Organise an opportunity to present to the ELT/Management group of Council regarding the ACHAC's role and professional expertise	Hayley W
Forward information to the committee on the development of the Armidale Regional Plan 2040.	Hayley W
Discuss further promotion of ARC's Events Page to community groups with the Communications Team.	Hayley W
Investigate ACHAC representation on the Regional Growth and Place Activation Peak Advisory Committee.	Hayley W
Forward Cultural Mapping 2017 document to committee.	Hayley W
Develop a cultural data collection/collation template	Rachael P
Investigate opportunities to research and promote the cultural history of the region to promote cultural tourism.	To be discussed further at the May meeting.
Consider creating a promotional video of regional arts, culture and heritage similar to the Arts North West and We are the People of the Red Sunset.	To be discussed further at the August meeting.

**10. NEXT MEETINGS**

There will be a Council Election in September when this Committee's term will finish.

Wed 11 March 4pm – Priority – Recommendations to Council for Operational Plan

Thurs 21 May 4pm – Priority – Tourism and the Arts

Wed 12 August 4pm – Priority – Networking and Comms

There being no further business the Chairperson declared the meeting closed at 12.25pm.

**Item:** 16.3 **Ref:** AINT/2020/03029  
**Title:** FOR INFORMATION: Minutes - Regional Growth and Place Activation  
Peak Advisory Committee 5 February 2020 **Container:** ARC19/3530  
**Author:** Scot MacDonald, General Manager - Businesses  
**Attachments:** 1. Minutes - RPGAAC - 5 February 2020

**RECOMMENDATION:**

**That the attached Minutes of the Regional Growth and Place Activation Peak Advisory Committee meeting held on 5 February 2020 be noted.**

TRIM:

## Position Description

<b>Position:</b>	Manager Strategic Communications and Marketing
<b>Reports to:</b>	General Manager Organisational Development
<b>Classification</b>	Grade 10 Band 3 Level 4 Local Government (State) Award 2017
<b>Term of Employment:</b>	Permanent
<b>Number of direct reports:</b>	3 FTEs
<b>Location:</b>	This is an Armidale Regional Council role supporting both Armidale & Guyra offices, normally based at 135 Rusden Street Armidale.
<b>Operational Expenditure:</b>	\$1.5m
<b>Capital Expenditure:</b>	Nil
<b>Delegations</b>	In accordance with Council's Delegations Register.

### Organisational Context

Armidale Regional Council is located in the beautiful New England Region of New South Wales (NSW) and covers an area of 8,630 square kilometres. With an approximate resident population of 29,900, the region is home to many major industries including education services, technology services, agriculture, superfine wool production, beef and lamb production, vineyards and greenhouse horticulture – industries that will underpin sustained growth in the future.

Council delivers and provides a range of community and infrastructure assets include parks and reserves, aged care facilities, libraries, swimming pools, roads, economic development, pre-schools, waste facilities and water and sewer infrastructure.

We strive for a flexible, adaptable, innovative and high-performance culture that celebrates the contribution of every employee, allowing them to build better careers as they help us deliver community services to meet, and exceed, the community's expectations.

## Service Description

Communications and Marketing works across all levels of Council and delivers an informed and professional communications and marketing service to internal customers to internal customers.

## Position Profile

The position is responsible for leading and managing, through partnering with internal stakeholders, the development of all internal and external communications, including branding and ensuring that the organisation's message is consistent and engaging, and in accordance with relevant legislation.

## Key Position Accountabilities

This position is accountable for:

- Developing a partnership with internal stakeholders that enables the organisation to deliver on its Communications and Marketing Strategy, Business Engagement Strategy, and Tourism & Events Plan.
- Developing and implementing comprehensive marketing, communications and business development strategies for current and new Council programs.
- Preparing and delivering high quality marketing collateral and stakeholder communications including print, electronic and social media as well as maintaining Council's intranet and website(s).
- Overseeing Council's brand management and guidelines, as well as proactive and reactive public relations and media relations.
- In consultation with colleagues preparing key presentations and reports such as Annual Reports, Strategic Plans, grant applications, and tender submissions.
- Supporting the Executive Leadership Team in developing and managing strategic partnerships and relationships with government, businesses, industry and the broader community.
- Managing relationships with external agencies and suppliers in respect of marketing, communication and business development initiatives.
- Leading, mentoring and motivating the organisation in stakeholder communications and engagement.
- Managing staff to enhance team performance.
- Preparing and managing budgets in an accountable manner.

