ARMIDALE Regional Council

# ORDINARY MEETING OF COUNCIL

To be held on

## Wednesday, 23 February 2022
## 4pm

at

## Armidale Council Chambers

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ARMIDALE Regional Council

# ORDINARY MEETING OF COUNCIL

Held on

## Thursday, 27 January 2022
## 4pm

at

## Armidale Council Chambers

MINUTES

**PRESENT:** Councillor Sam Coupland (Mayor - Zoom), Councillor Todd Redwood (Deputy Mayor - Chair), Councillor Paul Gaddes, Councillor Jon Galletly, Councillor Susan McMichael, Councillor Steven Mepham, Councillor Debra O'Brien, Councillor Margaret O'Connor, Councillor Paul Packham, Councillor Dorothy Robinson and Councillor Bradley Widders.

**IN ATTENDANCE:** Mr James Roncon (General Manager), Mr Darren Schaefer (Acting Chief Officer Corporate and Strategy - Zoom), Mr Daniel Boyce (Chief Officer Sustainable Development), Mr Alex Manners (Chief Officer Assets and Services - Zoom), Ms Kelly Stidworthy (Manager Financial Services – Zoom) and Ms Jessica Bower (Executive Officer).

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**1. CIVIC AFFIRMATION AND ACKNOWLEDGEMENT OF COUNTRY**

Deputy Mayor Cr Redwood Chaired the meeting.

Cr Gaddes delivered the Civic Affirmation and Cr O'Connor delivered the Acknowledgement of Country.

**2. STATEMENT IN RELATION TO LIVE STREAMING OF COUNCIL MEETINGS**

The General Manager delivered the statement.

**3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS - NIL**

**4. DISCLOSURES OF INTEREST – NIL**

**5. CONFIRMATION OF MINUTES**

**5.1 Confirmation of the Minutes of the Ordinary Council Meeting held on 12 January 2022** *Ref: AINT/2021/45015 (ARC16/0001-6)*

12/22 **RESOLVED**

That the Minutes of the Ordinary Council meeting held on 12 January 2022 be taken as read and accepted as a true record of the Meeting with the following two corrections:

- that item 8.7 Part 1 records that Cr Gaddes voted AGAINST; and
- that item 8.7 Part 2 records that Cr Gaddes voted FOR.

**Moved Cr Gaddes** **Seconded Cr O'Connor**

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

**6. MAYORAL MINUTE**

**6.1 Mayoral Minute - Planning Agreement for the Airport East Industrial Subdivision** *Ref: AINT/2022/01391 (ARC16/0025-6)*

13/22 **RESOLVED**

That Council endorse the formation of a working party consisting of Cr Margaret O'Connor, Cr Paul Gaddes, Cr Paul Packham and the Chief Officer Sustainable Development to progress matters associated with the planning agreement dispute with the developer of the Armidale East Airport Subdivision.

**Moved Cr Coupland**

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

**6.2 Mayoral Minute - A Region and a Regional City of Significance**

*Ref: AINT/2022/01397 (ARC16/0025-6)*

14/22 **RESOLVED**

That Council:

a. Set an aspirational target to grow jobs in our region by 4,000 by 2040 and generate at least 1,000 new jobs over the next 5 years.

b. Identify the region building infrastructure and catalyst job growth projects that will maximise the region's potential and advocate for both State and Federal Government support.

c. Invite the Hon. Barnaby Joyce, MP, Deputy Prime Minister of Australia to meet with Council and present our vision and key region building infrastructure needed to secure our future as both a region and regional city of significance.

d. Invite Senator the Hon. Bridget McKenzie, Minister for Regionalisation to meet with Council and present our vision and key region building infrastructure needed to secure our future as both a region and regional city of significance.

e. Invite the Hon. Mr Adam Marshall, MP to meet with Council and present our vision and key region building infrastructure needed to secure our future as both a region and regional city of significance.

f. Hold an elected member Strategic Planning and Jobs Growth Summit in February 2022, facilitated by external advisors, to determine Council's vision for the Armidale region and inform the necessary next steps required to realise that vision.

**Moved Cr Coupland**

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

**7. NOTICES OF MOTION**

**7.1 Motion for 2022 Local Government Conference** *Ref: AINT/2022/01476 (ARC16/0025-6)*

15/22 **RESOLVED**

That the Armidale Regional Council submit a motion to the LGNSW 2022 Conference requesting the "LGNSW lobby the NSW government on the issue of homelessness and affordable housing in regional areas and ensure funding measures and stimulus mechanisms are activated to keep affordable housing supply at pace with regional economic development".

**Moved Cr O'Connor** **Seconded Cr McMichael**

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

## 8. LEADERSHIP FOR THE REGION

### 8.1 LGNSW Special Conference

*Ref: AINT/2021/33628 (ARC16/0144)*

16/22 **RESOLVED**

a. That the Mayor, Deputy Mayor and Cr Debra O'Brien be appointed as Council's voting delegates for the LGNSW Special Conference being held in Sydney from Monday 28 February through Wednesday 2 March 2022.

b. That the motions submitted by Armidale Regional Council be noted.

**Moved Cr O'Connor** **Seconded Cr Galletly**

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

### 8.2 Public Exhibition of Councillor Expenses and Facilities Policy

*Ref: AINT/2022/00207 (ARC16/0060-2)*

17/22 **RESOLVED**

That Council:

a. Endorse the draft Councillor Expenses and Facilities Policy for public exhibition for a minimum period of 28 days; and

b. Receive a further report at the conclusion of the exhibition period.

**Moved Cr Galletly** **Seconded Cr Robinson**

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

### 8.3 Councillor Induction and Professional Development Program

*Ref: AINT/2022/00665 (ARC21/4936)*

18/22 **RESOLVED**

That Council note the contents of this report.

**Moved Cr Widders** **Seconded Cr Gaddes**

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

**8.4 Council Actions Report January 2022** *Ref: AINT/2022/01036 (ARC16/0001-7)*

19/22 **RESOLVED**

That Council notes the report summarising the actions taken on the resolutions of Council.

**Moved Cr Widders** **Seconded Cr Galletly**

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

**9. GROWTH, PROSPERITY AND ECONOMIC DEVELOPMENT**

**9.1 Presentation of Audited Financial Statements and Audit Reports Year Ended 30 June 2021**

*Ref: AINT/2021/42162 (ARC16/0001-6)*

20/22 **RESOLVED**

That Council note the report on the presentation of the audited Annual Financial Statements for the year ended 30 June 2021.

**Moved Cr Robinson** **Seconded Cr McMichael**

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

**9.2 Cash and Investment Report 30 November 2021**

*Ref: AINT/2021/44845 (ARC16/0001-7)*

21/22 **RESOLVED**

That Council note the Cash and Investment Report for November 2021.

**Moved Cr Packham** **Seconded Cr Widders**

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

**9.3 Cash and Investment Report 31 December 2021**

*Ref: AINT/2022/00412 (ARC16/0001-7)*

22/22 **RESOLVED**

a) That Council note the Cash and Investment Report for December 2021.

b) Request an updated Expected 2022 Year-end cash forecast be presented at the February OCM.

**Moved Cr Packham** **Seconded Cr Gaddes**

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

**10. ENVIRONMENT AND INFRASTRUCTURE**

**10.1 Guyra and District Pony Club inc - Expenditure of Grant Funding from Phase Two, NSW Showgrounds Stimulus Program for the Construction of a Toilet / Show Buiding.** *Ref: AINT/2022/00152 (ARC21/4664)*

23/22 **RESOLVED**

That Council:

a. Note no submission were received during the period of Public Exhibition; and

b. Council staff will enter into a payment schedule as negotiated with the Guyra and District Pony Club Incorporated and the successful contractor.

**Moved Cr Galletly** **Seconded Cr Robinson**

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

**10.2 Transfer of Crown road/s ownership to Council** *Ref: AINT/2022/00987 (ARC16/0351-2)*

24/22 **RESOLVED**

That Council:

a. Endorse an application to the Crown for transfer of ownership of Lucas Lane, Armidale to Council as the Roads authority.

b. Endorse an application to the Crown for transfer of ownership of Imbandja Lane, Armidale to Council as the Roads authority.

**Moved Cr O'Connor** **Seconded Cr Widders**

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

**10.3 Dumaresq Dam Safety Upgrade Project - Progress update & Request to increase Contract Purchase Order** *Ref: AINT/2022/01020 (ARC19/3458)*

25/22 **RESOLVED**

That Council:

a. note the status report for the Dumaresq Dam Safety Upgrade Project up to December 2021; and

b. approve the increase in the Purchase Order for the construction contractor, Leed Engineering and Construction Pty Ltd, by $2,490,129 (excl. GST), from $5,096,834 (excl. GST) to $7,586,963 (excl. GST) to enable completion of the project with variations to date and expected costs to complete.

**Moved Cr O'Connor** **Seconded Cr Packham**

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

**11. OUR PEOPLE AND COMMUNITY**

**11.1 Aboriginal Cultural Centre and Keeping Place - Community responses to proposed funding sources for unbudgeted Council grant**

*Ref: AINT/2022/01098 (ARC16/0025-6)*

26/22 **RESOLVED**

That Council:

a) Take note of the Community Feedback;

b) Authorise the General Manager to fund $13,000 immediately as proposed;

c) authorise the General Manager under delegation to explore the balance of the grant ($26,600) through other means with recommendations to be received prior to the March 2022 OCM.

**Moved Cr O'Connor** **Seconded Cr McMichael**

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

**11.2 Community Plan - Key Pillar Working Groups** *Ref: AINT/2022/01460 (ARC16/0025-6)*

27/22 **RESOLVED**

That the Mayor and General Manager further develop the framework of the Key Pillar Working Groups and how they will operate before liaising with individual Councillors to establish specific Councillor interest in KPWG membership and a report be presented to the February 2022 Ordinary Meeting of Council confirming such.

**Moved Cr Robinson** **Seconded Cr Gaddes**

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

**12. COMMITTEE REPORTS**

**12.1 Traffic Advisory Committee - Minutes of the meeting held 7 December 2021**

*Ref: AINT/2021/45473 (ARC16/0168-6)*

28/22 **RESOLVED**

That:

a) Council note that the Traffic Advisory Committee endorsed the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the 21, 22 & 23 January 2022, for the Annual Armidale Camp draft.

b) Council note the Traffic Advisory Committee endorsement of the temporary road closure of Tingcombe Lane from 8am until 5pm, 26 January 2022, for Australia Day Celebrations in Central Park.

**Moved Cr Widders** **Seconded Cr McMichael**

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

**13. MATTERS OF AN URGENT NATURE – NIL**

**14. QUESTIONS ON NOTICE - NIL**

**PROCEDURAL MOTION**

29/22 **RESOLVED**

a) That Council move into closed Session to receive and consider the following items:

15.1 Construction of new amenities building at Guyra ShowGround. (AINT/2021/45448) - *(**General Manager's Note:** Commercial in confidence and is deemed confidential under Section 10A(2)(c) of the Local Government Act 1993, as it deals with commercial information of a confidential nature which, if disclosed, confers a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).*

15.2 Engagement of Contractor - Lynches Road Netball Court Lighting. (AINT/2022/01044) - *(**General Manager's Note:** The report considers a tender and is deemed confidential under Section 10A(2)(c) of the Local Government Act 1993, as it deals with commercial information of a confidential nature which, if disclosed, confers a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).*

15.3 Engagement of Contractor - Armidale Regional Airport Airside Stormwater Upgrades. (AINT/2022/01062) - *(**General Manager's Note:** The report considers a tender and is deemed confidential under Section 10A(2)(c) of the Local Government Act 1993, as it deals with commercial information of a confidential nature which, if disclosed, confers a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).*

15.4 Armidale Court House. (AINT/2022/01344) - *(**General Manager's Note:** The report considers Armidale Court House and is deemed confidential under Section 10A(2)(c) of the Local Government Act 1993, as it deals with commercial information of a confidential nature which, if disclosed, confers a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).*

15.5 Engagement of Contractor - RFT A2022-02 - Bitumen Reseal and Asphalt program for ARC 2021-22. (AINT/2022/01458) - *(**General Manager's Note:** The report considers a tender and is deemed confidential under Section 10A(2)(c) of the Local Government Act 1993, as it deals with commercial information of a confidential nature which, if disclosed, confers a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business).*

**Moved Cr Robinson** **Seconded Cr Widders**

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

Council entered Closed Session at 4:45pm.

Council returned to Open Session at 5:13pm.

**RESUMPTION OF MEETING**

30/22 **RESOLVED**

That Council move out of Closed Session and the recommendations of Closed Session be adopted.

**Moved Cr O'Brien** **Seconded Cr Galletly**

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

**15. CLOSED SESSION**

**15.1 Construction of new amenities building at Guyra Showground**

*Ref: AINT/2021/45448 (ARC21/4963)*

31/22 **RESOLVED**

That Council:

a. Accept the tender submitted by Sunwest Constructions Pty Ltd of $427,657.10 inc. GST ($388,780 exc. GST) for the demolition and construction of an amenities building at Guyra Showground.

b. Delegate authority to the General Manager to approve expenditure up to the upper limit funding of $419,961 exc. GST that is available for the project as approved by the Department - Planning Industry & Environment – Phase Two, NSW Showgrounds Stimulus Program.

c. Delegate authority to the General Manager to execute all documents in relation to the contract.

**Moved Cr Galletly** **Seconded Cr McMichael**

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

**15.2 Engagement of Contractor - Lynches Road Netball Court Lighting**

*Ref: AINT/2022/01044 (ARC21/4882)*

32/22 **RESOLVED**

That Council:

a) Accept the tender submitted by Home Green Pty Ltd of $185,494.90 inc. GST to design and construct a turn-key LED lighting installation to the Lynches Road Netball Courts, Armidale.

b) Delegate authority to the General Manager to approve expenditure up to the upper funding limit of $325,000.00 (exc. GST) available for the project as approved by the Administrating Agency (NSW Office of Sport)

c) Delegate authority to the General Manager to execute all documents in relation to the Contract.

d) Investigates ways to maximise utilisation of the funding for the benefit of the community and the project.

**Moved Cr Robinson** **Seconded Cr Galletly**

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

**15.3 Engagement of Contractor - Armidale Regional Airport Airside Stormwater Upgrades** *Ref: AINT/2022/01062 (ARC21/4975)*

33/22 **RESOLVED**

That Council:

a. Accept the tender submitted by Bedrule Pty Ltd T/A TOBCO of $394,537.00 incl. GST for the construction of airside stormwater upgrades at Armidale Regional Airport;

b. Delegate authority to the General Manager to approve expenditure up to the upper limit of $421,793.75 excl. GST in line with remaining project budget; and

c. Delegate authority to the General Manager to execute all documents in relation to the Contract.

**Moved Cr McMichael** **Seconded Cr O'Connor**

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

**15.4 Armidale Court House** *Ref: AINT/2022/01344 (ARC18/2692-3)*

34/22 **RESOLVED**

That:

a) The General Manager seek an extension of one year to consider the offer.

b) A Working Group of Councillors and relevant staff (at the discretion of the General Manager) be established to oversee, develop or review business cases for prospective use(s) of the Armidale Court House.

**Moved Cr Coupland** **Seconded Cr O'Connor**

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

**15.5 Engagement of Contractor - RFT A2022-02 - Bitumen Reseal and Asphalt program for ARC 2021-22** *Ref: AINT/2022/01458 (ARC22/5000)*

35/22 **RESOLVED**

That Council:

a) Accept the tender submitted by Roadwork Industries Pty Ltd for $2,611,448.40 Incl. GST to complete the bitumen resealing and asphalt resurfacing program at various locations across the ARC LGA.

b) Delegate authority to the General Manager to approve expenditure up to the contract value of $2,611,448.40 Incl. GST

c) Delegate authority to the General Manager to execute all documents in relation to the Contract.

**Moved Cr Galletly** **Seconded Cr Gaddes**

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

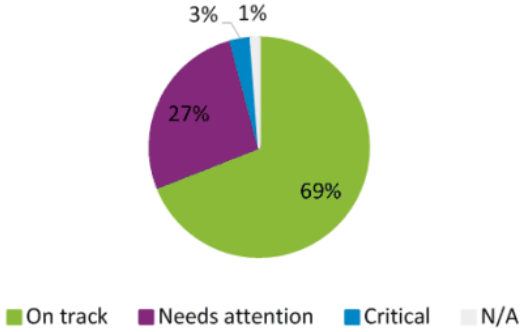
There being no further business the Mayor declared the meeting closed at 5:13pm.

# INTEGRATED PLANNING AND REPORTING

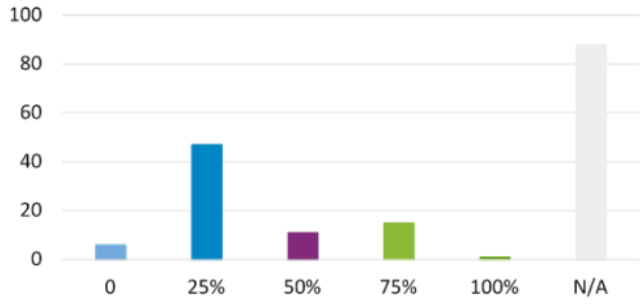
## DASHBOARD - OPERATIONAL PLAN 2021-2022

(July-December 2021)

### Status




### Progress

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ARMIDALE Regional Council

# Operational Plan 2021-2022 Reporting

(July-December 2021)

| CSP | DP | | Title | Actions | Budget | Department | Responsible | Measures | Status | | Progress | Council Comment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| G1 | G1.1 | Projects | DCP Merge Project | **Commence the merge of the Armidale Dumaresq Development Control Plan (DCP) 2012 and the Guyra DCP 2015.** | OP | DEV | Ambrose Hallman | · Project scoping complete by December 2021. | Needs attention | | 25 | This project is dependant on the new merged local environmental plan (LEP). |
| G1 | G1.2 | Projects | LEP Merge Project | **Merge the Armidale Dumaresq Local Environmental Plan (LEP) 2012 and the Guyra LEP 2012.** | OP | DEV | Ambrose Hallman | · Armidale Regional LEP completed by June 2022. | On track | | 75 | A report on the submissions received on the merged local environmental plan (LEP) will be presented to the January 2022 Council Meeting seeking a recommendation to forward to the Minister to make the plan. |
| G1 | G1.1, G1.2, G1.3, G1.4 | Operations | Planning Proposals | **Prepare and/or assess proposed amendments to the Armidale Dumaresq, Guyra, and merged Armidale Regional Council LEPs.** | OP | DEV | Ambrose Hallman | · All planning proposals align with regional and local strategic land use objectives. | On track | | N/A | Currently only two Planning Proposals are being processed by the Council.<br>Planning Proposals: 15 Long Swamp Road and the Merged local environmental plan (LEP).<br>Both are considered to be compliant with the regional and local strategic objectivities. |
| G1 | G1.1, G1.2, G1.3, G1.4 | Operations | LSPS implementation | **Implement relevant Local Strategic Planning Statement (LSPS) planning and administrative actions.** | OP | DEV | Ambrose Hallman | · Progress on LSPS implementation is reported on six monthly basis as per LSPS Implementation Plan. | On track | | N/A | Report is being presented at the January 2022 Council meeting |
| G1 | G1.1 | Operations | State Planning Initiatives | **Monitor and respond (as appropriate) to NSW Government planning initiatives.** | OP | DEV | Ambrose Hallman | · All State planning initiatives and plans include input from the ARC LGA. | On track | | N/A | Council has made submissions on the Renewable Energy Zones (REZs) and the Infrastructure Contribution initiatives |
| G1 | G1.1 | Operations | Development and Regulatory Applications and Approvals Processing | **Receive and action development, building, health and regulatory applications and approvals in line with relevant legislation.** | OP | DEV | Ambrose Hallman | · All applicable buildings, businesses and homes meet safety and compliance standards with approvals determined within a median of 30 days (10 days median action of Pre-DAs). | On track | | N/A | Council has a current median timeframe for Development Applications of 27 days |
| G1 | G1.4 | Operations | Certification and Inspection Services | **Provide building and development certification and inspections services to the community in line with legislative obligations.** | OP | DEV | Ambrose Hallman | · All applicants meet safety and compliance standards and are certified accordingly with a 20 day median determination for certificates. | On track | | N/A | Council has a current median timeframe for Certificates of 10 days |
| G1 | G1.4 | Operations | Environmental Health | **Provide Environmental Health advice, approvals and inspections.** | OP | DEV | Ambrose Hallman | · All health premises meet safety and compliance standards and where relevant are inspected annually. | On track | | N/A | Due to COVID-19 and closures some health inspections have not been undertaken as businesses were closed. Nevertheless, Council staff have continued to inspect where required and ensure premises comply with legislation. |
| G2 | G2.1 | Projects | Saleyard Upgrades | **Complete project planning and approvals for the upgrade of the Armidale and Guyra Livestock Selling Centres/Saleyards that will include amenities block, car parking, livestock handling equipment, yarding infrastructure, and water harvesting.**<br>**Total project cost: $4,998,000** | CAP | P/F | Andrew Levingston | · Project shovel ready by June 2022. | On track | | 25 | Progress meeting scheduled with Public Works Advisory (PWA) in February. Tender expected to be advertised by March 2022. |

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| CSP | DP | | Title | Actions | Budget | Department | Responsible | Measures | Status | | Progress | Council Comment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| G2 | G2.1 E1.4 | Operations | New England Weeds Authority | **Auspice the New England Weeds Authority program of works including the control of listed noxious weeds, particularly Soda Apple.** | OP | R/P | New England Weed Authority | · Region-wide noxious weed control program implemented.<br>· Decline in Soda Apple weed infestations. | On track | | N/A | New England Weed Authority has been contracted to spray all priority listed weeds. Rural roadas are sprayed yearly, as are waste depots. Different weeds are sprayed at differnet times of the year based on when the appropriated time to spary them is. |
| G3 | G3.1 | Projects | Armidale Spring Games | **Coordinate the inaugural Armidale Spring Games in October including hockey, cricket and football bringing thousands of players to the region over three days.** | OP | CM | Katrina George | · Visitor numbers to Armidale are increased, including 100% occupancy in Armidale Hotels, during the weekend. | On track | | 25 | The Armidale Spring Games were postponed from 2021 and are now to be held on the October Long Weekend 2022. Website, branding etc. have been completed and planning of the event will commence early 2022 |
| G3 | G3.1 | Projects | Waterfall Way Campaign | **Implement actions from the Waterfall Way Marketing & Recovery Campaign including:**<br>**- Completion of My Waterfall Way website.**<br>**- Digital Marketing Campaign.**<br>**- Print / Outdoor Campaign.** | OP | CM | Katrina George | · The region and its visitor experiences are promoted to potential tourists.<br>· Agencies briefed on campaign components by October 2021.<br>· All elements of the campaign implemented by June 2022.<br>· All funding guidelines met and acquittal by June 2022. | On track | | 50 | The branding and digital marketing campaign are being designed and delivered by Common Ventures. The new Waterfall Way website is being designed and constructed by NUCLEO and is nearing completion. The campaign is on track to be completed in May 2022 |
| G3 | G3.1 | Projects | Wollomombi Sound Trails | **Install Sound Trails at Wollomombi Gorge:**<br>**• Liaise with Sound Trails Company and guide them on production.**<br>**• Assist Walcha Council in the delivery of the project.** | OP | CM | Katrina George | · Increased tourist offering in the broader region with four sound trails (Apsley Falls, Wollomombi Gorge, Gibraltar NP, and Bald Rock NP) installed by New England High Country by November 2021. | On track | | 75 | The installation of the soundtrail at Wollomombi Gorge has been completed. The digital marketing campaign for the Soundtrails will be continuing until May 2022 |
| G3 | G3.1 | Projects | Economic Development, Tourism and Marketing Contributions | **Provide the following contributions:**<br>**- World Endurance Mountain Bike Organisation Championships. November 2021 ($6,500).**<br>**- Guyra Christmas (Rotary, $6,000).**<br>**- Dam Buster Sports Event ($2,000).**<br>**- UNE 12hr in Piney ($2,000).**<br>**- Guyra Lamb and Potato Festival ($8,000 facility hire).**<br>**- Veterans Golf ($2,000).**<br>**- Local spending initiatives (gift cards).**<br>**- Other contributions for new events in Villages.** | CO | CM | Katrina George | · Financial contributions distributed to support community initiatives and events related to economic development, tourism and marketing. | On track | | 50 | Some of these events have been affected by the pandemic and were unable to proceed this year such as the World Endurance Mountain Bike Championships, UNE 12hr in the Piney and the Guyra Lamb and Potato Festival. Council has been able to support the Guyra Christmas and the Dam Buster Sports Event. Council will continue to look for opportunities to support community events related to economic development, tourism and marketing. |
| G3 | G3.3 | Projects | Parking Strategy | **Implementation of Parking Strategy - new parking sensors, reconfiguring existing parking sensors, and updating signage.** | OP | DEV | Ambrose Hallman | · 100% of parking enforcements are compliant with regulation, and all timing sensors are updated and accurate. | On track | | N/A | During COVID-19 Council staff took the opportunity to audit all the parking sensors to ensure once DCA can install new sensors and update the times in accordance with the parking strategy work can commence immediately. |

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| G3 | G3.1 | Operations | Attracting visitors to the region | **Market the Armidale region to NSW & Southern Queensland to promote visitation with a strong emphasis on nature, culture and history and sporting events including:**<br>**· Journalist Famils.**<br>**· Attract events through third party promoters.**<br>**· Collaborate New England High Country campaigns (cars, bikes, nature).**<br>**· Create a digital marketing strategy for Armidale.**<br>**· Attract, support and promote sporting events such as Gymnastics and Mountain Biking.**<br>**· Attract and support conferencing to the region.** | OP | CM | Katrina George | · Increase visitor numbers to 2018 levels as we recover from fire and COVID-19. | Needs attention | | N/A | Due to the reduced tourism budget, the New England High Country has had to rely on the Government Grants to carry out its marketing and promotional activities. The majority of our funds have been allocated for the establishment of a cycling campaign and digital marketing campaign.<br>The Armidale Regional Council has not allocated budget to develop a digital marketing strategy or build a new website. Instead, they have focused on developing a new Waterfall Way campaign. |
| G3 | G3.1 | Operations | ARC Visitors Information Centre and Heritage Tours | **Operate an Armidale Visitors Information Centre that promotes the Armidale region to visitors with the aim to extend visitation and overnight stays by enticing them to explore the many varied attractions in the area.** | OP | CM | Katrina George | · Increase visitor numbers to 2018 levels as we recover from fire and COVID-19. | Needs attention | | N/A | Due to the ongoing pandemic that has continually interrupted visitation to the region, as well as interrupted the operation of the Visitor Information Centre, our visitation levels have been severely impacted. We will continue to operate the Visitor Information Centre in accordance with NSW Government health advice that may result in future lockdowns as we navigate this pandemic. |
| G3 | G3.1 | Operations | Annual events and promotions activities | **Provide an events and promotions program that:**<br>**• Stimulates the local economy through events and activation. This includes creating, attracting and marketing events that promote visitation and overnight stays, as well as activating precincts such as the Armidale mall and CBD.**<br>**• Celebrate significant dates and occasions in the community calendar (Christmas, New Year, Autumn) as well as hosting citizenship ceremonies and other commemorative events.** | OP | CM | Katrina George | · All events stimulate local economy by increasing overnight stays during event periods.<br>· Program of events delivered as per Tourism and Events Strategy.<br>· Minimum attendance targets achieved. | On track | | N/A | The delivery of some of the events that were previously scheduled have been affected by the COVID-19 pandemic. In 2022, we will be delivering an exciting new Australia Day event which will include various new additions. |
| G4 | G4.3 | Projects | Armidale Airside | **Conduct a marketing program for Armidale Airside Business Park.** | OP | CM | Darren Schaefer | · Marketing Plan created by September 2021.<br>· A minimum of 2 x lots sold per annum.<br>· > 15 employees per annum (not replacement) attributed to businesses investments in the broader Airport precinct. | On track | | 75 | · New metropolitan real estate agent "Colliers" was engaged September 2021, specialising in the sale of commercial real estate.<br>· 3 Lots sold at Armidale Airside with further interest expressed in additional lots. Employment realisation will not occur until late 2023 due to construction timeframes. |

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| G4 | G4.4 | Operations | Economic Development | **Coordinate economic development initiatives to:**<br>**· Provide regional business support, Engagement and optimisation.**<br>**· Provide strategic planning input into economic and commercial decision-making for deployment of ARC resources, such as developing a Renewable Energy Action Plan and Policy.**<br>**· Facilitation of government and private investment into the region and business precincts, such as Renewable Energy Initiatives, New England Rail Trail (NERT) as well as commercial enterprises into the CBDs of Guyra and Armidale.**<br>**· Lead CBD activation via encouraging new businesses into the precinct.**<br>**· Redraft and refresh the ARC Economic Development Strategy to include updated metrics and targets.** | OP | CM | Will Winter | · Calendar of initiatives dedicated to assist with promoting economic prosperity and stimulus for local business developed by December 2021.<br>· 40 local businesses per annum assisted with expansion, local procurement, regional export enhancement and funding opportunities.<br>· Regional Energy Action Plan and ARC Renewable Energy Policy developed by June 2022.<br>· Governance Structure and community engagement of joint initiative of ARC, NERT and GISC completed by September 2021.<br>· Further government funding opportunities for NERT identified by June 2022.<br>· CBD activation working group established by December 2021.<br>· ARC ED Strategy completed by December 2021. | Needs attention | | N/A | 1) Calendar for economic prosperity and local business stimulus due Feb 2022 in consultation with business and community stakeholder groups<br>2) More than 100 local businesses assisted to date (Dec 2021)<br>3) Regional Energy Action Plan and ARC Renewable Energy Zone Council reports for OCM March 2022<br>4) Community Governance structures for New England Rail Trail (NERT) pending, subject to funding and business case details<br>5) NERT Funding opportunities - watching brief.<br>6) CBD Activation Plans and working group to be established April 2022<br>7) ARC Economic Development Strategy underway - completion April 2022 following community stakeholder consultations |
| P1 | P1.2 | Projects | Library Infrastructure Grant | **Complete works to create a 'community living room' space in the Armidale War Memorial Library including:**<br>**· Removal and relocation of circulation desk to facilitate a more adaptable and inviting space.**<br>**· Purchase of new storage solutions and furniture.**<br>**· Improved signage and street presence.** | CAP | CM | Aimee Hutton | · Complete works by December 2021.<br>· Launch new space in early 2022. | On track | | 50 | An extension was requested until mid 2022. We have experienced COVID-19 related delays which has caused the completion date of this project to require extension.<br>New shelving has been installed, new external signage has been ordered, and some new lighting has been installed. |
| P1 | P1.2 | Projects | Launching of the Digital Makerspace | **Launch the digital makerspace in the Armidale Library that features a sound-proof room, a green screen, high quality audio-visual equipment and a recording POD.** | CAP | CM | Aimee Hutton | · Launch the Makerspace by December 2021. (funding sourced from variation of remaining funding on Shingle Hut Bridge project) | Needs attention | | 25 | We have encountered delays with the supply of a soundproof booth. These delays have been COVID-19 related. We have received an extension until 28 February 2022. |
| P1 | P1.2 | Projects | Library Resources | **Complete annual purchase of library books and AV materials.** | CAP | CM | Aimee Hutton | · All resources purchased by June 2022. | On track | | 50 | The budget is being expended in line with estimations and this project is on track. |
| P1 | P1.2 | Projects | Library Smart Furniture | **Seek funding opportunities to introduce 'smart furniture' throughout the Guyra and Armidale Libraries.** | OP | CM | Aimee Hutton | · Apply for any applicable grants.<br>· Purchase furniture if grant awarded. | Needs attention | | 0 | To date we haven't found any appropriate grant opportunities for the purchase of this furniture. |
| P1 | P1.2 | Operations | Northern Tablelands Cooperative Library Service | **Support the Northern Tablelands Cooperative Library Service (NTCLS) through the purchase and distribution of materials throughout the region.** | OP | CM | Aimee Hutton | · Deliver cooperative library services as per the NTCLS Service Level Agreement | On track | | N/A | We are delivering co-op library services in line with our current NTCLS Service Level Agreement. |

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| P1 | P1.2 | Operations | Library Services | **Operate thriving and relevant library services in Armidale and Guyra that include:**<br>**• Programing and events such as books clubs, story time, school holiday activities and entertainment.**<br>**• Community Outreach Programs - liaising with schools and community groups, sharing resources, and delivering programs.**<br>**• Promotion and preservation of the collection.**<br>**• Providing access to technology such as PC's, ipads, daisy players, and support the community in the use of this technology.**<br>**• Providing support to community groups.** | OP | CM | Aimee Hutton | · Develop and deliver community program in digital literacy.<br>· Provide regular ongoing community programing.<br>· Expand relationships with local schools and community groups via increased visitation.<br>• Promotion of literacy and education. | On track | | N/A | With funding received from the State Library we are launching Tech Savvy Seniors training sessions from February 2022.<br>Community program is continuing in line with current COVID-19 restrictions.<br>To date COVID-19 has hindered our ability to increase visitation to schools. |
| P1 | P1.2 | Operations | Community Transport | **Administer and support the NSW Government-funded Tablelands Community Transport program for people over 65 years who need to travel out of the Local Government Area for appointments.** | OP | CM | Darren Schaefer | · All transport referrals accommodated within contract parameters.<br>· All referrals contacted within the next working day. | On track | | N/A | COVID-19 has restricted the ability to continue programing and supply of volunteer transport services such as patient transport. The availability of volunteers has, at points, restricted the service. |
| P1 | P1.2 | Operations | Armidale Volunteer Referral Service | **· Continue Volunteer Centre Operations through the Armidale Volunteer Referral Service, which helps members of the community find a volunteer position that suits their skills and interests.**<br>**· Host International Volunteer Day, NSW Volunteer of the Year Awards, funded by the Department of Family and Community Services.** | OP | CM | Darren Schaefer | · Average of two new referrals accepted and processed per week.<br>· One event hosted for international volunteer day.<br>· One event hosted for national volunteer week. | On track | | N/A | International Volunteer Day hosted at Armidale Bowling Club recognising the contribution local volunteers over a celebratory lunch.<br>COVID-19 has restricted the supply and ability to place volunteers in many sectors, particularly aged care. |
| P2 | P2.3 | Projects | Grant opportunities for Folk Museum | **Investigate funding opportunities for the Armidale Folk Museum building upgrade works including:**<br>**- accessible entry, accessible toilet, kitchenette, and upgrades to storage and office area.**<br>**Specific actions include:**<br>**· Scope project.**<br>**· Apply for any applicable grants.**<br>**· Begin upgrades if grant funding successful.** | CAP | CM | Aimee Hutton | · Improved safety and usability of the Folk Museum facility.<br>· Scope project by December 2021.<br>· Apply for any applicable grants.<br>· Begin upgrades if grant funding successful. | Needs attention | | 25 | The project has been scoped, but to date we have not found an appropriate funding opportunity. Many need matched funding which we are unable to provide at this time. |
| P2 | P2.1 P2.4 | Operations | Community Support Initiatives | **Provide support for community initiatives including the Seniors Extravaganza, Multicultural Inclusion Days, Disability Action and Inclusion planning (DIAP), and NARWAN Project contributions.** | CO | CM | Darren Schaefer | · Programs and events delivered within budget and in line with community needs.<br>· One multicultural event delivered by June 2022.<br>· New DIAP delivered for council consideration by December 2022. | On track | | N/A | Multicultural and NAIDOC events cancelled due to impacts of COVID-19. DIAP still in development, delivered for Council consideration April 2022. Available to public per government requirements July 2022. |

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| P2 | P2.1 | Operations | Operation of local Museums | **Operate the Armidale, Hillgrove and Railway Museums to enable:**<br>**• Promotion and preservation of our historical collections.**<br>**• Programming and events such as exhibitions.**<br>**• Collaboration with local arts, culture and heritage organisations to promote arts, culture and heritage across the region.** | OP | CM | Aimee Hutton | · Maintain visitor numbers to the Museums. | On track | ● | N/A | Visitation is being maintained as much as possible, within the current Public Health Orders.<br>To protect volunteers and comply with Public Health Orders, we have had to close the museums from time to time. |
| P2 | P2.2 | Operations | Sports Council Administration | **Undertake the Sports Council Administration program including:**<br>**- Running the SDC Committee.**<br>**- Administrating the Small Grants Program.**<br>**- Managing Sports Council capital projects and liaison with local clubs.** | OP | R/P | Richard Morsley | · Improved sports facilities capital upgrades through agreed project management.<br>· All Sports Council meetings administered.<br>· Manage the player levies and assess as per criteria for project funding. | On track | ● | N/A | Winter Player levies invoices sent December. Summer levies to be invoiced June. Levies expenditure TBC by Sports Council meetings once committees up and running again. |
| P2 | P2.4 | Operations | Community Assistance Grants | **Administer the Community Assistance Grants s356 program that is traditionally offered in two separate rounds per year to support local not-for-profit organisations from across the local government area.** | OP | CM | Darren Schaefer | · Grants Program provided within budget.<br>· Round 1 completed by September, Round 2 completed by March 2022.<br>· All grants acquitted by June 2022. | N/A | #N/A | N/A | Funds have been reallocated in a grant to Aboriginal Cultural Centre and Keeping Place resultant from Council decision 24th November, 2021. |
| P2 | P2.1 , P2.3 P2.4 | Operations | Arts and Culture Contributions | **Provide the following contributions and sponsorships:**<br>**- Annual financial contribution to Arts North West to build community cultural capacity and generate creative opportunities in the Armidale Regional Council LGA.**<br>**· Annual financial support for New England Regional Arts Museum (NERAM) in accordance with the Memorandum of Understanding.** | CO | CM | Aimee Hutton | · Provide financial contributions in line with agreements/MOUs to support art exhibitions, development and promotion. | On track | ● | N/A | Arts North West annual contribution has been paid, following the execution of a new MOU.<br>NERAM is paid in instalments throughout the year. All due instalments have been paid to date. |
| P3 | P3.1 | Operations | Community Health Related Transport Program | **Administer the Community Health Related Transport program that includes driver payments for patient care (over 65yrs) and transport to medical appointments across the region: Tingha, Guyra and Armidale.** | OP | CM | Darren Schaefer | · No eligible referrals refused.<br>· Meet 100% of demand. | On track | ● | N/A | COVID-19 has restricted the ability to continue programing and supply of volunteer transport services such as patient transport. The availability of volunteers has, at points, restricted the service. |
| P3 | P3.1 | Operations | Guyra Home Support Services | **Operate Home Support Services (HSS) in Guyra through the Commonwealth Home Support Program, providing services for Over 65, including group social support (craft activities, exercise, etc.) transport, Meals on Wheels and individual social support.** | OP | CM | Darren Schaefer | · Compliance with program standards.<br>· All reporting completed on time.<br>· Program numbers sustained or increased. | On track | ● | N/A | Services are being supplied to standard. |
| P3 | P3.1 | Operations | Armidale Neighbourhood Centre | **Provide contributions to the Armidale Neighbourhood Centre operations.** | CO | CM | Darren Schaefer | · Financial contributions provided within agreed timeframe. | On track | ● | N/A | Memorandum of Understanding between Armidale Regional Council and the Armidale Neighbourhood Centre has been created and executed. |

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| P4 | P4.1 | Operations | Operate the Guyra Preschool and Long Day care Centre | **- Provide day care, pre-school, after school and holiday care services.<br>- Balance community childcare needs with the enrolment capacity.<br>- Implement service policies.<br>- Provide professional development for staff as per annual program.<br>- Deliver School Holidays program to children aged 6-12.<br>- Complete annual facility maintenance program.** | OP | PRE | Amanda Campbell | · Provide high quality childcare services within regulatory requirements.<br>· Maintain maximum numbers of enrolments.<br>· Zero non-compliance breeches.<br>· Reduction in departmental notifications.<br>· <5 complaints annually.<br>· Complete 2 professional development days per staff member by December 2021.<br>· Operate OSHC minimum 2 days per week in each school holiday period.<br>· All planned and unplanned maintenance requirements completed. | On track | | N/A | The centre is currently running to capacity, meeting all of its regulatory requirements. The service is striving to meet enrolment demand, within the current licensing capacity. However, there is a large waiting list and the community enrolment needs are almost triple the amount of babies than we can accommodate. Changes to enrolment intake and room adjustments requires additional staffing to meet regulation ratios, therefore increasing current costs. There is a maintenance program developed to ensure safety and compliance, and the delivery of this program is currently being impacted by resources and contractor availability. |
| P4 | P4.2 | Operations | Annual Youth Activities | **Fund and deliver Youth Development Activities** | OP | CM | Darren Schaefer | · Provide adequate staff resources to deliver a program of youth development activities. | Needs attention | | N/A | Due to ARC financial position, any funds for youth initiatives will be realised via grant applications to the NSW government. The financial position of Council has unfortunately limited resources in this area. |
| P4 | P4.2 | Operations | Youth Week Support and Activities | **Provide a program of Youth Week activities - Youth Survey, incentives and prizes, and holiday programming in Armidale Library.** | OP | CM | Darren Schaefer | · Regional youth development supported through a program of events.<br>· Increase in event participation.<br>· All funding requirements met and acquittals submitted. | On track | | N/A | Application for funds have been made to NSW Government for initiatives and we await notification if applications have been successful. |
| P4 | P4.3 | Operations | Aboriginal Community Development Support and Activities | **Support Aboriginal Community Development through:<br>- NAIDOC Week activities.<br>- Organisation of 'A Day in the Dale' and Cultural Inclusion Days.<br>- Land Title liaison.<br>- Aboriginal Advisory Committee Coordination.<br>- Aboriginal Advisory & interagency meetings facilitation.<br>- Annual Mayor's Reconciliation Cricket Match.** | CO | CM | Darren Schaefer | · Aboriginal Community events delivered.<br>· Cross-community and cross-service coordination achieved with all inter-agency meetings coordinated and facilitated monthly. | On track | | N/A | Council-coordinated Aboriginal events have, up until this point, been unable to occur due to the restrictions placed events to limit the spread of COVID-19.<br>Interagency meetings have been attended.<br>Council coordinated meetings have been temporarily suspended while council caretaker period has been enacted and committee reformation and composition agreed. |
| P4 | P4.3 | Operations | Elsa Dixon Aboriginal Employment Program | **Participate in the Elsa Dixon Aboriginal Employment Program - a state Government funded initiative for Aboriginal School-based traineeships from the NSW Department of Industry and Training Services.** | OP | PC | Annie Harris | · Two school-based trainees provided with trainee/employment opportunities within the FY. | On track | | N/A | Council has supported two students from Armidale Secondary College as part of the Elsa Dixon traineeship program. |