*It is important to note that this document describes the main responsibilities of the position and is not designed to be prescriptive. The staff member can expect to undertake other duties in addition to those described in this document. All staff are expected to demonstrate behaviours that align with Armidale Regional Council core values, Code of Conduct and Equal Employment Opportunity principles.*

## Core Council Values

Council is committed to creating a workplace where staff hold the below values at the core of our behaviour and conduct.

Achievement

Agile

Limitless

Resilient

Unity

Wellbeing

## Core Council Accountabilities

Council has high expectations and expects that all employees must adhere to Council's current guiding behaviour standards and expectations:

### Work Health and Safety



- Ensure that they fulfil their specific responsibilities, duties and due diligence requirements under the NSW Work, Health & Safety legislation and Council's relevant safe work instructions, policies and procedures.
- Ensure that Workplace Health and Safety is always at front of mind and a number one priority, working with care and consideration to safeguard the health and safety of all staff and members of the general public.
- Follow safe practices/procedures to perform your duties in a manner so as not to put yourself or others at risk of harm.
- Immediately report any hazards, incidents and accidents to the relevant supervisor and take appropriate action.
- Participate in a delivering a positive WHS culture, including having a proactive involvement in reviewing safe systems of work compliance and the implementation of continuous improvements in health and safety.

### Community and Customer Focused



- Convey a professional image of Council at all times.
- Provide customer centred services in line with organisational objectives and agreed service standards which is focused in continuous improvement
- Deliver quality customer service and service delivery which exceeds Council and community expectations.



### Code of Conduct and Equal Employment Opportunity



- Comply with all legislative requirements of the role.
- Store and maintain corporate records in Council's electronic document management system in accordance with relevant protocols, procedures and the State Records Act.
- Actively share information and knowledge on issues, training and practices to relevant staff.
- Identify and subsequently remove, mitigate against or minimise exposures to risk.
- Convey a professional and positive image of Armidale Regional Council and the local government sector at all times, including dressing appropriately for the role and wearing designated uniform if required.
- Support and promote a professional working environment free from discrimination, harassment and victimisation. It is the responsibility of all employees to ensure that proper standards of conduct are upheld in the workplace.

### Performance



- Productively and cooperatively contribute to the outcomes of work teams.
- Attend and positively contribute to team meetings.
- Take responsibility for and manage own work and contribute to a productive team and work environment.
- Work cooperatively and proactively to achieve the objectives of Services Plans and the priorities identified in the Community Strategic Plan.
- Regularly review and appraise own performance against required levels.

### Selection Criteria

#### Essential

1. Relevant professional tertiary qualifications in marketing, communications, public relations or a similar discipline and/or significant experience in a similar role.
2. A comprehensive knowledge of communications, marketing (including e-marketing), business engagement and tourism & event management.
3. A record of achievement in a leadership and management role responsible for implementing marketing, communications and business engagement strategies including intranet and websites, marketing collateral, all forms of media and public relations.
4. Demonstrate personal competencies, including effective communication skills (written, verbal and non-verbal), ability to successfully negotiate for outcomes, sound decision making skills, and genuine commitment to consultation and engagement with other stakeholders.
5. Thorough knowledge of Local government and other legislation related to Local government, communication and the media.
6. Current valid Driver's Licence.

## Desirable

- A. Creative development experience, including graphic design and familiarity with Creative Suite software.

<b>Prepared by:</b>	Human Resources
<b>Approved by CEO (or delegate):</b>	Kim Bryan – General Manager Organisational Development
<b>Date Approved/Updated:</b>	29 August 2019
<b>Version No:</b>	VERSION 1 – July 2019

## Employee Acknowledgement

<b>Signed by:</b>	
<b>Print Name:</b>	
<b>Date:</b>	