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| L1 | L1.1 | Operations | Communication and Engagement Activities | **Deliver communications and engagement initiatives to ensure the community is well informed and heard, including through newsletters, editorials, advertorials, merchandise, signage, website maintenance & licences, engagement events, advertising, subscriptions, brand & reputation management.** | OP | CM | Joanna Harrison | · Improved communication and engagement between Council and its community.<br>· Increased participation on 'Your Say'.<br>· Publication of 80% of media releases sent to local press, online and radio outlets.<br>· Increase website visitation by 3%. | On track | | N/A | A draft engagement strategy was endorsed by the council in 2018. A report will be presented to the council in February. Since the Yoursay website was launched in 2017, over 1484 individuals have activated their accounts. This is a steady increase and it is being promoted through various initiatives such as the Shape Your Region community plan and the e-newsletter.<br>Council usually has a high publishing take-up with local media on distributed media releases. Anecdotal research by the communications team indicates at least an 80% publication rate.<br>Total users on the website increased by 13.94% in 2021 from the pervious year.<br>Most popular page views from 1 Jan 2021 – 31 Dec 2021 (year)<br>1. Home, 2. Coronavirus, 3. Events, 4. Libraries, 5. Contacts, 6. Council Elections |
| L2 | L2.1 | Projects | Water and Sewer Valuation | **Conduct a valuation of water and sewer infrastructure assets in accordance with Australian Accounting Standards and external audit timeframes.** | OP | FIN | Kelly Stidworthy | · All water and sewer asset valuations are up to date and reported to the Audit, Risk & Improvement Committee by June 2022. | On track | | 25 | Review of asset data and request for quotation has occurred with RFQ closing 28/1/2022. From there it is intended to award the RFQ and proceed with the valuation engagement the following week with a draft report ideally available by the end of March. At this stage, valuer availability and ability to meet Council's preferred timeframes is unknown. |
| L2 | L2.1 | Projects | Special Rate Variation – Expenditure Program | **Complete a program of expenditure of SRV Funding including:**<br>**- Kerb and Gutter program.**<br>**- Footpath program.**<br>**- Urban reseal program.**<br>**- Rural reseal program.**<br>**- Gravel Re-sheeting program.**<br>**- Building Renewal program.** | OP | FIN | Kelly Stidworthy | · SRV program expenditure finalised by June 2022.<br>· Annual report disclosure prepared on prior year SRV expenditure by October 2021. | On track | | 50 | The disclosure for the 2020-21 annual report was completed. This showed that Council had not spent the required amount of the SRV on asset renewal in the 2020-21 financial year and unspent funding has been placed in an internal reserve to be available for future budgets for the purpose of asset renewal. Progress on the 2021-22 asset renewal program has been low compared to budget to 31/12/2021 but a number of tenders and contractor engagements are due to occur early in 2022 to progress work. |
| L2 | L2.1 | Projects | Change Management | **Implement a program of change management including:**<br>**- Organisational structure improvements.**<br>**- Change management process.**<br>**- Transformation consultancy.** | OP | PC | Annie Harris | · Transformation consultant appointed by August 2021.<br>· Structure improvements determined by November 2021.<br>· Stakeholder management and consultation process completed by February 2022.<br>· All actions to implement change in prioritised areas commenced by March 2022.<br>· Implementation of identified changes to organisational structure by June 2022. | On track | | 75 | Council is well underway with the Culture Change program, OPARC. We are seeing significant improvements in culture across the organisation, with a number of change strategies implemented to support the continual improvement. The review of the organisation structure will align closely with the current Integrated Planning and Reporting work, ensuring that Council has the right staff in the right place doing the right jobs at the right time. |

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| L2 | L2.2 | Projects | Special Rate Variation – Council Improvement Program | **Implement the Council Improvement Program - including implementation of payroll system improvements and purchasing system improvements.** | OP | FIN | Kelly Stidworthy | · Costing system realignment and improvements implemented by June 2022.<br>· Stage 1 of service review program implemented by June 2022. | Needs attention | | 25 | The costing system review has been impacted by staff turnover and vacancies. While this is being addressed progress on this item has not occurred due to priorities such as finalisation of the financial statements reporting and budget review processes taking precedence as they are statutory. The proposed service planning program is currently under review and will be determined in line with Council's IP&R process. |
| L2 | L2.2 | Projects | Performance Improvement Order | **Implement the Performance Improvement Order (PIO) actions from the Office of Local Government including:**<br>**- Governance practices review recommendations.**<br>**- Land management practices review recommendations.**<br>**- Council finances review recommendations.** | OP | FIN | Simone Mooketsi | · Council performance is improved to PIO target criteria levels.<br>· All recommendations implemented by June 2022. | Needs attention | | 50 | The final PIO report was submitted to the Minister in December 2021. Whilst PIO has officially ceased, it was made known that ARC is committed to implementing the PIO actions in a timely manner and ARC has committed to reporting to the Minister voluntarily each six month period until the the recommendations of the PIO are fully implemented under the oversight of Council's Audit, Risk and Improvement Committee.<br>Due to the complexity of recommendations contained within the PIO and associated Governance Review, the implementation of many of the recommendations may take several years.<br>Practically this means the implementation is ongoing and not all recommendations will not be completed by 30 June 2022, even though the Minister has accepted the final PIO report. |
| L2 | L2.4 | Projects | Facility Management Database | **Establish a Property and Building Facility Database for asset maintenance and renewal. Project actions:**<br>**- Engage SPM Assets to undertake a comprehensive assessment on the condition of Council's building assets.**<br>**- Identify major risks. Produce a lifecycle analysis over 20 years that is inclusive of major maintenance and capital replacement expenses.** | OP | P/F | Andrew Levingston | · All future valuation and insurance requirements for Council properties and buildings identified.<br>· All current compliance and audit reporting requirements are facilitated through a robust operational and financial replacement program.<br>· Contractor engaged by September 2021.<br>· Assessment completed by December 2021. | On track | | 75 | Project due to be completed by January 2022 |
| L2 | L2.4 | Projects | Project Planning | **Shovel-ready projects - design and planning for:**<br>**- Bundarra & Moore Park Rd inside corner.**<br>**- Douglas / Kirkwood Creek outlet.**<br>**- Bishops Cr stormwater.**<br>**- Beadle Grove Black Gully – stormwater upgrade.**<br>**- Rockvale Road - upgrade to seal.**<br>**- Lagoon Road - upgrade to seal.** | OP | AM | Mark Wilson | · All projects are designed and planned within the Financial Year in preparation for emerging funding opportunities. | On track | | 25 | Priority given to grant funded and planned works in the current financial year. All nominated projects are scheduled in the current 21/22 design program. Additional projects added and being undertaken externally to in time meet the objective of 18 months shovel ready projects. |
| L2 | L2.4 | Projects | Plant Renewal Program | **Undertake an annual program of plant purchase and sale.** | CAP | P/F | Andrew Levingston | · All plant renewal is managed within Asset Management Plan guidelines and according to budget. | On track | | 75 | Plant replacement as per renewal program |

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| L2 | L2.1 | Operations | Financial Services | **Undertake financial services to support organisational function and health, and future planning.** | OP | FIN | Kelly Stidworthy | · Quarterly budget reviews undertaken within required timeframes and report at minimum the original budget position or better.<br>· Management of budget variations demonstrates improved compliance through fewer budget amendments.<br>· Budget reporting systems are consolidated and reporting efficiency is improved. | On track | | N/A | Quarterly budget review processes are being undertaken within the timeframes as required by the Local Government Act. The quarterly budget review report has been streamlined so that as much automation is used as possible. |
| L2 | L2.1 | Operations | Insurances and Claims | **Manage insurances and claims for the organisation** | OP | GOV | Annie Harris | · All notifiable incidents reported to Worksafe NSW within 48 hours.<br>· All insurance claims lodged within 5 days of incident.<br>· All clams comply with insurers specifications.<br>· All insurances are reviewed annually to ensure they are fit for purpose and comply with legislative responsibilities. | On track | | N/A | All notifiable incidents are reported to Worksafe NSW within 48 hours. Note not all claims (property, public liability) notified within 5 days of incident for public liability as Coucil may only be notififed by a potential claimant outside of the 5 day window. |
| L2 | L2.2 | Operations | Internal Audit Committee | **Support the Internal Audit Committee to review the following aspects of Council's operations:**<br>**- Compliance.**<br>**- Risk management.**<br>**- Fraud control.**<br>**- Financial Management.**<br>**- Governance.**<br>**- Implementation of Community Strategic Plan, Delivery Program and Operational Plan strategies.**<br>**- Collection of performance measurement data.** | OP | GOV | Simone Mooketsi | · Audit Risk and Improvement Report provided to Council.<br>· 2020- 2021 Internal Audit Plan actions implemented.<br>· 2022-2023 Internal Audit Plan developed by June 2022. | On track | | N/A | The ARIC is functioning well and the minutes of its meetings are regularly reported to Council. There are a number of audit action items that are still open and require closing out. The responsibility for these actions lies with the Accountable Officer.<br>Due to the COVID-19 interruption of business, it is recommended that the time line for the completion of the open action items be extended to at least 3 months. This recommendation will be made to the ARIC at the next meeting .<br>An Organisational Improvement Plan will be developed, consolidating the work of the PIO, the governance review, and the audits into a single plan to enable a more efficient implementation of improvement activities. |
| L2 | L2.2 | Operations | Property Services including Management of Crown Land | **Manage property services including land registers, leasing and licensing of Council or Crown Land, residential tenancies management, and property disposal and purchase.** | OP | GOV | Sam Drake | · Employ a Property Officer by December 2021.<br>· Consultant engaged to draft Plans of Management (Crown Lands) by December 2021.<br>· Plans of Management (Crown Lands) adopted by June 2022.<br>· Residential tenancies reviewed at end of all leases and updated to reflect market values.<br>· Land register reviewed and updated by June 2022. | On track | | N/A | Senior Property Specialist employed and resourced |
| L2 | L2.2 | Operations | Plant and Fleet Program | **Operate a Plant and Fleet program that ensures the most efficient and cost effective use, maintenance and replacement.** | OP | P/F | Andrew Levingston | · 100% of plant and fleet meets regulatory safety standards.<br>· Plant fleet is efficient and reliable with reduced incidence of plant downtime.<br>· Plant and fleet maintained and replaced as per replacement program. | On track | | N/A | Plant Fleet utilisation meeting operational targets. Plant / Fleet within operational budget |
| L2 | L2.4 | Operations | Customer Service Activities | **Provide the resources, training and systems to provide outstanding Customer Services to the community. Specific actions for 2021-2022 include:**<br>**- Implement a digital application and file delivery solution for GIPA requests.**<br>**- Implement Pathway system at the Animal Shelter and main Waste Transfer Centres.** | OP | CUST | Jeff Hannant | · 60% overall satisfaction with customer contact.<br>· All service requests acknowledged within same business day.<br>· Service requests actioned between 3-10 business days.<br>· 60% of customer enquiries resolved on first contact.<br>· Electronic receipting. Administration reduced by Waste Transfer Centre and Animal Shelter Pathway implementation.<br>· 100% of GIPA requests processed online.<br>· Percentage of hang up and abandoned calls reduced. | Needs attention | | N/A | Project currently on hold. It is expected that next quarter it will be picked up by another officer once the position is filled. This quarter the focus has been taking admin out of service journey, making it a more streamline service. |

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| L2 | L2.4 | Operations | Procurement Activities | **Effectively manage procurement services such as contract management and administration, tender services and goods and materials storage.** | OP | FIN | Kelly Stidworthy | · All procurement activities undertaken in accordance with Council's Procurement Policy.<br>· Procurement reporting systems are developed as part of a compliance improvement framework. | On track | | N/A | A revised procurement policy was adopted by Council in July 2021. This procedure incorporated provisions for local and community preferences and provisions for indigenous procurement, as well as a training program to assist Council officers in carrying out compliance procurement processes efficiently.<br>The Vendor Panel system was also purchased to support the operations of the Council. This system helps streamline the processes involved in the management of quotation and tender processes and allows for improved review and analysis of Council's procurement activities. |
| L2 | L2.4 | Operations | Investigations and Design | **Provide internal investigations and design services to support capital works and maintenance activity.** | OP | AM | Mark Wilson | · Investigations and designs completed on time and to budget.<br>· Design costs target 7.5% of capital construction | Needs attention | | N/A | Turnover of personnel requires development of skills in some areas of design. To date 50% of projects meeting or bettering cost target. Most projects exceeding target are still below commercial design rates. |
| L3 | L3.2 | Projects | HR Management System | **Implement HR Management System – Technology 1 - to provide an all in one online platform to support HR and Payroll functions for employee and workforce management.** | OP | PC | Annie Harris | · HR Management System implemented by June 2022.<br>· Training plan and material developed for roll out of HR Management System by June 2022. | Needs attention | | 25 | Council has commenced a review of the requirements of the HR Management System. Unfortunately competing priorities has meant that this has not progressed as far as it should. |
| L3 | L3.3 | Projects | Information Technology Review | **Implement selected recommendations from the David Thompson Review - IT & Digital Services Strategy, including:**<br>**- Licence reviews.**<br>**- Telephony optimisations.**<br>**- Citrix upgrade.**<br>**- Operating system upgrades and patching.** | OP | IT | Hannu Akerman | · Licence review completed by September2021.<br>· Telephony updates completed by December 2021.<br>· Operating system upgraded by March 2022.<br>· Citrix upgrade completed by December 2021. | Needs attention | | 75 | License review was completed and some savings were identified. Microsoft subscription has been updated to Microsoft365 with additional security features Citrix Upgrade held up by Enlighten and some if its dependencies. We are working with the vendor and should have this resolved by February. |
| L3 | L3.3 | Projects | IT Customer service management including customer satisfaction survey | **Implement IT customer service management software (SYSAID).** | OP | IT | Hannu Akerman | · SYSAID installed and implemented by March 2022.<br>· Ongoing continuous improvement methodology in place by April 2022. | On track | | 75 | Once implemented fully, SYSAID will allow IT to manage support requests and changes. It will make it easy for staff to log incidents and requests with screen recordings or screen shots. The software also has the capability to ask the staff how we are doing and record satisfaction rates. |
| L3 | L3.3 | Projects | Cemeteries and Crematorium Digitisation Project | **Cemeteries & Crematorium Transformation /Digitisation Project - Stage 1:**<br>**- Contract a surveyor for Cemetery 'Ground trothing'.**<br>**- Surveyor contracted by September 2021.**<br>**- Funnelling of information back into a centralised database (stage 1).**<br>**- Roll-out of further stages as budgeted.** | OP | CUST | Jeff Hannant | · Improved clarity, transparencies and efficiencies for cemeteries and minimising risk through accurate data.<br>· Stage 1 – Ground truthing completed by September 2021.<br>· Database matching by September 2021. | Needs attention | | 25 | Completed a briefing document for three crematory software suppliers and their mapping services. |

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| L3 | L3.3 | Projects | Customer Data Collection and Reporting | **Completed the INFOR Pathway Business Reporting project - collecting and reporting Pathway data on customer interactions, including:**<br>**- Preparing standardised reports.**<br>**- Training of staff.** | OP | CUST | Jeff Hannant | · Increased number of trained users and widen data analysis and insights to inform strategy development.<br>· Data utilised to report on and drive change with Service Level Standards (SLSs) across the business to improve Customer Experience. | Needs attention | | 75 | A budget of $18 000 has been allocated to training. Following up on getting Pathway to brief us on what they can do for function and reporting. |
| L3 | L3.3 | Projects | Election of Councillors – September 2021 | **Undertake the election of new Councillors in September 2021, and provide the appropriate induction and training program, including Code of Conduct, Meeting Procedures, Financial, Legislation, and Roles and Responsibilities.** | OP | GOV | Simone Mooketsi | · New Council is elected within legislative framework.<br>· Election plan completed July 2021.<br>· 3 x potential Councillors information events held pre-election.<br>· All statutory requirements completed.<br>· Induction plan completed by 4 September 2021.<br>· Induction activities completed by October 2021. | On track | | 75 | Note extension of induction period through to 30 June 2022 due to delay of local government elections, |
| L3 | L3.2 | Operations | People and Culture Management | **- Implement a transformational change management program that motivates, sustains and rewards growth within an inspiring organisational culture.**<br>**- Develop and Implement a learning and organisational development program.**<br>**- Develop an employee incentive and wellbeing program.** | OP | PC | Annie Harris | · Workforce Management Plan reviewed and revised by April 2022.<br>· Baseline goal for retention of staff established.<br>· All HR policies reviewed by December 2021 and streamlined to ensure easy navigation by all stakeholders by June 2022.<br>· All new staff inducted within 8 weeks of employment.<br>· Employee incentive and wellbeing program developed and implemented.<br>· Establish base data to measure improvements in staff retention and staff satisfaction levels.<br>• Develop a Performance Management Framework by June 2022. | On track | | N/A | The Workforce Management Plan will be completed in line with current IP&R requirements. A suite of HR Policies have been finalised, with a rolling program of review commenced. Updated policies are available for easy access on Council's intranet. |
| L3 | L3.3 | Operations | Information Technology Systems | **Maintain and upgrade Information Technology systems.** | OP | IT | Hannu Akerman | · Appropriate IT systems available to support business operation.<br>· All planned system upgrades scheduled throughout year completed.<br>· Training programs offered and attendance recorded. | On track | | N/A | A program of formal recognition has commenced, including employee of the month and regular service recognition for staff reaching service milestones. |
| L3 | L3.3 | Operations | Records preservation and management | **Maintain records to in line with the State Records Act 1998 no. 17 to ensure the preservation and management of official and non-official records, and:**<br>**- Conduct disposal program.**<br>**- Complete backlog of merger cataloguing and destruction.** | OP | IT | Hannu Akerman | · Records maintenance services provided in line with legislation to support business operations.<br>· Conduct disposal program at least 2 times per year.<br>· Documents received (email or hard copy), saved within 24hours during week days.<br>· Begin Transfer of State Record Archives annual program by March 2022.<br>· Complete backlog of merger cataloguing by June 2022. | Needs attention | | N/A | Destruction Authorisation completed for 1821 records in July 2021 for records held off site at Grace Contractors - awaiting certificate from Grace Records for final destruction. Completed on site destruction of hard copy records in latter half of 2021 and regular destruction of day boxed records (six monthly) |

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| L3 | L3.4 | Operations | Good Governance | **Implement the recommendations from the September 2020 Governance review.**<br>**- Delegations Register.**<br>**- Pecuniary Interest Disclosures.**<br>**- Complaints Management.**<br>**- Government Information Public Access.**<br>**- Public Interest Disclosure Report.**<br>**- Code of Conduct Reporting.**<br>**- Risk Management Roadmap.** | OP | GOV | Simone Mooketsi | · 2020 Governance Review implementation plan prepared and commenced. Review and maintain all statutory policies and registers including:<br>· Policy and delegations framework maintained.<br>· All policies updated in line with adopted program review dates.<br>· Risk management system updated by end of June 2022. | Needs attention | | N/A | Review of delegations is a project that requires significant attention. It is proposed that the review is carried out in 3 phases, with the first two being completed by June 2022 and the third one being carried out by June 2023.<br>All Council policies that have been approved have been published on the Council website. The policies are then reviewed by the Accountable Officers/Owners as per the review cycle. It is recommended that the governance department develop and deliver a program of training for Accountable Officers and staff members on how to implement and develop policies.<br>Review of internal policies is lower priority compared to other areas of work and needs tools and training to be developed so that the owners and subject matter experts can lead the reviews. It is also suggested that before a review is initiated, a policy development and review timetable is developed in line with ELT's ownership and prioritisation for review. |
| L3 | L3.4 | Operations | Enforcement Services | **Provide management and enforcement services for: parking and carparks, litter control, illegal dumping, livestock control, unsafe properties, abandoned vehicles and trollies, and water restrictions/misuse.** | OP | DEV | Ian Chetcuti | · Legislative enforcement maintained for community health, safety, and ordinance.<br>· All enforcement services undertaken within legislative and regulatory requirements.<br>· All reporting completed. | On track | | N/A | Council Staff continue to undertake compliance on a routine bases. It should be noted that during COVID-19 Council has undertaken a reduced level of parking enforcement. |
| L3 | L3.4 | Operations | Companion Animals Management | **Provide Companion Animals management and enforcement services including:**<br>**- Companion Animal Shelter.**<br>**- Barking, nuisance, menacing, stray, roaming or dangerous dogs.**<br>**- Microchipping and registration.** | OP | DEV | Ian Chetcuti | · Compliance with all Companion Animal Act obligations.<br>· Operate a companion Animal Shelter for rehoming of lost animals. | On track | | N/A | The Animal shelter and ranger staff have continued to operate and rehomed 94% of all animals received into the Shelter. |
| L3 | L3.4 | Operations | Environmental Health Services | **Provide environmental health services including:**<br>**- Section 68 applications.**<br>**- Assessments/inspections of food safety, health premises, caravan parks, boarding houses, swimming pools, awnings, and on-site waste water management.**<br>**- Trade waste.** | OP | DEV | Ambrose Hallman | · Provision of all environmental health services as required by legislation. | On track | | N/A | Due to COVID-19 and closures some health inspection have not been undertaken as business were closed. Nevertheless Council staff have continued to inspect where required and ensure premises comply with legislation. |
| L4 | L4.1 | Projects | Local Area Committees Support | **Provide Local Area Committee Grants as per Council Policy** | CO | CM | Darren Schaefer | · Applicable village-based projects and programs supported through the grants program by December 2022. | On track | | 50 | Council LAC such as Hillgrove has been allocated a grant in December 2022.<br>Applications have also been made to NSW Government for Ebor's Trout Fishing competition. |
| L4 | L4.1 | Projects | New England Joint Organisation Subscription | **- Contribute a subscription fee to the New England Joint Organisation, along with other New England Councils, to facilitate its executive operations.**<br>**- Key projects for Joint Organisation identified in areas of:**<br>**o Sustainable Economic Growth.**<br>**o Educated, Healthy Connected Communities.**<br>**o Investment in Critical Infrastructure.** | CO | EO | Jessica Bower | · Work program developed and progress reported by April 2022. | On track | | N/A | The Mayor and General Manager attend NEJO and GMAC (General Manager's Advisory Committee) meetings as required and Council responds to information requests from NEJO as they are received. The new Mayor will attend meetings moving forward. |

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| L4 | L4.2 | Projects | Strategic Documents Revision Post-Election | **Review of the suite of Integrated Planning and Reporting documents following the election of Councillors including a revised Community Strategic Plan and a new Delivery Program** | OP | GOV | Renata Davis | · Community Strategic Plan, Delivery Program and Operational Plan reviewed by March 202.2.<br>· Community Engagement Plan developed and program competed by March 2022.<br>· Community Strategic Plan, Delivery Program and Operational Plan finalised and adopted by Council by June 2022.<br>· Resourcing Strategy reviewed and updated by June 2022 to enable the achievement of DP and OP objectives commencing July 2022. | On track | | 25 | A extensive program of engagement was delivered in October and November 2021 including mailouts, surveys, Listening Posts, postcards and staff briefings. Council achieved a good response rate, with approximately 1,800 respondents. A summary of the feedback has been developed and will be publically released. The Draft Community Plan is now under development and will go on public exhibition, along with the Delivery Program and Resourcing Strategy in March, followed by Phase Two of the engagement strategy. The suite of Integrated Planning and Reporting documents must be adopted by June 30, 2022. |
| L4 | L4.2 | Projects | Review Assets Framework | **Review and implement an Asset Management Framework including to: .<br>- Prepare an Asset Management. Improvement Plan.<br>- Establish an Asset Management Working Group.<br>- Provide a professional development opportunities for key personnel.<br>- Review and update the asset management strategy.** | OP | AM | Lilian Colmanetti | · Asset Management Improvement Plan prepared.<br>· Asset Management Working Group formed and meetings scheduled.<br>· Professional development opportunities provided to key staff to upgrade skills and knowledge of asset management techniques.<br>· Asset Management Strategy updated and implemented. | On track | | 25 | - First draft of the asset management improvement plan has been completed last year – it needs revision to accomodate structure changes<br>- Asset Management working groups being organised, Chief Officer is setting up meetings and forming groups<br>- Staff being provided with training – underway<br>- Asset Management Strategy – to be updated |
| L4 | L4.4 | Projects | Safety in the Workplace | **Re-launch Live Safe (safety and wellbeing) marketing & merchandise to staff, contractors and Councillors.** | OP | PC | Michael Turner | · Staff engagement program rolled out ensuring awareness and knowledge of WHS responsibilities across Council operations.<br>· Implementation and application of strategies.<br>· Educational resources distributed.<br>· Increase in reporting of leading safety indicators.<br>· Reduction in severity of safety incidents. | Needs attention | | 25 | A new WHS team commenced in October 2021 and they have been focused on reviewing the current WHS systems and culture across Council's operations. They are proactively working with and in operations to ensure full and sustainable engagement and understanding of WHS.<br>The specific measures may not be achieved within the 2022 reporting period, however a substantial amount of work in building a WHS culture has commenced and is gaining traction. |
| L4 | L4.1 | Operations | Emergency Services support | **Provide infrastructure, maintenance and/or administrative support to the Rural Fire Service, Guyra State Emergency Service and the Armidale Fire Brigade.** | CO | R/P | Ben Smith | · Emergency management support and collaboration achieved.<br>· Maintenance and support delivered as per agreements. | On track | | N/A | Council maintains strong relationships with external emergency management agencies particularly Rural Fire Service and SES. The strength of this relationship was demonstrated during the Tornado event in 2021. Roads and Parks staff provided maintenance service to Rural Fire Service and NPWS as required throughout the year. |
| L4 | L4.2 | Operations | Integrated Planning and Reporting | **Implement the Integrated Planning and Reporting Framework (IP&R) including to:<br>- Report regularly to Councillors and the community on the progress towards the goals, strategies and activities of the IP&R documents.<br>- Prepare an Annual Report.** | OP | GOV | Renata Davis | · Meet or exceed the legislated requirements<br>· Complete Annual Report and load onto website by 30 November 2021.<br>· Complete quarterly reporting no later than two months after the completion of the quarter. | On track | | N/A | The Annual Report was completed and presented to the Minister of Local Government by November 30 2021. Reporting to Council and the Community is 6-monthly on the achievements against the Delivery Program and Operational Plan in compliance with the relevant legislation. The review of the Community Plan and associated Integrated Planning and Reporting documents is currently underway. |
| L4 | L4.2 | Operations | Grant Applications | **Apply for grants that align with Council's strategic plans, to fund projects to support the facilities, infrastructure and lifestyle of the Local Government Area.** | OP | AM | Lilian Colmanetti | · Additional resources secured for community projects and programs.<br>· All grants applicable to shovel-ready projects applied for.<br>· All grants implemented within grant guidelines and acquitted within required period.<br>· All grants received applicable to Community Strategic Plan objectives and shovel-ready projects. | On track | | N/A | - Resources: additional staff still not secured, restructure is underway so this may only happen in the next financial year.<br>- Grants are being applied for if they are in line with Council's forward planning and the Community StrategicPlan<br>- Grant projects being implemented/ acquitted by project managers running the projects |

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| L4 | L4.3 | Operations | Councillor Facilities and Equipment | **Implement service standards in line with Councillor request procedure. Provide the facilities, equipment and support to Executive and Councillors required to carry-out their roles including:**<br>**· Access to council information readily available through Councillor Portal.**<br>**· Provide and manage electronic hardware and access cards.**<br>**· Effective coordination of meetings and agendas.** | OP | GOV | Simone Mooketsi | · All Councillor requests considered within 5 days of request and actioned.<br>· All information provided in line with adopted timeframes.<br>· Access to facilities maintained, electronic equipment provided and functional.<br>· Meetings are timely and undertaken in line with code of meeting practice. | On track | | N/A | An initial response to Councillor requests will be provided within 5 days. |
| L4 | L4.4 | Operations | Risk Management | **Manage risk and safety through a Risk Management Framework and a program of continuous improvement.** | OP | GOV | Simone Mooketsi | · Risk Management Framework developed by June 2022.<br>· Establish baseline data to enable ongoing measurement of improvements achieved by June 2022. | On track | | N/A | The Risk Management Framework is being developed under the supervision of the Audit and Risk Committee. The Risk Management Policy has been in place and a Risk Appetite statement has been developed in consultation with the ELT and ARIC members. The development of the strategic risk register is a significant project and is being developed in a staged approach as follows:<br>1. Assets and Services Division (v1 of register complete), 2. Sustainable Development Division (underway - scheduled to occur Jan-March 2022)<br>3. People and Culture - scheduled for March - June 2022. Due to the departure of the Chief Officer Corporate and Strategy, the development of the Corporate & Strategy Division's risk register is recommended to be conducted in Q2 of the new financial year. The Risk Register is a component of the framework that will include a training program and a staff development component and will be complemented by a formal risk management training program in the new financial year. |
| E1 | E1.4 | Projects | Joegla to Carrai Plateau Bushfire Recovery Project | **Implement feral animal and weed control in the Joegla to Carrai Plateau in partnership with Northern Tablelands Local Land Services, New England Weeds Authority and BackTrack Youth Works.**<br>**Total grant - $150,000 - $62,500 to each partner and $20,000 to BackTrack.** | OP | DEV | Ambrose Hallman | · Reduction of feral animals and weeds within the project area.<br>· Grant monies provided to partners to undertake work.<br>· 5,000ha of land treated for weed infestation.<br>· 5,000ha of land targeted for Feral Animal control.<br>· Chemical certification achieved for BackTrack participants. | On track | | 75 | This project is near competition by the project partners. The Initial Project Report has been submitted. The ability to access the site via Kempsey Road has impacted the completion of the project. |
| E1 | E1.4 | Projects | Black Gully revegetation and erosion control | **Complete Black Gully revegetation and erosion control including restricting vehicle access and replanting vegetation between Taylor Street and the Grazing area in Kentucky Street.** | OP | R/P | Richard Morsley | · 50% less soil erosion damage and no reports of vehicle damage in the target area. | On track | | 25 | Unauthorised vehicle access now denied with lockable bollards. Allow mowing/maintenance behind Kentucky St houses. Design engineers to survey creek for remediation approach |
| E1 | E1.4 | Projects | Koala Drinkers - Ongoing maintenance by Armidale Tree Group staff | **Collaborate and fund the ongoing maintenance of nine koala drinkers across the region by Armidale Tree Group.** | OP | DEV | Ambrose Hallman | · All drinkers are operational.<br>· Funding is distributed to Armidale Tree Group. | On track | | N/A | Due to the recent rainfall events the need for the drinkers has been reduced. |
| E1 | E1.4 | Operations | Urban Forest Tree Management Program | **Conduct the Urban Forest Tree Management Program including tree inspection and maintenance, and urban planting program.** | OP | R/P | Richard Morsley | · 20% per year of urban trees inspected and managed in compliance with insurance policy for public safety.<br>· Minimum 150 trees planted across urban streets.<br>· Program completed by June 2022.<br>· 100% compliance with insurance requirements. | On track | | N/A | Programs commence in winter months |

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| E2 | E2.1 | Projects | Council emissions reduction | **Climate Emergency Australia (Council/s group) capacity building for Council:**<br>**- Attendance at webinars.**<br>**- Dissemination of information about impacts of climate change on Council assets and services.** | OP | DEV | Ambrose Hallman | · Increased understanding of potential climate change impacts on council assets, services and communities. | On track | | N/A | The yearly subscription for this have been paid. See November Ordinary Council meeting for further information |
| E2 | E2.2 | Projects | Software for Waste Management | **Complete Armidale Waste Management Facility software updates (2nd Weighbridge & Software Update).** | CAP | UT | Mike Brooks | · Additional weighbridge installed by January 2022.<br>· 100% of waste weighed accurately. | Needs attention | | 25 | Consultants currently engaged in the selection of a suitable weighbridge |
| E2 | E2.2 G1.1, E1.4 | Projects | Landfill Remediation Works | **Complete Waste Landfill Remediation Works (Guyra Waste Transfer Station, Long Swamp Rd Landfill, Regional Landfill) including:**<br>**- Installation of groundwater quality measurement boreholes (Guyra WTS).**<br>**Total project cost: $2,000,000** | CAP | UT | Mike Brooks | · Boreholes completed by June 2022. | On track | | 25 | Project delayed by the requirement to obtain the necessary licences from Crown Lands and NRAR. However, meeting the borehole deadline is still possible. |
| E2 | E2.2 | Projects | Waste Sorting Plant and Baler | **Complete installations at the Armidale WMF (Long Swamp Road) including waste sorting plant and baler.** | CAP | UT | Mike Brooks | · Installations completed by June 2022. | Needs attention | | 25 | Consultants currently engaged to assess requirements but completion by June 2022 unlikely due to current world wide problems in obtaining equipment. |
| E2 | E2.2 | Projects | Waste Transfer Station Upgrades | **Complete upgrades and modifications at the Waste Transfer Station including adding increased security to Ebor site, and closing Wollomombi and Hillgrove facilities and replacing with kerb side collections.** | CAP | UT | Mike Brooks | · Upgrades completed by December 2021.<br>· Kerbside collections at Wollomombi and Hillgrove active from September 2021. | On track | | 25 | Ebor Waste Transfer Station completion possible by June 2022. Hillgrove and Wollomombi; survey of residents still to be undertaken. |
| E2 | E2.4 | Projects | Monckton Aquatic Centre Solar Panels | **Install solar panels at Monckton Aquatic Centre as allocated as part of the recommendations of the Climate Emergency Working Group Report 'A Framework for Climate Action'.** | RO | P/F | Brad Nixon | · Solar panels installed by March 2022.<br>· Reduction in electricity usage and expenses.<br>· Reduction in Co2 equivalents emitted. | On track | | 25 | Procurement complete with Contractor engaged.<br><br>Works programmed to commence in February. |
| E2 | E2.2 | Operations | Landfill Services | **Provide landfill services including waste (rubbish, organic matter and recycling) collection, sorting, transfer, management and disposal, as well as maintain waste facilities, in compliance with the NSW Protection of the Environment Operational (Waste) Regulation 2014.** | OP | UT | Mark Byrne | · 100% compliance with regulations.<br>· Services provided within service standards. | On track | | N/A | Currently bedding down the operation of the new Regional Landfill. Operating within service standards & 100% compliant |
| E2 | E2.4 | Operations | Sustainability Initiatives | **Provide sustainability initiatives including:**<br>**• Air quality education/advocacy programs to improve air quality across the region.**<br>**• Complete Koala Management Strategy actions for 2021-2022.**<br>**• Complete 2021-2022 EcoARC actions, Council's 'Green print' document including the development of a 10 year implementation plan.**<br>**• ESAC Partnership (Committee) support services.** | OP | DEV | Ambrose Hallman | · Increase air quality awareness.<br>· Increased education about the operation wood heaters to reduce air quality impacts in Armidale including community radio announcements.<br>· Koala Management actions completed.<br>· Implementation plan completed by June 2022. | On track | | N/A | Community market stall undertaken in August 2021 (as well as two others undertaken in 2021). Information concerning correct operation of wood heaters and increasing air quality provided. Radio advertising using NSW EPA provided material undertaken during winter months.<br>Four projects from EcoARC selected by Environmental Sustainability Advisory Committee for costing and potential inclusion into YE 2023 budget. |

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| E3 | E3.1 | projects | Kempsey-Armidale Road Disaster Recovery | **· Essential Public Asset Restoration Work commenced to return Kempsey Road to pre-disaster levels.<br>* Lobby the State Government for increased funding for necessary works.<br>· Lobby government to change road classification.** | RO | AM | Brad Nixon | · Work towards Kempsey road re-classification as a State or Regional Road progressed or completed.·<br><br>· Restoration work defined, Essential Public Asset Restoration proposal submitted to TfNSW and upper limit funding approved.<br>· Work commenced on restoration of road width (down slope stabilisation).<br>· Drainage work commenced with installation of culverts and table drains.<br>· Pavement resheeting and grading commenced.<br>· Big Hill Slip completed. | Needs attention | | 25 | Kempsey Armidale Road will be reclassified to regional road and will be transferred to TfNSW. The timeline for this process is still unclear but it is expected to occur sometime in 2024. The Main Recovery Works project was submitted for funding in August 2021. Whilst the outcome of the submission appears to be positive, the application is still not yet formally approved.<br>This delay will affect the ability to start the main restoration works on the road before the end of June 2022.<br>- Completion of hazardous tree clearing in June 2021.<br>- Big Hill Stabilisation completed in November 2021.<br>- 6 curves – Repair/replacement of 7 culverts - Construction to commence early 2022 with completion forecast mid-2022.<br>- Blackbird Flat and Flying Fox Gully designs are in progress with construction to occur as part of main recovery works project. |
| E3 | E3.2, E1.1, E1.4 | Projects | SNEL/ARC Guyra Dam Water Quality Project | **Support the Southern New England Landcare (SNEL) NSW Environmental Trust Restoration and Rehabilitation Grant application ($150,000) and provide fencing and water point installation as part of the project.** | CAP | UT | David Bell | · Enhanced water quality in Guyra Dams.<br>· Complete fencing by December 2021.<br>· Comply with terms of Memorandum of Understanding. | Needs attention | | 0 | Going out for quotes for fencing works shortly |
| E3 | E3.2, G1.1, G1.3 | Projects | Armidale Sewerage Treatment Plan Upgrades | **Conduct upgrades to the Armidale Sewerage Treatment Plant - Initial works and upgrade, new centre pivot and Work Health and Safety improvements (Effluent Reuse Farm)** | CAP | UT | Mark Byrne | · Armidale STP Upgrades completed by June 2022.<br>· Centre Pivot installation completed December 2022.<br>· WHS improvements completed June 2022.<br>· Complete all actions within budget. | Needs attention | | 25 | Centre Pivot ordered and awaiting installation. Loss of technical staff has delayed other components of this project |
| E3 | E3.2 | Projects | Water Automation Upgrades | **Conduct SCADA/Telemetry improvement works for better automation (dam level sensors, Guyra WTP/STP automation installations).** | CAP | UT | David Bell | · Reduced risk of water supply failure when plant's not manned.<br>· Complete installations by March 2022. | Needs attention | | 25 | Loss of technical staff has delayed this project |
| E3 | E3.2, G1.1, G1.2, G1.3 | Projects | Water Security Project | **Implement the prioritised recommendations from the Integrated Water Cycle Management Plan & Secure Yield study.** | CAP | UT | Mark Byrne | · Implement prioritised actions by June 2022. | On track | | 25 | Awaiting response from Adam Marshall regarding funding as actual cost estimate is beyond the budget scope. |
| E3 | E3.2, G1.1, G1.3, E1.1, E2.4 | Projects | Water Treatment Plant Regional Plan and Upgrades | **Implement the prioritised recommendations from the Regional Master Plan including the investigation, design and tender process for the following projects:<br>· Design and modifications to plant to manage sludge.<br>· Refurbishment or purchase and Installation of a clear water tank at Guyra Water Treatment Plant.<br>Total project cost: $2,250,000** | CAP | UT | Mark Byrne | · Sludge managed to EPA standards.<br>· Both projects completed by June 2022. | Needs attention | | 25 | Loss of technical staff has delayed this project |

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| E3 | E3.2 | Projects | Fluoride Plant Upgrade | **Replace outdated fluoride treatment plant at the Guyra Water Treatment Plant.** | CAP | UT | David Bell | · Improved accuracy of fluoride dosing and monitoring.<br>· Project completed by June 2022.<br>· Increased automation achieved. | On track | | 25 | Site inspections have been carried out by the Consultant to facilitate the design phase |
| E3 | E3.2 | Projects | Sewer Network Upgrades – various projects | **Complete upgrades to the Sewer network – Capital Projects (mains relining, manhole rehab, vent stacks, CCTV works, Acacia Park rising main renewal).** | CAP | UT | Glen Wallace | · Sewer network functioning to service standards.<br>· All sewer network line failures rehabilitated as required.<br>· 7-8km of sewer main relining completed by March 2022.<br>· 6 vent stacks replaced by December 2022.<br>· Acacia Park project completed by March 2022. | Critical | | 25 | Acacia Park Rising Main Renewal - Initial quote received exceeded allocated budget. Obtaining more quotes. Relining tender only being prepared now due to vacancies in the section. Vent stack replacement to commence soon. |
| E3 | E3.2 | Projects | Sewer Pump Station Upgrade | **Upgrade Sewer Pump Station Capital Works (Guyra wet well coating, storage well & pump upgrade)** | CAP | UT | David Bell | · Sewer infrastructure functioning to service standards.<br>· Sewer pump failures reduced with increased automation.<br>· 3 pump stations completed by June 2022. | On track | | 50 | Requesting additional quotations for the refurbishment of Guyra Sewer Pumping Station No.3 |
| E3 | E3.2 | Projects | Work Health Safety upgrades at the Water Treatment Plants | **Conduct Work Health Safety upgrades at the Water Treatment Plants including the installation of polymer dosing at Guyra Water Treatment Plant.** | CAP | UT | David Bell | · Reduction in emergency failures to maintain continuous and safe water supply to the community. | Needs attention | | 25 | Still identifying relevant safety issues |
| E3 | E3.2 | Projects | Reservoir Upgrades | **· Conduct cathodic protection (coating) of 3 steel reservoirs to protect from degradation ($150,000)<br>Total project cost: $800,000.<br>· Access and road upgrade at the Southern High Level Reservoir ($150,000).<br>Total project cost: $800,000** | CAP | UT | David Bell | · Upgraded reservoir infrastructure.<br>· Complete cathodic protection project by June 2022.<br>· Complete road upgrade and access by December 2022. | Needs attention | | 25 | Access road and drainage upgrade at Ross St Reservoir has been designed, materials purchased and works programed to commence in the coming months. |
| E3 | E3.2 | Projects | Water Pumping Stations Upgrade | **Upgrade the Water Pumping Stations (Pump overhaul or replacement depending on diagnosis).** | CAP | UT | David Bell | · Water security and consistency maintained.<br>· Complete upgrade by June 2022 as prioritised in maintenance program. | Needs attention | | 25 | Assessing results of an audit of the Pump Stations and organising the required components. |
| E3 | E3.2 | Projects | Water Main Replacement Program | **Complete the 2021-22 Water Main Replacement Program – 6 blocks of main services, stormwater replacement and conduit for CCTV, power and communications as part of the Guyra Main Street Upgrade.** | CAP | UT | David Bell | · Utilities upgrade works completed by June 2022 to facilitate Main Street completion. | Needs attention | | 25 | Have had delays due to weather events, staff shortages and COVID-19, will be able to achieve completion by June 2022 |
| E3 | E3.2 | Projects | Water Meter Replacement Program | **Complete the 2021-22 Water Meter Replacement Program.** | CAP | UT | Glen Wallace | · Consistent and quality water service provided.<br>· Deteriorated water metres replaced as required.<br>· Annual high-consumption replacement program completed. | Needs attention | | 25 | Service level and required replacements achieved. |
| E3 | E3.2 | Projects | Service Line Replacement Program | **Complete the 2021-22 Service Line Replacement Program.** | CAP | UT | Mark Byrne | · Replaced service lines as required. | On track | | 75 | Project on target |
| E3 | E3.2 | Projects | Distribution Main Upgrade | **Upgrade DN 375/300 Distribution Main Rockvale Rd/Marsh St by relining existing failing pipe.** | CAP | UT | Glen Wallace | · Reduction in main failures achieved.<br>· Reduction in community complaints.<br>· Project completed by June 2022. | Needs attention | | 25 | Project scope may exceed allocated budget. Will re-assess . |
| E3 | E3.2 | Projects | Puddledock Mains Replacement | **Replace the trunk main from Puddledock Raw Water Storage to the Water Treatment Plant.<br>Total project cost: $11,541,000.** | RO | UT | Mike Brooks | · Tender completed and awarded by September 2021.<br>· Construction commenced November 2021.<br>· Completed by June 2022. | Needs attention | | 25 | Delays due to COVID-19. Construction tenders have closed and evaluated. |

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| E3 | E3.2 | Projects | Dumaresq Dam Upgrade – Wall Stabilisation | **Ongoing construction work on the strengthening of the dam wall.**<br>**Total project cost: $8,100,000** | RO | UT | Mike Brooks | · Construction milestones completed in accordance with the construction schedule provided by the contractor. | On track | | 75 | Due for completion by end of March 2022 |
| E3 | E3.2 | Projects | Ground Water Infrastructure Project | **· Complete the fourth and final leg of the ground water pipework.**<br>**· Await approval of licenses.**<br>**· Link pipe network and bores once licenses received.**<br>**Total project cost: $1,500,000** | RO | UT | David Bell | · Ground water network completed for future water security.<br>· Pipework finalised by September 2021.<br>· Project completed by June 2022. | On track | | 75 | Pipe network is almost complete and approvals are imminent. |
| E3 | E3.2 | Projects | Malpas Dam – various upgrades | **Complete the following works at Malpas Dam: Replace air compressor of destratification unit to increase water quality ($60k), and WHS works at intake tower ($100k) as identified in Type 2 Dam Surveillance Report.** | CAP | UT | Mark Byrne | · Improved water quality due to oxygenation.<br>· Improved safety as per report recommendations. | Needs attention | | 25 | Loss of technical staff has delayed this project |
| E3 | E3.3 | Projects | Guyra Main Street Upgrades – Stage 2 | **Complete beautification of Guyra CBD through a combination of road upgrades, services installations, footpath replacement, landscaping and art installations. The project will enhance the community and tourist experience in the CBD, in turn improving the local economy.**<br>**Total project cost: $3,400,000** | RO | AM | Brad Nixon | · Stage 2 roadworks, Essential Energy power line upgrades, water main and other services upgrades, and footpath completed by June 2022. | Critical | | 50 | The original budget of $3.436M is insufficient to deliver the remainder of the project, with the forecast budget now estimated to be $6.3M. This funding shortfall is preventing the completion of the project.<br>The items that are being achieved under the current budget is the road reconstruction, street furniture, landscaping and overhead electrical upgrades.<br>Items that will not be delivered under the current budget are the underground services upgrades and footpath renewal.<br>Items to be completed in Q1/Q2 of 2022:<br>- Asphalting between Mackenzie and Nincoola St.<br>- Essential Energy power line upgrades. |
| E3 | E3.3, E3.4 | Projects | Lawn Beams for Armidale Cemetery | **Construct lawn cemetery beams at the Armidale Cemetery for headstone and plaque placement.** | CAP | R/P | Richard Morsley | · Additional beams to ensure sufficient interment sites available annually.<br>· Minimum of 3 beams contracted by June 2022. | On track | | 0 | Construction commencing fourth quarter |
| E3 | E3.3 | Projects | Playground warning signage | **Install playground warning signage (including active supervision and sun protection signage).** | CAP | R/P | Richard Morsley | · Warning signage implemented in accordance with insurance requirements at all playgrounds.<br>· Risk assessment conducted by December 2022.<br>· Erection of signage by June 2022. | On track | | 0 | Project not commenced. |
| E3 | E3.4, P2.2 | Projects | Heat Pump Replacement at Monckton Aquatic Centre | **Replace Monckton Aquatic Centre Heat Pumps to enable temperature increases and control.** | PP | P/F | Andrew Levingston | · Increased patronage through more consistent temperature during opening hours. | On track | | 100 | Project complete on time and with in Budget |
| E3 | E3.4, P2.2 | Projects | Playground Shade Program | **Implement the Playground Renewal (Shade) Program.**<br>**· Lambert Park shade structure construction.**<br>**· Planting of natural tree shade at Guyra Playgrounds.**<br>**Total project cost: $306,864** | CAP | R/P | Richard Morsley | · Sun safety and reduction of solar radiation risk across the region.<br>· Program implemented by June 2022. | On track | | 25 | Plan to commence in the fourth quarter |
| E3 | E3.4 | Projects | Sports Grant Projects | **Continue to oversee the Armidale District Cricket Association externally funded and managed sports grant project – completion of cricket indoor training centre.**<br>**Total project cost: $120,000.** | OP | R/P | Richard Morsley | · Improved cricket facilities for local and district competitions.<br>· Completion of stage 1 and stage 2 (pending external funding application). | On track | | 25 | ADCA obtaining quotes |

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| E3 | E3.4, P2.2, E1.1, E1.4, | Projects | Dumaresq Dam Recreation Upgrades | **Complete planning and approvals for the Dumaresq Dam Recreation area upgrades, which will include new toilets, BBQs, picnic facilities, carpark, primitive camping area, boat ramp, playground, and environmental works. Total project cost: $3,889,131** | CAP | R/P | Richard Morsley | · Project shovel ready by June 2022. | On track | | 0 | Preparation of project specifications for all components withPublic Works Advisory (PWA) Single invite to Local Government Engineering Services by PWA for spec preparation |
| E3 | E3.4 | Projects | Building Renewal Program | **Complete building renewals as identified in the Building Renewal Program.** | CAP | P/F | Andrew Levingston | · All Council Buildings are safe and compliant. | On track | | 50 | Renewals completed as per Building Renewal Program |
| E3 | E3.2 | Operations | Effluent Farm Operations | **Redirect effluent to the Effluent Farm for production of livestock and crops.** | OP | UT | Shaun Brennan | · Safe and productive use of effluent.<br>· 100% compliance with EPA standards.<br>· 100% cost recovery from sales. | On track | | N/A | 100% compliant |
| E3 | E3.2 | Operations | Sewer Trade Waste Management | **· Grease trap scanning and mapping system to service traps.<br>· Service septics.<br>· Monitor trap trade waste.** | OP | UT | Rick Mickerts | · Commercial trade waste managed safely and effectively.<br>· 0% trade waste units serviced outside of schedule.<br>· Failure to comply letters distributed as required. | On track | | N/A | Waste ID system in place and working efficiently |
| E3 | E3.2 | Operations | Sewer Operations Management | **Manage sewer operations including reporting, licences, strategic planning and administration.** | OP | UT | Mark Byrne | · Legislative and regulatory requirements completed for ongoing sewer operations. | On track | | N/A | All requirements up to date. |
| E3 | E3.2 | Operations | Sewerage Network Management | **Manage and maintain the sewerage network and pumping stations to industry standards and established service levels.** | OP | UT | Mark Byrne | · Sewerage services delivered consistently and safely with service levels achieved.<br>· Reporting to EPA, DPIE completed.<br>· Maintenance program completed by June 2022. | On track | | N/A | Service levels are being achieved, reporting complete and maintenance program on track. |
| E3 | E3.2 | Operations | New Connections - Sewer | **Provide new sewerage connections services.** | OP | UT | Rick Mickerts | · Sewer connections completed as requested within service levels. | On track | | N/A | All connections completed within service levels. |
| E3 | E3.2 | Operations | Sewerage Treatment Plant Management | **Manage and maintain the Sewage Treatment Plant to enable high quality processing standards.** | OP | UT | Mark Byrne | · Sewerage services delivered consistently and safely with service levels achieved.<br>· Compliance with EPA standards.<br>· All reporting completed as required. | On track | | N/A | 100% compliant with all reporting completed as required. |
| E3 | E3.2 | Operations | Water Storage Testing | **Inspect, maintain and test raw water storage dams and mains to ensure adequate, safe water supply.** | OP | UT | Mark Byrne | · Safe drinking water available at all times.<br>· Weekly tests reported to FAS.<br>· 0% non-compliance with standards.<br>· All unplanned failures fixed.<br>· Decrease in water shutdowns annually.<br>· All reporting completed as required.<br>· All reporting completed as required. | On track | | N/A | 100% compliant |
| E3 | E3.2 | Operations | Provision of Water | **Provide domestic and commercial treated water through effective planning, administration, monitoring, testing and distribution.** | OP | UT | Mark Byrne | · Safe drinking water available at all times.<br>· Compliance with legislation and regulations including Safe Drinking water Guidelines.<br>· Reduction in community complaints annually. | On track | | N/A | Drinking water is safe and compliant meeting Australian Drinking Water Guidelines and NSW Public Health requirements. |
| E3 | E3.2 | Operations | Water Quality Administration | **Manage the water network including providing technical support, meter reading, maintenance and repair, and provide new water connections services.** | OP | UT | Mark Byrne | · Compliance with EPA standards.<br>· All reporting completed as required. | On track | | N/A | Reporting complete & compliant with standards. |

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| E3 | E3.2 | Operations | Water Network Monitoring | **Manage and maintain the Water Treatment Plant to enable high quality processing standards and maintain service reservoirs with necessary inspections, quality monitoring and technical equipment.** | OP | UT | Mark Byrne | · Safe drinking water available at all times.<br>· Compliance with EPA standards.<br>· All reporting completed as required. | On track | ● | N/A | Water Treatment Plant and water processing maintained at a high standard. |
| E3 | E3.3 | Operations | Parks and Reserves Maintenance | **Maintain parks and reserves, in accordance with the current adopted service level plan including:<br>· Mowing urban and village parks, walkways and walking tracks.<br>· Mowing urban roads.<br>· Maintaining all park buildings, toilets and park furniture, fences, public memorials.<br>· Removing waste.** | OP | R/P | Richard Morsley | · Provide desirable and usable community spaces.<br>· Maintain the quality of community and public open space.<br>· Compliance as per adopted service levels.<br>· Adopt and implement a reviewed service level agreement by end of Q4. | On track | ● | N/A | Service levels implemented as per adopted plan 50% progress through the FY. |
| E3 | E3.3 | Operations | Parks and Reserves Administration | **Provide parks and recreation administration and support including:<br>· Urban/village park and playground operations.<br>· Cemeteries operations.<br>· Sports fields operations and leases.<br>· Grazing licences.<br>· Community group activities such as Urban Rivercare and Bushcare.<br>· Parks and sportsfields security.** | OP | R/P | Richard Morsley | · Parks and reserves are managed in compliance with legislation and local policy. | On track | ● | N/A | All areas managed to compliance 50% progress through FY |
| E3 | E3.3 | Operations | Aquatic Centre Management | **Operate and maintain public aquatic centres in Guyra and Armidale.** | OP | R/P | Richard Morsley | · Provide a safe and enjoyable aquatic facility for the community.<br>· Compliance in accordance with the Royal Lifesaving NSW Operation Manual.<br>· 0 major safety incidents.<br>· 100% of lifeguard qualifications maintained annually.<br>· Provide facilities at least 5 months per year. | On track | ● | N/A | On track, over 60% for the FY. No major safety incidents. COVID-19 compliance updated regularly in line with Health Orders |
| E3 | E3.3 | Operations | Public Sportsfields Maintenance | **Maintain public sportsfields including mowing and infrastructure maintenance (clubhouses, fences, field lighting, irrigation) as defined by service levels.** | OP | R/P | Richard Morsley | · Provide access to high quality playing surfaces for community wellbeing.<br>· Maintenance achieved in accordance with adopted service levels.<br>· Reduced injury risk achieved.<br>· Maintain low level of community service requests. | On track | ● | N/A | Service levels implemented as per adopted plan 50% progress through the FY. |
| E3 | E3.4 | Operations | Village and Urban Cemeteries Maintenance | **Provide grounds and building maintenance, along with interments, at all village and urban cemeteries.** | OP | R/P | Richard Morsley | · Sufficient land available for annual interments and respectfully attractive grounds maintained.<br>· 100% of interment demand met.<br>· Grounds maintained as per service levels. | On track | ● | N/A | Service levels implemented as per adopted plan 50% progress throughFY. Sufficient space for lawn burials. 100% interment demand met |

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| E3 | E3.4 | Operations | City Spaces Maintenance and Services | **Provide city maintenance and services in accordance with service levels including:**<br>**· Mall and CBD maintenance of furniture, trees, mall paving, mall lighting and waste.**<br>**· Road closures for mall markets and Farmers Markets.**<br>**· Maintenance of all urban public toilets.**<br>**· Urban street sweeping.**<br>**· Roundabout and car park vegetation maintenance.** | OP | R/P | Richard Morsley | · Provide attractive and user friendly urban spaces for the community and business use.<br>· All service levels met or exceeded.<br>· Maintain low level of community service requests. | On track | | N/A | Service levels implemented as per adopted plan 50% progress throughFY. |
| E3 | E3.4 | Operations | Facility Management and Maintenance | **Provide facility management, function management, certification, security, lease management and maintenance for council building assets.** | OP | P/F | Andrew Levingston | · Ensure compliance, risk mitigation and ongoing asset management and maintenance. | On track | | N/A | Facilities operational management on schedule and within budget |
| E4 | E4.1 | Projects | Kerb & Gutter Replacement Program | **Complete the 2021-22 Kerb & Gutter Replacement Program.** | CAP | R/P | Ned Mozzell | · Replacement of prioritised damaged sections of kerb and gutter aligned with available funding. | Needs attention | | 25 | Tender/procurement completed and evaluation being carried out. High possibility of re-tender, due to limited tenders received and prices exceeding budget allocated allowance. |
| E4 | E4.1 | Projects | Gravel Re-sheeting Program | **Complete the 2021-22 Gravel Re-sheeting Program to the nominated projects in the 10 year plan and that have been prioritised through asset inspections. Priority 1 roads, to be included in considerations, are:**<br>**1. Mt Pleasant Road.**<br>**2. Donald Road – end of seal to Ponts Rd.**<br>**3. Chandler Rd – start from end of seal.**<br>**4. Fassifern Rd - start from end of seal.**<br>**5. Inverinate Rd – start from Fassifern Rd.** | CAP | R/P | Ned Mozzell | · Safe, functional and durable gravel roads provided.<br>· Projects completed as prioritised through asset inspections and within available funding.<br>· Program of works completed March 2022. | On track | | 50 | 20 projects of the 31 nominated projects have been completed. Remaining 11 nominated projects are to be completed prior to EOFY. Savings from efficiencies and material cost will require revision of the program of works to achieve full budget expenditure. |
| E4 | E4.1 | Projects | Rural Reseal program | **Complete the 2021-22 Rural Reseal program to the nominated projects in the 10 year plan and that have been prioritised through asset inspections. Priority 1 roads, to be included in considerations, are:**<br>**1. Platform Rd – final seal reconstructed section.**<br>**2. Rockvale Rd – final seal bridge approaches Wolllomombi River & Boundary Creek.** | CAP | R/P | Ned Mozzell | · Safe, functional and durable sealed roads provided through maintenance to prevent serious deterioration of the surface layer.<br>· Projects completed as prioritised through asset inspections and within available funding.<br>· Projects completed during warmer weather periods (October to March). | Needs attention | | 25 | Heavy Patching Program within resealing program is behind program and below forecast expenditure due to resourcing and climatic constraints. Rate of productivity/expenditure planned for increase in Q3 and Q4 due to addition of external resources.<br>Resealing component of works to commence Feb 2022 with completion in April 2022. |

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| E4 | E4.1 | Projects | Urban Reseal program | **Complete the 2021-22 Urban Reseal program to the nominated projects in the 10 year plan and that have been prioritised through asset inspections. Priority 1 roads, to be included in considerations, are:**<br>**1. Faulkner St – Dumaresq to Kirkwood.**<br>**2. Markham St – Garibaldi to Kentucky.**<br>**3. Long Swamp Rd – Kentucky to Canambe.** | CAP | R/P | Ned Mozzell | · Provision of safe, functional and durable sealed roads through maintenance to prevent serious deterioration of the surface layer.<br>· Projects completed as prioritised through asset inspections and within available funding.<br>· Projects completed during warmer weather periods (October to March). | Needs attention | | 25 | Heavy Patching Program within resealing program is behind program and below forecast expenditure due to resourcing and climatic constraints. Rate of productivity/expenditure planned for increase in Q3 and Q4 due to addition of external resources.<br>Urban resealing program has been revised to include higher proportion of asphalt resurfacing projects in Armidale and Guyra. Expected commencement in Feb 2022 with completion of works anticipated April 2022. |
| E4 | E4.1 | Projects | Stormwater Drainage Program | **Reline and replace drainage network as per CCTV inspection and investigation.** | CAP | R/P | Ned Mozzell | · Provide a functional and effective stormwater network.<br>· Complete as per prioritisation of investigation report within budget parameters. | On track | | 25 | Resealing component of works to commence Feb 2022 with completion in April 2022. |
| E4 | E4.1 | Projects | Kempsey Road Big Hill Project | **Upgrade the Big Hill Section of Kempsey Armidale Road to ensure safe access for larger vehicles to help community run their businesses.**<br>**Total project cost: $4,671,083** | RO | AM | Brad Nixon | · Project scope determined in conjunction with TfNSW.<br>· Concept design completed and approved.<br>· Contractor procurement and appointment commenced. | Needs attention | | 0 | Grant funding only informally approved Dec 2021. ARC are awaiting for funding agreement to be issued by TfNSW. Only when the agreement is executed, funding is confirmed and activities can commence on the project. Items expected to be achieved this financial year are:<br>- Scope determined<br>- Concept design commenced<br>- Contractor procurement commenced as part of procuring Main Recovery Works Contractor. |
| E4 | E4.1 | Projects | Laura Creek Bridge | **Improve the causeway and the existing Laura Creek timber bridge to minimise the flood effects and road closures and upgrade to meet transport requirements to local industries. The project is fully funded by the Federal Government Fixing Country Bridges program.**<br>**Total project cost: $638,000** | CAP | AM | Brad Nixon | · Investigation, design and tendering completed by February 2022.<br>· Bridge constructed by December 2022. | Critical | | 25 | Design substantially complete with construction cost review complete.<br>The review revealed that the project is insufficiently funded and that the construction cost was significantly underestimated. The increase in cost was largely due to COVID-19, material supplies and contractor availability, due to an abundance of work available, which could not be predicted at the time the grant submission was developed. Laura Creek Bridge replacement has been requested to be removed from the program, returning unspent funds. |
| E4 | E4.1 | Projects | Lambs Valley Bridge | **Replace the existing Lambs Valley timber bridge with two lane box culvert to meet transport requirements to local industries. The project is fully funded by the Federal Government Fixing Country Bridges program.**<br>**Total project cost: $440,000** | CAP | AM | Brad Nixon | · Investigation, design and tendering completed by October 2021.<br>· Bridge constructed by October 2022. | On track | | 25 | Investigation, design and tendering completed. With bridge replacement being culvert construction the works are be completed internally by ARC roads team. |

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| E4 | E4.1 | Projects | Boorolong Creek Bridge | **Replace existing Boorolong Creek timber bridge with a new concrete bridge. The project is fully funded by the Federal Government Fixing Country Bridges program. The project will eliminate load limitations and will upgrade to meet transport requirements to local industries.** | CAP | AM | Brad Nixon | · Investigation, design and tendering completed by April 2022.<br>· Bridge constructed by April 2023. | Critical | | 25 | Design substantially complete with construction cost review complete.<br><br>Insufficient funds to complete project. Construction cost were incorrectly estimated as part of the original grant submission.<br><br>Grant variation has been submitted to TfNSW seeking approval for additional funds based on Laura Creek Bridge withdrawal. |
| E4 | E4.1 | Projects | Bakers Creek Bridge | **Replace existing Bakers Creek timber bridge with a new concrete bridge. The project is fully funded by the Federal Government Fixing Country Bridges program. The project will eliminate load limitations and will upgrade to meet transport requirements to local industries.** | CAP | AM | Brad Nixon | · Investigation, design and tendering completed by April 2022.<br>· Bridge constructed by April 2023. | Critical | | 25 | Design substantially complete with construction cost review complete.<br><br>Insufficient funds to complete project. Construction cost were incorrectly estimated as part of the original grant submission.<br><br>Grant variation has been submitted to TfNSW seeking approval for additional funds based on Laura Creek Bridge withdrawal. |
| E4 | E4.1 | Projects | Martin's Gully Bridge | **Replace Martins Gully Bridge on Shambrook Avenue, Armidale, jointly funded by Federal Government Bridge Renewal Program and R2R. The project will restore the bridge to 44T load capacity to meet transport requirements to local industries.**<br>**Total project cost: $750,000** | RO | AM | Brad Nixon | · Bridge constructed by December 2021. | Needs attention | | 75 | ARC's internal target completion was for Dec 2021. Significant weather delays has impacted the contractors ability to complete the work in the original program. Forecast completion is now the end of March 2022, which is well within the Funding Agreement milestone completion date of end June 2022. |
| E4 | E4.1 | Projects | Kempsey Road Improvement Project | **Undertake work aligned with Kempsey Road natural disaster restoration funded from Fixing Local Roads.**<br>**Total project cost: $4,959,602** | CAP | AM | Brad Nixon | · Project scope determined and approved with funding body.<br>· Design and investigative work completed.<br>· Works commenced | Needs attention | | 25 | Scope determined and funding approved.<br><br>Design and investigation commenced.<br><br>Construction works are being completed under the same contract as the Main Recovery Works, which is being affected by the delayed funding announcement. This is likely to effect the projects ability to commence construction in 2021/22 Financial Year. |
| E4 | E4.3 | Projects | Airport Airside Works Stage 1 | **Airport Airside Works Stage 1 -Complete the final stage of ARC commitments to improve infrastructure facilities for airside land sales, and improve the safety of general aviation, Emergency and Aero-Medical operations. The full project is funded by a Commonwealth Government grant of $1,227,000 under the Regional Airports Program Round 1 with ARC co-contribution of further $1,227,000.**<br>**Total project cost: $2,454,000** | RO | AIR | Brad Nixon | · Construction completed by December 2021. | Needs attention | | 75 | Construction works completed:<br>- Apron and refuelling slab<br>- Gate 6 taxiway<br>- Runway turning node lighting<br><br>Construction works to be completed by end June 2022:<br>- Stormwater drainage works to taxiway B and Gate 7<br>- Remediation of grass runway<br><br>Regional Airport Program funding body have approved a revised completion date of 30 June 2022. |

| CSP | DP | | Title | Actions | Budget | Department | Responsible | Measures | Status | | Progress | Council Comment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| E4 | E4.4 | Projects | Footpath Program | **Complete the 2021-22 Footpath Program.** | CAP | R/P | Ned Mozzell | · Safe and functional footpaths provided for community use.<br>· Replacement of prioritised damaged sections - projects ascertained through asset inspections and aligned with available funding. | Needs attention | | 25 | Tender completed and evaluation in process. High possibility of re-tender due to limited interest and excessive prices received. |
| E4 | E4.1 | Operations | TfNSW Contract Works | **Provide roads maintenance and contract works to TfNSW including an annual resealing program, annual heavy patching and reseal preparation program, and general pavement and corridor repair works.** | OP | R/P | Sharn Woolnough | · Continue to provide requested services to levels required under the contract.<br>· Maintain suitable oversight and resources to deliver services. | Needs attention | | N/A | Pavement condition has deteriorated with increased wet weather in late 2021. Council staff are working with TfNSW to schedule repairs and allocated resources to manage increased quantity of defects. |
| E4 | E4.1 | Operations | Gravel Pit Operations | **Manage gravel pits in order to supply cost effective materials for roads maintenance and upgrade programs.** | OP | R/P | Ned Mozzell | · Increase usage of Council gravel reserves for Council works - a minimum of 50,000 tonnes.<br>· Meet regulatory requirements for operations and rehabilitation. | Needs attention | | N/A | Quarrying operations were ceased in March 2021 due to regulatory non-conformances and resourcing constraints. Consultants engaged to develop compliant Quarry Management Plan and Mine Safety Management System. All major quarries open and blasting & crushing campaign to commence in Feb 2022. New pits to be opened and material won. |
| E4 | E4.1 | Operations | Kerb and Gutter Maintenance | **Provide kerb and gutter maintenance in accordance with the Transport Infrastructure Service Plan.** | OP | R/P | Ned Mozzell | · Maintain safe and functional kerb and gutter within budget allocations as per priority list. | On track | | N/A | Limited Internal resource availability due to staff working on RMCC projects in first half of 21/22 FY. Works programmed to be completed in second half of 21/22 FY. |
| E4 | E4.1 | Operations | Transport for NSW Grant Projects | **Manage and implement Transport for NSW grant projects including:<br>- MR124 (Armidale to Yarrowyck 6.29km).<br>- RR7708 (From Waterfall Way, Marsh St, Glen Innes Rd.<br>- Regional Roads Block Grant.<br>- Repairs and maintenance to regional roads.** | OP | R/P | Ned Mozzell | · Provide safer roads through maintenance contracts.<br>· Complete nominated works during January and June 2022.<br>· Provide TfNSW with candidate sections for repair and finalisation certificates. | On track | | N/A | Council nominated 5 pavement rehabilitation projects to be completed on Guyra-Ebor Rd (MR135) in Q1. All Projects completed with savings to be utilised on additional pavement rehabilitation and shoulder works in Q3 and Q4. A portion of the remaining allocation will go towards resurfacing RR7708 (Marsh St) in conjunction with the annual reseal and asphalt program. |
| E4 | E4.1 L2.4 | Operations | Private Works Services | **Conduct Private Works including grading, driveway repairs & construction, and rural address signs.** | OP | R/P | Ben Smith | · Provide private works not able to be serviced by, or through, local providers.<br>· Complete works as per private agreement. | N/A | #N/A | N/A | Private works projects are accommodated in line with agreed service level agreements. |
| E4 | E4.1 | Operations | Roads and Drainage Construction and Maintenance | **Deliver planned roads and drainage construction and maintenance in accordance with the Transport Infrastructure Service Plan.** | OP | R/P | Ned Mozzell | · Maintain safe and functional roads and drainage systems throughout the region.<br>· Complete works in line with current strategic plan to agreed levels of service. | On track | | N/A | Management allowance. Budget moved to combine with 270050 Roads Management. Transport business unit in process of reviewing service provision and maintenance practices to improve asset preservation outcomes. |
| E4 | E4.1 | Operations | Rural and Urban Bridge Repairs and Maintenance | **Deliver a program of works for rural and urban bridge repairs and maintenance.** | OP | R/P | Ben Smith | · Maintain safe and functional bridges throughout the region.<br>· Works completed as per maintenance backlog within budget. | On track | | N/A | Rural Urban Bridge repairs and Maintenance works are in line with recommended YTD allowances. |
| E4 | E4.1 | Operations | Rural and Urban Sealed Road Works | **Deliver a program of works for rural sealed roads repairs and unplanned maintenance in accordance with the Transport Infrastructure Service Plan.** | OP | R/P | Ben Smith | · Maintain safe and functional rural sealed roads by completing all unplanned maintenance within budget. | On track | | N/A | Rural/Urban Roads repairs and maintenance works are in line with recommended YTD allowances. |
| E4 | E4.1 | Operations | Rural Unsealed Road Works | **Deliver a program of works for rural unsealed roads maintenance in accordance with the Transport Infrastructure Service Plan.** | OP | R/P | Ned Mozzell | · Maintain safe and functional rural unsealed roads by completing works in line with current strategic plan to agreed levels of service. | Needs attention | | N/A | Maintenance grading of unsealed roads is carried out as per programme but have been delayed due to above average rain events and redeployment onto gravel resheeting program. |

| CSP | DP | | Title | Actions | Budget | Department | Responsible | Measures | Status | | Progress | Council Comment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| E4 | E4.1 | Operations | Street Light Administration | **Coordinate Street Lighting payments including LED Lighting Upgrades and Essential Energy rates.** | OP | R/P | Ben Smith | · Continued street light operation.<br>· Subsidy from TfNSw paid to Essential Energy within nominated timeframes. | On track | | N/A | On track |
| E4 | E4.1 | Operations | Traffic Sign Provision and Maintenance | **Purchase and maintain traffic signs for use on roads, parks and other appropriate council projects.** | OP | R/P | Ned Mozzell | · Safe traffic management with no major incidents due to lack of signage.<br>· Complete as per program of works. | On track | | N/A | In line with recommended YTD allowances. |
| E4 | E4.1 | Operations | Urban and Rural Drainage Works | **Conduct urban and rural drainage repairs and maintenance to prevent faults and failures in accordance with the Transport Infrastructure Service Plan.** | OP | R/P | Ned Mozzell | · Safe and functional drainage infrastructure maintained across the region.<br>· Complete priority planned and unplanned works. | On track | | N/A | Demand for Rural/Urban drainage works has been higher than normal due to frequency of adverse weather events and continued La Nina climatic driver. |
| E4 | E4.1 | Operations | Works Depot Management | **Operate the Armidale and Guyra Works Depots safely and efficiently.** | OP | R/P | Ned Mozzell | · Operations managed within budget. | On track | | N/A | Depot management ensures safe and functional operation of each of our Depots in line with regulatory requirements. Council investigating development of Depot Strategic Plan to optimise performance of these assets. |
| E4 | E4.2 | Operations | Airport Operations | **Operate the Armidale Regional Airport including:**<br>**· Maintain regulatory compliance.**<br>**· Facilitate ongoing regular transport services.**<br>**· Manage airport security.**<br>**· Manage leases and tenancies and future developments.**<br>**· Support General Aviation productivity, growth and development.** | OP | AIR | Wes Summers | · All compliance audits and regulatory surveys completed.<br>· Maintain the number of carriers servicing the port, number of destinations on offer, monthly PAX numbers, cost of fares and number of daily services.<br>· All passenger and baggage security screening competed in accordance with the Act and Regulations.<br>· Maintain ongoing leases and attract new leases.<br>· Maintain Armidale Airport User Group, Security and Safety Meetings on a quarterly basis. | On track | | N/A | All Regulatory & Compliance Audits have been completed. The issues that were raised will be addressed within the next 3 to 6 months. We are currently serviced by 3 carriers and an attempt is being made to expand the flights to other destinations.<br>Despite a decrease in passenger numbers over the last 2 quarters, numbers are improving. The security screening and compliance levels are at high levels. Ongoing leases are being maintained and a new lease option for the Cafe is currently being explored with a potential new tenant. |
| E4 | E4.4 | Operations | Footpath and Cycleway Works | **Complete unplanned maintenance and repairs of footpaths and cycleways.** | OP | R/P | Ned Mozzell | · Complete all unplanned maintenance within budget. | On track | | N/A | Limited Internal resource availability due to staff working on RMCC projects in first half of 21/22 FY. Works programmed to be completed in second half of 21/22 FY. |

| CSP | DP | | Title | Actions | Budget | Department | Responsible | Measures | Status | | Progress | Council Comment |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

## Responsible Department:

| | |
|---|---|
| **AM** | Asset Management and Design |
| **DEV** | Development and Regulatory |
| **R/P** | Roads and Parks |
| **FIN** | Finance |
| **PC** | People and Culture |
| **PRE** | Preschool |
| **P/F** | Plant and Fleet |
| **CM** | Communications and Marketing |
| **GOV** | Governance |
| **IT** | Information Technology |
| **CUST** | Customer Service |
| **EO** | Executive Office |
| **AIR** | Airport |
| **UTIL** | Utilities (Water and Waste) |

Submission 1

**From:** Patsy Asch
**To:** Council
**Subject:** Submission Re Draft Community Engagement Strategy
**Date:** Tuesday, 30 November 2021 1:37:56 PM

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[redacted]

Armidale NSW 2350

[redacted]

Feedback on Draft Community Engagement Strategy 2021-2024

I want to commend Council on an excellent document, well presented with a positive tone. The goals are commendable. The challenge is implementation. Below are a few queries or suggestions, more related to the implementation of the plan than the plan itself.

1. You refer to 'stakeholders' frequently as though this is an obvious category. I doubt it is. If, for example, there is a proposed property development, it is clear that the developer and those living close-by are stakeholders but what about those concerned about biodiversity or the impact on local transportation or the potential for increased woodsmoke, or…. Does this term need clarification?

2. In the past it was frequently the case that community engagement meant community members were asked to endorse decisions already made. Clearly this isn't real engagement so I commend the goal of early engagement. This raises who gets engaged and how.

3. 'Inclusive engagement' is one of your greatest challenges. I appreciate the value of working with 'local aged and disability service providers', but this side-steps engaging directly with those with disabilities or are elderly. The same can be said re the value of consultation with schools and community youth bodies but not how to engage directly with youth. I don't have the answers but this should be a goal.

4. I reinforce the decision to allow "subject matter experts to communicate directly with their target audience via social media channels". In what feels like the distant past, it was valuable for the engineers, for example, to be free to speak to members of the public. It subsequently felt as though there were layers of permission required to get a direct response. *An aside: councillors should again be permitted to express their personal opinions. This was squashed for a while three or four years ago. Of course, the mayor is the official voice for Council but each councillor represents community members so must be able to express her view as long as she doesn't undermine decisions already made.*

5. It is not clear what you mean by an 'engagement improvement panel' and how it is constituted. I'm also uncertain what is meant by the 'outreach program'.

6. In 'Public Participation Spectrum' there may be confusion over public participation goal under empowerment: 'To place final decision-making in the hands of the public.' Below it is obvious that Council makes the final decision but if you just read this you might be confused.

7. The bottom item under collaboration is cut off: 'participatory' what?

8. Council participation and support of community events is important.

9. E-new is very valuable.

10: The council stalls in the mall during the drought and again re woodsmoke, were excellent, as were temporary shop fronts in the mall on specific issues such as design of the mall. Keep and expand that approach to community education.

11. Great posting information in places like the library, but it is important to change the information with reasonable frequency so people notice. You can recycle information. It was very valuable during the period of water shortage. But it is good for the public to know what Council is achieving and what is needed from the public.

12. Survey's mention independent market research companies. Perhaps this isn't relevant in this plan, but I hope Council will institute a policy of first looking for local talent, local procurement and local employment. In the past, for example in testing for bore water or the design of the mall, Council overlooked excellent local

talent. I am mindful you need to be aware of conflict of interest when choosing local talent.

13. No mention yet of how membership on council committees ensures broad representation or how the committees are constituted.

13. Perhaps clarify how Council will ensure regional participation, for example the voices of those living in Ebor. Do we need special strategies? Rob Richardson mentioned that in the past he was the Council rep for Ebor and made many fruitful visits to solicit the concerns and ideas of local residents. Might this be reinstated?

Patsy Asch

30 November 2021E

Submission 2

**From:** [redacted]
**To:** Council
**Subject:** Draft Community Engagement Strategy
**Date:** Wednesday, 15 December 2021 1:16:42 PM

Dear Council,

Thank you for the opportunity to comment on this draft.

The strategy is badly needed given the loss of trust and the suspicion generated in our community since the forced amalgamation that created the ARC. We have endured years of embarrassment and concern over budget management, councillor in-fighting, some councillors more concerned about their political party priorities, and some councillors attempting to interfere with the operational side of Council. There have been instances of lack of community consultation, rushed consultation. incomplete consultation and consultation where the findings were ignored in subsequent decisions. Examples: the botched hydrotherapy pool process; the transfer of the library to Rusden St.; and the redesign of the Beardy St. Mall at great expense using an outside consultant, and before first consulting the community and local experts. We now have an even bigger and uglier stage being built in the mall which is surrounded by heritage buildings. It makes me want to cry!

I fully support the principles underpinning the strategy.

The tailoring of communication to suit specific audiences in an increasing diverse community is essential. For example our significant refugee community. We hope to attract more refugees once we are over the worst of Covid-19. It is so important that Council consults refugee leaders and local support organisations to maximise refugee well-being and participation in their new home.

I support the diverse range of strategies to be employed, as appropriate, when consulting. Having a drop-in shop in the central mall would be ideal.

I'm convinced that many residents do not understand the Council's budget and how tight it is after paying for essential Local Government services and the operation of Council including salaries. Consultation needs to be two-way. At every opportunity Council needs to show the budget pie diagram. A couple of years ago, Council invited residents on Have Your Say to indicate what they wanted Council to do. It resulted in an enormous wish list with no connection to budget reality.

I want the Armidale region to be full of residents who are active citizens. For that to happen, Council must first and foremost listen before informing. It must empower by consulting in a genuine fashion whereby participants can actually see their input shaping Council decisions. I want to see councillors and senior professional staff visible in Armidale, our towns and villages where they seek information, listen and invite questions and comments. The latter will be even more important if the number of councillors is reduced. I'd like to see an annual stocktake community meeting/s where Council reports exactly what has been achieved on time and on budget as per the Strategic Plan, what has been achieved but not on budget and/or on time, and what hasn't been achieved and why. This would address the widespread belief that Council achieves next to noting but at great expense to ratepayers.

Best wishes,
Jillian Boyd
Armidale city resident
Senior (70 plus)

Submission 3

**Submission to Community Engagement Strategy – Public Exhibition**

General Manager – Mr James Roncon
Armidale Regional Council,
PO Box 75A,
Armidale,
NSW 2350
council@armidale.nsw.gov.au

**Re: Submission for draft Community Engagement Strategy**

Thank you for the opportunity for community input to Armidale Regional Council's draft Community Engagement Strategy.The document is well written aiming to centre effective, transparent and socially inclusive community engagement from the outset of all projects. It is particularly heartening to see that this Community Engagement Strategy has as its goal to go beyond meeting the statutory requirement required for developing the Community Strategic plan and seeks to "broaden that scope to cover all of council's projects and initiatives" (p.7) and to "implement… best practice community engagement techniques… cementing it as one of Council's top priorities". (p.5)

My comments are as follows:

1. **P.7 – Statutory Roles and Responsibilities of Councilors**

Include more detailed Statutory Responsibilities for Councilors or at least a link to Section 223(1) of the Local Government Act 1993 and the specifications of the role of the governing body.

E.g.

**Local Government Councillor responsibilities**

Section 223(1) of the Local Government Act 1993 specifies the role of the governing body:

(a) to direct and control the affairs of the council in accordance with this Act,
(b) to provide effective civic leadership to the local community,
(c) to ensure as far as possible the financial sustainability of the council,
(d) to ensure as far as possible that the council acts in accordance with the principles set out in Chapter 3 and the plans, programs, strategies and polices of the council,
(e) to develop and endorse the community strategic plan, delivery program and other strategic plans, programs, strategies and policies of the council,
(f) to determine and adopt a rating and revenue policy and operational plans that support the optimal allocation of the council's resources to implement the strategic plans (including the community strategic plan) of the council and for the benefit of the local area,
(g) to keep under review the performance of the council, including service delivery,
(h) to make decisions necessary for the proper exercise of the council's regulatory functions,
(i) to determine the process for appointment of the general manager by the council and to monitor the general manager's performance,
(j) to determine the senior staff positions within the organisation structure of the council,

(k) to consult regularly with community organisations and other key stakeholders and keep them informed of the council's decisions and activities,
(l) to be responsible for ensuring that the council acts honestly, efficiently and appropriately."

The governing body is to consult with the general manager in directing and controlling the affairs of the Council (s 223(2) of the Act).

2. **P.7 The 'triple bottom line' should read 'quadruple bottom line' and incorporate a statement about the overarching key principle of climate change risk being addressed as per the October 201 Climate Emergency Declaration and Council resolution in September 2021.**

- Currently P.7 reads "The CSP is for a minimum of 10 years and sets out the community's needs,aspirations and priorities across the 'triple bottom line' of economic, social and environmentally sustainable development. Linked to the CSP is a Resourcing Strategy comprising long-term financial, asset management and workforce plans."
- Taking in to account the following:
    - the Council Resolution of 21 September 2021 - 8.2 Review of Council's Integrated Planning and Reporting documents Ref: AINT/2021/30904 (ARC17/1962) clause b. "That Council add as a key principle that the community strategic plan should be based on recognition of climate change as an overarching risk across all elements of the quadruple bottom line and appropriate mitigation and adaptation responses be outlined in the plan and embedded in the process. And;
    - the requirements listed for the CSP on the Office of Local Government Website https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework/community-strategic-plan/it should instead read something like -
- "The CSP is for a minimum of 10 years and sets out the community's needs, aspirations and priorities across the 'quadruple bottom line' of economic, social, environmentally sustainable development and civic leadership. A key principle overriding the CSP for ARC is that climate change is recognised as an overarching risk across all four elements and appropriate mitigation and adaptation responses are outlined. Linked to the CSP is a Resourcing Strategy comprising long-term financial, asset management, and workforceplans."

3. **As part of its response to the 2019 Climate Emergency Declaration, ARC has paid for membership of Climate Emergency Australia in Association with Northern Alliance for Greenhouse action**

   NAGA has been working with councils across Greater Melbourne on a research project to understand how councils are embedding climate change in their new Council Plans and supporting councils in doing so.

   As part of this project, a guide has been produced to inspire action and outline

responsibilities. The guide is aimed at councillors, senior management, and Council Plan writers. Please click here to download the guide. And I have also attached it for your reference.

The research has explored how councils navigated the council plan development process and how they have included, addressed, embedded and integrated climate change in their new Council Plans. The final research report is also now available to download: Embedding Climate Change in the Council Plan: Final Research Report and Appendices.

You can also view a webinar about the findings and recommendations from this project, as well a similar project in Central Victoria, recorded in December 2021.

4. **Pre-meetings for Ordinary Council Meetings, understanding of Council Business Papers, contribution to "Have Your Say" and attendance at Ordinary Council Meetings**

   I am not clear about what happened to the availability for all members of the public/community to attend the pre-meetings for Ordinary Council Meetings? This, should be re-incorporated both on to Council's website and to the Community Engagement Strategy. There should also be a section on how Ordinary Council meetings are run, timeframes for reporting by Council staff, timeframes for "Have Your Say" and other opportunities for presentation to Council . This should be included in the overall Community Engagement Strategy

5. **Register of community organisations and links on ARC Website**

   As part of the whole Community Engagement Strategy a register is needed of community organisations/groups/committees etc. that is available on the ARC website so we all have an accessible snapshot of our community contributors with contacts.

6. **Register of all up to date Council policies, strategies, frameworks and toolkits.**
   As part of the whole Community Engagement Strategy a register is needed of all the up to date Council policies, strategies, frameworks and toolkits located in one easily accessible place.

7. **Review of Council Committees – This is an important one with respect to transparency and correct procedure.**
   P.12 indicates that one area of focus going forward will be to "Review of Advisory Committees and their effectiveness and goals for community engagement, referencing the recent independent review". The documentation provided with the draft Community Engagement Strategy does NOT specify which independent review this refers to and nor is this document provided as an attachment. I am assuming the reference here is to the review of Council Committees completed during the

time of the Viv May Administration by David Ackroyd. However, this review was specifically NOT adopted by Council at the 10 February meeting of Council. See 6.
6.1 Review Of Council Committees - Results of Public Exhibition Ref:
AINT/2021/02846 (ARC20/
6. LEADERSHIP FOR THE REGION
6.1 Review Of Council Committees - Results of Public Exhibition Ref:
AINT/2021/02846 (ARC20/
54/21 Moved Cr Bailey Seconded Cr Robinson
That Council:
a. NOT adopt the recommendations contained in the Review of Council Committees report
item 6.1.
b. Immediately recommence the following peak Committees with the Committee names as
under:
1. Economic Development Committee with Cr Murat as Chairperson and Councillors O'Connor and Bailey as members.
2. Environmental Sustainability Committee with Cr Robinson as Chairperson and Cr O'Connor be added.
3. Arts and Culture Committee with Mayor as Chairperson
4. Community Wellbeing Committee with Deputy Mayor Cr O'Brien as Chairperson
5. Sports Council with Cr Galletly as Chairperson
6. Access Committee with the Committee to elect the Chairperson and Cr Murat to be the Council representative.
c. That the Traffic Advisory and Aboriginal Advisory Committees continue unchanged.
d. That the membership of all the above Committees remain unchanged until the Committees cease when Council moves into caretaker mode.
e. That, at the discretion of the Chairperson and General Manager, the above Committees
are permitted to meet more regularly than provided in the Terms of Reference.
The Motion on being put to the vote was CARRIED.

As such, on my understanding of such matters, it should not and CAN NOT be included within the goals and purpose of the current Community Engagement Strategy unless and until such time as it IS adopted on its own merits and with Council staff report. In the interest of transparency its contents in full would need to be supplied as an attachment for Council to adequately consider. While there may be merit in again considering that Review of Council Committees it would need to be presented again to Council properly and for their informed consideration. With respect to that Review of Council Committees by David Ackroyd and the process involved I had some concerns at the time and for your reference have attached my previous submission (from 21 January, 2021). I have also supplied a link to David Ackroyd's Review of Committees (November, 2020)

file:///C:/Users/ANNETT~1/AppData/Local/Temp/OCM%2025%20November%202020%20Attachments.PDF p. 454-495. And a copy attached…

- which I re-iterate, has not to date on my understanding, been endorsed by Council.

Thank you for reading and listening to my submission, I look forward to ongoing development of a robust Community Engagement Strategy for ARC incorporating embeddedness of the Climate Emergency Declaration, transparency and social inclusion across all future Council decisions.

Yours sincerely

Annette Kilarr
Co-Chair Climate Emergency Working Group of ARC (previous)
Co-Chair Climate Action Group of Sustainable Living Armidale (current)
[redacted]
Armidale NSW 2350
[redacted]

Submission 4

**From:** President Visions4ArmidaleCreeklands
**To:** Council
**Cc:** James Roncon
**Subject:** Please accept our late submission about the draft Community Engagement Strategy ...
**Date:** Thursday, 27 January 2022 10:48:00 PM

Dear Council,

We would like to make a submission about your draft Community Engagement Strategy - see below. Although we drafted this before Xmas, we forgot to finalise it after our committee's comments by your closing date of January 6. We apologise for its lateness.

Please advise the undersigned if you have been able to accept this late submission.

Many thanks,
Jim Scott

**President, Visions for Armidale Creeklands Inc.**
**Web**: www.armidalecreeklands.org.au
**Facebook**: https://www.facebook.com/armidalecreeklands/
**Twitter:** @CreekVisions
**Instagram:** https://www.instagram.com/creekvisions/
PO Box 1350 Armidale NSW 2350
Australia

.....

**Comments on Draft Community Engagement Strategy 2021-24**

Thank you for the opportunity to comment on the Draft Community Engagement Strategy 2021-24.

The document is clear and makes good sense. However, in light of our experience over the past four years, we have not had such positive experiences with some of our interactions with Council.

We realise that we now have a new management team and newly elected Council so things will hopefully be about to change for the good. Nevertheless, we would like to report on some of our problems of engaging with Council over recent times in the hope that these examples will help Council staff to understand some of the frustrations that some in the community have experienced.

- Our not-for-profit association - Visions for Armidale Creeklands Inc - formed in mid-2017 as an Incorporated Association and we are a registered charity.
- Over the years, we made numerous submissions to the former CEO and Councillors and our experience was usually to receive no or very little response.
- We note that your document mentions the 2017 Creeklands Master Plan consultation several times. We think that the job done by the consultants, assisted by Council staff, was very good at the time.
- However, after the draft plan was completed in 2018, it took over two years for the

draft plan to be finally released for comment (by Administrator Viv May) with no explanation given of the reason for the delay.

- Then, when released, we had just 28 days to seek comments from our members and then comment on the substantial 114 page document. That is too short a time for such a detailed document. After two years delay, what was the rush?
- 27 submissions were made and we feel that as far as our detailed submission was concerned, the numerous points we made were glossed over with just one, incorrect summary statement, reported to Council. The responses to the submissions made were summarised within a 1,200+ page PDF attachment which did not have searchable text. It was almost like it was being hidden from the community!
- It seemed to us that the report on the submissions was 'rubber-stamped' at the next opportunity by Council with no real engagement with the submissions made. We were not advised that the draft Master Plan was to be voted on at that Council meeting. Before we knew it, it was all done.
- Then, some months later, a grant of $3m was received by Council for Stage 1 of the Master Plan. This was followed by a plan to implement Stage 1 - using NSW Public Works Advisory and the Soil Conservation Service - with no consultation with the community. We have written to James Roncon to explain our frustration with this and have asked how we can be involved with Council to try to ensure the best outcome of this $3m investment.
- Pleasingly, in November 2021, we were invited to a meeting with the new GM and three of his staff to air our views and we look forward to hearing how things might be improved in the future in relation to our engagement with matters relating to improving the creeklands precinct.
- We are pleased to read brief summaries of Council documents from its meetings to avoid having to digest absolutely huge documents that are inappropriate for any meaningful community engagement. We recommend that all decisions of Council should be reported in a brief, transparent fashion and communicated to residents and ratepayers in an easy to understand manner via accessible web pages.
- Would it be possible for Council to maintain a public web page which lists all community groups with an interest in the Armidale Region? This would assist Council and residents to be aware of each other and their interests.
- We believe that the Yoursay website could be made very much more functional, effective and easy-to-use.

In spite of some criticisms above, we remain optimistic that the new Council and its management will strive to operate with the community's interests at heart.

We wish you well as you bring about change.

Yours sincerely,

Jim Scott (President) on behalf of

**Visions for Armidale Creeklands Inc.**
**Web**: www.armidalecreeklands.org.au

**Facebook**: https://www.facebook.com/armidalecreeklands/
**Twitter:** @CreekVisions
**Instagram:** https://www.instagram.com/creekvisions/
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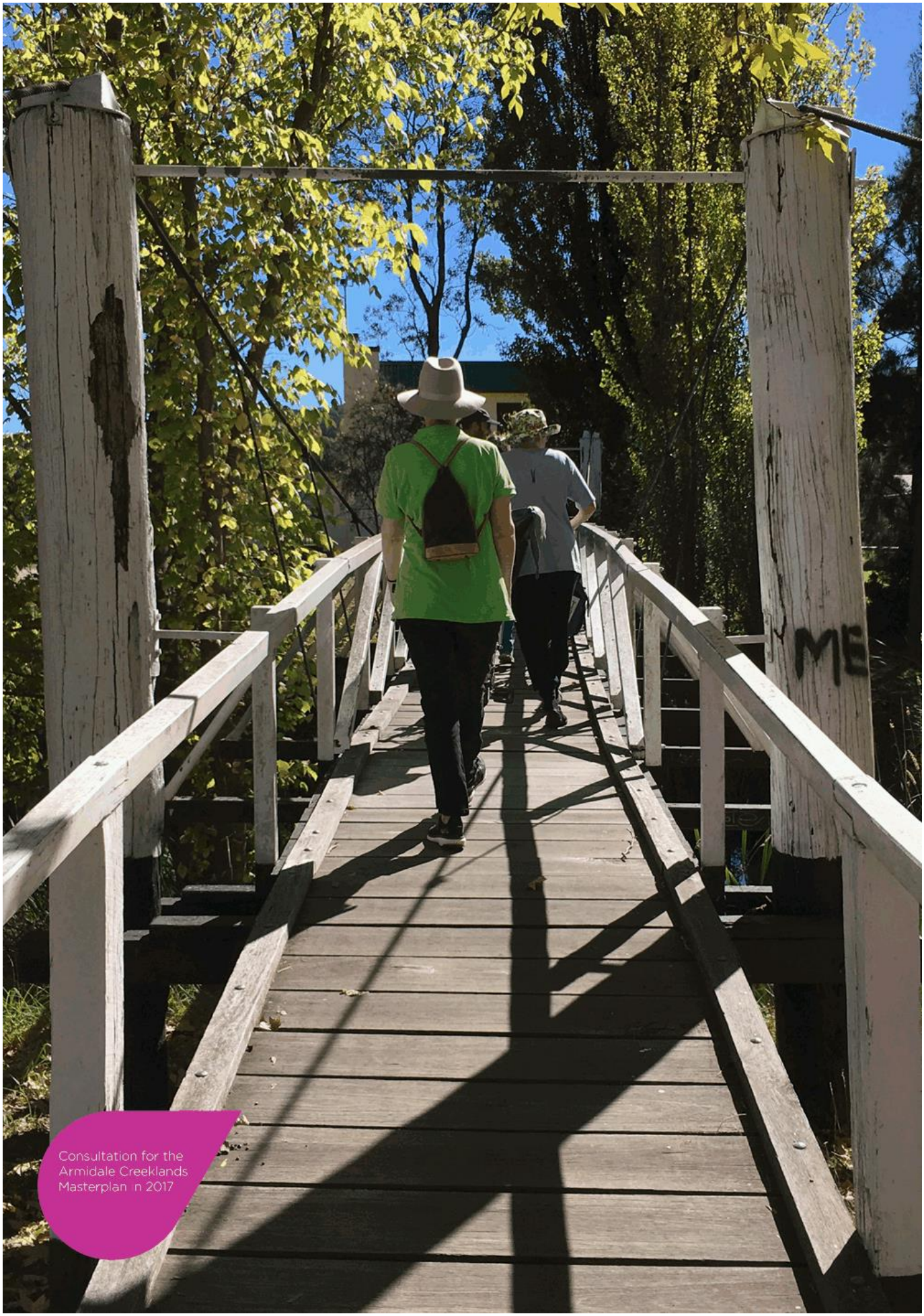
Australia

# Community Engagement Strategy 2021-24

RESTORE & THRIVE

ARMIDALE Regional Council


Consultation for the
Armidale Creeklands
Masterplan in 2017

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# Acknowledgement of Country

We acknowledge the traditional custodians of this land and pay our respects to Elders past, present and emerging.

The Armidale Regional Community pays tribute to their love of land, love of people, and love of culture.

# Message from the General Manager

Local Government operates at a level of government that is most connected to the people and places in which we live, work and visit. Council places community engagement at the centre of everything we do. Through the suite of Community Engagement documents developed and our range of social inclusion strategies we are determined to include the community's meaningful input into decisions that affect them.

At Armidale Regional Council we value and share in the community's passion for the Armidale region and are committed to working together to make better decisions for a prosperous and sustainable future for everyone that calls our region home.

The Armidale Regional Council Community Engagement Strategy 2021-24 aims to help our residents and Council's other stakeholders to understand how and when Council will engage with them on issues that affect their future.

The strategy draws on the Council and the Executive Leadership Team's collective desire to deliver better community engagement by implementing best practice community engagement techniques and cementing it as one of Council's top priorities. In doing so, effort will be centered on helping the community understand and embrace the work required in achieving community outcomes and rebuilding confidence and trust in our organisation.

We will draw on the community's experience and imagination to contribute a common sense approach to Council's work.

**James Roncon**
**General Manager**

Farmers' Market pop-up consultation

UNE O Week water conservation stand

Budget session in Ben Lomon

# 3. Encouraging collaboration and conversation

## What is community engagement?

Community engagement is the process where the Council works together with the community to achieve common goals through genuine relationships built on trust, goodwill and respect.

While it does not replace the final decision making power of the elected members of the Council, community engagement is considered invaluable in its ability to inform the Armidale Regional Council decision-making process, ensuring that the final decisions made by the Council are equitable, sustainable and well-informed.

Some further definition of terms that are used in community engagement practice are:

- **PUBLIC PARTICIPATION** is a term often used for community engagement, both are interchangeable.
- **COMMUNICATIONS** is the process of informing the wider public about projects and community engagement activities. It is often a one-way exchange through various media channels.
- **COMMUNITY** is a set of individuals who have been grouped together by geography, demographics or interest.
- **STAKEHOLDER** is an organisation or a group that has a special interest in a project and has direct input into the decision-making that affects them. Community becomes stakeholders when a project directly affects them.
- **CAPACITY BUILDING** is the process of strengthening and empowering a community to implement and sustain their own solutions to problems, making them more resilient.
- **ACTIVATION** is an activity or an event that engages people with their environment and community through positive and creative cultural and social experiences.

'Community engagement is a planned process with the specific purpose of working across organisations, stakeholders and communities to shape our decisions or actions in relation to a problem, opportunity or outcome.'

***Source: International Association of Public Participation***

## Community Engagement Policy

Community engagement will be a driving force for Council's operations including corporate, strategic land use, financial planning and Council's day to day business activities. Council's approach to all community and stakeholder engagement activities is guided by the following set of principles:

1) **Right to be involved:** We believe our stakeholders have a right to be involved in decisions that affect them and we are genuine, responsive and transparent in seeking valuable input from the community and considering that input when decisions are made.
2) **Accessible and inclusive:** We are inclusive and accessible to all stakeholder groups, incorporating all ages, abilities, genders and cultural backgrounds. We provide a range of engagement activities to ensure that the broadest possible range of stakeholders have the opportunity to participate.
3) **Timely:** We respect people's time and provide sufficient timeframes for stakeholders to participate and provide input.
4) **Tailored:** We use a range of engagement and communication methods that suit the purpose of engagement and the range of stakeholders involved, including subsets of the community that may be difficult to reach.
5) **Transparent:** We make our decisions in an open and transparent way and provide feedback to our stakeholders to explain our decisions and how their input has influenced the outcome.
6) **Learning from practice:** We evaluate our engagement activities and are committed to continuous improvement.

## Statutory requirements for a Community Engagement Strategy

Currently, councils in NSW are required to have a Community Engagement Strategy, based on social justice principles, identifying relevant stakeholder groups in the community, outline the methods that the council will use to engage each of these groups and allow sufficient time to effectively undertake the engagement when developing their Community Strategic Plan (CSP). This is part of the NSW Government 'Integrated Planning and Reporting Framework'.

The CSP is for a minimum of 10 years and sets out the community's needs, aspirations and priorities across the 'triple bottom line' of economic, social and environmentally sustainable development. Linked to the CSP is a Resourcing Strategy comprising long-term financial, asset management and workforce plans.

The CSP must be reviewed every four years by each incoming council. Incoming councils must also adopt a 4-year Delivery Program to implement the CSP. Annual Operational Plans (budgets) flow from the Delivery Program.

Even though it is a statutory requirement for a Community Engagement Strategy to be created when developing a council's CSP, this strategy seeks to broaden that scope to cover all of council's projects and initiatives.

### Statutory roles and responsibilities

This Strategy reflects the various requirements for community consultation and engagement set out in the Local Government Act. The Act defines the following roles and responsibilities:

**Councillors** represent the collective interests of residents, ratepayers and the local community; and facilitate communication with the community. Role of the governing body is outlined in **Section 223(1) of the Local Government Act)**

**The Council** as whole consults regularly with community organisations and other key stakeholders, and keeps them informed of its decisions

**The Mayor,** as leader of the Council and as a community leader, promotes partnerships with key stakeholders; and together with the General Manager, ensures adequate opportunities and mechanisms for engagement between the Council and the local community

**The General Manager** advises the Mayor and Council on appropriate forms of community engagement in different situations, and prepares a Community Engagement Strategy.

Water Week Expo during the drought

## Social Justice Principles

**Equity** - There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.

**Access** - All people should have fair access to services, resources and opportunities to improve their quality of life.

**Participation** - Everyone should have the maximum opportunity to genuinely participate in decisions which effect their lives.

**Rights** - Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

## Why do we engage?

***Community engagement is built on openness, transparency, trust & respect.***

Council recognises the right of the community to be informed and have input in decisions.

Council values effective engagement in developing a positive relationship with its community. A positive relationship will lead to better decision making.

Council seeks to listen to the views, aspirations, issues and needs of the community and balance these with other influences, such as budgetary land legislative constraints to make informed decisions.

***Stakeholders:*** *any individual, group of individuals, organisation or politics entity with an interest or stake in the outcome of a decision.*

## Who we engage?

The community that lives in the Armidale Regional Council Local Government Area has a diverse population and our community, including all those who live, study, work and visit have a unique role to play in its life and development. Our community includes individuals such as rate payers, residents, students, workers and business owners, as well as stakeholders such as community interest groups, not-for-profit organisations and other levels of government.

When engaging with our community, Council will ensure that opportunities exist for everyone to have a say on decisions that may affect them, regardless of age, gender, sexual identity, ethnicity, education, ability and other diverse aspects of personal and community identity.

We understand that some members of our community may find it challenging to participate using standard engagement methods and techniques. Council will continuously explore new ways to talk to our community and offer a variety of opportunities to cater for and include those individuals and groups.

# 4. Our community

The Armidale Regional Council area is located in the New England region of New South Wales, about 500 kms north of Sydney CBD and 500 kms south of the Brisbane CBD.

The Armidale region is home to over 29,704 residents and attracts thousands of visitors each year. The Armidale region is made up of everyone who lives, works, studies and visits the area.

The following statistics are sourced from Profile ID - Armidale Regional Council Community Profile and is based on results from the 2016 Census of Population and Housing.

## Population: 29,704

Males: **48.3%**
Females: **51.7%**

| | | | | |
|---|---|---|---|---|
| Babies and pre-schoolers (0 to 4) 5.7% | Primary schoolers (5 to 11) 8.3% | Secondary schoolers (12 to 17) 8.5% | Tertiary education/ independence (18 to 24) 13.8% | Young workforce (25 to 34) 11.8% |
| Parents and homebuilders (35 to 49) - 16.4% | Older workers & pre-retirees (50 to 59) - 13.1% | Empty nesters and retirees (60 to 69) - 10.7% | Seniors (70 to 84) 9.6% | Frail aged (85 and over) 2.2% |

Average Household size: **2.38** person per dwelling

Dwellings: **12,738**

Indigenous population: 7.4%
Overseas born: 12.3%
Needs assistance due to age or disability: 5.2%

Aust born: **79.4%**

## Employment:

Participation rate in the workforce - **55.3%**

Unemployed **7.7%**

Unpaid work (volunteer) - **27%**

## Education

| | |
|---|---|
| Higher Education: | 23.2% |
| Vocational qualifications: | 17.9% |

## Top 4 industries:

| | |
|---|---|
| Education & Training | 20.9% |
| Health Care and Social Assistance | 16.4% |
| Agriculture, Forestry and Fishing | 10.9% |
| Retail Trade | 10.6% |

Speaks English **84.7%**

Non-English speaking **7.9%**

## Top 4 languages

other than English

| | |
|---|---|
| Mandarin | 1.1% |
| Arabic | 1.0% |
| Nepali | 0.5% |
| Filipino/Tagalong | 0.4% |

# 5. Our strategic aspirations and priorities

## Strategic aspirations

Our main strategic aspiration is that our community understands and embraces the work required to achieve community outcomes and we build confidence and trust in our organisation.

The primary outcomes of the Community Engagement Strategy 2021-2024 are outlined in the Armidale Regional Council Delivery Program 2018-2022. Further, these are again linked to the goals and Community Outcomes established in the Community Strategic Plan 2017-2027.

**They include:**

a. L1. The community is engaged and has access to local representation.

b. L1.1 Develop and deliver an engagement strategy to ensure effective engagement with the community and provide opportunities for participation in decision making where appropriate

c. L1.2 Promote a wide variety of engagement methods, with a mixture of traditional and online mediums, to ensure the whole community can easily share their opinion and participate in community engagement activities

d. L1.3 Support elected representatives to engage with their community and provide a process to share feedback they receive.

ARDi the autonomous vehicle on display at UNE O Week

## Strategic Priorities

A new "Turnaround Strategy" driven by the General Manager in collaboration with all staff and Councillors is a key focus for Council as the organisation sets a path to be restored and to thrive.

This strategy and roadmap combined with a "back to basics" approach identifies key strategic priorities relevant to our engagement with the community.

Our priorities are to:

- **Connect with the community to humanise our teams**
- **Improve the awareness of what we do in the community**
- **Get our people and the community inside the change journey and provide opportunities for community led solutions in partnership with Council**

## Strategic Directions

During the course of implementing this strategy Council will:

**Continue building trust.** It is vital that Council continues to build community trust in its engagement process. There is a perception in the community that Council either don't listen or have previously proceeded with projects and initiatives without adequate community consultation. It is important for staff to remember that it will take time to rebuild Council's reputation in the community. A significant part of this journey is achieved by continually improving the Council engagement methods and overall transparency where possible.

Creeklands walk with community on the masterplan

**Early engagement.** Community engagement should be essential for the development of any significant project or initiative. Scoping and preliminary planning of projects must be included in the foundations of project management. The views and needs of stakeholders should be considered at the earliest stages to ensure a clear direction and that outcomes are met for all parties where practicable.

Council will pursue its aim of ensuring engagement is undertaken at the inception of projects and initiatives by providing a Community Engagement Framework & Toolkit to provide guidance in the event that Communication staff are unavailable at the outset of a project.

**Inclusive engagement.** It is important that all future engagement activities include a focus on targeting traditionally "hard to reach" members of our community. In the Armidale region these groups are typically children and youth, aged and disabled residents, indigenous residents, and other minority populations such as the culturally and linguistically diverse (CALD).

It is essential that engagement methods or activities include targeted processes to ensure these groups can have input into any outcomes or decisions.

To achieve this goal, Council will look to:

- **Work with local aged and disability service providers when engaging**
- **Work with local schools, pre-schools and community youth bodies when engaging**
- **Work with indigenous health, service providers and community groups**
- **Undertake staff training to ensure Council is comfortable and skilled in dealing with people with a disability**
- **Upgrade Council's website to meet WCAG 2.0 AA standard, including language translation for minority groups**

## Areas of focus

Council has identified a number of key engagement focus areas and approaches to boost the quality of Council's efforts to genuinely engage with the Armidale region and other stakeholders over the next three years.

These include:

- Increase digital capability by:
  - Further development of the **Your Say Armidale** online community engagement hub
  - Improving **online self service** capability including forms and information accessibility
  - **Shared communication:** Council can provide improved quality of communication by allowing subject matter experts to communicate directly with their target audience via social media channels. A focus on training, platform purchase for moderating and distribution as well as the development of guidelines, can increase its communication flexibility, and in some instances improve the depth and accuracy of information being passed on to the public
- An **engagement toolkit** will be prepared and published on Your Say Armidale to provide more detail on the use of different engagement techniques
- An **Engagement Improvement Panel** will be established to monitor and advise the Council, Mayor and General Manager on implementation
- **Review of communications and engagement resources** to achieve the outcomes of this strategy
- **Upskilling more of our staff in Community Engagement best practice** by undertaking training in the methodology and frameworks provided by the International Association for Public Participation (IAP2)

# 6. Our framework

This strategy is committed to delivering community engagement activities in line with the IAP2 Public Participation Spectrum and the NSW Government's Social Justice Principles.

## How does Council engage?

### Levels of Participation

The Public Participation Spectrum developed by IPA2 identifies five different stages of consultation relative to the level of impact the community should have on decision making. The stages are:

1. Inform
2. Consult
3. Involve
4. Collaborate
5. Empower

*Council functions under the Local Government Act NSW 1993; and accordingly only the elected body of Council is 'empowered' to make decisions and implement actions.

Engagement activities conducted at the Empower level will be limited to Council.

For Armidale Regional Council the key stages can be categorised as:

1. Inform
2. Consult
3. Involve
4. Collaborate

## IAP2 Public Participation Spectrum

*Increasing Level of Public Impact*

| | Inform | Consult | Involve | Collaborate | Empower |
|---|---|---|---|---|---|
| Public Participation Goal | To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions. | To obtain public feedback on analysis, alternatives and/or decision. | To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered. | To work directly with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision-making in the hands of the public. |
| Promise to the Public | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for direct advice and innovation in formulating solutions and incorporate your advise and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |
| Example Tools | • Fact sheets<br>• Websites<br>• Open houses | • Public comment<br>• Focus groups<br>• Surveys<br>• Public meetings | • Workshops<br>• Deliberate polling | • Citizen Advisory committees<br>• Consensus-building<br>• Participatory decision-making | • Citizen juries<br>• Ballots<br>• Delegated decisions |

## Inform

***Commitment to the Community - We will keep you informed.***

***Council's Role*** - Give stakeholders balanced, accurate and relevant information on decisions, policies, plans and strategies.

***Community's Role – Listen.***

The inform stage is for day-to-day use, often when Council has already made a decision, to communicate the outcome or status of projects, or when there is only one way that Council believes it can progress a project.

**Customer Service Centre:** Council's administration offices in Armidale and Guyra provide a 'one-stop-shop' for Council services using customer service, visual displays, and printed materials for Council related business.

Local Government Week tours

Armidale Regional Council websites: One of Council's primary communication tools, the website should be a comprehensive source of information for all Council services and programs.

**Advertising & Features:** Council will consider the use of advertising/features with any local media servicing the area e.g. local newspapers; radio and television networks.

**Media Releases:** Regular media releases ensure Council provides reliable, timely and accurate information to all media servicing the Armidale Regional Local Government Area, including print and broadcast.

**Publications/information material:** Armidale Regional Council publications about Council specific programs, services and initiatives are a valuable source of information.

**Social media:** Council utilise social media platforms to deliver Council related news or to share community initiatives. These include: Facebook, Twitter, Youtube; Instagram and Linkedin.

**Council facilitated community events:** Council-hosted events which provide opportunities for councillors and staff to provide information to the community. Council also strongly supports and participates in other community events.

**Council News:** The printed newsletter is distributed quarterly in the rates notices delivered to ratepayers.

**Council E-News:** Distributed fortnightly via email to a distribution list.

**Targeted Direct Mail:** Addressed letters sent directly to the customer. This is usually specific to a project, geographic location or members of a particular group or demographic.

**Presentation/Public Speaking:** Councillors and staff speak at relevant meetings or events such as community events.

**Community Notice Boards:** At Council facilities, libraries, and areas relevant to the audience.

**Site Specific Signage:** Erected temporarily or permanently to inform the public of the project and relevant project details.

## Consult

***Commitment to the Community - We will listen to you, consider your ideas and concerns and keep you informed.***

***Council's Role*** - Facilitate two-way communication between Council and the community. At this level, Council seeks feedback to identify important community issues and perspectives that can influence and assist decision making. Informing is a prerequisite for consultation.

***Community's Role – Contribute***

**Community Forums:** These provide an opportunity for members of the community to attend a structured two-way information session hosted by Council, usually about specific projects and topics.

**Public exhibitions and submissions:** Required by legislation for certain types of issues, items on exhibition and development applications are open to submissions from the public. The information is made available for the public to comment on within a certain time frame, while informing citizens how they can make their submissions/comments to Council.

**Online engagement hub:** Council utilises an online engagement platform to coordinate a central point for consultations and public exhibitions of initiatives, policies and projects. www.yoursay.armidale.nsw.gov.au

**Community displays/stalls:** Councillors and Council officers are available at a nominated venue and for a specific period of time, encouraging citizens to attend and discuss the topic/s.

**Surveys:** Target audience surveys should be integrated with broader consultation for larger projects, using independent market research companies or survey specialists where possible.

**Site Meeting/Tour:** Interaction at specific locations, usually facilitated by Council for invited participants.

**Briefings:** Inform relevant community groups that they may request a briefing with a Councillor/s or Council staff to discuss a particular issue.

Community Strategic Plan consultation 2021

## Involve/Collaborate

***Promise to the community*** - We will work with you on an ongoing basis to ensure your ideas, concerns and aspirations are considered. We will provide feedback on Council's decisions.

***Council's Role*** - Create a collaborative relationship/partnership between Council and the community, facilitating involvement in shaping decisions that affect community life. Informing and consulting are components of involving/ collaborating.

***Community's Role – Participate***

**Meetings by invitation:** Community leaders, stakeholders and representatives meet with councillors and Council staff for discussion, debate and exchange of views on a specific issue.

**Consultation with specific purpose committees:** Formal consultation between councillors and Council staff with members of Council Committees, Local Area Committees or other groups with expertise in particular areas. Engagement will be governed by the groups' terms of reference.

**Large Group/Stakeholder Collaboration:** As forums to address a strategic issue or plan, these collaborations bring together councillors, Council staff, stakeholder groups and individuals with relevant expertise and knowledge to formulate a response.

## Empower

***Commitment to the community*** - We will give the community the opportunity to participate in a transparent flow of information and feedback to Councillors, who have been empowered as the community representatives to make decisions in accordance with the Local Government Act 1993.

***Council's Role –Decide***

***Community's Role – Vote for Councillors that you believe will make decisions in the best interests of the broad community.***

Consultation on the roll-out of City to Soil in Guyra

## Social Justice Principles in practice

The NSW Government's Social Justice Directions Statement identifies four key principles underpinning social justice.

These principles guide the planning and development of Council's engagement activities.

### Equity

- There should be fairness in the distribution of resources, particularly for those in need.
- The planning processes should take particular care to involve and protect the interests of people in vulnerable circumstances. The equity implications of proposed activities include the impact on community well-being, as well as who pays and who benefits.

### Access

- All people should have fair access to economic resources, services and rights essential to improving their quality of life.
- All residents should be able to get to and use public facilities and services, regardless of their social and economic circumstances.

### Participation

All people should have the maximum opportunity to genuinely participate in decisions that affect their lives. This involves a two-way flow of views and information, generally with a focus on decision making.

### Rights

- Equality of rights should be established and promoted.
- Opportunities should be provided for positive participation to accommodate linguistic, cultural and religious diversity within the local government area.

## When do we engage?

Consultation methods vary according to the type of project/issue. This strategy sets guidelines for engagement on matters which are classified into one of four categories:

**1. Region-wide / High Impact:** Strategic plans, major projects and resource issues. For example, Community Strategic Plan, Local Environment Plans, region-wide Development Control Plans.

**2. Region -wide / Low Impact:** Operational plans and policy development, minor projects and major projects with limited impact. For example major festivals and events.

**3. Locality Based / High Impact:** Locality improvement and site specific matters and events. For example, development applications in accordance with statutory requirements, construction of Council facilities, and works in central business districts.

**4. Locality Based / Low Impact:** Council service / program planning and delivery. For example, local road works, operational services such as traffic management and general maintenance of public areas or upgrade of parks and recreational areas (minor works level).

## Engagement Matrix

The below engagement matrix shows the minimum engagement methods required against four impact categories. These categories are ranked from high to low, depending on if they effect the broader region or a specific local area.

| WHAT TO DO? | WHEN YOU'RE DEALING WITH | | | |
|---|---|---|---|---|
| 1 - EVERY TIME<br>2 - IN MOST CIRCUMSTANCES<br>3 - ON SPECIFIC OCCASIONS<br>4 - ON RARE OCCASIONS | Region wide/ High impact | Region wide/ Low impact | Locality based/ High impact | Locality based/ Low impact |
| Customer Service Centre | 1 | 1 | 1 | 1 |
| Armidale Regional website/s | 1 | 1 | 1 | 3 |
| Advertising/features | 1 | 1 | 2 | 3 |
| Media Release | 1 | 1 | 2 | 3 |
| Social Media | 1 | 1 | 1 | 2 |
| Publications/informal material | 1 | 2 | 2 | 4 |
| Council facilitated events | 4 | 4 | 4 | 4 |
| Targeted direct mail | 2 | 2 | 2 | 3 |
| Council News - rates notice | 2 | 2 | 2 | 2 |
| Council - E-News | 2 | 2 | 2 | 2 |
| Presentation/public speaking | 2 | 3 | 3 | 4 |
| Community notice boards | 3 | 3 | 3 | 3 |
| Site specific signage | 3 | 3 | 3 | 3 |
| Community Form | 3 | 3 | 2 | 2 |
| Online engagement hub | 2 | 2 | 2 | 2 |
| Public Exhibition submissions | 1 | 1 | 3 | 4 |
| Community displays/Listening Posts | 2 | 2 | 3 | 4 |
| Surveys | 3 | 4 | 4 | 4 |
| Site meeting/Tour | 2 | 3 | 2 | 4 |
| Briefing | 1 | 2 | 2 | 2 |
| Meeting by invitation | 1 | 2 | 3 | 4 |
| Council Committees/Advisory Groups | 1 | 2 | 3 | 4 |
| Large Group stakeholder collaboration | 1 | 2 | 3 | 4 |

## Legislative requirements

This strategy relates to many activities undertaken by Council. However, legislative requirements and other council policies regulate the procedures and outcomes of some Council activities, limiting the opportunities for public input and the scope for community engagement.

## Community Participation Plan

Council recognises community participation throughout the planning system is not only your right, it also delivers better planning results for the people of the Armidale Region.

Ultimately, Council has a responsibility, along with the NSW Department of Planning, Industry and Environment, to deliver the objectives of the Environmental Planning and Assessment Act 1979 (EP & A Act) including the promotion of orderly and economic use of land, facilitating ecologically sustainable development and promoting social and economic wellbeing.

Community participation is an overarching term covering how Council will engage with the community in our work under the EP & A Act, including legislative reform, plan making and decisions on proposed development. The level and extent of community participation will vary depending on the community, the scope of the proposal under consideration and the potential impact of the decision.

The community includes anyone who is affected by the planning system and includes individuals, community groups, Aboriginal communities, peak bodies representing a range of interests, businesses, local government and State and Commonwealth government agencies.

The Community Participation Plan sits alongside the Council's engagement strategy and is referenced accordingly on planning matters governed by legislation.

# 7. Evaluation and feedback

Following the implementation of a community engagement project, Council will evaluate the effectiveness of the program in reaching the desired audience and achieving the required outcome.

When the outcome of a community engagement activity is required to be presented to Council for a recommendation a report will include a summary of the engagement process, outcomes and analysis of feedback gathered. If submissions were invited a detailed report of the submissions received will be included for review.

Council will then provide feedback for the people who participated in the program, in order to increase their understanding of how the input gathered during the program was considered/utilised in the decision making process, and what direction was ultimately taken.

By providing open and timely feedback to participants, Council will enhance the transparency of its decision making and further strengthen its relationship with the broad community. Feedback will also improve future engagement programs through a greater understanding of the engagement process.

# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| 27/01/2022 | 13/22 | **RESOLVED**<br>That Council endorse the formation of a working party consisting of Cr Margaret O'Connor, Cr Paul Gaddes, Cr Paul Packham and the Chief Officer Sustainable Development to progress matters associated with the planning agreement dispute with the developer of the Armidale East Airport Subdivision.<br>**Moved Cr Coupland**<br>**The Motion on being put to the vote was CARRIED unanimously.** | Boyce, Daniel | **04 Feb 2022 2:19pm Boyce, Daniel**<br>The working party has been formed and initial meeting held.<br>**04 Feb 2022 2:20pm Boyce, Daniel - Completion**<br>Action completed by Boyce, Daniel - Working party formed and initial meeting held. Working party to prepare update report for consideration by Council. |
| 27/01/2022 | 14/22 | **RESOLVED**<br>That Council:<br>a. Set an aspirational target to grow jobs in our region by 4,000 by 2040 and generate at least 1,000 new jobs over the next 5 years.<br>b. Identify the region building infrastructure and catalyst job growth projects that will maximise the region's potential and advocate for both State and Federal Government support.<br>c. Invite the Hon. Barnaby Joyce, MP, Deputy Prime Minister of Australia to meet with Council and present our vision and key region building infrastructure needed to secure our future as both a region and regional city of significance.<br>d. Invite Senator the Hon. Bridget McKenzie, Minister for Regionalisation to meet with Council and present our vision and key region building infrastructure needed to secure our future as both a region and regional city of significance.<br>e. Invite the Hon. Mr Adam Marshall, MP to meet with Council and present our vision and key region building infrastructure needed to secure our future as both a region and regional city of significance. | Boyce, Daniel | **14 Feb 2022 9:33am Boyce, Daniel**<br>The Strategic Planning and Jobs Growth Summit will occur on 16 February 2022. Council will receive a report on summarising the outcomes of the Summit. |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | f. Hold an elected member Strategic Planning and Jobs Growth Summit in February 2022, facilitated by external advisors, to determine Council's vision for the Armidale region and inform the necessary next steps required to realise that vision.<br><br>**Moved Cr Coupland**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | | |
| 27/01/2022 | 15/22 | **RESOLVED**<br><br>That the Armidale Regional Council submit a motion to the LGNSW 2022 Conference requesting the "LGNSW lobby the NSW government on the issue of homelessness and affordable housing in regional areas and ensure funding measures and stimulus mechanisms are activated to keep affordable housing supply at pace with regional economic development".<br><br>**Moved Cr O'Connor** **Seconded Cr McMichael**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | Bower, Jessica | **10 Feb 2022 9:56am Bower, Jessica - Completion**<br>Action completed by Bower, Jessica - Motion submitted to LGNSW. |
| 27/01/2022 | 16/22 | **RESOLVED**<br>a. That the Mayor, Deputy Mayor and Cr Debra O'Brien be appointed as Council's voting delegates for the LGNSW Special Conference being held in Sydney from Monday 28 February through Wednesday 2 March 2022.<br>b. That the motions submitted by Armidale Regional Council be noted.<br><br>**Moved Cr O'Connor** **Seconded Cr Galletly**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | Bower, Jessica | **10 Feb 2022 9:57am Bower, Jessica - Completion**<br>Action completed by Bower, Jessica - All nominations for voting and registrations completed. |

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Current as at 15/02/2022 - Page 2

# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| 27/01/2022 | 17/22 | **RESOLVED**<br>That Council:<br>a. Endorse the draft Councillor Expenses and Facilities Policy for public exhibition for a minimum period of 28 days; and<br>b. Receive a further report at the conclusion of the exhibition period.<br>**Moved Cr Galletly** **Seconded Cr Robinson**<br>**The Motion on being put to the vote was CARRIED unanimously.** | Schaefer, Darren | **06 Feb 2022 3:39pm Schaefer, Darren - Target Date Revision**<br>Target date changed by Schaefer, Darren from 10 February 2022 to 30 March 2022 - This action will conclude when the policy is presented back to Council at the March OCM after its period of public exhibition which concludes 15th February, 2022.<br>**06 Feb 2022 3:40pm Schaefer, Darren**<br>The policy has been placed on public exhibition which will end 15th Feb, 2022. A report containing community feedback from the public exhibition will be put to Council at the March OCM for review, and adoption. |
| 27/01/2022 | 19/22 | **RESOLVED**<br>That Council notes the report summarising the actions taken on the resolutions of Council.<br>**Moved Cr Widders** **Seconded Cr Galletly**<br>**The Motion on being put to the vote was CARRIED unanimously.** | Bower, Jessica | **10 Feb 2022 9:57am Bower, Jessica - Completion**<br>Action completed by Bower, Jessica - For noting only. No action required. |
| 27/01/2022 | 23/22 | **RESOLVED**<br>That Council:<br>a. Note no submission were received during the period of Public Exhibition; and | Manners, Alex | **15 Feb 2022 10:11am Manners, Alex - Completion** |

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Current as at 15/02/2022 - Page 3

# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | b. Council staff will enter into a payment schedule as negotiated with the Guyra and District Pony Club Incorporated and the successful contractor.<br><br>**Moved Cr Galletly** **Seconded Cr Robinson**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | | Action completed by Ackling, Belinda - Action completed- meeting held with the Pony club (02-02-2022) payment plan established. |
| 27/01/2022 | 24/22 | **RESOLVED**<br>That Council:<br>a. Endorse an application to the Crown for transfer of ownership of Lucas Lane, Armidale to Council as the Roads authority.<br>b. Endorse an application to the Crown for transfer of ownership of Imbandja Lane, Armidale to Council as the Roads authority.<br><br>**Moved Cr O'Connor** **Seconded Cr Widders**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | Manners, Alex | **15 Feb 2022 1:18pm Manners, Alex** Applications are in progress and expected to be submitted early March to Crown Lands., a. Endorse an application to the Crown for transfer of ownership of Lucas Lane, Armidale to Council as the Roads authority., b. Endorse an application to the Crown for transfer of ownership of Imbandja Lane, Armidale to Council as the Roads authority. |
| 27/01/2022 | 25/22 | **RESOLVED**<br>That Council:<br>a. note the status report for the Dumaresq Dam Safety Upgrade Project up to December 2021; and<br>b. approve the increase in the Purchase Order for the construction contractor, Leed Engineering and Construction Pty Ltd, by $2,490,129 (excl. GST), from $5,096,834 (excl. GST) to $7,586,963 (excl. GST) to enable completion of the project with variations to date and expected costs to complete. | Manners, Alex | **15 Feb 2022 2:57pm Manners, Alex** The purchase order is currently being amended in line with the Council recommendation. |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | **Moved Cr O'Connor** **Seconded Cr Packham**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | | |
| 27/01/2022 | 26/22 | **RESOLVED**<br>That Council:<br>a) Take note of the Community Feedback;<br>b) Authorise the General Manager to fund $13,000 immediately as proposed;<br>c) authorise the General Manager under delegation to explore the balance of the grant ($26,600) through other means with recommendations to be received prior to the March 2022 OCM.<br><br>**Moved Cr O'Connor** **Seconded Cr McMichael**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | Schaefer, Darren | **11 Feb 2022 5:02am Schaefer, Darren**<br>1. Per resolution b) , Action: ARC have requested an invoice for $13,000+GST and as such, are establishing an MOU with ACCKP., 2. Per resolution c), $20,000 remain consistent with the original Officers Recommendation to utilise the existing funding allocation for the ARC lead Small Grants Programme, $6,600 of the remaining funds to be funded out of the modest surplus funds from Q2 budget review. |
| 27/01/2022 | 28/22 | **RESOLVED**<br>That:<br>a) Council note that the Traffic Advisory Committee endorsed the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the 21, 22 & 23 January 2022, for the Annual Armidale Camp draft.<br><br>b) Council note the Traffic Advisory Committee endorsement of the temporary road closure of Tingcombe Lane from 8am until 5pm, 26 January 2022, for Australia Day Celebrations in Central Park.<br><br>**Moved Cr Widders** **Seconded Cr McMichael** | Manners, Alex | **01 Feb 2022 10:06am Manners, Alex - Completion**<br>Action completed by Ackling, Belinda - completed |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | **The Motion on being put to the vote was CARRIED unanimously.** | | |
| 27/01/2022 | 31/22 | **RESOLVED**<br>That Council:<br>a. Accept the tender submitted by Sunwest Constructions Pty Ltd of $427,657.10 inc. GST ($388,780 exc. GST) for the demolition and construction of an amenities building at Guyra Showground.<br>b. Delegate authority to the General Manager to approve expenditure up to the upper limit funding of $419,961 exc. GST that is available for the project as approved by the Department - Planning Industry & Environment – Phase Two, NSW Showgrounds Stimulus Program.<br>c. Delegate authority to the General Manager to execute all documents in relation to the contract.<br>**Moved Cr Galletly** **Seconded Cr McMichael**<br>**The Motion on being put to the vote was CARRIED unanimously.** | Manners, Alex | **15 Feb 2022 10:51am Bower, Jessica**<br>Meeting held with Sun West Construction (02-02-2022) work to commence on completion of the Guyra Show.<br>**15 Feb 2022 1:17pm Manners, Alex** |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | | | a. Accept the tender submitted by Sunwest Constructions Pty Ltd of $427,657.10 inc. GST ($388,780 exc. GST) for the demolition and construction of an amenities building at Guyra Showground. - contractor has been engaged and will commence on site following the Guyra Show.<br>b. Delegate authority to the General Manager to approve expenditure up to the upper limit funding of $419,961 exc. GST that is available for the project as approved by the Department - Planning Industry & Environment – Phase Two, NSW Showgrounds Stimulus Program. Noted - No action for Council Officers, c.Delegate authority to the General Manager to execute all documents in relation to the contract.Noted - No action for Council Officers |
| 27/01/2022 | 32/22 | **RESOLVED**<br>That Council:<br>a) Accept the tender submitted by Home Green Pty Ltd of $185,494.90 inc. GST to design and construct a turn-key LED lighting installation to the Lynches Road Netball Courts, Armidale.<br>b) Delegate authority to the General Manager to approve expenditure up to the upper funding limit of $325,000.00 (exc. GST) available for the project as approved by the Administrating Agency (NSW Office of Sport) | Manners, Alex | **15 Feb 2022 12:55pm Manners, Alex** |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | c) Delegate authority to the General Manager to execute all documents in relation to the Contract.<br><br>d) Investigates ways to maximise utilisation of the funding for the benefit of the community and the project.<br><br>**Moved Cr Robinson Seconded Cr Galletly**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | | a) Accept the tender submitted by Home Green Pty Ltd of $185,494.90 inc. GST to design and construct a turn-key LED lighting installation to the Lynches Road Netball Courts, Armidale. - Council has Engaged the contractor for the contract amount,<br>b) Delegate authority to the General Manager to approve expenditure up to the upper funding limit of $325,000.00 (exc. GST) available for the project as approved by the Administrating Agency (NSW Office of Sport) - Noted and no council officer action required,<br>c) Delegate authority to the General Manager to execute all documents in relation to the Contract. - Noted and no council officer action required,<br>d) Investigates ways to maximise utilisation of the funding for the benefit of the community and the project. - Council staff have contacted the funding body regarding seeking additional scope for the available fuinding. Council staff are seeking options for solar panel installation on the club house on site through the Home Green Pty Ltd as a variation to the contract agreement., Pending approval, the scope of the project will be revised. |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| 27/01/2022 | 33/22 | **RESOLVED**<br>That Council:<br>a. Accept the tender submitted by Bedrule Pty Ltd T/A TOBCO of $394,537.00 incl. GST for the construction of airside stormwater upgrades at Armidale Regional Airport;<br>b. Delegate authority to the General Manager to approve expenditure up to the upper limit of $421,793.75 excl. GST in line with remaining project budget; and<br>c. Delegate authority to the General Manager to execute all documents in relation to the Contract.<br>**Moved Cr McMichael Seconded Cr O'Connor**<br>**The Motion on being put to the vote was CARRIED unanimously.** | Manners, Alex | **15 Feb 2022 12:59pm Manners, Alex**<br>a. Accept the tender submitted by Bedrule Pty Ltd T/A TOBCO of $394,537.00 incl. GST for the construction of airside stormwater upgrades at Armidale Regional Airport; - Contractor has been engaged and are commencing on site in mid-March. The remaining budget is expected to be used to rectify the grass runway at the airport as a variation to the contract sum as per the commentary in the Council report. The quantity and scope for this work will be finalised at the completion of the drainage works on site., ,<br>b. Delegate authority to the General Manager to approve expenditure up to the upper limit of $421,793.75 excl. GST in line with remaining project budget; and Noted - no action from council officers.,<br>c. Delegate authority to the General Manager to execute all documents in relation to the Contract. Noted - no action from council officers. |
| 27/01/2022 | 34/22 | **RESOLVED**<br>That:<br>a) The General Manager seek an extension of one year to consider the offer. | Bower, Jessica | **10 Feb 2022 10:12am Bower, Jessica** |

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# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022

ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | b) A Working Group of Councillors and relevant staff (at the discretion of the General Manager) be established to oversee, develop or review business cases for prospective use(s) of the Armidale Court House.<br><br>**Moved Cr Coupland** **Seconded Cr O'Connor**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | | a. Completed. b. To be reviewed following finalisation of key pillar working group representation with the project to be progressed through that forum. |
| 27/01/2022 | 35/22 | **RESOLVED**<br>That Council:<br>a) Accept the tender submitted by Roadwork Industries Pty Ltd for $2,611,448.40 Incl. GST to complete the bitumen resealing and asphalt resurfacing program at various locations across the ARC LGA.<br>b) Delegate authority to the General Manager to approve expenditure up to the contract value of $2,611,448.40 Incl. GST<br>c) Delegate authority to the General Manager to execute all documents in relation to the Contract.<br><br>**Moved Cr Galletly** **Seconded Cr Gaddes**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | Manners, Alex | **15 Feb 2022 1:21pm Manners, Alex**<br>Contractor has been engaged, pre-start meeting held 11.2.2022, works to commence in early March and expected to run until May., Communications regarding the list of works has been provided to communications staff to be placed on Councils website and social media platforms. Affected residents and businesses will be notified by letter drop closer to the start date, at the responsibility of the contractor. |
| 27/01/2022 | 12/22 | **RESOLVED**<br>That the Minutes of the Ordinary Council meeting held on 12 January 2022 be taken as read and accepted as a true record of the Meeting with the following two corrections:<br>• that item 8.7 Part 1 records that Cr Gaddes voted AGAINST; and<br>• that item 8.7 Part 2 records that Cr Gaddes voted FOR. | Hoult, Melissa | **10 Feb 2022 10:56am Hoult, Melissa - Completion**<br>Action completed by Hoult, Melissa - Minutes updated on website to adopted. |

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# ACTIONS TRACKING SUMMARY SHEET

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ARMIDALE Regional Council

| Meeting Date | Res # | Detail | Officer | Notes |
|---|---|---|---|---|
| | | **Moved Cr Gaddes Seconded Cr O'Connor**<br><br>**The Motion on being put to the vote was CARRIED unanimously.** | | |

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CM: AINT/2022/06245

# Civic and Ceremonial Functions and Representation Policy

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

## 1. PURPOSE

This policy outlines the civic and ceremonial functions and events hosted by Armidale Regional Council and the protocols and procedures that surround them.

This policy aims to provide clear direction and guidance for Council's communication and engagement processes.

## 2. APPLICATION

Civic and ceremonial functions and events foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride and spirit.

This policy identifies considerations in the management of Council functions and receptions or when requesting the presence of the Mayor or a Councillor representative at an external function or event.

## 3. POLICY INTENT

The policy details the role of the Mayor and elected representatives at these functions and events as well as at external events held within the Armidale Regional Council Local Government Area where representation from Council is required.

## 4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This Policy contributes to the delivery the Community Strategic Plan objective: Leadership for the Region Community Outcome 1– being that Council will develop and deliver an engagement strategy to ensure effective engagement with the community and provide opportunities for participation in decision making where appropriate.

## 5. INVITATIONS

Council functions and events are organised by Council Officers, including but not limited to the Events Team and it is standard protocol for them to arrange for invitations to be issued, via the Executive Office, to Federal and State Members of Parliament, the Mayor, General Manager, Councillors and Executive Leadership Team. The nature, purpose and size of the occasion will indicate the categories of persons who should be included on the guest list. The Mayor and General Manager will have final approval.

Invitations should, ideally, be sent at least three weeks before the event. Invitations generally include partners when the function/event is outside normal business hours, or involves guests accompanied by partners.

Each event should be accompanied by a Council Event Plan.

## 6. CEREMONIAL REQUEST TO THE MAYORAL OFFICE

From time to time, requests are received for the Mayor to preside, or represent the Council, at public ceremonial functions and events. The Mayor will review all requests in consultation with the General Manager.

To request the Mayor's attendance, the Armidale Regional Council Mayoral Request Form is to be completed and submitted to the Executive Office. The Mayoral Request Form is available from the Executive Office or Council's website. The form should be received at least one month before the event to allow for sufficient preparation.

## 7. MAYORAL REPRESENTATION

It is the role of the Mayor to carry out the civic and ceremonial functions of the Mayoral Office. The Mayor may choose to wear the Mayoral chain when representing the Office of the Mayor. Acceptance of invitations is at the Mayor's discretion.

The Mayor can request that another Councillor undertake the civic and ceremonial functions of the Mayoral Office as his/her representative.

The Mayoral chain is not to be worn by other elected Councillors, Council staff or citizens, with the exception of the Deputy Mayor, if standing in for the Mayor.

The Mayoral chain will be stored in a secure location at the direction of, and as determined by the General Manager.

The General Manager will be responsible for ensuring the maintenance of the Mayoral chain and for arranging the necessary delivery to, and collection from the Mayor promptly after use.

The Mayoral chain must not be left unattended when not stored in a secure Council location.

## 8. SPEECHES

The Mayor should be given the opportunity to be the first speaker. An indication of the time available and the subject matter should be noted on the Mayoral Request Form, which includes a section dedicated to speech requirements. If the Mayor is not expected to speak, the speaker(s) should acknowledge his/her presence.

All requests must be submitted via the Armidale Regional Council Mayoral Request Form at least one month prior to the event to Council's Executive Office. The event/function running order, a list of attending dignitaries and speech notes (dot points minimum) are required one week before the event. All liaison should be coordinated with the Mayor via the Executive Office.

## 9. PRECEDENCE OF THE MAYOR

The Office of the Mayor is that of the First Citizen of Armidale and representative of the people of the area. In recognition of that role, where applicable, the Mayor should be included in the official party and official seating.

The Mayor of the area in which the function is being held takes precedence over both Federal and State members of Parliament. At such an event, the Mayor presents both Members to visitors to the area. However, the Mayor may take lower precedence where the function is not a formal event.

## 10. ABORIGINAL CEREMONIES AND ACKNOWLEDGEMENTS

Local Government acknowledges Aboriginal and Torres Strait Islander people as the traditional owners of their lands by including Aboriginal people in official Council ceremonies using local customary protocols such as 'Welcome to Country' and by encouraging the flying of the Aboriginal and Torres Strait Islander flags.

Where possible, **Welcome to Country** should be included at official events attended by members of the public, representatives of governments and/or the media, including (but not limited to); commemorations and major festivals, major launches of Government policies and programs, conferences held or sponsored by government agencies, international events held in Australia of which a government agency is an organiser or sponsor, citizenship ceremonies and major and international sporting events.

A Welcome to Country occurs at the beginning of a formal event and can take many forms including singing, dancing, smoking ceremonies or a speech in traditional language or English. A Welcome to Country is delivered by Traditional Owners, or Aboriginal and Torres Strait Islander people who have been given permission from Traditional Owners, to welcome visitors to their Country.

**Acknowledgement of Country** is where other people acknowledge, and show respect for, the Traditional Custodians of the land on which the event is taking place. This acknowledgement is a sign of respect and should be conducted at the beginning of a meeting, event or ceremony. Acknowledgement of Country may also take place when traditional Elders are not available to provide an official Welcome to Country. For appropriate wording to use, seek advice from the General Manager's Office.

> *"We acknowledge the traditional owners of the land upon which we meet today and pay our respects to their elders past and present."*

The Smoking Ceremony is to be conducted by Aboriginal people with specialised cultural knowledge. The ceremony aims to cleanse the space in which the ceremony takes place. Given the significant nature of the ceremony, smoking ceremonies are usually only performed at major events.

## 11. LEGISLATIVE REQUIREMENTS

- *Australian Citizenship Act 2007 (Cth)*
- *Australian Citizenship Regulations 2007 (Cth)*
- Section 226, *Local Government Act 1993*
- Section 231, *Local Government Act 1993.*

## 12. REVIEW

This Policy will be reviewed every two years from the date of each adoption of the policy, or more frequently as required.

## 13. REPORTING

Nil reporting requirements.

## 14. RESPONSIBLE OFFICER

Responsible Officer is Manager Governance and Strategy. Functions that they will perform in relation to the policy are:

- Keeping the policy current
- Investigating breaches and enforcing compliance
- Implementing communications, education and monitoring strategies.

## 15. ROLES AND RESPONSIBILITIES

The following Council officers and Councillors are responsible for the implementation and the adherence to this policy:

- Council Officers
- Mayor and all Councillors
- Managers
- Chief Officers

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process.

## 16. RELATED PROCEDURES

- Community Engagement Policy
- Councillor and Staff Interaction Policy
- Mayoral Robe and Chain Policy
- Media Policy
- Model Code of Conduct Policy.

| APPROVAL AND REVIEW | | |
|---|---|---|
| Responsible Business Unit | Corporate and Strategy | |
| Responsible Officer | Manager Governance & Strategy | |
| Date/s adopted | *Council Executive* | *Council*<br>23 February 2022 |
| Date/s of previous adoptions | [Dates of previous adoptions] | |
| Date of next review | February 2024 | |
| Content Manager Reference | | |

# SPECIAL REQUEST FOR THE MAYOR'S ATTENDANCE

## EVENT DATE:

## EVENT NAME:

## ORGANISATION:

Many groups invite the Mayor to attend and/or speak at their event. Using this form will aid in your own planning and coordination because we can process and manage your request in a consistent way.

Please note: all requests are subject to the Mayor's availability.

Every request submitted here is typically processed by Executive Office staff based on the order in which it arrives. Please do not submit duplicate requests.

Please provide the following information:

## CONTACT INFORMATION

Name:

Address:

Email:

Telephone:

Organisation's Website:

# EVENT INFORMATION

| | |
|---|---|
| Event Name: | |
| Event Date: | |
| Start Time: | Finish Time: |
| Location and Address of Event: | |
| Event Description: | |
| Background Information: | |
| Names and titles of any invited dignitaries: | |
| | |
| Timeframe Mayor is required to be in attendance: | |
| If the Mayor is unavailable, would you like the Deputy Mayor to attend on the Mayor's behalf? Yes/No | |
| What is expected of the Mayor: | |
| | |
| Please advise seating arrangements: | |
| If the Mayor is required to give a speech, speech notes (dot points minimum) should be supplied at least one week before the event. | |
| Are there any associated costs e.g: Dinner etc Yes/No | Is payment required in advance? Yes/No<br>*Please ensure receipt/tax invoice is provided* |
| Special Request? | |
| Comments: | |
| | |
| | |

ARMIDALE Regional Council

# New England Rail Trail

## Community Engagement Report

*Restore & thrive*

www.armidaleregional.nsw.gov.au

TRIM:

# New England Rail Trail Community Engagement Executive Summary

## Background

Armidale Regional Council has applied for funding from the federally funded Building Better Regions Fund (BBRF) to construct the New England Rail Trail from Ben Lomond to Armidale totaling 67.5km. The Glen Innes Severn and Armidale Regional Councils have a collective desire to revitalise this under utilised asset into one that generates economic growth and employment for the towns and villages in the region via increased tourism opportunities.

Armidale Regional Councils enthusiasm for this project is reflected in our Council decision at the Ordinary Council meeting October 28, 2020. In this meeting it resolved to *'delegate the General Manager authority to seek funding jointly, or separately between the two councils'*.

A program of community consultation has been undertaken with adjoining landholders from Ben Lomond to Black Mountain in 2016, and from Ben Lomond to Glen Innes in March this year.

The following report details the community consultation that has been undertaken by Armidale Regional Council in July, August and October this year in Guyra, Ben Lomond, Black Mountain and Armidale.

## Stakeholders

Armidale Regional Council identified the following key stakeholders to be included in the Community Engagement process:

- Land holders along the rail corridor between Armidale and Ben Lomond
- Federal, State and Local Government Representatives
- Local Aboriginal Groups
- Tourism and Hospitality Businesses
- National Parks and Wildlife Service
- Train enthusiasts
- Armidale region community

## Community Engagement Actions

- 'Busting the Myths' hosted by New England Visions 2030 21st July 2021
- Armidale Markets in the Mall hosted by Armidale Regional Council 25th July 2021
- Aboriginal Community Engagement hosted by Armidale Regional Council 26th July 2021
- Land holder Community Engagement letters and information posted 7th July 2021
- Land Holder Information Session hosted by ARC in Guyra 28th July 2021
- Land Holder Information Session hosted by ARC in Armidale 28th July 2021
- Land Holder Information Session hosted by ARC in Ben Lomond 4th August 2021
- Land Holder Information Session hosted by ARC in Black Mountain 19th October 2021

TRIM:

- Armidale Regional Council website 'your say' portal
- Armidale Regional Council Social Media

# Frequently Raised Issues

## Biosecurity

| | |
|---|---|
| Weed Spraying | Systems will need to be established for communication between land holders and councils as to chemicals sprayed and withholding times. Farmers will be responsible for managing weeds on their leased land. |
| Dogs on the trail | Land holders expressed concern regarding dog contact with stock. Signage advising dogs to remain on leash at all times. |
| Trespassing onto property | No trespass signage installed. Rail trail conditions of use posted at entry points to the trail. Gates onto property can be padlocked. |
| Public trespass onto property and are injured | This would be dealt with as per any property access or trespass manner, or public injury claim. No Trespass signage will be installed along the trail and conditions of use. |

## Legislation

| | |
|---|---|
| Private sale of the rail corridor | If the rail corridor is converted to Crown Lands it is still owned by State Government. A caveat can be included to stipulate the land cannot be sold. |
| If the corridor is converted to Crown lands it can't be re-instated as a transport route | The rail trail will preserve the rail corridor and the State Government can resume management of this and re-instate the rail line. |
| Grazing leases | Land holders will be able to continue grazing along the rail corridor either side of the 6m wide rail trail fenced area |

## Construction

| | |
|---|---|
| Accessing private property during construction | On-going communications and consultations with land holders prior and during construction |
| Disruption to farming business during construction | On-going communications and consultations with land holders prior and during construction |
| Why can't the trail be constructed alongside the existing rail line | Prohibitive costs due to negotiating swamps, gullies, creeks, hills etc. |
| During construction will leased land be available for grazing | Communications with farmers during construction |
| Fencing materials and height of fences | This will vary along the trail according to requirements |

TRIM:

| | |
|---|---|
| Emergency Vehicle Access | Trail is 6m wide and emergency vehicles will be able to access the trails at any of the commencement points. |
| Privacy for residents | Privacy tree planting to be considered for affected residents |
| Machinery access during construction | On-going communications and consultations with land holders prior and during construction |
| What happens at Road Crossings | Signage, riders to disembark and there will be chicane style gates. |

## Rails not Trails

| | |
|---|---|
| A heritage train would bring more passengers | There is an option of running a heritage train on the existing line between Armidale and Tamworth. |
| Re-instate passenger trains | The state government have completed cost feasibility studies on the Great Northern Railway and have no plans to re-open the line. |
| Trains to move freight | The New England region doesn't produce goods suitable for rail freight. |
| Existing road can be used for bike riding | Rail Trails provide safe environments for people of all ages and abilities (wheelchair accessible) |

## Maintenance

| | |
|---|---|
| Who is responsible for spraying weeds and maintaining fences | Lease holders will be responsible for their leased land. The remainder of the trail will be maintained by the managing councils. |
| Cattle causing damage to Rail Trail Fencing | The owners of the cattle will be responsible if they lease land for grazing, similar to any other fencing matter or escaped stock |
| Trees fall over and damage the Rail Trail Fencing | The responsibility will depend on who owns the tree and if it is part of a leased/managed area. This still follows the usual process of notification to neighbor/council of a fallen tree as it currently occurs on any road, reserve, pathway or parkland. |

## Costs

| | |
|---|---|
| Impact to rate payers | This is a grant funded project. Annual maintenance costs for the trail will be offset by volunteer and community groups. Costs to maintain the trail $154,000pa to be shared by Armidale and Glen Innes Severn Councils. |
| Project going over budget | In this instance additionally grant funding maybe sought |
| Sponsorship | Landowners and Friends of the Railway have indicated their intent to assist with maintenance. |

TRIM:

# 21st July 2021: Armidale City Bowling Club

# Busting the Myths hosted by Vision New England 2030

40 People in attendance. The majority were very supportive of the project. Questions were raised by the audience and David Mills responded accordingly. The questions raised and answered are listed below:

1. Do the tracks have to be taken up? Yes they do if you want to cycle on the existing rail alignment.
2. Once the corridor is closed and the legislation changed so it no longer comes under Dept of Transport responsibility, won't it be sold off? This old chestnut is a favourite of the project anti's, and was asked by a would-be councillor (I suspect on behalf of someone else). The fact is, even with a change in legislation, it remains Crown Land and can't be 'sold to the highest bidder'….or any bidder for that matter.
3. Why can't the rail trail be beside the tracks, so the tracks remain? Because the cost would be far greater (you'd have to negotiate swamps, gullies, creeks, hills etc that the rail corridor is already built over), and because the gradients would not be suitable to all but the fittest riders. A rail trail is not for elite riders – it is for the less fit, tourists, families etc. This led to commentary by Dave on the issue of a tourist train beside the NERT (something the questioner said he had not asked, but in fact he had indirectly). As Dave said, a tourist train was most welcome, but to run it north of Armidale meant the huge expense of removing and replacing all the rail tracks, and the huge expense of running the NERT beside the rails as mentioned above. Why not run tourist/heritage south where the rail already operates? And of course, where is the business case for a tourist/heritage train?
4. Why can't the trail be concrete between the rails (presumably to leave the rails in place)? – again, cost prohibitive, and the safety factor. Bitumen = riders going much faster than on a gravel surface, and the exposed rails are slippery. Also, I'd have thought a gap would be left between rail and concrete = a serious cycle hazard. I'm at a loss to understand how concreting over the rails and sleepers preserves the rai line?
5. Why can't the trail be asphalt? Some small sections of RTs are, but again cost prohibitive, safety factor re bike speeds, and not really in keeping with a rural setting.
6. A comment/question that the NSW Govt will never re-instate the Great Northern Rail Line when they have the new Inland Rail to operate 200kms to the west, and the coastal rail line operating 200kms to the east. Why would they re-instate another one at great cost in the middle of those two?
7. What about walkers on the RT and their safety? There have been conflicts between cyclists and walkers in the Armidale Pine Forest? To me, this shows the complete lack of understanding of a RT and its clientele. A RT is a very straight, wide bike trail with clear visibility with most cyclists going quite slowly. Conflict with walkers will be minimal. Much of the Armidale Pine Forest is a competitive mountain bike track, with narrow steep trails and blind corners. I've ridden it and come across dog walkers etc. in the most unlikely and surprising places, so yes, safety conflicts there are obvious.
8. A very unclear question that seemed to be about the Army using the corridor/trains to mobilise heading north???? What can you say! The first M1 Abrams Tank that touches one of those old bridges is going straight to the bottom! If he was

asking about using trains to go north, the line from Armidale to GI is never going to help in its current state. They have the option of the Inland Rail or the coastal line.

9. What is the timeline for building the NERT? The $8.7M of BLER funding has to be spent by June 2023. This means construction has to get moving ASAP, but can't start until the NSW legislation is amended to re-purpose the rail corridor for a rail trail. This type of legislative change has already happened for the Tumbarumba and Tweed rail corridors, so precedents have been set. Even so, we need to get moving on that fast so that construction can commence.
10. Why is the rail trail starting in Glen Innes first? Due to the size of the project it was necessary to split the project between two separate grant funds, and this also allowed us a greater chance of success. Glen Innes Council is very supportive of this project and the council voted unanimously in support of the project.
11. Why are some Rail Trails built beside the rail corridor? Orange and Ballandean have been able to do this as it is a very flat area and it is a short rail trail.
12. How can we as a community get involved and help the project? Community involvement is what makes these rail trails a success and there will be plenty of opportunities for community involvement through sponsoring sections of the trail, fund raising, assisting with events etc. At this stage writing a letter of support to Adam Marshall and Barnaby Joyce to show community support.

# 25th July 2021: Armidale PCYC Markets in the Mall Hosted by Armidale Regional Council

The majority of people who attended the Armidale Regional Council marquee to discuss the project were supportive. 17 Armidale residents completed the feedback form. The feedback collected on the day is listed below:

## Questions

- Why is the rail trail taking so long to be approved and commence construction
- We need to support measures to allow bikes to be transported easily on Country link rail service as currently bikes have to be dismantled and boxed.

## Suggestions

- Great idea, worked well in Victoria
- Please hurry up
- Do it now
- Great idea
- Great use of this asset and protects corridor for future generations
- There should be a small usage charge to help with maintenance

## Concerns

- Train Sydney to Armidale needs the facility to carry bikes easily
- That the project relies on government support and funding
- That it won't happen in my cycling years

TRIM:

# 26th July 2021: Aboriginal Community Engagement Hosted by Armidale Regional Council

Local representatives from the Aboriginal Land Councils in Armidale and Guyra were invited to attend this community consultation. All in attendance were extremely supportive and very enthusiastic for this project. The following suggestions were discussed:

## Flora & Fauna

- Create a 12 month calendar of what is in flower and link this to bush tucker stories
- Signage ' keep an eye out for' special orchids, etc. or noxious weeds
- What birds and other fauna that might be spotted along the trail and certain times of year
- Traditional Stories; eg Black Cockatoo = 3 days of rain
- Discuss with national parks regarding fauna and Flora signage

## Land Marks

- Stories: Aboriginal Elders who took John Oxley north along what is now the line of the railway
- Songlines created around the passage north.
- Burial site at Booralong. Stories regarding the body that was repatriated after it was removed and the scar tree cut down.
- Stories of the scar trees however no specific information on location to ensure their preservation

## Ancient History Dreamtime Stories

- Mother of Ducks lagoon
- Mega fauna

## Modern History

- Aboriginal camps along the line
- Chinese and Aboriginal workers were involved in the rail line construction
- 'Train came to Armidale' song written by a local Aboriginal.

## Sacred Sites and Artefacts

- Scar trees
- Artefacts used in construction may be unearthed during the rail trail construction. These can be displayed at the Train Stations along the trail.

TRIM:

# Community Engagement with Landowners adjoining Rail Corridor

On the 7th July 2021 a letter and fact sheet were mailed to 376 landowner between Armidale and Ben Lomond who have a property bordering the rail line. (Appendix 1). The letter informed the landowners of the New England Rail Trail project and invited the landowners to a face-to-face community engagement session in Guyra and Armidale. The letter also promoted the option of providing feedback through the Armidale Regional Council website. Contained within the mail out was a New England Rail Trail Fact Sheet (Appendix 2).

## 28th July 2021 Rail Trail Community Engagement: Guyra

## Hosted by Armidale Regional Council

The session was initially hijacked by 5 members of the 'Save the Great Northern Railway' group. The invited landowners who attended the session provided constructive feedback which has been listed below. Of the participants who attended 13 were landowners along the corridor. 7 of these landowners were supportive of the project, and 6 were not supportive.

### Questions

- When is the decision on the funding from Armidale to Ben Lomond being announced
- What does the fencing along the trail look like? What is the height of the fencing?
- Who maintains the fencing?
- Is there a contribution by landowners for fencing and weed maintenance?
- How can we keep the history of the railroad and areas along the track alive?
- How will the trail be built without impacting on landowner's farmland and disrupting their business?
- Who will pay for legal costs for adjoining landowners?
- Why can't the train line be re-instated for light rail for limited use by Armidale, Glen Innes and Guyra communities?
- How will this change affect lease holders

### Suggestions

- Landowners should help as an 'in kind' contribution for assistance
- A Sound Trail along the rail trail would be fantastic
- In the event of a 'rail trail' best option is to fill the lines between the rails.
- The way to bring tourists is to run a train. Put the rail trail beside the line. Leave the railway line it is the heritage
- Fix the lagoon ride – there is a 9kms ride around the lagoon

### Concerns

TRIM:

- This is only for a few people, only a few people support this
- Maintenance of the trail
- Secure stock – Gate closures
- Construction of trail and access to private property
- Increase in rates
- Fire Hazzard
- Access to water/Dams
- That we will miss out on funding due to the negative comments by a small number of the community
- No concerns – let's get it going
- Don't listen to negativity, just need to get it done
- Don't want the train railway line pulled up
- Council financial situation
- We don't live in the right area to get visitors to use the trail
- What happens if we run out of money before it is completed

## 28th July 2021 Community Engagement: Armidale

## Hosted by Armidale Regional Council

This session was attended by 7 landowners and 2 non landowners. This was a constructive session with landowners being largely supportive of the project. One landowner stated if they had a choice they would prefer that things stay 'just the way that they are'.

## Questions

- What will be the new requirements with the leasing plots?
- Is it still intended to amend the Transport Admin Act to enable the Rail Trail?
- Who maintains the fencing?
- Who maintains the weeds and crossings?
- Will there be parking available along the trail access points?
- Will there be access for emergency vehicles?
- Who will monitor unregistered vehicle use?
- Why do we need the rail trail?
- How does council propose to maintain this rail trail when current bike paths in town are not maintained?
- Is it common to only have a 6m wide corridor?
- What happens to the historical bridges, are they preserved?
- Why do we need a fence, landowners should have these leases cancelled and the entire corridor should be rail trail.

TRIM:

## Suggestions

- Ongoing maintenance should be the responsibility of the landowner
- Organise presenters from current rail trails to come to speak to land owners
- Build the trail alongside the tracks

## Concerns

- Public Liability for adjoining land holders
- Wildlife on the trail
- No concerns, can't wait

# 4th August 2021 Community Engagement: Ben Lomond

# Hosted by Armidale Regional Council

An invitation was sent to 90 residents of the Ben Lomond village to attend a community engagement session. This was attended by 16 residents and there was a 50/50 split between supporters and non supports of the New England Rail Trail. The sentiment around the room was one of general acceptance of the New England Rail Trail project.

## Questions

- What happens to stock on leased land during construction?
- Will there be additional toilets built?
- There will need to be communication between land owners regarding spraying; What chemicals are being used and what is the withholding period.
- Will there be improved infrastructure in Ben Lomond for car parking and road improvements?

## Suggestions

- Need to create a green area / beautification around the station
- Need to provide privacy to the residents who live along the train line
- Leave some rails in Ben Lomond to enable them to run a trike like Guyra. The trail could run alongside the rails just for this section.
- No ugly advertising signs like McDonalds along the Rail Trail
- Install a sign in Ben Lomond "no dogs allowed"

## Concerns

- Rate payers will have to cover the cost if the project goes over budget
- Fencing will cost more than has been budgeted
- Corridor leases will be ripped up with machinery during construction as a lot of the land is swampy.
- Dogs should not be allowed for Bio-security reasons.

TRIM:

## 19th October 2021 Black Mountain Community Engagement

This session was attended 14 landholders. This was a constructive session with 12 supporters and 2 non-supporters of the Rail Trail. The main concern was regarding the fencing and how it would be constructed to ensure cattle were contained. There was further discussion regarding trespassing onto property and liability to landholders.

### Questions

- If someone gets injured who is responsible
- Council supports so many sporting facilities – cricket, soccer, swimming etc. why shouldn't council spend some money on a rail trail? It is a great idea
- What happens with road crossings
- What type of fencing will be used
- Is it viable for the cost

### Suggestions

- The leased land should be returned to the Aboriginal Land Council to regenerate and plant native trees. The leased land should be a nature / Koala corridor and shouldn't be leased for farming.
- We have nothing here to entice young people to stay in our communities. This is a great idea
- Consider that only sheep be allowed for grazing not cattle
- Create one-way tunnels for native animals to exit the trail
- Tree planting group to plant New England Trees and natives along the trail
- Soundtrails to relay history of area, cuttings, train stations, construction etc.
- If land owners are worried about trespassers that can install a vermin fence.

### Concerns

- Public trespassing onto property during lambing season to take photos?
- Access for Emergency Services
- Will the fencing be suitable for cattle
- Toilet facilities and littering
- We need to diversify our economy in Guyra to provide jobs so children can stay. This will bring in new jobs and economy
- Biosecurity signs near farms to decrease liability
- The only way that our heritage lasts is to leave it alone
- Is cycling a phase that won't last

TRIM:

Appendix 1

7 July 2021

Our ref: AO/2021/05770

Dear Resident

**Notification of Council's Building Better Regions Fund application for the New England Rail Trail**

Glen Innes Severn and Armidale Regional Councils have a collective desire to revitalise the rail corridor between our cities, taking what is a unique and underutilised asset and turning it into one that generates economic growth through increased tourism and employment for the towns and villages in the region.

Council's enthusiasm for this project was reflected by the decision at the Ordinary Council Meeting October 28, 2020. In this meeting it resolved to '*delegate the General Manager authority to seek funding jointly, or separately between the two councils.*'

In February 2021, Council resolved to apply for funding from the Building Better Regions Fund (BBRF) to construct the New England Rail Trail within its Local Government Area - a 67.5 km section of trail from Armidale to Ben Lomond. If successfully funded, it will join the proposed section of trail between Ben Lomond and Glen Innes.

As your property borders the disused section of rail line identified for the rail trail we wanted to notify you of Council's funding application and provide further information about this exciting tourism initiative.

**What does this mean for you?**

We understand that Rail Trails are a new concept for the region, and therefore to assist you in understanding the New England Rail Trail we have included an information sheet to answer your questions, and most importantly to outline the benefits and opportunities that the New England Rail Trail will bring to our region.

Listed below is a link to Council's website where you will find further information and an online forum will be available for you to ask any questions you may have. Additionally Council staff will be available to discuss the project with affected landowners at the following times and venues.

| | | |
|---|---|---|
| Wednesday 28th July | Guyra Library | 10am – 1pm |
| Wednesday 28th July | Armidale Visitor Information Centre | 4pm – 7pm |

COVID restrictions will apply

www.armidaleregional.nsw.gov.au/railtrail

Yours sincerely

TRIM:

Appendix 2

**Why a Rail Trail?**

- Rail trails are safe, wheelchair accessible off-road pathways for the whole family to enjoy.
- They promote active living transport routes for tourists and locals, encouraging nature and environmental appreciation and awareness.
- They take advantage of under utilised assets and help promote the country, attracting visitors from the city who will stay and spend tourist dollars with local businesses, generating jobs with cycling now the 4th most popular physical activity for adult Australians.
- Rail trails bring significant economic and community benefits to regional areas. This project is expected to deliver $5.8million annually into the local economy. 15,000 day visits, 14,000 overnight visits annually leading to the creation of 26 new full-time equivalent jobs (REMPLAN 2019)
- Rail trails ensure the preservation of rail heritage assets including bridges, tunnels and cuttings. They also preserve the rail corridor for all other future uses.

**Did you know?**

- The total Rail Trail once completed will be a distance of 103km at a cost of $19.8m (grant funded).
- Glen Innes Severn Council (GISC) have been successful in securing $8.7million from the NSW Government's Bushfire Local Economic Recovery Fund for the Ben Lomond to Glen Innes section.
- Armidale Regional Council (ARC) has applied for Building Better Regions funding for the Armidale to Ben Lomond section.
- An act of 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 and developing the rail trail to Armidale Regional and Glen Innes Severn councils. In many cases in NSW, funding has been awarded to show government and community commitment before parliament transfer ownership.
- The rail corridor will remain in public hands and ARC and GISC would assume responsibility for the rail trail including annual maintenance. Annual maintenance for the 103km section of the trail will cost around $154,000 per year and will aim to be offset by trail user donations, community volunteer input, event income and fund raising (donations, sponsors).
- The creation of a rail trail does not prevent opening of a rail line at any time in the future.
- A study by the AEC Group in 2018 examined possibility of re-opening rail line for freight and/or passengers. The economic viability of returning passenger and freight services have been calculated and deemed unfeasible with costs outweighing benefits by 2 to 1.
- All artefacts and relics can be preserved for potential static displays in the train stations.
- There are 5 bridges along the Armidale to Ben Lomond route. Most of these will be retained (with upgrades) or replaced with pre-fabricated bridges.
- The Guyra Tourist Trike has been included in the Rail Trail Plan.
- Access is provided onto and along the trail for emergency vehicles.
- Runners, hikes and cyclists travel 'light' carrying little except water & mobile phone 'leave it as you find it' is the motto of trail users.
- Trespass, injury, bio-security and littering have not been notable concerns along the thousands of KM of rail trails throughout Australia and New Zealand.
- Adjoining landholders' needs are catered for in trail planning - a NSW government requirement. A bio-security risk assessment and implementation plan has been completed. (See over page).
- The 2.5m wide trail is enclosed with fencing producing a 6m wide corridor. The remaining areas of the rail

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ARMIDALE Regional Council

TRIM:

corridor can be used by landholders for grazing stock. Grazier's access rights and lease arrangements are maintained.

**Looking to the Future**

- The rail trail will provide access to lost history and stories and the rail heritage assets will be preserved.
- An opportunity to promote the Aboriginal stories, flora and fauna along the trail with tribal borders recognised
- There are a number of small villages along the intended route who no longer have viable retail businesses – the addition of rail trail visitors may reverse this situation.
- Towns along the route from Armidale to Glen Innes are heavily reliant on agriculture, these economies would benefit from economic diversification.
- The quality of the railway stations is outstanding and provide a good opportunity for the development of trail-related businesses, such as cafés, bike hire, etc.
- Landholders along the trail can develop another income by offering a service or product such as farm gate sales, accommodation, camping, meals, drinks, farm tours, etc.

The following documents are available on the Armidale Regional Council Website.

*New England Rail Trail Biosecurity Risk Assessment and Biosecurity Implementation Plan*

*Business Case New England Rail Trail*

**NERT Biosecurity Risk Assessment and Implementation Plan Summary**

To view the full plan please visit the Armidale Regional Council website.

- Graziers access rights and lease arrangements are maintained
- Crossings are provided as needed to move stock across the trail for grazing and watering.
- Stock grids prevent stock from entering the rail trail
- Where the rail trail crosses from one paddock to another, gates with automatic closing features and stock grids are provided to allow walkers and cyclists to move along the trail.
- Where the trail crosses roads, usual pedestrian safety features are installed.

**Risk:** Trail users introduce exotic animal diseases
**Action:** Biosecurity Act signage; rubbish bins with lids; Biosecurity responsibility included in Rail Trail user rules; no trespass signage at access points; consult with farmers around specific biosecurity risks on their farms and any additional measures that may need to be considered.

**Risk:** Animals move and spread established diseases between farms
**Action:** Provide fencing along the rail trail with crossings created where stock or vehicles need to move between each side; position signs reminding people of existing trespass laws; ensure that an emergency response plan is in place which includes closure of the trail in the event of a disease emergency.

**Risk:** Livestock entering the rail trail
**Action:** Cattlegrids installed along the rail trail at crossing points; include gates along the trail that allow stock to be removed easily off the trail; provide locks on the gate for extra security so that land holders and council are the only people who have access; establish processes for alerting owners of stock.

**Risk:** Rail Trail fences prevent stock accessing watering points
**Actions:** Farmers construct new watering points where needed; crossings to be created where stock or vehicles need to move between each side.

**Risk:** Pets on rail trail attack farm animals
**Action:** Signage that dogs must be on a leash at all times. All other animals except dogs are prohibited with council monitoring stray dog activity.

**Risk:** Faeces from pet dogs spread parasites and disease
**Actions:** Provide signage and dog poop bags at access points

**Risk:** Frightening animals
**Actions:** Signage instructing no contact with animals and no trespassing; signage prohibiting all animals (except dogs on leash) and unauthorised vehicles including motorbikes; quadbikes etc.

**Risk:** Rail Trail users injured by livestock
**Actions:** Signage instructing people not to have any contact with animals; contact numbers on signage to report stray stock; fences are monitored an maintained.

**Risk:** Rail Trail users exposed to herbicides
**Actions:** Ensure council spraying protocols are followed; landholders have a responsibility to follow 'good practice' principals using signage where appropriate.

**Risk:** Foxes, pigs and wild dogs attracted by food scraps
**Actions:** Fully enclosed rubbish bins that are emptied regularly along the trail

**Risk:** Bushfire caused by rail trail users
**Actions:** Provide safe cigarette disposal at rest points along the trail; reduce build up of vegetation; Emergency Response Plan and Trail Management Plan is implemented.

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ARMIDALE Regional Council

ARMIDALE Regional Council

## Quarterly Budget Review Statement

For the period: 1 October 2021 to: 31 December 2021

### 1. Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the *Local Government (General) Regulation 2021*:

It is my opinion that the Quarterly Budget Review Statement for Armidale Regional Council for the quarter ended 31 December 2021 indicates that Council's projected financial position at 30 June 2022 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

**Signed:** _____

Kelly Stidworthy
Responsible Accounting Officer

**Date:** 10/02/2022

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**2. Income & Expenses**

## GENERAL FUND

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 | YTD Actual End of Qtr (Dec 2021) $'000 | Actual to Budget Variance % | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|---|
| **Income Statement** | | | | | | | | | | |
| **Recurrent Revenue** | | | | | | | | | | |
| Rates and Annual Charges | 27,648 | 0 | 0 | 0 | 0 | 0 | 27,648 | 27,719 | 100% | Actuals are slighly ahead of budget; rates are levied in full at commencement of the financial year so full budget has been achieved |
| User Charges and Fees | 15,570 | 0 | 90 | 1,933 | 0 | 0 | 17,592 | 6,661 | 38% | Actuals are below budget; timing of RMCC claims means that this trend will continue for remainder of finanicial year |
| Interest and Investment Revenue | 303 | 0 | 0 | (149 ) | 0 | 0 | 154 | 177 | 115% | Interest will now track closer to budget |
| Other Revenues | 2,333 | 0 | 12 | (51 ) | 0 | 0 | 2,294 | 1,123 | 49% | Around 50% of the budget has been achieved so this revenue is on track |
| Operating Grants and Contributions | 12,551 | 2,938 | (835 ) | 303 | 0 | 0 | 14,958 | 5,483 | 37% | A range of grants have not yet been paid yet and the financial assistance grants advance payment will not occur until June |
| **RECURRENT REVENUE** | **58,405** | **2,938** | **(733 )** | **2,035** | **0** | **0** | **62,646** | **41,163** | **66%** | |
| **Recurrent Expenditure** | | | | | | | | | | |
| Employee Costs | 22,540 | 134 | 79 | 1,123 | 0 | 0 | 23,876 | 12,500 | 52% | Actuals are approximately 50% of the full year budget Some additional overtime has been incurred due to the tornado event but is expected to be fully reimbursed |
| Materials and Contracts | 12,184 | 252 | (42 ) | 481 | 0 | 0 | 12,875 | 5,219 | 41% | Expenses associated with repairs and maintenance are under budget YTD but these costs are likely to realign with budget as the year progresses |
| Borrowing Costs | 966 | 0 | 0 | 0 | 0 | 0 | 966 | 345 | 36% | Interest on loans is as per the loan schedule |
| Other Expenses | 9,858 | 31 | 68 | 90 | 0 | 0 | 10,047 | 5,537 | 55% | Insurance costs are in this category and are paid at the commencement of the financial year |
| Depreciation and Amortisation | 12,757 | 0 | 0 | 0 | 0 | 0 | 12,757 | 6,379 | 50% | Depreciation is estimated through the year and actuals posted at EOFY |
| **RECURRENT EXPENDITURE** | **58,305** | **417** | **105** | **1,695** | **0** | **0** | **60,522** | **29,980** | **50%** | |
| **NET OPERATING SURPLUS/(DEFICIT)** | **100** | **2,521** | **(838 )** | **341** | **0** | **0** | **2,124** | **11,183** | **527%** | |
| Capital Grants and Contributions | 28,056 | 869 | (5,943 ) | (7,712 ) | 0 | 0 | 15,270 | 10,843 | 71% | Capital grants are at around 50% of the full year budget with grants on some projects received in advance of expenditure |
| **NET SURPLUS/(DEFICIT)** | **28,156** | **3,390** | **(6,781 )** | **(7,372 )** | **0** | **0** | **17,394** | **22,027** | **127%** | |
| **Cashflow & Reserve Movements** | | | | | | | | | | |
| **Receipts** | | | | | | | | | | |
| Recurrent Revenue | 58,405 | 2,938 | (733 ) | 2,035 | 0 | 0 | 62,646 | 41,163 | | |
| Capital Grants and Contributions | 28,056 | 869 | (5,943 ) | (7,712 ) | 0 | 0 | 15,270 | 10,843 | | |
| Proceeds from Property, Plant & Equipment | 1,010 | 0 | 214 | 0 | 0 | 0 | 1,224 | 475 | | |
| Proceeds from Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Transfer from Cash Reserve | 5,328 | 483 | 248 | 1,503 | 0 | 0 | 7,563 | 0 | | |
| **Payments** | | | | | | | | | | |
| Recurrent Expenditure excluding Depreciation | (45,423 ) | (417 ) | (105 ) | (1,695 ) | 0 | 0 | (47,640 ) | (28,757 ) | | |
| Capital Expenditure | (42,444 ) | (3,883 ) | 6,430 | 8,456 | 0 | 0 | (31,440 ) | (8,781 ) | | |
| Loan Repayments | (2,707 ) | 0 | 0 | 0 | 0 | 0 | (2,707 ) | (1,352 ) | | |
| Transfer to Cash Reserve | (2,225 ) | 0 | (63 ) | (2,580 ) | 0 | 0 | (4,867 ) | 0 | | |
| **NET BUDGET POSITION** | **0** | **(9 )** | **50** | **8** | **0** | **0** | **48** | **13,591** | | **Unrestricted Cash Result** |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**2. Income & Expenses**

## WATER FUND

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 | YTD Actual End of Qtr (Dec 2021) $'000 | Actual to Budget Variance % | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|---|
| **Income Statement** | | | | | | | | | | |
| **Recurrent Revenue** | | | | | | | | | | |
| Rates and Annual Charges | 2,640 | 0 | 0 | 324 | 0 | 0 | 2,964 | 2,976 | 100% | Actuals are slighly ahead of budget; rates are levied in full at commencement of the financial year so full budget has been achieved |
| User Charges and Fees | 8,776 | 0 | 0 | 0 | 0 | 0 | 8,776 | 3,905 | 44% | Actuals are below budget and may require downward adjustment in QBR3 |
| Interest and Investment Revenue | 212 | 0 | 0 | (79 ) | 0 | 0 | 133 | 11 | 8% | Interest will now track closer to budget |
| Other Revenues | 38 | 0 | 0 | 0 | 0 | 0 | 38 | 36 | 96% | Rent and lease income charged at commencement of financial year |
| Operating Grants and Contributions | 67 | 0 | 0 | 0 | 0 | 0 | 67 | 69 | 103% | This is the pension rebate associated with rates and full budget has been achieved |
| **RECURRENT REVENUE** | **11,732** | **0** | **0** | **245** | **0** | **0** | **11,977** | **6,996** | **58%** | |
| **Recurrent Expenditure** | | | | | | | | | | |
| Employee Costs | 1,665 | 0 | 0 | (0 ) | 0 | 0 | 1,665 | 860 | 52% | Actuals are approximately 50% of the full year budget |
| Materials and Contracts | 4,930 | 0 | 0 | 0 | 0 | 0 | 4,930 | 2,104 | 43% | Costs associated with consultancies for strategic plans have not been incurred yet and chemical costs are lower than budget but this will correct |
| Borrowing Costs | 293 | 0 | 0 | 0 | 0 | 0 | 293 | 29 | 10% | Interest on loans is as per the loan schedule |
| Other Expenses | 660 | 0 | (25 ) | 0 | 0 | 0 | 635 | 243 | 38% | A number subscriptions have not yet been paid |
| Depreciation and Amortisation | 3,493 | 0 | 0 | 0 | 0 | 0 | 3,493 | 1,747 | 50% | Depreciation is estimated through the year and actuals posted at EOFY |
| **RECURRENT EXPENDITURE** | **11,042** | **0** | **(25 )** | **(0 )** | **0** | **0** | **11,017** | **4,983** | **45%** | |
| **NET OPERATING SURPLUS/(DEFICIT)** | **691** | **0** | **25** | **245** | **0** | **0** | **961** | **2,014** | **210%** | |
| Capital Grants and Contributions | 8,001 | 1,447 | 0 | (4,773 ) | 0 | 0 | 4,675 | 1,466 | 31% | Capital grants predominantly relate to the Dumaresq Dam Wall Upgrade project and claims are being made in accordance with the funding agreement |
| **NET SURPLUS/(DEFICIT)** | **8,692** | **1,447** | **25** | **(4,528 )** | **0** | **0** | **5,636** | **3,479** | **62%** | |
| **Cashflow & Reserve Movements** | | | | | | | | | | |
| **Receipts** | | | | | | | | | | |
| Recurrent Revenue | 11,732 | 0 | 0 | 245 | 0 | 0 | 11,977 | 7,064 | | |
| Capital Grants and Contributions | 8,001 | 1,447 | 0 | (4,773 ) | 0 | 0 | 4,675 | 1,466 | | |
| Proceeds from Property, Plant & Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Proceeds from Loans | 9,770 | 0 | 0 | 0 | 0 | 0 | 9,770 | 0 | | |
| Transfer from Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| **Payments** | | | | | | | | | | |
| Recurrent Expenditure excluding Depreciation | (7,549 ) | 0 | 25 | 0 | 0 | 0 | (7,524 ) | (1,652 ) | | |
| Capital Expenditure | (20,551 ) | (2,850 ) | (2 ) | 10,102 | 0 | 0 | (13,301 ) | (3,802 ) | | |
| Loan Repayments | (281 ) | 0 | 0 | 0 | 0 | 0 | (281 ) | (231 ) | | |
| Transfer to Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| **NET BUDGET POSITION** | **1,123** | **(1,403 )** | **23** | **5,574** | **0** | **0** | **5,317** | **2,844** | | **Water Fund Cash Reserve Result** |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**2. Income & Expenses**

## SEWER FUND

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 | YTD Actual End of Qtr (Dec 2021) $'000 | Actual to Budget Variance % | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|---|
| **Income Statement** | | | | | | | | | | |
| **Recurrent Revenue** | | | | | | | | | | |
| Rates and Annual Charges | 6,444 | 0 | 0 | 0 | 0 | 0 | 6,444 | 6,542 | 102% | Actuals are slighly ahead of budget; rates are levied in full at commencement of the financial year so full budget has been achieved |
| User Charges and Fees | 206 | 0 | 0 | 0 | 0 | 0 | 206 | 97 | 47% | Trade waste fee revenue is aligned with budget |
| Interest and Investment Revenue | 158 | 0 | 0 | (48 ) | 0 | 0 | 110 | 6 | 5% | Interest will now track closer to budget |
| Other Revenues | 1,022 | 0 | 500 | 112 | 0 | 0 | 1,634 | 1,551 | 95% | Cattle sales have almost achieved budget; gain on sale from last stocktake has already been booked |
| Operating Grants and Contributions | 63 | 0 | 0 | 0 | 0 | 0 | 63 | 65 | 103% | This is the pension rebate associated with rates and full budget has been achieved |
| **RECURRENT REVENUE** | **7,892** | **0** | **500** | **64** | **0** | **0** | **8,456** | **8,261** | **98%** | |
| **Recurrent Expenditure** | | | | | | | | | | |
| Employee Costs | 1,519 | 0 | 0 | 0 | 0 | 0 | 1,519 | 669 | 44% | Actuals are tracking slightly lower than budget; utilities employees work across both water and sewer and these costs fluctuate depending on where they need to be allocated |
| Materials and Contracts | 3,019 | 0 | 8 | (26 ) | 0 | 0 | 3,001 | 1,214 | 40% | Costs associated with consultancies for strategic plans and sewer CCTV inspections have not been incurred yet |
| Borrowing Costs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | |
| Other Expenses | 890 | 0 | 430 | 367 | 0 | 0 | 1,687 | 1,425 | 84% | Cattle purchases are in this category and the full budget has been expended |
| Depreciation and Amortisation | 2,222 | 0 | 0 | 0 | 0 | 0 | 2,222 | 1,111 | 50% | Depreciation is estimated through the year and actuals posted at EOFY |
| **RECURRENT EXPENDITURE** | **7,650** | **0** | **438** | **342** | **0** | **0** | **8,429** | **4,419** | **52%** | |
| **NET OPERATING SURPLUS/(DEFICIT)** | **242** | **0** | **62** | **(278 )** | **0** | **0** | **27** | **3,842** | **14356%** | |
| Capital Grants and Contributions | 150 | 0 | 0 | 175 | 0 | 0 | 325 | 147 | 45% | Actuals are developer servicing charges that have been paid |
| **NET SURPLUS/(DEFICIT)** | **392** | **0** | **62** | **(103 )** | **0** | **0** | **352** | **3,989** | **1134%** | |
| **Cashflow & Reserve Movements** | | | | | | | | | | |
| **Receipts** | | | | | | | | | | |
| Recurrent Revenue | 7,892 | 0 | 500 | 64 | 0 | 0 | 8,456 | 8,261 | | |
| Capital Grants and Contributions | 150 | 0 | 0 | 175 | 0 | 0 | 325 | 147 | | |
| Proceeds from Property, Plant & Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Proceeds from Loans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Transfer from Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| **Payments** | | | | | | | | | | |
| Recurrent Expenditure excluding Depreciation | (5,428 ) | 0 | (438 ) | (342 ) | 0 | 0 | (6,207 ) | (2,414 ) | | |
| Capital Expenditure | (2,280 ) | (211 ) | 0 | 0 | 0 | 0 | (2,491 ) | (23 ) | | |
| Loan Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Transfer to Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| **NET BUDGET POSITION** | **334** | **(211 )** | **62** | **(103 )** | **0** | **0** | **83** | **5,971** | | **Sewer Fund Cash Reserve Result** |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**2. Income & Expenses**

## CONSOLIDATED

| | Original Budget 2020-21 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 | YTD Actual End of Qtr (Dec 2021) $'000 | Actual to Budget Variance % | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|---|
| **Income Statement** | | | | | | | | | | |
| **Recurrent Revenue** | | | | | | | | | | |
| Rates and Annual Charges | 36,731 | 0 | 0 | 324 | 0 | 0 | 37,056 | 37,237 | 100% | Actuals are slighly ahead of budget; rates are levied in full at commencement of the financial year so full budget has been achieved |
| User Charges and Fees | 24,551 | 0 | 90 | 1,933 | 0 | 0 | 26,574 | 10,663 | 40% | Actuals are below budget; timing of RMCC claims means that this trend will continue for remainder of finanicial year and water usage charge revenue is currently below budget |
| Interest and Investment Revenue | 673 | 0 | 0 | (277) | 0 | 0 | 396 | 193 | 49% | Interest will now track closer to budget |
| Other Revenues | 3,392 | 0 | 512 | 61 | 0 | 0 | 3,965 | 2,711 | 68% | Cattle sales have almost achieved budget; gain on sale from last stocktake has already been booked |
| Operating Grants and Contributions | 12,681 | 2,938 | (835) | 303 | 0 | 0 | 15,088 | 5,616 | 37% | A range of grants have not yet been paid yet and the financial assistance grants advance payment will not occur until June |
| **RECURRENT REVENUE** | **78,029** | **2,938** | **(233)** | **2,344** | **0** | **0** | **83,079** | **56,421** | **68%** | |
| **Recurrent Expenditure** | | | | | | | | | | |
| Employee Costs | 25,724 | 134 | 79 | 1,123 | 0 | 0 | 27,060 | 14,029 | 52% | Actuals are approximately 50% of the full year budget Some additional overtime has been incurred due to the tornado event but is expected to be fully reimbursed |
| Materials and Contracts | 20,133 | 252 | (34) | 456 | 0 | 0 | 20,806 | 8,538 | 41% | Expenditure is below budget for a range of reasons but is expected to pick up as the year progresses |
| Borrowing Costs | 1,259 | 0 | 0 | 0 | 0 | 0 | 1,259 | 374 | 30% | Interest on loans is as per the loan schedule |
| Other Expenses | 11,408 | 31 | 473 | 457 | 0 | 0 | 12,369 | 7,204 | 58% | Insurance costs are in this category and are paid at the commencement of the financial year |
| Depreciation and Amortisation | 18,472 | 0 | 0 | 0 | 0 | 0 | 18,472 | 9,236 | 50% | Depreciation is estimated through the year and actuals posted at EOFY |
| **RECURRENT EXPENDITURE** | **76,996** | **417** | **518** | **2,036** | **0** | **0** | **79,967** | **39,382** | **49%** | |
| **NET OPERATING SURPLUS/(DEFICIT)** | **1,033** | **2,521** | **(751)** | **308** | **0** | **0** | **3,112** | **17,039** | **548%** | |
| Capital Grants and Contributions | 36,207 | 2,316 | (5,943) | (12,310) | 0 | 0 | 20,270 | 12,456 | 61% | Capital grants are at varying stages for projects and claims are made in accordance with funding agreement conditions |
| **NET SURPLUS/(DEFICIT)** | **37,240** | **4,837** | **(6,693)** | **(12,002)** | **0** | **0** | **23,382** | **29,495** | **126%** | |
| **Cashflow & Reserve Movements** | | | | | | | | | | |
| **Receipts** | | | | | | | | | | |
| Recurrent Revenue | 78,029 | 2,938 | (233) | 2,344 | 0 | 0 | 83,079 | 56,488 | | |
| Capital Grants and Contributions | 1,010 | 2,316 | (5,943) | (12,310) | 0 | 0 | (14,927) | 475 | | |
| Proceeds from Property, Plant & Equipment | 36,207 | 0 | 214 | 0 | 0 | 0 | 36,421 | 12,456 | | |
| Proceeds from Loans | 9,770 | 0 | 0 | 0 | 0 | 0 | 9,770 | 0 | | |
| Transfer from Cash Reserve | 5,328 | 483 | 248 | 1,503 | 0 | 0 | 7,563 | 0 | | |
| **Payments** | | | | | | | | | | |
| Recurrent Expenditure excluding Depreciation | (58,399) | (417) | (518) | (2,036) | 0 | 0 | (61,370) | (32,824) | | |
| Capital Expenditure | (65,275) | (6,943) | 6,428 | 18,558 | 0 | 0 | (47,232) | (12,607) | | |
| Loan Repayments | (2,988) | 0 | 0 | 0 | 0 | 0 | (2,988) | (1,583) | | |
| Transfer to Cash Reserve | (2,225) | 0 | (63) | (2,580) | 0 | 0 | (4,867) | 0 | | |
| **NET BUDGET POSITION** | **1,457** | **(1,623)** | **135** | **5,479** | **0** | **0** | **5,448** | **22,405** | | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**2. Operating Budget Adjustments**

| Category | Last QBR $'000 | Current QBR $'000 | Variance $'000 | Budget Variance Favourable/ Unfavourable | QBR2 Commentary |
|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | |
| **Rates and Annual Charges** | (27,648) | (27,648) | 0 | N/A | |
| **User Charges and Fees** | (15,660) | (17,592) | (1,933) | Favourable | Recognise increase in RMCC revenue ($1.665m) (offset by increase in budgeted program expenditure)<br>Recognise forecast increase in airport passenger head tax revenue ($448k) (note; net improvement in airport result transferred to airport internal reserve to provide for future runway sealing)<br>Recognise s68 fee income ($9k)<br>Reduction in private works income $150k (partly offset by decreased expenditure)<br>Reduction in development income $40k |
| **Interest and Investment Revenue** | (303) | (154) | 149 | Unfavourable | Recognise reduction in interest income due to interest rates lower than forecast |
| **Other Revenues** | (2,345) | (2,294) | 51 | Unfavourable | Increase in companion animals income ($6k)<br>Reduction in airport sundry income from advertising and leases $57k |
| **Operating Grants and Contributions** | (14,655) | (14,958) | (303) | Favourable | Increase to reflect 2021-22 financial assistance grant allocation although actual result will be dependent on the 2022-23 allocation paid in advance ($297k)<br>Recognise contribution for Waterfall Way Tourism Recovery Campaign ($9k)<br>De-recognise Naidoc week funding $3k |
| **Employee Costs** | 22,753 | 23,876 | 1,123 | Unfavourable | Recognise cost of temporary positions created to support the increased 2021-2022 RMCC program $1.792m (offset by increased revenue)<br>Recognise cost of preshcool staffing impacted by required child ratios and high facility maintenance requirements $74k<br>Recognise Crown Lands plans of management support role costs $35k (grant funded)<br>Transfer of employee costs from roads to RMCC program relating to seconded roles ($499k) (offset by an increase in the roads materials & contractors budget due to requirement to meet Roads to Recovery own source expenditure)<br>Transfer of strategic planning salary costs to consultancy to support workload created by vacant roles ($120k)<br>Transfer of operational employee costs to capital in line with where staff are allocated ($77k)<br>Recognise higher employee oncost recovery due to additional staffing costs ($82k) |
| **Materials and Contracts** | 12,394 | 12,875 | 481 | Unfavourable | Recognise increase in roads materials & contractors expenditure $499k (offset by reduction in employee costs)<br>Recognise strategic planning consultancy $120k (offset by a decrease in employee costs)<br>Recognise costs associated with parking fine mobile system due to prepaid annual licensing amount not factored into budget $70k<br>Recognise increase in development legal fees due to planning appeals $64k<br>Recognise increase in airport energy costs due to increased flights $23k<br>Recognise internal audit costs pertaining to timing of audits not complete as at 30/06/2021 $23k<br>Recognise Constructive Energy costs $16k (offset by transfer of funding from other expenses)<br>Recognise Saumarez Homestead road design costs $15k<br>Recognise traffic management expenditure carry over from 2020-21 $11k (offset by transfer from unspent grants reserve)<br>Adjustment to RMCC program expenditure ($262k) as budget has been reallocated to employee costs (offset by increase in employee costs)<br>Recognise decrease in private works expenditure ($65k)<br>Transfer of funding to other expenses to cover Vendor Panel Upgrade + ArcBlue Program to deliver procurement improvements ($22k)<br>Transfer of funding to other expenses to cover Hillgrove Progress Association mowing contribution ($7k)<br>Reduction in community services funding per Council resolution 26/22 ($3k) |
| **Borrowing Costs** | 966 | 966 | 0 | N/A | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**2. Operating Budget Adjustments**

| Category | Last QBR $'000 | Current QBR $'000 | Variance $'000 | Budget Variance Favourable/ Unfavourable | QBR2 Commentary |
|---|---|---|---|---|---|
| **Other Expenses** | **9,957** | **10,047** | **90** | Unfavourable | Recognise increase in RMCC program expenditure $135k (offset by increase in budgeted program revenue)<br>Vendor Panel Upgrade + ArcBlue Program to deliver procurement improvements $22k (offset by transfer from materials and contracts)<br>Aboriginal Cultural Centre Keep Place contribution as per Council resolution 26/22 $39,600 (offset by $20k reduction from community services budget)<br>Recognise increase in New England Weeds Authority contribution $12k<br>Hillgrove Progress Association mowing contribution $7k (offset by transfer from materials and contracts)<br>Country Mayor's Association subscription $1k<br>Align Financial Controller costs with actuals; savings due to budget being based on cost recovery to Dec 21 but ended Sep 21 ($70k)<br>Transfer of funding to materials and contracts for Constructive Energy costs ($16k)<br>Reduction in community services funding per Council resolution 26/22 ($10k)<br>Transfer of costs from operational to capital budget for airport airside land development ($10k) |
| **Depreciation and Amortisation** | **12,757** | **12,757** | **0** | N/A | |
| | **(1,783)** | **(2,124)** | **(341)** | | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**2. Operating Budget Adjustments**

| Category | Last QBR $'000 | Current QBR $'000 | Variance $'000 | Budget Variance Favourable/ Unfavourable | QBR2 Commentary |
|---|---|---|---|---|---|
| **WATER FUND** | | | | | |
| Rates and Annual Charges | (2,640) | (2,964) | (324) | Favourable | The revenue forecasting tool used for the budget included a lower no of properties than actually charged the water access charge |
| User Charges and Fees | (8,776) | (8,776) | 0 | N/A | |
| Interest and Investment Revenue | (212) | (133) | 79 | Unfavourable | Recognise reduction in interest income due to interest rates lower than forecast |
| Other Revenues | (38) | (38) | 0 | N/A | |
| Operating Grants and Contributions | (67) | (67) | 0 | N/A | |
| Employee Costs | 1,665 | 1,665 | (0) | N/A | |
| Materials and Contracts | 4,930 | 4,930 | 0 | N/A | |
| Borrowing Costs | 293 | 293 | 0 | N/A | |
| Other Expenses | 635 | 635 | 0 | N/A | |
| Depreciation and Amortisation | 3,493 | 3,493 | 0 | N/A | |
| | (716) | (961) | (245) | | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**2. Operating Budget Adjustments**

| Category | Last QBR $'000 | Current QBR $'000 | Variance $'000 | Budget Variance Favourable/ Unfavourable | QBR2 Commentary |
|---|---|---|---|---|---|
| **SEWER FUND** | | | | | |
| **Rates and Annual Charges** | (6,444) | (6,444) | 0 | N/A | |
| **User Charges and Fees** | (206) | (206) | 0 | N/A | |
| **Interest and Investment Revenue** | (158) | (110) | 48 | Unfavourable | Recognise reduction in interest income due to interest rates lower than forecast |
| **Other Revenues** | (1,522) | (1,634) | (112) | Favourable | Recognise increase forecast revenue from cattle sales ($100k) (offset with associated expenditure)<br>Recognise hay sales ($6k)<br>Recognise rent and lease income ($6k) |
| **Operating Grants and Contributions** | (63) | (63) | 0 | N/A | |
| **Employee Costs** | 1,519 | 1,519 | 0 | N/A | |
| **Materials and Contracts** | 3,026 | 3,001 | (26) | Favourable | Reduction in sewer network materials expenses as underspent YTD |
| **Borrowing Costs** | 0 | 0 | 0 | N/A | |
| **Other Expenses** | 1,320 | 1,687 | 367 | Unfavourable | Recognise increased expense from cattle purchases partly offset by associated revenue (total cattle sales expected to make $283k) |
| **Depreciation and Amortisation** | 2,222 | 2,222 | 0 | N/A | |
| | (305) | (27) | 278 | | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**3. Capital Budget**

## GENERAL FUND

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 |
|---|---|---|---|---|---|---|---|
| **Capital Budget** | | | | | | | |
| **Funding** | | | | | | | |
| Operating Revenue | 12,982 | 2,530 | (888 ) | 333 | 0 | 0 | 14,958 |
| Capital Grants and Contributions | 28,056 | 869 | (5,943 ) | (7,712 ) | 0 | 0 | 15,270 |
| Proceeds from Property, Plant & Equipment | 1,010 | 0 | 214 | 0 | 0 | 0 | 1,224 |
| Transfer from Cash Reserve | 5,328 | 483 | 248 | 1,503 | 0 | 0 | 7,563 |
| **FUNDING** | **47,376** | **3,883** | **(6,368 )** | **(5,876 )** | **0** | **0** | **39,015** |
| **Expenditure** | | | | | | | |
| Purchase of Property, Plant & Equipment | 42,444 | 3,883 | (6,430 ) | (8,456 ) | 0 | 0 | 31,440 |
| Loan Repayments | 2,707 | 0 | 0 | 0 | 0 | 0 | 2,707 |
| Transfer to Cash Reserve | 2,225 | 0 | 63 | 2,580 | 0 | 0 | 4,867 |
| **EXPENDITURE** | **47,376** | **3,883** | **(6,368 )** | **(5,876 )** | **0** | **0** | **39,015** |
| **NET CAPITAL BUDGET POSITION** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

## WATER FUND

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 |
|---|---|---|---|---|---|---|---|
| **Capital Budget** | | | | | | | |
| **Funding** | | | | | | | |
| Operating Revenue | 12,831 | 1,403 | 2 | (5,329 ) | 0 | 0 | 8,907 |
| Capital Grants and Contributions | 8,001 | 1,447 | 0 | (4,773 ) | 0 | 0 | 4,675 |
| Proceeds from Property, Plant & Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer from Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **FUNDING** | **20,832** | **2,850** | **2** | **(10,102 )** | **0** | **0** | **13,582** |
| **Expenditure** | | | | | | | |
| Purchase of Property, Plant & Equipment | 20,551 | 2,850 | 2 | (10,102 ) | 0 | 0 | 13,301 |
| Loan Repayments | 281 | 0 | 0 | 0 | 0 | 0 | 281 |
| Transfer to Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **EXPENDITURE** | **20,832** | **2,850** | **2** | **(10,102 )** | **0** | **0** | **13,582** |
| **NET CAPITAL BUDGET POSITION** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

## SEWER FUND

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 |
|---|---|---|---|---|---|---|---|
| **Capital Budget** | | | | | | | |
| **Funding** | | | | | | | |
| Operating Revenue | 2,130 | 211 | 0 | (175 ) | 0 | 0 | 2,166 |
| Capital Grants and Contributions | 150 | 0 | 0 | 175 | 0 | 0 | 325 |
| Proceeds from Property, Plant & Equipment | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer from Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **FUNDING** | **2,280** | **211** | **0** | **0** | **0** | **0** | **2,491** |
| **Expenditure** | | | | | | | |
| Purchase of Property, Plant & Equipment | 2,280 | 211 | 0 | 0 | 0 | 0 | 2,491 |
| Loan Repayments | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Transfer to Cash Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **EXPENDITURE** | **2,280** | **211** | **0** | **0** | **0** | **0** | **2,491** |
| **NET CAPITAL BUDGET POSITION** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

## CONSOLIDATED

| | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 |
|---|---|---|---|---|---|---|---|
| **Capital Budget** | | | | | | | |
| **Funding** | | | | | | | |
| Operating Revenue | 27,943 | 4,144 | (886 ) | (5,171 ) | 0 | 0 | 26,030 |
| Capital Grants and Contributions | 36,207 | 2,316 | (5,943 ) | (12,310 ) | 0 | 0 | 20,270 |
| Proceeds from Property, Plant & Equipment | 1,010 | 0 | 214 | 0 | 0 | 0 | 1,224 |
| Transfer from Cash Reserve | 5,328 | 483 | 248 | 1,503 | 0 | 0 | 7,563 |
| **FUNDING** | **70,488** | **6,943** | **(6,366 )** | **(15,978 )** | **0** | **0** | **55,087** |
| **Expenditure** | | | | | | | |
| Purchase of Property, Plant & Equipment | 65,275 | 6,943 | (6,428 ) | (18,558 ) | 0 | 0 | 47,232 |
| Loan Repayments | 2,988 | 0 | 0 | 0 | 0 | 0 | 2,988 |
| Transfer to Cash Reserve | 2,225 | 0 | 63 | 2,580 | 0 | 0 | 4,867 |
| **EXPENDITURE** | **70,488** | **6,943** | **(6,366 )** | **(15,978 )** | **0** | **0** | **55,087** |
| **NET CAPITAL BUDGET POSITION** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**3. Capital Budget Adjustments**

| Level 3 | Project No | Description | REVENUE Last QBR $'000 | REVENUE Current QBR $'000 | REVENUE Variance $'000 | EXPENDITURE Last QBR $'000 | EXPENDITURE Current QBR $'000 | EXPENDITURE Variance $'000 | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | | |
| Aquatic Centres | 240016 | Capex: Aquatic Centre Asset Renewals | 0 | 0 | 0 | 366 | 366 | 0 | |
| Armidale Regional Airport | 270449 | Capex: Airport Staff relocation RASI011 | (92) | (92) | 0 | 92 | 92 | 0 | |
| Armidale Regional Airport | 272033 | Capex: Airport Security Screening | (2) | (2) | 0 | 2 | 2 | 0 | |
| Armidale Regional Airport | 272062 | Capex: Regional Airports Program Round 2 | (300) | (300) | 0 | 300 | 300 | 0 | |
| Construction & Maintenance - Internal Customers | 230269 | Capex: Urban & Rural Drainage. | 0 | 0 | 0 | 250 | 250 | 0 | |
| Construction & Maintenance - Internal Customers | 240830 | Capex: Kerb & Gutter Renewal 2021/22 | 0 | 0 | 0 | 285 | 458 | 173 | Transfer of funding from the footpath renewals budget |
| Construction & Maintenance - Internal Customers | 240917 | Capex: Footpath Renewal 2021/22 | 0 | 0 | 0 | 175 | 2 | (173) | Transfer of remaining budget to kerb and gutter renewal to help with backlog of works; additional funding for footpath renewal will be available in 2022-23 via the LRCI Phase 3 program |
| Construction & Maintenance - Internal Customers | 270259 | Capex: Urban Reseals 2021/22 | 0 | 0 | 0 | 1,565 | 1,565 | 0 | |
| Construction & Maintenance - Internal Customers | 270414 | Capex: Gravel Resheeting Roads Local Rural Unsealed | 0 | 0 | 0 | 1,847 | 1,847 | 0 | |
| Construction & Maintenance - Internal Customers | 270470 | Capex: Regional Rds Repair Program | (184) | (184) | 0 | 558 | 997 | 439 | Increase allocation to align with available funding; offset with transfer from unspent grants reserve |
| Construction & Maintenance - Internal Customers | 270471 | Capex: Rural Reseals 2021/22 | 0 | 0 | 0 | 1,852 | 1,852 | 0 | |
| Construction & Maintenance - Internal Customers | 272064 | Capex: Roundabout - McLennan Niagara St | (109) | (109) | 0 | 109 | 109 | 0 | |
| Design & Resourcing | 210303 | Capex: Capital project design and planning | 0 | 0 | 0 | 690 | 690 | 0 | |
| Development | 250802 | Section 7.12 Contributions Plan | (300) | (300) | 0 | 0 | 0 | 0 | |
| Economic Development | 270555 | Airside Land Sale Proceeds | (194) | (194) | 0 | 184 | 194 | 10 | Transfer of costs from operational to capital budget for airport airside land development ($10k) |
| Facilities | 240028 | Capex: Guyra Men's Shed relocation and welding bay | 0 | 0 | 0 | 108 | 108 | 0 | |
| Facilities | 240032 | Capex: Community Facilities Renovations | 0 | 0 | 0 | 75 | 75 | 0 | |
| Facilities | 240033 | Capex: Lamb & Potato Festival Renovation kitchen upgrade | 0 | 0 | 0 | 15 | 15 | 0 | |
| Facilities | 240035 | Capex: Guyra Historical Society Renovations | 0 | 0 | 0 | 1 | 1 | 0 | |
| Facilities | 240036 | Capex: SES Guyra Hardstand & Parking Area | (30) | (30) | 0 | 30 | 30 | 0 | |
| Facilities | 240060 | Capex: Local Area Committee Infrastructure Contributions | 0 | 0 | 0 | 377 | 377 | 0 | |
| Facilities | 240061 | Capex: RFS Drought Funding Contributions | 0 | 0 | 0 | 9 | 9 | 0 | |
| Facilities | 240331 | Capex:Solar Project Installation at Major Council Facilities | 0 | 0 | 0 | 38 | 38 | 0 | |
| Facilities | 240613 | Capex: Ebor LAC LCRI Funding | 0 | 0 | 0 | 24 | 24 | 0 | |
| Facilities | 241006 | Capex: Building Renewals 2021/22 | 0 | 0 | 0 | 843 | 653 | (190) | Transfer of funding pertaing to LRCI Phase 2 to a separate project to assist with tracking grant expenditure |
| Facilities | 241007 | Capex: LRCI Phase 2 Building Upgrades | 0 | 0 | 0 | 0 | 190 | 190 | Transfer of funding from project 241006 |
| Facilities | 270451 | Capex: Upgrade disability ramps Guyra Community Hall | (63) | (63) | 0 | 63 | 63 | 0 | |
| Facilities | 270455 | Capex: Showground Stimulas Funding P2B | (711) | (711) | 0 | 711 | 711 | 0 | |
| Facilities | 272059 | Capex: Armidale Library | (85) | (85) | 0 | 85 | 85 | 0 | |
| Facilities | 272065 | Capex: Kolora Carpark & Landscaping | 0 | 0 | 0 | 15 | 15 | 0 | |
| Facilities | 300716 | Capex: Preschool Upgrade | 0 | 0 | 0 | 0 | 7 | 7 | Budget required for repayment of retention amount for UNE Guyra Study Hub funded from preschool upgrade internal reserve |
| Fleet & Workshop | 210501 | Capex: Plant Purchases | (1,010) | (1,010) | 0 | 3,055 | 3,055 | 0 | |
| Governance | 210852 | Land Divestment Strategy Proceeds | (20) | (20) | 0 | 0 | 0 | 0 | |
| Guyra Preschool | 300731 | Preschool Bushfire Funded Upgrades | 0 | 0 | 0 | 313 | 313 | 0 | |
| Knowledge (IT) | 210881 | Capex: IT Communications | 0 | 0 | 0 | 239 | 239 | 0 | |
| Libraries, Museums & VIC | 220506 | Capex: Library Books and AV materials | 0 | 0 | 0 | 125 | 125 | 0 | |
| Libraries, Museums & VIC | 272058 | Public Library Infrastructure | (166) | (166) | 0 | 166 | 166 | 0 | |
| Libraries, Museums & VIC | 272060 | Capex: Armidale Library Fitout | (170) | (170) | 0 | 170 | 170 | 0 | |
| Project Management Office (PMO) | 210234 | Capex: Airport Business Park | 0 | 0 | 0 | 32 | 32 | 0 | |
| Project Management Office (PMO) | 270251 | Capex: Guyra Main Street Upgrade (Merger Funds) | 0 | 0 | 0 | 400 | 400 | 0 | |
| Project Management Office (PMO) | 270442 | Capex: Kempsey Road Big Hill Project | (4,431) | 0 | 4,431 | 4,431 | 0 | (4,431) | Transfer of funding to project 270444 as all Kempsey Road funding is being managed under a single project code |
| Project Management Office (PMO) | 270444 | Capex: Kempsey Road Natural Disaster Restoration | (10,000) | (9,069) | 931 | 10,000 | 9,069 | (931) | Transfer of fundig from projects 270442 & 270456 offset by a reduction in overall costs and revenue based on the revised 2021-22 forecast |
| Project Management Office (PMO) | 270456 | Capex: Kempsey Road to Black Bird Creek Bridge | (2,500) | 0 | 2,500 | 2,500 | 0 | (2,500) | Transfer of funding to project 270444 as all Kempsey Road funding is being managed under a single project code |
| Project Management Office (PMO) | 270546 | Capex: Shingle Hut Creek Bridge Replacement | (12) | (12) | 0 | 12 | 12 | 0 | |
| Project Management Office (PMO) | 270547 | Capex: Dumaresq Creek Bridge | (343) | (343) | 0 | 159 | 159 | 0 | |
| Project Management Office (PMO) | 270548 | Capex: Pint Pot Creek Bridge | (310) | (310) | 0 | 34 | 34 | 0 | |
| Project Management Office (PMO) | 270549 | Capex: Martins Gully Bridge | (375) | (375) | 0 | 704 | 704 | 0 | |
| Project Management Office (PMO) | 272024 | Capex: Airside works Stage 1 | (871) | (871) | 0 | 1,743 | 1,743 | 0 | |
| Project Management Office (PMO) | 272047 | Capex: Monckton Aquatic Centre Solar Panels | 0 | 0 | 0 | 39 | 39 | 0 | |
| Project Management Office (PMO) | 272050 | Capex: Bakers Creek Bridge | (300) | (300) | 0 | 300 | 300 | 0 | |
| Project Management Office (PMO) | 272051 | Capex: Boorolong Creek Bridge | (300) | (300) | 0 | 300 | 300 | 0 | |
| Project Management Office (PMO) | 272052 | Capex: Laura Creek Bridge | (500) | (150) | 350 | 500 | 150 | (350) | Reduce budget in line with application to Transport NSW to withdraw project fom Fixing Country Bridges program |
| Project Management Office (PMO) | 272053 | Capex: Lambs Valley Bridge | (419) | (419) | 0 | 419 | 419 | 0 | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**3. Capital Budget Adjustments**

| Level 3 | Project No | Description | REVENUE Last QBR $'000 | REVENUE Current QBR $'000 | REVENUE Variance $'000 | EXPENDITURE Last QBR $'000 | EXPENDITURE Current QBR $'000 | EXPENDITURE Variance $'000 | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|
| Project Management Office (PMO) | 272066 | Capex: Williams Road Bridge | 0 | 0 | 0 | 163 | 163 | 0 | |
| Public & Town Spaces | 240208 | Capex: Armidale Cemetery - Plaque Beams | 0 | 0 | 0 | 15 | 15 | 0 | |
| Public & Town Spaces | 240307 | Capex: Playground Replacement Program | 0 | 0 | 0 | 27 | 27 | 0 | |
| Public & Town Spaces | 240383 | Capex: Black Gully Reveg & Erosion Control | 0 | 0 | 0 | 15 | 15 | 0 | |
| Public & Town Spaces | 240384 | Capex: Playground Warning Signage | 0 | 0 | 0 | 10 | 10 | 0 | |
| Public & Town Spaces | 240386 | Capex: Sports Council Priority Projects | 0 | 0 | 0 | 33 | 33 | 0 | |
| Public & Town Spaces | 240387 | Capex: Dumaresq Dam Fishing Jetty | (50) | (50) | 0 | 50 | 50 | 0 | |
| Public & Town Spaces | 240612 | Capex: Mall Vibrancy LCRI Funding | 0 | 0 | 0 | 301 | 301 | 0 | |
| Public & Town Spaces | 250796 | Sec 94 - Street Trees | (5) | (5) | 0 | 0 | 0 | 0 | |
| Public & Town Spaces | 272049 | Capex: Armidale Creeklands Masterplan | 0 | (500) | (500) | 0 | 500 | 500 | Recognise funding for the Public Legacy Spaces program and associated expenditure |
| Public & Town Spaces | 272063 | Capex: Lynches Rd Netball Lighting | (350) | (350) | 0 | 350 | 350 | 0 | |
| Waste Services | 290146 | Capex: Landfill Construction Waterfall Way | 0 | 0 | 0 | 424 | 424 | 0 | |
| Waste Services | 290153 | Capex: Guyra Landfill Leachate Monitoring | 0 | 0 | 0 | 468 | 468 | 0 | |
| Waste Services | 290154 | Capex: Ben Lomond Transfer Station | (4) | (4) | 0 | 4 | 4 | 0 | |
| Waste Services | 290251 | Capex: Long Swamp Road – Weighbridge | 0 | 0 | 0 | 225 | 225 | 0 | |
| Waste Services | 290252 | Capex: Long Swamp Road – Baler | 0 | 0 | 0 | 1,350 | 150 | (1,200) | Project delayed due to current problems acquiring equipment - funding returned to the unspent waste loan reserve |
| Waste Services | 290576 | Capex: Waste Transfer Station Upgrades 2021/22 | 0 | 0 | 0 | 150 | 150 | 0 | |
| | | **Total** | **(24,206)** | **(16,494)** | **7,712** | **39,896** | **31,440** | **(8,456)** | |
| **WATER FUND** | | | | | | | | | |
| Loans | 280018 | LOAN PROCEEDS: Water Fund | (9,770) | (9,770) | 0 | 0 | 0 | 0 | |
| Water Services | 280022 | Developer Servicing Charge - Water | 0 | (250) | (250) | 0 | 0 | 0 | Recognise developer contributions received |
| Water Services | 280203 | Capex: Guyra Dam - Raw Water Pump Station and Switchboar | 0 | 0 | 0 | 11 | 11 | 0 | |
| Water Services | 280216 | Capex: Dumaresq Dam Upgrade Stability Investigation | (3,025) | (3,025) | 0 | 5,560 | 6,834 | 1,274 | Increase identified in Council report AINT/2022/01020 |
| Water Services | 280276 | Capex: Water Meter Replacement | 0 | 0 | 0 | 150 | 150 | 0 | |
| Water Services | 280332 | Capex: Regional WTP - Master Plan incl Water Tank Upgrades | 0 | 0 | 0 | 1,099 | 1,099 | 0 | |
| Water Services | 280333 | Capex: Groundwater Infrastructure | (123) | 0 | 123 | 508 | 508 | 0 | Derecognition of grant income as unable to identify available funding |
| Water Services | 280371 | Capex: Water Main Replacements | 0 | 0 | 0 | 800 | 800 | 0 | |
| Water Services | 280425 | Capex: Water pumping stations renewal | 0 | 0 | 0 | 100 | 100 | 0 | |
| Water Services | 280716 | Capex: Armidale & Guyra WTPs - Fluoridation Upgrade Stage 2 | (400) | (400) | 0 | 427 | 427 | 0 | |
| Water Services | 280728 | Capex: Water Treatment Plant | 0 | 0 | 0 | 100 | 100 | 0 | |
| Water Services | 280743 | Capex: SCADA Telemetry Systems | 0 | 0 | 0 | 11 | 11 | 0 | |
| Water Services | 280746 | Capex: Reservoirs Cathodic Protection | 0 | 0 | 0 | 150 | 150 | 0 | |
| Water Services | 280747 | Capex: Reservoirs - Toadulla | 0 | 0 | 0 | 150 | 150 | 0 | |
| Water Services | 280748 | Capex: Service Line Replacement | 0 | 0 | 0 | 150 | 150 | 0 | |
| Water Services | 280749 | Capex: Upgrade DN 375/300 Distribution Main Rockvale Rd/Ma | 0 | 0 | 0 | 1,600 | 0 | (1,600) | Porject deferred until 2022-2023 to assist with covering the budget increase on Dumaresq Dam Wall Upgrade |
| Water Services | 280750 | Capex: Water Security Project | (250) | (250) | 0 | 500 | 500 | 0 | |
| Water Services | 280751 | Capex: Southern New England Landcare Guyra Dams Work | 0 | 0 | 0 | 50 | 50 | 0 | |
| Water Services | 280752 | Capex: Malpas Dam - Replace air compressor | 0 | 0 | 0 | 60 | 60 | 0 | |
| Water Services | 280753 | Capex: Malpas Intake tower WHS works | 0 | 0 | 0 | 100 | 100 | 0 | |
| Water Services | 280754 | Capex: WHS Works at Guyra WTP (HH20 2017) | 0 | 0 | 0 | 400 | 400 | 0 | |
| Water Services | 280755 | Capex: SCADA Upgrade/Guyra Plants Automation | 0 | 0 | 0 | 200 | 200 | 0 | |
| Water Services | 280861 | Capex: Puddledock Pipeline Replacement | (5,650) | (750) | 4,900 | 11,276 | 1,500 | (9,776) | Deferral of project expenditure to 2022-23 in line with construction timeline; expected completion date is March 2023; report for preferred contractor is going to February Council meeting |
| | | **Total** | **(19,218)** | **(14,445)** | **4,773** | **23,403** | **13,301** | **(10,102)** | |
| **SEWER FUND** | | | | | | | | | |
| Sewer Services | 260023 | Developer Servicing Charge Sewer | 0 | (175) | (175) | 0 | 0 | 0 | Recognise developer contributions received |
| Sewer Services | 260197 | Capex: Upgrades to the Sewer Network Vent Stacks | 0 | 0 | 0 | 60 | 90 | 30 | Transfer of funding to project 260217 |
| Sewer Services | 260198 | Capex: Acacia Park Rising Main Renewal | 0 | 0 | 0 | 195 | 195 | 0 | |
| Sewer Services | 260199 | Capex: Sewer Network Upgrades - MH Rehab | 0 | 0 | 0 | 25 | 25 | 0 | |
| Sewer Services | 260217 | Capex: Sewermains | 0 | 0 | 0 | 1,411 | 1,381 | (30) | Transfer of funding from project 260197 |
| Sewer Services | 260301 | Capex: Sewage pumping stations capital projects | 0 | 0 | 0 | 200 | 200 | 0 | |
| Sewer Services | 260407 | Capex: Sewage Treatment Plant | 0 | 0 | 0 | 200 | 200 | 0 | |
| Sewer Services | 260416 | Capex: Effluent Reuse Farm - New Centre Pivot | 0 | 0 | 0 | 100 | 100 | 0 | |
| Sewer Services | 260417 | Capex: STP Upgrade Initial Works | (150) | (150) | 0 | 300 | 300 | 0 | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**
**3. Capital Budget Adjustments**

| Level 3 | Project No | Description | REVENUE Last QBR $'000 | REVENUE Current QBR $'000 | REVENUE Variance $'000 | EXPENDITURE Last QBR $'000 | EXPENDITURE Current QBR $'000 | EXPENDITURE Variance $'000 | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|
| | | Total | (150) | (325) | (175) | 2,491 | 2,491 | 0 | |
| Total | | | (43,574) | (31,264) | 12,310 | 65,790 | 47,232 | (18,558) | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**4. Cash & Investments**

## CONSOLIDATED

| | Opening Balance 2021-22 $'000 (Actual) | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 | QBR2 Commentary |
|---|---|---|---|---|---|---|---|---|---|
| **Cash & Investments** | | | | | | | | | |
| **UNRESTRICTED CASH** | **3,408** | **0** | **(9 )** | **50** | **8** | **0** | **0** | **3,456** | The net result of the budget review is a small increase in unrestricted cash |
| **Externally Restricted Cash** | | | | | | | | | |
| NIRW Grant from EPA | 726 | 0 | 0 | 0 | 0 | 0 | 0 | 726 | |
| Specific Purpose Unexpended Loans | 2,228 | (1,875 ) | 0 | 0 | 1,200 | 0 | 0 | 1,553 | Reduction in waste capital expenditure reflected in the capital budget review (project 290251) |
| Developer Contributions - General | 3,253 | 305 | 0 | 0 | 0 | 0 | 0 | 3,558 | |
| Developer Contributions - Water | 2,871 | 0 | 0 | 0 | 0 | 0 | 0 | 2,871 | |
| Developer Contributions - Sewer | 2,258 | 0 | 0 | 0 | 0 | 0 | 0 | 2,258 | |
| Specific Purpose Unexpended Grants | 7,911 | (2,154 ) | 659 | 63 | (485 ) | 0 | 0 | 5,993 | Transfer of unspent Regional Roads funding to budget ($449k)<br>Transfer of unspent Crown Lands plans of management funding to budget ($35k) |
| Transport NSW Contributions | 154 | 0 | 0 | 0 | 0 | 0 | 0 | 154 | |
| Other Contributions | 189 | 0 | 0 | 0 | 0 | 0 | 0 | 189 | |
| Water Fund | 20,373 | 1,123 | (1,403 ) | 23 | 5,574 | 0 | 0 | 25,690 | Net result of budget movements in Water Fund |
| Sewer Fund | 17,253 | 334 | (211 ) | 62 | (103 ) | 0 | 0 | 17,336 | Net result of budget movements in Sewer Fund |
| Domestic Waste Management | 2,377 | 1,115 | 0 | 0 | 0 | 0 | 0 | 3,491 | |
| Deposits, Retentions & Bonds | 1,492 | 0 | 0 | 0 | 0 | 0 | 0 | 1,492 | |
| **TOTAL EXTERNAL RESTRICTIONS** | **61,084** | **(1,153 )** | **(955 )** | **148** | **6,187** | **0** | **0** | **65,312** | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**4. Cash & Investments**

## CONSOLIDATED

| | Opening Balance 2021-22 $'000 (Actual) | Original Budget 2021-22 $'000 | Carry Forwards $'000 | QBR1 Jul-Sep $'000 | QBR2 Oct-Dec $'000 | QBR3 Jan-Mar $'000 | QBR4 Apr-Jun $'000 | Revised Budget 2021-22 $'000 | Commentary |
|---|---|---|---|---|---|---|---|---|---|
| **Internally Restricted Cash** | | | | | | | | | |
| Employee Leave Entitlement | 3,904 | 0 | 0 | 0 | 0 | 0 | 0 | 3,904 | |
| Plant & Vehicle Replacement | 1,291 | 271 | (98 ) | 0 | 0 | 0 | 0 | 1,464 | |
| 2020/21 Carry Forward Works | 1,400 | (747 ) | (653 ) | 0 | 0 | 0 | 0 | 0 | |
| Airport Business Park Land Sale Proceeds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Property Sale Proceeds | 1,131 | 0 | 0 | 0 | 0 | 0 | 0 | 1,131 | |
| Airport | 1,562 | (727 ) | (144 ) | 0 | 369 | 0 | 0 | 1,059 | Transfer of net improvement in airport result to reserve to assist with funding the runway reseal (preliminary estimate for these works is $2m and subject to change once further scoping occurs) |
| Asset Replacement | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | |
| Design & Planning Future Capital Works | 195 | (95 ) | 0 | 0 | 0 | 0 | 0 | 100 | |
| Kolora M&R | 489 | 323 | 0 | 0 | 0 | 0 | 0 | 812 | |
| Kolora Sinking Fund | 442 | 0 | 0 | (15 ) | 0 | 0 | 0 | 427 | |
| PreSchool | 233 | 0 | 0 | (40 ) | (7 ) | 0 | 0 | 186 | UNE Guyra Study Hub retention amount (original project was funded from this reserve) |
| Special Rate Variation | 1,374 | 0 | 0 | (144 ) | 0 | 0 | 0 | 1,230 | |
| Strategic Priorities | 553 | 0 | 0 | (16 ) | 0 | 0 | 0 | 537 | |
| Automated Vehicle Trial | 79 | 0 | 0 | 0 | 0 | 0 | 0 | 79 | |
| Biodiversity Offsets | 490 | 0 | 0 | 0 | 0 | 0 | 0 | 490 | |
| Environmental Remediation | 0 | 175 | 0 | 0 | 0 | 0 | 0 | 175 | |
| Events & Promotions | 42 | 0 | 0 | 0 | 0 | 0 | 0 | 42 | |
| Financial Improvement Plan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Kolora Fundraising | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | |
| Natural Disaster Provision | 700 | 0 | 0 | 0 | 0 | 0 | 0 | 700 | |
| Performance Improvement Order | 374 | 0 | (55 ) | 0 | 0 | 0 | 0 | 319 | |
| PreSchool Fundraising | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | |
| Sports Council | 68 | 0 | 0 | (33 ) | 0 | 0 | 0 | 35 | |
| Technology Strategy | 594 | 0 | 0 | 0 | 0 | 0 | 0 | 594 | |
| Waste Management | 1,380 | 307 | (192 ) | 0 | 0 | 0 | 0 | 1,495 | |
| **TOTAL INTERNAL RESTRICTIONS** | **16,813** | **(493 )** | **(1,142 )** | **(248 )** | **361** | **0** | **0** | **15,290** | |
| **TOTAL INVESTMENTS & CASH** | **81,305** | **(1,646 )** | **(2,106 )** | **(51 )** | **6,556** | **0** | **0** | **84,058** | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**4. Cash & Investments**

## Cash & Investments Position

### Statements

**Investments**

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

**Cash**

| | |
|---|---|
| The Cash at Bank figure included in the Cash & Investment Statement totals: | 90,525,583 |
| This Cash at Bank amount has been reconciled to Council's physical Bank Statements. | |
| Date bank reconciliation is reconciled to: | 31/12/2021 |
| The date of completion of this bank reconciliation is: | 4/02/2021 |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**5. Key Performance Indicators**

## GENERAL FUND

## Key Performance Indicators

| | Actual 2020-21 | Original Budget 2021-22 | Revised Budget 2021-22 | QBR2 Commentary |
|---|---|---|---|---|
| **1. Operating Performance Ratio** | **7.27%** | **0.17%** | **3.39%** | Improvement from original budget predominantly relates to recognition of operating grant revenue associated with the capital works program resulting in a higher operating surplus result |
| Net Operating Result | 4,533 | 100 | 2,124 | |
| Operating Revenue (excl. Capital Grants & Contributions) | 62,317 | 58,405 | 62,646 | |

*Benchmark: > 0%*
*Indicates Council's capacity to meet ongoing operating expenditure requirements.*

| | | | | |
|---|---|---|---|---|
| **2. Own Source Operating Revenue Ratio** | **63.21%** | **53.03%** | **61.20%** | Improvement from original budget predominantly relates to reduction in overall grant revenue and an increase in user fees and charges (own source) revenue |
| Operating Revenue (excl. ALL Grants & Contributions) | 46,669 | 45,854 | 47,688 | |
| Total Revenue (incl. Capital Grants & Cont) | 73,831 | 86,461 | 77,916 | |

*Benchmark: > 60%*
*Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received*

| | | | | |
|---|---|---|---|---|
| **3. Unrestricted Cash Expense Cover Ratio (Months)** | **0.9** | **0.9** | **0.9** | Ratio remains unchanged as restricted cash forecast is approximately the same as the original budget |
| Unrestricted Cash | 3,408 | 3,408 | 3,456 | |
| Operating Expenditure (excl. Depreciation + non-cash adj's) | 43,856 | 45,548 | 47,765 | |

*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)** | **5.18** | **3.76** | **4.31** | Improvement from original budget is due to improvement in forecast operating result |
| Operating Result before Interest & Dep. exp (EBITDA) | 19,901 | 13,823 | 15,847 | |
| Loan Repayments (Principal + Interest) | 3,841 | 3,673 | 3,673 | |

*Benchmark: > 2x*
*Measures the availability of operating cash to service debt including interest and principal payments.*

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**5. Key Performance Indicators**

## WATER FUND

## Key Performance Indicators

| | Actual 2020-21 | Original Budget 2021-22 | Revised Budget 2021-22 | QBR2 Commentary |
|---|---|---|---|---|
| **1. Operating Performance Ratio** | **2.01%** | **5.89%** | **8.02%** | Higher than original budget due to improved forecast operating result |
| Net Operating Result | 214 | 691 | 961 | |
| Operating Revenue (excl. Capital Grants & Contributions) | 10,655 | 11,732 | 11,977 | |

*Benchmark: > 0%*
*Indicates Council's capacity to meet ongoing operating expenditure requirements.*

| | | | | |
|---|---|---|---|---|
| **2. Own Source Operating Revenue Ratio** | **83.77%** | **59.11%** | **71.52%** | Improvement from original budget relates to reduction in capital grant revenue |
| Operating Revenue (excl. ALL Grants & Contributions) | 10,578 | 11,665 | 11,910 | |
| Total Revenue (incl. Capital Grants & Cont) | 12,627 | 19,734 | 16,652 | |

*Benchmark: > 60%*
*Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received*

| | | | | |
|---|---|---|---|---|
| **3. Unrestricted Cash Expense Cover Ratio (Months)** | **35.3** | **34.2** | **41.0** | Ratio has improved from original budget due to reduction of capital expenditure resulting in a higher forecast water fund cash position |
| Unrestricted Cash | 20,373 | 21,496 | 25,690 | |
| Operating Expenditure (excl. Depreciation + non-cash adj's) | 6,924 | 7,549 | 7,524 | |

*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)** | **7.01** | **7.79** | **8.27** | Higher than original budget due to improved forecast operating result |
| Operating Result before Interest & Dep. exp (EBITDA) | 4,044 | 4,477 | 4,747 | |
| Loan Repayments (Principal + Interest) | 577 | 574 | 574 | |

*Benchmark: > 2x*
*Measures the availability of operating cash to service debt including interest and principal payments.*

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**5. Key Performance Indicators**

## SEWER FUND

| | Actual 2020-21 | Original Budget 2021-22 | Revised Budget 2021-22 | QBR2 Commentary |
|---|---|---|---|---|
| **Key Performance Indicators** | | | | |
| **1. Operating Performance Ratio** | **11.14%** | **3.07%** | **0.32%** | Lower than original budget due to lower forecast operating result |
| Net Operating Result | 830 | 242 | 27 | |
| Operating Revenue (excl. Capital Grants & Contributions) | 7,451 | 7,892 | 8,456 | |
| *Benchmark: > 0%* | | | | |
| *Indicates Council's capacity to meet ongoing operating expenditure requirements.* | | | | |
| **2. Own Source Operating Revenue Ratio** | **93.04%** | **97.35%** | **95.58%** | Lower than original budget due to increase in revenue from capital contributions |
| Operating Revenue (excl. ALL Grants & Contributions) | 7,396 | 7,829 | 8,393 | |
| Total Revenue (incl. Capital Grants & Cont) | 7,949 | 8,042 | 8,781 | |
| *Benchmark: > 60%* | | | | |
| *Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received* | | | | |
| **3. Unrestricted Cash Expense Cover Ratio (Months)** | **46.8** | **38.9** | **33.5** | Ratio has declined from original budget due to lower forecast operating result and impact this will have on the sewer fund cash position |
| Unrestricted Cash | 17,253 | 17,587 | 17,336 | |
| Operating Expenditure (excl. Depreciation + non-cash adj's) | 4,422 | 5,428 | 6,207 | |
| *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)** | **30,290** | **24,641** | **22,488** | Lower than original budget due to lower forecast operating result<br>There are no borrowings in sewer fund which is why ratio looks high |
| Operating Result before Interest & Dep. exp (EBITDA) | 3,029 | 2,464 | 2,249 | |
| Loan Repayments (Principal + Interest) | 0 | 0 | 0 | |
| *Benchmark: > 2x* | | | | |
| *Measures the availability of operating cash to service debt including interest and principal payments.* | | | | |

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**5. Key Performance Indicators**

**CONSOLIDATED**

## Key Performance Indicators

| | Actual 2020-21 | Original Budget 2021-22 | Revised Budget 2021-22 | QBR2 Commentary |
|---|---|---|---|---|
| **1. Operating Performance Ratio** | **6.93%** | **1.32%** | **3.75%** | Improvement from original budget predominantly relates to recognition of operating grant revenue associated with the capital works program resulting in a higher operating surplus result |
| Net Operating Result | 5,577 | 1,033 | 3,112 | |
| Operating Revenue (excl. Capital Grants & Contributions) | 80,423 | 78,029 | 83,079 | |

*Benchmark: > 0%*
*Indicates Council's capacity to meet ongoing operating expenditure requirements.*

| | | | | |
|---|---|---|---|---|
| **2. Own Source Operating Revenue Ratio** | **68.47%** | **57.20%** | **65.79%** | Improvement from original budget predominantly relates to reduction in overall grant revenue and an increase in user fees and charges (own source) revenue |
| Operating Revenue (excl. ALL Grants & Contributions) | 64,643 | 65,348 | 67,991 | |
| Total Revenue (incl. Capital Grants & Cont) | 94,407 | 114,237 | 103,349 | |

*Benchmark: > 60%*
*Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received*

| | | | | |
|---|---|---|---|---|
| **3. Unrestricted Cash Expense Cover Ratio (Months)** | **0.7** | **0.7** | **0.7** | Ratio remains unchanged as restricted cash forecast is approximately the same as the original budget |
| Unrestricted Cash | 3,408 | 3,408 | 3,456 | |
| Operating Expenditure (excl. Depreciation + non-cash adj's) | 55,202 | 58,524 | 61,495 | |

*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)** | **6.11** | **4.89** | **5.38** | Improvement from original budget is due to improvement in forecast operating result |
| Operating Result before Interest & Dep. exp (EBITDA) | 26,974 | 20,764 | 22,843 | |
| Loan Repayments (Principal + Interest) | 4,418 | 4,248 | 4,248 | |

*Benchmark: > 2x*
*Measures the availability of operating cash to service debt including interest and principal payments.*

ARMIDALE Regional Council

**Quarterly Budget Review Statement**

**6. Contracts & Other Expenses**

## Contracts Listing

**Contracts entered into since last quarterly review to end of quarter**

| Contract No | Contractor | Contract Detail & Purpose | Contract Value | Commencement Date | Duration of Contract | Budgeted (Y/N) |
|---|---|---|---|---|---|---|
| A2021/40 | New England Surveying | Drainage Systems - Kempsey Road KR - Drainage Survey | $ 197,340 | 15/11/2021-31/03/2022 | 4 months | Y |
| A2021/42 | QRMC Risk Management | Kempsey Road - Six Curves Project Site Engineer | $ 240,000 | 8/11/2021-25/03/2022 | 4 months | Y |
| A2021/58 | GHD Pty Ltd | Provision of Project Mgmt & Eng Services for Kempsey Road Project<br>Joint Contract with GHD Pty Ltd, Kempsey Shire & Armidale Regional Council | Schedule of Rates | 25/10/2021-31/07/2024 | 3 years | Y |
| A2021/29 | JNC Group Indigenous | Kempsey Road Disaster Recovery Works Installation of Six Culvert Structures | $ 5,051,424 | 08/12/2021-29/06/2022 | 6 months | Y |
| A2021/59 | Sunwest Constructions | Airside Amenities & Crew Rest Facility | $ 160,195 | 13/12/2021-25/04/2022 | 4 months | Y |

## Consultancy & Legal Expenses

| Expense | | | Expenditure YTD | | | Budgeted (Y/N) |
|---|---|---|---|---|---|---|
| Consultants | | | $ 601,469 | | | Y |
| Legal Fees | | | $ 71,907 | | | Y |

**Definition of a consultant**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management.
Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

# Long Term Financial Plan

## Introduction

The Long Term Financial Plan (LTFP) directly inks to Council's Operational Plan and sets the framework to provide cost effective services within available resources for the duration of the forecast.

The IP&R framework requires Council to prepare a LTFP covering a period of at least ten years. The LTFP is essential for being able to determine:

- The extent to which resources will be available to deliver outcomes identified in the Community Strategic Plan and Delivery Program ;
- The ability of Council to meet financial sustainability targets over the term of the LTFP ; and
- The ability to evaluate and measure the impact of changes to service levels or the introduction of new service levels.

The overall objective of Council's LTFP is to maintain current service levels, identify a capital works program that meets the asset renewal requirements contained in Council's asset management plans and achieve a financially sustainable position.

Based on the following assumptions, the LTFP represents Council's estimates of projected 'secure' revenue within rate peg limits, the maintenance of existing services, infrastructure and facilities, and the delivery of initiatives identified in the Operational Plan 2021-2022.

## Assumptions

As with all forecasts, it must be acknowledged that things change over time and that long term forecasts are useful as a guidance tool which can identify financial issues in advance and enable a strategy or plan to be developed to deal with them. This LTFP has been prepared using a number of assumptions, which are applicable from 2021-2022 onwards.

The LTFP has been developed with the overriding assumption that Council will prioritise projects in accordance with available funding and will continue to maintain its current service levels.

The LTFP is based on maintaining existing services at current levels of service. Service levels can affect operating costs and income as well as asset maintenance costs. The LTFP demonstrates that Council's General Fund is not in a position to introduce additional unfunded services or increase service levels above existing levels.

The LTFP also includes the following specific assumptions:

| Assumptions | Year 2-10 2022/23-2030/31 |
|---|---|
| Rate Peg | 2.5% |
| Annual Charges – Waste & Drainage | 2.5% |
| Annual Charges – Water & Sewer | 5.0% |
| User Charges & Fees – Non Statutory | 2.5% |
| User Charges & Fees – Statutory | 2.0% |
| Other Revenue | 2.5% |
| Operating Grants & Contributions | 2.0% |
| Employee Costs | 2.5% |
| Materials & Contracts | 2.5% |
| Other Expenses | 2.0% |

## LTFP Income Statement – Water Fund Only

| $'000 | Projected Years | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| **Income from Continuing Operations** | | | | | | | | | | |
| **Revenue:** | | | | | | | | | | |
| Rates & Annual Charges | 2,640 | 2,772 | 2,910 | 3,056 | 3,208 | 3,369 | 3,537 | 3,714 | 3,900 | 4,095 |
| User Charges & Fees | 8,776 | 9,215 | 9,676 | 10,159 | 10,667 | 11,201 | 11,761 | 12,349 | 12,966 | 13,614 |
| Interest & Investment Revenue | 212 | 212 | 212 | 212 | 212 | 212 | 212 | 212 | 212 | 212 |
| Other Revenues | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 |
| Operating Grants & Contributions | 67 | 68 | 70 | 71 | 73 | 74 | 75 | 77 | 79 | 80 |
| Capital Grants & Contributions | 8,001 | 2,209 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| **Total Income** | **19,734** | **14,514** | **13,907** | **14,539** | **15,202** | **15,898** | **16,629** | **17,397** | **18,202** | **19,048** |
| **Expenses from Continuing Operations** | | | | | | | | | | |
| Employee Costs | 1,665 | 1,706 | 1,749 | 1,793 | 1,838 | 1,884 | 1,931 | 1,979 | 2,028 | 2,079 |
| Borrowing Costs | 293 | 517 | 487 | 455 | 421 | 388 | 360 | 330 | 299 | 272 |
| Materials & Contracts | 4,930 | 5,053 | 5,180 | 5,309 | 5,442 | 5,578 | 5,717 | 5,860 | 6,007 | 6,157 |
| Depreciation | 3,493 | 3,580 | 3,670 | 3,762 | 3,856 | 3,952 | 4,051 | 4,152 | 4,256 | 4,362 |
| Other Expenses | 660 | 675 | 691 | 706 | 722 | 739 | 755 | 772 | 790 | 808 |
| **Total Expenses** | **11,042** | **11,532** | **11,776** | **12,024** | **12,278** | **12,540** | **12,814** | **13,094** | **13,380** | **13,678** |
| **Net Operating Result** | **8,692** | **2,982** | **2,131** | **2,514** | **2,923** | **3,358** | **3,815** | **4,303** | **4,822** | **5,371** |
| **Net Operating Result before Capital Grants and Contributions** | **691** | **773** | **1,131** | **1,514** | **1,923** | **2,358** | **2,815** | **3,303** | **3,822** | **4,371** |

## LTFP Balance Sheet – Water Fund Only

| $'000 | Projected Years | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| **ASSETS** | | | | | | | | | | |
| **Current Assets** | | | | | | | | | | |
| Cash & Cash Equivalents | 1,123 | - | - | - | - | 1,213 | 2,996 | 6,038 | 9,319 | 11,845 |
| Investments | 21,722 | 16,176 | 14,662 | 12,106 | 8,938 | 8,938 | 8,938 | 8,938 | 8,938 | 8,938 |
| Receivables | 1,382 | 1,382 | 1,382 | 1,382 | 1,382 | 1,382 | 1,382 | 1,382 | 1,382 | 1,382 |
| **Total Current Assets** | **24,227** | **17,558** | **16,044** | **13,488** | **10,320** | **11,533** | **13,316** | **16,358** | **19,639** | **22,165** |
| **Non-Current Assets** | | | | | | | | | | |
| Infrastructure, Property, Plant & Equipment | 196,719 | 205,689 | 208,623 | 212,949 | 218,263 | 219,733 | 221,063 | 221,591 | 222,416 | 224,654 |
| **Total Non-Current Assets** | **196,719** | **205,689** | **208,623** | **212,949** | **218,263** | **219,733** | **221,063** | **221,591** | **222,416** | **224,654** |
| **TOTAL ASSETS** | **220,946** | **223,247** | **224,666** | **226,437** | **228,583** | **231,267** | **234,379** | **237,949** | **242,055** | **246,818** |
| **LIABILITIES** | | | | | | | | | | |
| **Current Liabilities** | | | | | | | | | | |
| Payables | 179 | 179 | 179 | 179 | 179 | 179 | 179 | 179 | 179 | 179 |
| Borrowings | 682 | 712 | 744 | 777 | 675 | 703 | 733 | 717 | 607 | 630 |
| **Total Current Liabilities** | **861** | **891** | **923** | **956** | **854** | **882** | **912** | **896** | **786** | **809** |
| **Non-Current Liabilities** | | | | | | | | | | |
| Borrowings | 13,034 | 12,322 | 11,579 | 10,802 | 10,127 | 9,424 | 8,691 | 7,975 | 7,368 | 6,738 |
| **Total Non-Current Liabilities** | **13,034** | **12,322** | **11,579** | **10,802** | **10,127** | **9,424** | **8,691** | **7,975** | **7,368** | **6,738** |
| **TOTAL LIABILITIES** | **13,895** | **13,213** | **12,501** | **11,758** | **10,981** | **10,306** | **9,603** | **8,870** | **8,154** | **7,547** |
| **Net Assets** | **207,051** | **210,034** | **212,165** | **214,679** | **217,603** | **220,961** | **224,776** | **229,079** | **233,901** | **239,272** |
| **EQUITY** | | | | | | | | | | |
| Retained Earnings | 198,659 | 201,642 | 203,773 | 206,287 | 209,211 | 212,569 | 216,384 | 220,687 | 225,509 | 230,880 |
| Revaluation Reserves | 8,392 | 8,392 | 8,392 | 8,392 | 8,392 | 8,392 | 8,392 | 8,392 | 8,392 | 8,392 |
| **Total Equity** | **207,051** | **210,034** | **212,165** | **214,679** | **217,603** | **220,961** | **224,776** | **229,079** | **233,901** | **239,272** |

## LTFP Cashflow Statement – Water Fund Only

| $'000 | Projected Years | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| **Cash Flows from Operating Activities** | | | | | | | | | | |
| **Receipts:** | | | | | | | | | | |
| Rates & Annual Charges | 2,640 | 2,772 | 2,910 | 3,056 | 3,208 | 3,369 | 3,537 | 3,714 | 3,900 | 4,095 |
| User Charges & Fees | 8,776 | 9,215 | 9,676 | 10,159 | 10,667 | 11,201 | 11,761 | 12,349 | 12,966 | 13,614 |
| Interest & Investment Revenue Received | 212 | 212 | 212 | 212 | 212 | 212 | 212 | 212 | 212 | 212 |
| Grants & Contributions | 8,068 | 2,278 | 1,070 | 1,071 | 1,073 | 1,074 | 1,075 | 1,077 | 1,079 | 1,080 |
| Other | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 |
| **Payments:** | | | | | | | | | | |
| Employee Costs | (1,665) | (1,706) | (1,749) | (1,793) | (1,838) | (1,884) | (1,931) | (1,979) | (2,028) | (2,079) |
| Materials & Contracts | (4,930) | (5,053) | (5,180) | (5,309) | (5,442) | (5,578) | (5,717) | (5,860) | (6,007) | (6,157) |
| Borrowing Costs | (293) | (517) | (487) | (455) | (421) | (388) | (360) | (330) | (299) | (272) |
| Other | (660) | (675) | (691) | (706) | (722) | (739) | (755) | (772) | (790) | (808) |
| **Net Cash provided (or used in) Operating Activities** | 12,185 | 6,563 | 5,801 | 6,276 | 6,779 | 7,310 | 7,866 | 8,455 | 9,078 | 9,733 |
| **Cash Flows from Investing Activities** | | | | | | | | | | |
| **Receipts:** | | | | | | | | | | |
| Sale of Investment Securities | - | 5,546 | 1,514 | 2,555 | 3,168 | - | - | - | - | - |
| **Payments:** | | | | | | | | | | |
| Purchase of Investment Securities | | | | | | | | | | |
| Purchase of Infrastructure, Property, Plant & Equipment | (20,551) | (12,550) | (6,603) | (8,087) | (9,170) | (5,422) | (5,380) | (4,680) | (5,081) | (6,600) |
| **Net Cash provided (or used in) Investing Activities** | (20,551) | (7,004) | (5,089) | (5,532) | (6,002) | (5,422) | (5,380) | (4,680) | (5,081) | (6,600) |
| **Cash Flows from Financing Activities** | | | | | | | | | | |
| **Receipts:** | | | | | | | | | | |

| $'000 | Projected Years | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| Proceeds from Borrowings & Advances | 9,770 | - | - | - | - | - | - | - | - | - |
| **Payments:** | | | | | | | | | | |
| Repayment of Borrowings | (281) | (682) | (712) | (744) | (777) | (675) | (703) | (733) | (717) | (607) |
| **Net Cash Flow provided (used in) Financing Activities** | 9,489 | (682) | (712) | (744) | (777) | (675) | (703) | (733) | (717) | (607) |
| **Net Increase/(Decrease) in Cash & Cash Equivalents** | **1,123** | **(1,123)** | **-** | **-** | **-** | **1,213** | **1,783** | **3,042** | **3,281** | **2,526** |
| **plus: Cash, Cash Equivalents & Investments - beginning of year** | - | 1,123 | - | - | - | - | 1,213 | 2,996 | 6,038 | 9,319 |
| **Cash & Cash Equivalents - end of the year** | **1,123** | **-** | **-** | **-** | **-** | **1,213** | **2,996** | **6,038** | **9,319** | **11,845** |
| Investments - end of the year | 21,722 | 16,176 | 14,662 | 12,106 | 8,938 | 8,938 | 8,938 | 8,938 | 8,938 | 8,938 |
| **Cash, Cash Equivalents & Investments - end of the year** | **22,845** | **16,176** | **14,662** | **12,106** | **8,938** | **10,151** | **11,934** | **14,976** | **18,257** | **20,783** |

## Key Performance Indicators – Water Fund Only

| | Bench-mark | Projected Years | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
| **Operating Performance Ratio** | >0% | 5.89% | 6.28% | 8.76% | 11.18% | 13.54% | 15.83% | 18.01% | 20.14% | 22.22% | 24.22% |
| **Own Source Operating Revenue** | >60% | 59.11% | 84.31% | 92.31% | 92.63% | 92.94% | 93.24% | 93.53% | 93.81% | 94.07% | 94.33% |
| **Debt Service Cover Ratio** | >2x | 7.79 | 4.06 | 4.41 | 4.78 | 5.17 | 6.30 | 6.80 | 7.33 | 8.25 | 10.25 |
| **Cash Expense Cover Ratio (including restricted cash)** | >3 months | 35.01 | 22.48 | 19.95 | 16.13 | 11.66 | 13.15 | 15.13 | 18.58 | 22.26 | 25.13 |
| **Buildings & Infrastructure Renewals Ratio** | >100% | 81.78% | 134.60% | 75.38% | 144.01% | 129.97% | 51.18% | 49.93% | 48.71% | 56.88% | 70.78% |
| **Infrastructure Backlog Ratio** | <2% | 0.96% | 0.83% | 0.93% | 0.74% | 0.61% | 0.83% | 1.05% | 1.30% | 1.51% | 1.66% |
| **Asset Maintenance Ratio** | >100% | 98% | 98% | 98% | 98% | 98% | 98% | 98% | 98% | 98% | 98% |
| **Real Operating Expenditure per capita** | N/A | $317 | $318 | $312 | $306 | $308 | $305 | $302 | $298 | $295 | $292 |

**Armidale Regional Council**
**Armidale Regional Local Environmental Plan Planning Proposal PP-2021-4173**
**Consultation with Public Authorities / Organisations**

Overview

Gateway Determination Condition 4 states that:

> *Consultation is required with the following public authorities/organisations under section 3.34(2)(d) of the Act and/or to comply with the requirements of relevant section 9.1 Directions:*
>
> - *NSW Rural Fire Service*
> - *National Parks and Wildlife Service*
> - *Biodiversity Conservation Division*
> - *Heritage NSW*
> - *Armidale Local Aboriginal Land Council*
> - *Guyra Local Aboriginal Land Council*
> - *Department of Primary Industries – Agriculture*
> - *NSW Mining, Exploration and Geoscience*
> - *Transport for NSW (road and rail)*
> - *Crown Lands*
>
> *Each public authority/organisation is to be provided with a copy of the planning proposal and any relevant supporting material and given at least 21 days to comment on the proposal.*

In accordance with the Gateway Determination and subsequent advice from the Department of Planning, Industry & Environment, Council emailed each of the above-listed public authorities / organisations on Friday 17 September 2021, providing information about the Planning Proposal and requesting comments before close of business on Monday 11 October 2021 (i.e. 24 days). Council subsequently referred the Planning Proposal to each public authority / organisation on Monday 20 September 2021. Comments were received from NSW Rural Fire Service and the Biodiversity and Conservation Division within DPIE after the closing date. No comments were received from either of the two Local Aboriginal Land Councils.

Comments Received

The table following documents comments received from each public authority / organisation and the proposed response in terms of updates to the Planning Proposal. Attachments have been used where required to expand the proposed response.

| **Public Authority / Organisation** | **Comment** (extract) | **Date Received** | **ARC Response** |
|---|---|---|---|
| NSW Rural Fire Service | " … The NSW RFS has considered the information submitted and subsequently raise no concerns or issues in relation to bush fire."<br>NSW RFS 15/10/21 | By email and Via Planning Portal (15/10/21) | Noted / No update is required to the ARLEP Planning Proposal. |
| National Parks and Wildlife Service | " … The EPA has no further comments on the Planning Proposal at this stage."<br>NSW EPA 01/10/21 | By email 01/10/21 | Noted / No update is required to the ARLEP Planning Proposal. |
| Biodiversity and Conservation Division | " … We thank Armidale Regional Council for its early engagement with the BCD, …<br>… BCD has reviewed the PP relating to the proposed AR LEP and all supporting information, …<br>The comments provided relate to those matters to which the BCD has a statutory interest. A detailed discussion of our review is provided in Attachment 1 to this letter. … | Via Planning Portal (15/10/21) | Updates are proposed to the ARLEP Planning Proposal in response to comments made by the Biodiversity and Conservation |

Armidale Regional Council
ARLEP Planning Proposal PP-2021-4173
Consultation with Public Authorities / Organisations (Final 18102021)

| | | | |
|---|---|---|---|
| | We trust the council will address our recommendations above and we request an opportunity to review the ARLEP when it is publicly exhibited."<br>BCD 15/10/21 | | Division. Refer Attachment A.<br><br>Note:<br>Comments are relevant for future LSPS Planning Action implementation. |
| Heritage NSW | " … We have reviewed the planning proposal and note that the amendments Council is proposing through consolidation of its LEP are largely administrative in nature. … We consider that the above amendments will not have a significant heritage impact, and as such we are not opposed to these amendments.<br>… We have reviewed our records … . There are some errors and/or anomalies in the draft LEP affecting several SHR items. These are summarised in Attachment 1. These anomalies are mostly due to items having been included on the SHR or minor mapping discrepancies."<br>HNSW 07/10/21 | Via Planning Portal (11/10/21) | Updates are proposed to the ARLEP Planning Proposal in response to comments made by Heritage NSW. Refer Attachment B. |
| Armidale Local Aboriginal Land Council | No comments received. | N/A | N/A |
| Guyra Local Aboriginal Land Council | No comments received. | N/A | N/A |
| Department of Primary Industries – Agriculture | " … We have assessed the planning proposal and supporting documents and are aware of the largely administrative nature of the proposed draft Armidale Regional LEP, with expected nominal change for rural land and industries. In this regard we have no objection to the planning proposal proceeding and provide the following comments which may provide guidance for the next phase of strategy preparation and LEP amendment.<br>DPI 08/10/21 | Via Planning Portal 08/10/21 | Noted / No update is required to the ARLEP Planning Proposal.<br><br>Note:<br>Comments are relevant for future LSPS Planning Action implementation. |
| NSW Mining, Exploration and Geoscience | " … We advise that we have no resource sterilisation issues for consideration under Section 9.1 of the *Environmental Planning and Assessment Act 1979*, Direction 1.3 Mining, Petroleum Production and Extractive Industries."<br>NSW MEG 30/09/21 | Via Planning Portal 06/10/21 | Noted / No update is required to the ARLEP Planning Proposal. |
| Transport for NSW (road and rail) | " … From the information provided, we have no comment on the proposed planning proposal. However, we look forward to working with Council in the future should any more significant changes be proposed."<br>TFNSW 30/09/21 | By email 30/09/21 | Noted / No update is required to the ARLEP Planning Proposal. |
| Crown Lands | "The Armidale Crown Lands office has reviewed the proposed new Combined LEP and has no issues with what is proposed."<br>CL 06/10/21 | Via Planning Portal 06/10/21 | Noted / No update is required to the ARLEP Planning Proposal. |

**ATTACHMENT A:**

**Proposed Planning Proposal updates in response to comments made by the Biodiversity and Conservation Division.**

Minor updates are required to the Planning Proposal as described in the Table following.

**Table: Proposed Planning Proposal updates - BCD**

| **Biodiversity and Conservation Division Comments (extracts) and Recommendations** | **ARC Response / PP Updates** |
|---|---|
| LEP Clause 1.2 Aims of Plan<br>"We support the proposed retention of aim 2(e) in the ARLEP, …". | Noted / No update is required or proposed to the ARLEP Planning Proposal. |
| LEP Clause 2.1 Land use zones<br>"We support the proposed inclusion of the E2 - Environmental Conservation zone within the ARLEP." | Noted / No update is required or proposed to the ARLEP Planning Proposal. |
| LEP Clause 4.1 Minimum subdivision lot size<br>"The BCD supports the inclusion of additional objectives taken from the GLEP, and inserted into Clause 4.1(1) of the proposed ARLEP, …". | Noted / No update is required or proposed to the ARLEP Planning Proposal. |
| PP Part 4 (various)<br>"We support the proposed changes to Clauses 4.1, 4.1AA, 4.1A, 4.1D and 4.2A in response to the inclusion of the E2- Environmental Conservation zone in the ARLEP." | Noted.<br>However, relevant clauses require review to confirm the suitability of recognising the inclusion of Zone E2 in the context of the proposed Land Use Table. |
| LEP Clause 4.1 Minimum subdivision lot size – Zone R5<br>"We note that the minimum lot size for R5 Large Lot Residential zone differs between the ADLEP and the GLEP. The proposed ARLEP attempts to maintain these differences …<br>The BCD prefers that lot sizes are consistent for the R5 zone across the entire ARLGA. A consistent minimum lot size would reduce confusion. Also, our preference would be for 4000m$^2$ minimum lot size to be the standard to maximise the lot yield of this form of land use in those areas zoned for this purpose. This would also improve the supply of large lots from areas already zoned R5 (but not yet subdivided), thereby reducing demand for additional greenfield areas (that have the potential to contain high environmental values) to be zoned R5.<br><br>**BCD Recommendation**<br>**1. The council should consider introducing a consistent minimum lot size of 4000m2 for RU5 (sic) zoned land across the entire ARLGA.** | Noted / No update is required or proposed to the ARLEP Planning Proposal.<br><br>Council intends to further investigate the minimum lot size for Zone R5 with a view to achieving consistency across the entire LGA.<br>Resolution of this matter requires analysis of a range of factors and is beyond the scope of the current Planning Proposal.<br><br>Note:<br>The BCD recommendation relates to Zone R5 Large Lot Residential. |

Armidale Regional Council
ARLEP Planning Proposal PP-2021-4173
Consultation with Public Authorities / Organisations (Final 18102021)

| | |
|---|---|
| LEP Clause 6.2 Flood Planning<br>"We support the inclusion of the wording taken from Clause 6.2 Flood Planning of the ADLEP in the proposed ARLEP." | Noted / No update is required or proposed to the ARLEP Planning Proposal. However note that Clause 6.2 was repealed on 14/07/21. |
| PP Attachment B12.3: Addition to New England National Park<br>While we recognise that the council was informed in 2019 that these additions were made to the New England National Park, we can now advise these additions were in fact made to the adjacent Cunnawarra National Park …".<br>**BCD Recommendations**<br>**2. The PP and ARLEP must be amended to state that additions were made to the Cunnawarra National Park, rather than the New England National Park.**<br>**3. For the ARLEP zoning maps to accurately reflect the extent of the Cunnawarra National Park, and the corresponding E1 zone, the following amendments are necessary:**<br>**a. The Travelling Stock Route R.1024228 located over Crown Road must be excluded from the E1 National Parks and Nature Reserves land zone.**<br>**b. The Crown Road and Crown Waterway must be excluded from the E1 National Parks and Nature Reserves land zone.** | The proposed Zoning Map (and the proposed Lot Size Map) will be reviewed (and updated if required) to ensure that the Cunnawarra National Park boundaries are shown correctly. |
| Proposed Planning Proposal updates:<br>If required, amend the proposed ARLEP Zoning Map (and Lot Size Map) by adjusting the Zone E1 extent for the Cunnawarra National Park additions to align with advice from BCD. | |
| PP Attachment B12.6: Cathedral Rock National Park<br>**BCD Recommendations**<br>**4. For the ARLEP zoning maps to accurately reflect the extent of the Cathedral Rock National Park, and the corresponding E1 zone, the following amendments are necessary:**<br>**a. Round Mountain Road must be excluded from the E1 National Parks and Nature Reserves land zone.**<br>**b. The 'public road' that bisects Lot 110 DP820228 must be excluded from the E1 National Parks and Nature Reserves land zone.** | The proposed Zoning Map (and the proposed Lot Size Map) will be reviewed (and updated if required) to ensure that the Cathedral Rock National Park boundaries are shown correctly. |
| Proposed Planning Proposal updates:<br>If required, amend the proposed ARLEP Zoning Map (and the proposed Lot Size Map) by adjusting the Zone E1 extent for the Cathedral Rock National Park to align with advice from BCD. | |
| PP Attachment B12.18: Mother of Ducks Lagoon, Guyra<br>"We support the proposed rezoning of land to the north-west, west, south and south east of Mother of Ducks Lagoon from E3 – Environmental Management to E2- Environmental Conservation, …<br>The E2 zoning will provide a higher level of protection to the additional parts of the Lagoon's freshwater wetland system that lie outside the Mother of Ducks Lagoon Nature Reserve. …<br>The rezoning of these areas to E2 – Environmental Conservation is therefore justified given the very high ecological and scientific value of these communities. | Noted / No update is proposed to the ARLEP Planning Proposal.<br><br>Note:<br>The rezoning of relevant land parcels is beyond the scope of the current Planning Proposal. However, this matter will be further considered in |

Page **4** of **12**

| | |
|---|---|
| To further protect these areas of High Environmental Value, the narrow strip of RU1 – Primary Production zoned land that partly encircles Mother of Ducks Lagoon, … be considered for rezoning to E3 – Environmental Management.<br>This area would provide a suitable buffer between those parts of Mother of Ducks Lagoon that have the highest biodiversity value proposed to be rezoned to E2 – Environmental Conservation, and the extensive areas of RU5 (sic) – Large Lot Residential zoned land that occur nearby. …"<br><br>**BCD Recommendation**<br>**5. The council should consider rezoning the narrow strip of RU1 – Primary Production zoned land that partly encircles the Mother of Ducks Lagoon to E3 – Environmental Management.** | conjunction with future Local Strategic Planning Statement (LSPS) Planning Action implementation (refer below). |
| PP C.21 Content Comparison – Zone: E2 Environmental Conservation<br>"… We support the proposed inclusion of the Standard Instrument's E2 zone objectives in the ARLEP. …<br>We recognise the council's careful consideration of the types of development that will be permissible with consent within the proposed E2 and E3 zoned areas. As a result, the council has determined to propose extensive agriculture as being 'permissible with development consent' in areas zoned E2 – Environmental Conservation and 'permissible without development consent' in areas zoned E3.<br>However, it is our view that extensive agriculture is incompatible with the objectives of the E2 zone and the protection of areas of high environmental value, and that unregulated extensive agriculture is likely to result in unacceptable impacts to areas of high environmental value in the E3 zone. Hence, it is BCDs strong preference for extensive agriculture to be prohibited within the E2 zone and only permissible with development consent in the E3 zone.<br>We support the proposed prohibition of pond and tank-based aquaculture, pasture based dairies, hotel or motel accommodation, industries, major recreation facilities, multi-dwelling housing, residential flat buildings, restricted premises, retail premises, seniors housing, service stations, warehouse or distribution centres in E2 zones."<br><br>**BCD Recommendation**<br>**6. The council should amend the ARLEP so that extensive agriculture is prohibited within the E2 zone and only permissible with development consent in the E3 zone.** | Noted.<br><br>An update is proposed to change the permissibility of "Extensive agriculture" in Zone E2 Environmental Conservation i.e. to make "Extensive agriculture" prohibited.<br><br>Note:<br>"Extensive agriculture" will remain as being Permitted with consent in Zone E3 Environmental Management i.e. as it is in the current ADLEP ("Extensive Agriculture" is Permitted without consent in the current GLEP). |
| Proposed Planning Proposal updates:<br>Update Table 3: LEP Content Comparison – Land Use Table, within Planning Proposal Appendix C21: LEP Content Comparison – Zone: E2 Environmental Conservation, to:<br>• Alter the notation relating to the "Amendments to ADLEP 2012 to create the ARLEP" from "Change proposed to permit with consent (refer below) to "Change proposed to prohibit (refer below)"; and<br>• Alter the notation relating to the "Proposed amendment (example only):" from "Amend the ADLEP 2012 Land Use Table, Zone E2 Environmental Conservation, 3 Permitted with consent, by inserting the definition: "Extensive agriculture" in sequence." to "No amendment necessary as will fall within the "any other development" clause."<br>Update the Land Use Matrix to reflect the above alterations. | |

| | |
|---|---|
| Additional LEP Considerations<br>"While we recognise the harmonisation of the ADLEP and GLEP into the ARLEP is largely an administrative process, we would like to take this opportunity to reiterate our previous advice to the Armidale Dumaresq Council (sic) regarding the preparation of the Armidale Regional LGAs Local Strategic Planning Statement dated 28 September 2020 (our ref: DOC20/712734). Much of the advice provided in our previous correspondence continues to be relevant."<br><br>**BCD Recommendation**<br>**7. The council should re-examine the recommendations contained within our previous correspondence dated 28 September 2020 on its draft LSPS in context of the harmonisation of the ADLEP and GLEP and consider:**<br>**a. Rezoning areas of confirmed high environmental value to a suitable environment protection zone.**<br>**b. Developing and/or implementing a biodiversity strategy for the Armidale Regional LGA.**<br>**c. Considering additional local provisions with associated map overlays in the LEP for areas with other biodiversity values and areas that could function as biodiversity corridors.**<br>**d. Updating development control plan/s to ensure they are consistent with the State Environmental Planning Policy (Vegetation in Non-rural Areas) 2017 to regulate vegetation clearing in non-rural areas of the Armidale Regional LGA.** | Noted / No update is required or proposed to the ARLEP Planning Proposal.<br><br>Note:<br>Comments are relevant for future Local Strategic Planning Statement (LSPS) Planning Action implementation i.e. they are beyond the scope of the current Planning Proposal. |

**ATTACHMENT B:**

**Proposed Planning Proposal updates in response to comments made by Heritage NSW.**

The ARLEP Planning Proposal (PP-2021-4173) incorporates a proposal to merge and update Schedule 5 Environmental Heritage from the Armidale Dumaresq Local Environmental Plan (LEP) 2012 and from the Guyra LEP 2012. The proposed Armidale Regional LEP Schedule 5 is included as Attachment B.13.3 within Planning Proposal Appendix B13. New Heritage Maps have also been prepared to reflect the outcomes from the LEP content merge process (refer Planning Proposal Appendix D06).

Minor updates are required to the proposed Schedule 5 and to related proposed Heritage Map content within the Planning Proposal to address State Heritage Register anomalies as described in the Table following.

**Table: Proposed Planning Proposal updates**

| Heritage NSW Content | | | | | ARC Response / PP Updates |
|---|---|---|---|---|---|
| **Item name** | **Item no.** | **SHR no.** | **Anomaly** | **Suggested change** | |
| Armidale Railway Precinct | I053 | 01074 | Lot 2, DP 818123 is not within the SHR item's curtilage | Council investigate including Lot 2, DP 818123 as a separate local item. See SHR item curtilage in Attachment 2. | Various updates are proposed to remove Lot 2 DP 818123 (240 Brown Street, Armidale). |
| Proposed Planning Proposal updates:<br>Amend Item no I053 within Part 1 Heritage Items of proposed ARLEP Schedule 5 Environmental Heritage (Appendix B13, Attachment B13.3) by:<br>• updating the Address by deleting "240 Brown Street"; and<br>• updating the Property description by deleting "Lot 2, DP 818123".<br>Amend the proposed ARLEP Heritage Map by adjusting the Item I053 polygon to align with the SHR Curtilage as shown on SHR Plan: 2834, including removing Lot 2, DP 818123. | | | | | |
| Ben Lomond Railway Station | I231 | 01083 | Lot1 DP 810235 not in SHR item's curtilage. The mapped heritage item does not include the full SHR curtilage. | Council investigate including Lot1 DP 810235 as a separate local item. See SHR item curtilage in Attachment 2. | An update is proposed to remove Lot 1, DP 810235 (641 Inn Road, Ben Lomond). |
| Proposed Planning Proposal updates:<br>Amend the proposed ARLEP Heritage Map by adjusting the Item I231 polygon to align with the SHR Curtilage as shown on SHR Plan: 2645, including removing Lot 1, DP 810235 (641 Inn Road, Ben Lomond). | | | | | |
| C B Newling Centre | I147 | 01769 | This a SHR item. | Change significance to State. Gazetted 8 November 2006. | Noted / No update is required or proposed to the ARLEP Planning Proposal.<br>Note:<br>The Council Item no (i.e. I147) and the SHR no (i.e. 01769) do not align. |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | The Council Item no relates to the Former CB Newling Administration Centre – grounds and playing fields which is of Local significance, whereas the SHR no relates to the CB Newling Centre itself which is of State significance. |
| Proposed Planning Proposal updates:<br>Nil | | | | | |
| Central Park | I066 | 02019 | This is a SHR item. Error on the ePlanning Spatial Viewer. Second polygon sitting on top off the other but offset. Extra polygons are also on Heritage Map - Sheet HER_004CAA. | Change significance to State. Gazetted 19 December 2018. Check heritage map layer. | An update is proposed to correct the item significance.<br><br>The proposed Heritage Map will be reviewed to confirm that the Item I066 polygon aligns with the SHR Curtilage as shown on SHR Plan: 3198. |
| Proposed Planning Proposal updates:<br>Amend Item no I066 within Part 1 Heritage Items of proposed ARLEP Schedule 5 Environmental Heritage (Appendix B13, Attachment B13.3) by updating the Significance to "State" (i.e. deleting the word "nominated").<br>If required, amend the proposed ARLEP Heritage Map by adjusting the Item I066 polygon to align with the SHR Curtilage as shown on SHR Plan: 3198. | | | | | |
| Saumarez Homestead | I180 | 01505 | Polygon for the local item does not line up with the lot boundaries and the SHR curtilage. Looks as though the heritage layer may have slipped. | Check heritage map layer. | The proposed Heritage Map will be reviewed to confirm that the Item I213 polygon aligns with the SHR Curtilage as shown on SHR Plan: 2132.<br>Note:<br>ARLEP Item no is I213 (ADLEP Item no was I180). |
| Proposed Planning Proposal updates:<br>If required, amend the proposed ARLEP Heritage Map by adjusting the Item I213 polygon to align with the SHR Curtilage as shown on SHR Plan: 2132. | | | | | |

**Armidale Railway Precinct (SHR Plan: 2834)**

| Id | Longitude | Latitude |
|---|---|---|
| 1 | 151.64926 | -30.51237 |
| 2 | 151.64969 | -30.51249 |
| 3 | 151.65103 | -30.51384 |
| 4 | 151.65078 | -30.51403 |
| 5 | 151.65133 | -30.51456 |
| 6 | 151.65140 | -30.51450 |
| 7 | 151.65200 | -30.51480 |
| 8 | 151.65278 | -30.51560 |
| 9 | 151.65251 | -30.51582 |
| 10 | 151.65263 | -30.51594 |
| 11 | 151.65291 | -30.51573 |
| 12 | 151.65356 | -30.51639 |
| 13 | 151.65272 | -30.51721 |
| 14 | 151.64890 | -30.51336 |

The listing boundary follows the property boundary on the eastern side of the station and crosses the tracks in a northerly direction approximately 10m past the turning circle at the southern end of the platform. It then intersects the property boundary adjacent to Brown Street and heads in a northerly direction to Niagara Street where it crosses the tracks in a southery direction and intersects the eastern boundary of the listing at Ampol Street.

State Heritage Register - SHR: 01074 - Plan: 2834
Armidale Railway Precinct
Armidale

Gazettal Date:2 April 1999

0 40 80 120 160 Metres

Scale: 1:4,000
Datum/Projection: GCS GDA 1994

SHR Curtilage
Land Parcels
Railways
Roads
LGAs
Suburbs

Armidale Regional Council
ARLEP Planning Proposal PP-2021-4173
Consultation with Public Authorities / Organisations (Final 18102021)

**Ben Lomond Railway Station (SHR Plan: 2645)**

| Id | Longitude | Latitude |
|---|---|---|
| 1 | 151.6605475 | -30.02061713 |
| 2 | 151.6612208 | -30.02254475 |
| 3 | 151.6600268 | -30.02285564 |
| 4 | 151.6595168 | -30.02145272 |
| 5 | 151.6600303 | -30.02133666 |
| 6 | 151.6598775 | -30.02080937 |

State Heritage Register - SHR 01083, Plan 2645
Ben Lomond Railway Station
Gazettal Date: 02 April 1999

0 25 50 75 100 125 Metres

Scale: 1:2,000

Legend
SHR Curtilage
Land Parcels
LGAs

Page **10** of **12**

**Central Park (SHR Plan: 3198)**

State Heritage Register - SHR 02019, Plan 3198
Central Park Armidale
Armidale
Gazettal Date:19 December 2018
0 10 20 30 40 Metres
Scale: 1:1,000 @A3
Datum/Projection: GCS GDA 1994

N W E S

**Legend**
- SHR Curtilage
- Land Parcels
- Railways
- Roads
- LGAs
- Suburbs

**Saumarez Homestead (SHR Plan: 2132)**

State Heritage Register - SHR 01505, Plan 2132
Saumarez Homestead
230 Saumarez Road, Armidale

Gazettal Date:1 March 2002
0 90 180 270 360 Metres
Scale:1:8,000 @A4
Datum/Projection: GCS GDA 1994

N W E S

**Legend**
SHR Curtilage
Land Parcels
Railways
Roads

Page **12** of **12**

**Armidale Regional Council**
**Armidale Regional Local Environmental Plan Planning Proposal PP-2021-4173**
**Public Exhibition**

Overview

Gateway Determination Condition 3 states that:

> *Public exhibition is required under section 3.34(2)(c) and schedule 1 clause 4 of the Act as follows:*
> *a) the planning proposal must be made publicly available for a minimum of **28 days**; and*
> *b) the planning proposal authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 6.5.2 of A guide to preparing local environmental plans (Department of Planning and Environment, 2018).*

Condition 5 also states that:

> A public hearing is not required to be held into the matter by any person or body under section 3.34(2)(e) of the Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).

In accordance with the Gateway Determination, the ARLEP Planning Proposal was made publicly available from Monday 18 October to Monday 15 November 2021 (i.e. 29 days).
Public exhibition was undertaken in accordance with relevant State legislation, associated guidelines and Council's Community Participation Plan.
Public Exhibition activities included the following, in addition to State Agency consultation:

1) Liaison with Department of Planning, Industry & Environment representatives
2) Reports to Council
3) Document upload to the NSW Planning Portal
4) Email advice to all adjoining Councils
5) Contact with Inverell Shire Council planning representatives
6) Staged ARC website updates
7) Rates newsletter content
8) Media Release
9) "Your Say" website project page
10) Email advice to those registered on "Your Say"
11) Social media posts
12) Council notice in local papers (Guyra Gazette and Armidale Express)
13) Briefings of Council customer service staff (in Armidale and Guyra)
14) Hard copy documentation for customer service counter
15) Customer Service counter handouts
16) Briefings of Council Development Assessment staff
17) Email advice to Development Application applicants
18) Letter to select private land owners adjoining Mother of Ducks Lagoon in Guyra
19) Email advice to ARC Councillors
20) Announcement on ARC Intranet
21) Inclusion in Council E-News releases

Submissions Received

A total of 7 submissions were received from the public and one late submission from a government agency.
The Appendix A provides comments addressing some issues raised in the submission.

Appendix B contains all submissions received.

**Appendix A:**

**Detailed comments addressing submission received**

| **Comments (extracts) and Recommendations** | **ARC Response / PP Updates** |
|---|---|
| 1. Request to rezone property at 57 Newton Street, Armidale from R1 General Residential to B4 Mixed use.<br>2. Request to rezone property at 242 Rusden Street, Armidale from R1 General Residential to B4 Mixed use<br>3. Request to rezone property at 502 Dumaresq Dam Road, Armidale from E3 Environmental Management to RU1 Primary Production. | Noted / No update is required or proposed to the ARLEP Planning Proposal.<br>The Planning Proposal does not include any spot rezoning. It has been clearly explained in the FAQs in Q15 provided to all during the public exhibition period.<br>***'Q15. I would like to develop my property, can I make a submission to have it rezoned?***<br>*A15. No, submissions should relate to the amendments as proposed by Council in the Planning Proposal.*<br>*The primary purpose of the Planning Proposal is to merge the two current LEPs into one so as to facilitate future strategic land use planning and development assessment activities.*<br>*This process does not provide community members with an opportunity to advance rezoning proposals relating to specific sites within the Local Government Area.'*<br>This may be considered as a separate Planning Proposal in the future. Advise to be provided to submitter to that effect. |
| Properties surrounding Mother of Ducks Lagoon<br>Submission request to confirm that the change of zoning from E3 to E2 on the subject land will not have any effect on the current or future use of the land for grazing, or the Building Approval for the construction of a new home on the land. | 1. Extensive agriculture<br>Grazing is categorised as a type of Extensive agriculture, and is permitted without consent under the current Guyra LEP. During the government agency consultation the Biodiversity Conservation Division (BCD) requested to change the permissibility of "Extensive agriculture" in the proposed Zone E2 Environmental Conservation i.e to make "Extensive agriculture" only permissible with development consent.<br>As a result the planning proposal was amended to reflect this request of BCD making extensive agriculture permissions only with development consent. It should be noted that even with this change properties currently benefit from existing use rights. Existing used rights allow uses lawfully commenced which operated immediately before the commencement of a provision of an environmental planning instrument which makes that use prohibited. This provisions allow extensive agriculture to continue as all the relevant properties surrounding the Mother of Ducks Lagoon use the land proposed to be rezoned E2 for grazing being extensive agriculture.<br>2. Dwelling<br>Dwellings are permitted with consent in E3 zone under the current Guyra LEP 2012, and it is proposed to be changed to prohibit in E2 zone under the merged LEP.<br>The proposed E2 zone covers the land that is inundated with water from Mother of Ducks Lagoon. The area is unsuitable for the erection of dwelling and is currently been used for grazing when it is not flooded. It is noted that the properties surround the Mother of Ducks Lagoon have multiple zones including the proposed E2 zone. The proposed change from E3 to E2 does not impact the permissibility of the part of the land that is not zoned E2 where dwelling may be permitted with consent. |

## Appendix B: Submissions received

### Submission 1

PP Online (PP-2021-4173) › Exhibition (EXH-1224)

NSW GOVERNMENT

**Online Public Submission** SUB-748 SUBMISSION-RECEIVED

Actions Close and home

✓ Submission

Case details **Documents** **Action summary**

**Submission Type**
I am making a personal submission

**Title**
Mr

**First name**
Phillip

**Family name**
Rose

☐ Name withheld
**Please tick this box if you do not want your name published in the list of submitters on the department's website**

**Email**

**Suburb/ Town**
Armidale

**I have made a reportable political donation**
No

☑ I agree to the Privacy statement

**submission**
I submit that any property currently subject to a building entitlement should continue to benefit from that entitlement under the new Armidale Regional LEP without having to apply for a Development Application under the new Plan.

**Submission 2**

Armidale Regional Council
PO Box 75A
ARMIDALE NSW 2350
Attention: General Manager

ARC
16 NOV 2021
RECEIVED

11 November 2021

**RE: Submission to draft Armidale Regional Council consolidated LEP**

Thank you for the opportunity to make a submission to the draft Armidale Regional Council consolidated LEP. We would like to make a submission regarding our property 57 Newton St, Armidale (Lot 4 DP546075). We are the property owners and request that the zoning of this property be changed to B4 Mixed Use zoning to reflect the long established commercial use of the site as employment land. The current zoning is R1 General Residential which does not reflect the existing use or the foreseeable use for the site for many decades to come. As Council is aware, we have recently undertaken significant upgrades and investment to this premises. The upgrades demonstrate our long term commitment to the continued use of this site for business activities. The lifespan of the building upgrades will exceed 50 years and it would not be economical or logical to demolish the building to make way for the construction of a residential use.

We therefore, respectfully request the existing R1 General Residential zoning be changed as it does not serve a planning purpose and that the logical and reasonable planning outcome is to rezone the existing site to B4 Mixed Use zoning.

I would also like to draw Council's attention to previous discussions we had with former Director of Planning and Environment, Greg Meyers. When we were previously dealing with Council regarding building upgrades at the site, and navigating the complexities of existing use rights, Mr Meyers recommended that we make a submission to this consolidated LEP to rezone the premise to a commercial zoning to reflect the historical and future use of our premises.

Should Council believe it has a valid planning reason for retaining the site with a residential zoning, we request at a minimum that the site be included within Schedule 1 Additional permitted uses for Commercial premises.

Thank you for your favourable consideration of this submission.

Yours Faithfully,

Andrew Korsch

ARMIDALE REGIONAL COUNCIL
15 NOV 2021
RECEIVED
TIME: 2:35 PM

*We declare that I have not made donation to a Councillor and/or gift to a Councillor or Council employee in the previous two years.*

**Submission 3**

ARC
15 NOV 2021
RECEIVED

11th November 2021

Mr Ambrose Hallman,
Manager Development and Regulatory Services,
Armidale Regional Council,
135 Rusden Street,
ARMIDALE NSW 2350

Dear Mr Hallman,

**RE: Armidale Regional Local Environmental Plan (LRP)**
**Planning Proposal PP-2021 – 4173 : Mother of Ducks Lagoon Guyra NSW**
**Property : 140 Lagoon Road, Guyra – Rural land.**
**Lot 21 in DP 1050356**

I refer to your letter dated 26th October 2021 regarding the change of Zoning from E3 to E2 for the bottom section of my land.

I would like to advise you that I purchased this block a land approx. 25 years ago for the purpose of grazing cattle and horses. It has been constantly used for grazing throughout this time, and I intend to continue to use it for grazing in the future.

Around 15 years ago I sold a portion of my original holding to the National Parks, and this was then included as part of the Mother of Ducks Lagoon.

Please confirm to me that this change of Zoning from E3 to E2 will not have any effect on my current or future use of the land for grazing, or my Building Approval for the construction of a new home on the top section of the land, when I decide to commence building.

Kind Regards

Carole Johns

**Submission 4**

Armidale Regional Council
PO Box 75A
ARMIDALE NSW 2350
Attention: CEO

ARC
15 NOV 2021
RECEIVED

11 November 2021

**RE: Submission to draft Armidale Regional Council consolidated LEP**

Thank you for the opportunity to make a submission to the draft Armidale Regional Council consolidated LEP. We would like to make a submission regarding our property 242 Rusden Street, Armidale (Lot A/-/DP329168). We are the property owners and request that the zoning of this property be changed to B4 Mixed Use zoning to reflect the long established commercial use of the site. The current zoning is R1 General Residential which does not reflect the existing use or the foreseeable use for the site for many decades to come. As Council is aware, we have recently discussed our current proposal for significant upgrades and investment to this commercial premises. The upgrades demonstrate our long term commitment to the continued use of this site for business activities. The significant financial investment for the building upgrades will see the site continued to be used for commercial purposes for many decades and it will not be economical or logical to demolish the building to make way for the construction of a residential use.

We also believe the surround businesses, including a pub/hotel, hairdresser and various shops should also be changed to a commercial zoning to reflect the long established business uses within this commercial precinct. Similar to the approach for 118 and 120 Niagara Street, which is one block west of this area. These businesses are well established and have had recent significant investment that will also make it unviable to economical demolish the buildings in the area to make way for the construction of a residential use. There would also be considerable public dissatisfaction in the loss of these convenient and accessible commercial business for those living in the surrounding neighbourhood, should they be converted to residential uses.

We therefore, object to the retention of the R1 General Residential as it does not serve a planning purpose and that the logical and reasonable planning outcome is to rezone our property and surround commercial businesses to B4 Mixed Use zoning.

Should Council believe it has a valid planning reason for retaining the site with a residential zoning, we request at a minimum that the site be include within Schedule 1 Additional permitted uses for Commercial premises.

Thank you for your favourable consideration of this submission.

Yours Faithfully,

Nathan Walker

ARMIDALE REGIONAL COUNCIL
15 NOV 2021
RECEIVED
TIME: 11:05 AM.

*We declare that I have not made donation to a Councillor and/or gift to a Councillor or Council employee in the previous two years.*

**Submission 5**

Watson McNamara & Watt

T: 02 6771 0444
F: 02 6772 6676

156 Beardy Street
PO Box 434
ARMIDALE NSW 2350
AUSTRALIA

DX 6002
ARMIDALE NSW

OUR REF: RJW:EJH:81052
YOUR REF:

17 November 2021

Armidale Regional Council
135 Rusden Street
ARMIDALE NSW 2350

Attention: Mr Ambrose Hallman

Dear Sir

**RE: COUNCIL'S PROPOSAL TO RE-ZONE THE E3 LAND AROUND THE MOTHER OF DUCKS LAGOON TO A NEW ZONING E2**

We wish to advise that we act for the following:

- Australian Tablelands Pty Limited;
- Carole Johns;
- Michael and Robert Jackson;
- K&D Davidson;
- Craig Waters;
- Robert Reeves; and
- Rodney Wark.

## Background

The proposed change is as shown in the following extract taken from Appendix B12 of the Consultation Documents.

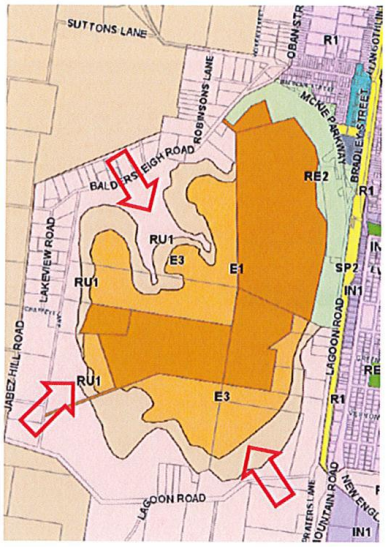
LIABILITY LIMITED BY A SCHEME APPROVED UNDER PROFESSIONAL STANDARDS LEGISLATION

Armidale Regional Council
Armidale Regional Local Environmental Plan Merge Project
App.B12 - LEP Content Comparison - Maps - Consultation Version - 08/09/2021

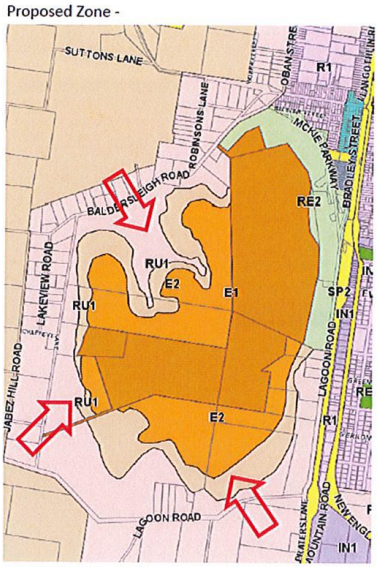
**Attachment B12.18: Mother of Ducks Lagoon, Guyra**

Change zoning from E3 to E2 in order to create differentiation with land in E3 Zone under ADLEP 2012 and to facilitate protection of relevant environmental attributes (refer Appendix C21).

Current Zone -




Proposed Zone -




We note that as well as creating a new Zone E2 for the purpose, it is proposed to change 'extensive agriculture' from *permitted without consent* to *permitted with consent*.

Guyra LEP 2012 defines extensive agriculture as follows:

> ***extensive agriculture*** means any of the following—
>
> (a) the production of crops or fodder (including irrigated pasture and fodder crops) for commercial purposes,
>
> (b) the grazing of livestock (other than pigs and poultry) for commercial purposes on living grasses and other plants on the land as their primary source of dietary requirements, and any supplementary or emergency feeding, or temporary agistment or housing for weaning, dipping, tagging or similar husbandry purposes, of the livestock,
>
> (c) bee keeping,
>
> (d) a dairy (pasture-based) where the animals generally feed by grazing on living grasses and other plants on the land as their primary source of dietary requirements, and any supplementary or emergency feeding, or temporary agistment or housing for weaning, dipping, tagging or similar husbandry purposes, of the animals.

Our client has been using the land for grazing purposes for a number of years and is concerned that the proposed change will negatively impact on his ability to continue with this use.

## Comments on the Proposed Change

We are concerned that the only justification for zoning the land as E2 (rather than the existing E3) is the following: "While the Nature Reserve itself is included in Zone E1, the adjoining land which forms part of the larger lagoon basin, is more appropriately included in Zone E2." (p.2, App. C21 - LEP Content Comparison - Zone: E2 Environmental Conservation - Consultation Version 09/09/2021). That is justification by assertion – no other substantive information is provided about the land outside the E1 zoned Nature Reserve, nor is any argument put as to why E2 would better serve its management than would E3.

A similar absence of evidence-based argument is apparent in the proposal to change extensive agriculture from *permitted without consent* to *permitted with consent*. The notion that one would need to lodge a DA for grazing or other extensive agricultural activities along with the degree of evidence that could be required to allow for assessment of such a DA is highly concerning. This land has been historically grazed for decades. No evidence has been provided that this grazing has resulted in detrimental outcomes for the area in general, or for the lagoon in particular. And yet, again by simple assertion it seems, that use is now being categorised as only being *permitted with consent.*

Overall, the proposed rezoning and change of extensive agriculture to *permitted with consent*, amounts to a diminishing of property rights of the land's owner without any real justification being offered. Perhaps a reasonably compromise would be to implement the proposed zoning, but for extensive agriculture to remain as *permitted without consent.*

We note that you have assured some of our clients that the right to graze livestock presently being grazed would not be restricted upon the basis of existing use provision. Will this be included in the new proposed zoning if it passes?

They make the following comments:

- There has been no discussion with the adjoining landowners concerning the new proposal.
- The area zoned E3 has been used as grazing land for in excess of 100 years and there is no real need for the proposed change.
- The land is amongst the most valuable grazing land in the Guyra area and is conservatively valued at about $7,000.00.
- The new zoning could have the effect of destroying a grazing industry which has been carried on upon that land for many years.
- The land may well become unsaleable. It is extremely doubtful that a new purchaser would be prepared to purchase the land where there is the possibility that the right to graze may be restricted by a Council decision.

All of our clients most strongly object to the changes.

Our clients are prepared to meet with a representative of Council to discuss the matter.

Yours faithfully
**Watson McNamara & Watt**

Rod Watt

**Submission 6**

12 NOV 2021
RECEIVED

10th November 2021

The General Manager
Armidale Regional Council
PO Box 75A
Armidale NSW 2350

Dear Sir

Submission – Armidale Regional LEP Merge Project
Rezoning 502 Dumaresq Dam Road, Armidale

I am writing to request that you rectify an error in the zoning of **Lot 1 DP 597896 – 502 Dumaresq Dam Road** within the new Armidale Regional LEP Merge Project. (Creating the new LEP 2021) The zoning should be RU1 not E3.

The primary production property was purchased in 1976 and has been primary production since 1976. As the lot was created prior to 1976, we hope there is a clause to enable the lot to maintain a building entitlement..

**I have examined the City of Armidale - Environmental Protection Zone Review (Hilltop Planners, 1995).**

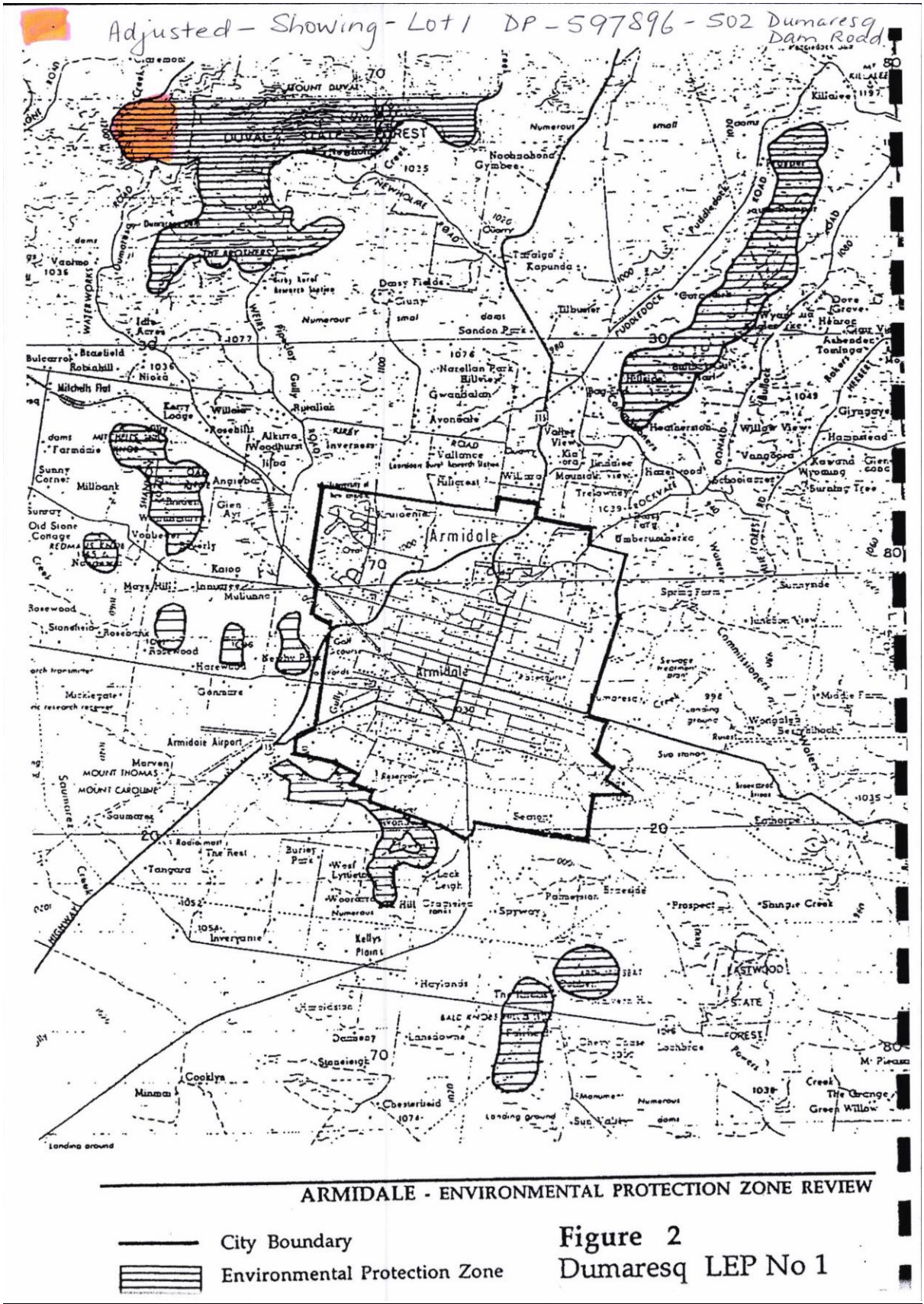
At the time of this review, the property was within the adjoining Dumaresq Shire therefore outside the review area however **Figure 2 DUMARESQ LEP No. 1** page 8 includes Lot 1 DP 597896 – 502 Dumaresq Dam Road incorrectly, as part of **DUVAL STATE FOREST.(E3)**

I have included a copy of Figure 2 Dumaresq LEP No. 1 – adjusted to show where Lot 1 DP 597896- 502 Dumaresq Dam Road, has been incorrectly drawn within the DUVAL STATE FOREST. This error has continued throughout **all** documentation since 1995.

I have also included a copy of an aerial map of Lot 1 DP 597896 -502 Dumaresq Dam Road.

Rezoning 502 Dumaresq Dam Road ( DP597896 Lot 1) back to RU 1 Primary Production is correcting a map drawing error within the - City of Armidale -Environmental Protection Zone Review (Hilltop Planners, 1995) rather than setting a precedent or undermining the strategic outcomes of that Review.

Please correct this error


Adjusted – Showing – Lot 1 DP – 597896 – 502 Dumaresq Dam Road
Armidale
Armidale Airport
DUVAL STATE FOREST
ARMIDALE - ENVIRONMENTAL PROTECTION ZONE REVIEW
City Boundary
Environmental Protection Zone
Figure 2
Dumaresq LEP No 1

Area: 119.67 ha

Armidale Dumaresq LEP 2012

- Zoned partly RU1 Primary Production and partly E3 Environmental Management
- Lot size standard 200 ha for land zoned RU1 and 40 ha for land zoned E3.

**Map 1. Aerial Imagery (2011/12)**

☐ Lot 1 DP 597896 ↑N

1

**Submission 7**

Sustainable Living Armidale, P.O. Box 85, Armidale NSW 2350

Use email contact

16 November 2021

General Manager
Armidale Regional Council
PO Box 75a
Armidale NSW 235

Attention: James Roncon

Further to yesterday's submission regarding creation of a merged Local Environmental Plan for Armidale Regional Council Local Government Area I wish to bring to your attention recommended changes to planning instruments from Council's Framework for Climate Action and Eco ARC. These should be taken into consideration as part of revision of planning instruments.

SLA members have already brought to your attention the planning recommendations from the **Framework for Climate Action** as follows:

***Medium term:***

 *Develop an overall Council strategy for council operations that is consistent with the Climate Emergency Declaration and the goals of reducing greenhouse emissions, adaptation to climate change and carbon sequestration. This would incorporate –*

*- a Net Zero Emissions / Renewable Energy Strategy and Action Plan (with short, medium and long term targets and costed actions),*

*- a Plan for Carbon Sequestration,*

*- a Climate Change Risk Assessment and Adaptation Plan for Council, and,*

*- where relevant to council jurisdiction, the community;*

*Strategies anchored to corporate objectives will add strength to potential funding grant applications.*

 *Review ARC Local Environment Plan (LEP) to incorporate flexibility of zoning in the context of climate change, especially where possible zoning of agricultural and environmentally sensitive land.*

***Long Term:***

*Council ensure that the elements of its Integrated Planning Framework are consistent with the priority of action towards a safe climate (as identified in the Framework for Climate Action).*

**Koala Management Strategy**

Make changes to to planning instruments (including the LEP) as recommended in the 2021 ARC Koala Management Strategy. Could you please advise of the process whereby recommended changes for protection of koalas will be incorporated into the LEP.

**EcoARC**

Recommendations for changes to planning instruments in councils EcoARC Greenprint for Sustainability are appended below. I have made some changes to the original wording to update existing information or enable consistency in this letter - the original recommendations are of course available in the EcoARC

***Air***

Implement recommendation planning changes from the council endorsed 2019 Wood Smoke Advisory Group Report: Cosy Home Clean Air - a strategy for addressing wood smoke issues in Armidale.

***Biodiversity****:*

- *Investigate options for protection and enhancement of threatened species and communities and wildlife corridors through planning provisions such as the Development Control Plan. (This is likely to be included as part of the development of a Biodiversity Strategy and Plan - recommendations already made regarding koalas).*

***Future****:*

- *Strategic studies fulfilled to support the LEP and good decision making*
- *Investigate funding and human resources for strategic studies such as biodiversity study and transport study. Additional information relating to renewable energy (benefits of renewable energy) and health (benefits of clean air and active transport) could contribute to relevant community engagement*

***Resilient***

- *Protect agricultural land from urban encroachment and fragmentation, utilising existing land more efficiently to protect agriculture and habitat / wildlife corridors*
- *Support planning and building design to enhance energy and water efficiency, biodiversity protection and enhancement and resilience in the face of existing and projected climate change impacts*

***Transport***

- *Revise LEP to encourage residential development within easy cycling and walking distance of major employment and business areas and facilitate residential living within the CBD of Armidale.*
- *Undertake a bicycle strategy and plan and an integrated region-wide transport plan.*
- *Provide for bicycle parking*

***Waste***

- *Ensure that planning controls enable new developments to have sufficient space and access set aside for recycling bins*

Thankyou for your consideration of planning changes.

Yours Sincerely,

Helen Webb

Convenor

Sustainable Living Armidale

**Armidale Regional Council**
**Armidale Regional Local Environmental Plan Planning Proposal PP-2021-4173**
**Consultation with Adjoining Councils**

Overview

Gateway Determination Condition 4 states that:

*Consultation is required with the following public authorities/organisations under section 3.34(2)(d) of the Act and/or to comply with the requirements of relevant section 9.1 Directions:*

- *NSW Rural Fire Service*
- *National Parks and Wildlife Service*
- *Biodiversity Conservation Division*
- *Heritage NSW*
- *Armidale Local Aboriginal Land Council*
- *Guyra Local Aboriginal Land Council*
- *Department of Primary Industries – Agriculture*
- *NSW Mining, Exploration and Geoscience*
- *Transport for NSW (road and rail)*
- *Crown Lands*

*Each public authority/organisation is to be provided with a copy of the planning proposal and any relevant supporting material and given at least 21 days to comment on the proposal.*

In accordance with the Gateway Determination and subsequent advice from the Department of Planning, Industry & Environment, Council emailed each of the above-listed public authorities / organisations on Friday 17 September 2021, providing information about the Planning Proposal and requesting comments before close of business on Monday 11 October 2021 (i.e. 24 days). Council subsequently referred the Planning Proposal to each public authority / organisation on Monday 20 September 2021.

Adjoining Councils

Further to the above, Council also emailed each of the adjoining Councils on Monday 20 September 2021, providing information about the Planning Proposal.
A further email was sent on Friday 08 October 2021 advising of the scheduled public exhibition dates.
Council had previously contacted Inverell Shire Council to advise regarding the proposed approach to the Guyra Local Environmental Plan 2012.
The table following documents comments received to date from each Council; Council's will have until Monday 15 November 2021 (i.e. the end of the Public Exhibition period) to make a submission.

| **Council** | **Comment / Submission** (extract / summary) | **Date Received** | **ARC Response** |
|---|---|---|---|
| Walcha Council | No comments received. | N/A | N/A |
| Kempsey Shire Council | No comments received. | N/A | N/A |
| Nambucca Valley Council | No comments received. | N/A | N/A |
| Bellingen Shire Council | No comments received. | N/A | N/A |
| Clarence Valley Council | " … I do not find that the proposal presents any issue of concern to the Clarence Valley Council. I wish your Council a smooth path to the finalisation of the planning proposal | By email 05/10/21 | No update required to Planning Proposal. |

| | | | |
|---|---|---|---|
| | and ultimate consolidated LEP". CVC 05/10/21 | | |
| Glenn Innes Severn Council | No comments received. | N/A | N/A |
| Uralla Shire Council | No comments received. | N/A | N/A |
| Inverell Shire Council | No comments received. | N/A | N/A |

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TRIM:

# POL009 Community Grants and Sponsorship Policy

ADOPTED BY COUNCIL: [DATE TO BE COMPLETED BY GOVERNANCE]

## 1. PURPOSE

This Policy provides direction to management in relation to a framework surrounding financial and in kind assistance provided under the annual community Grants and Sponsorship Program.

## 2. APPLICATION

Financial support provided by Council and working with the community to create strong, productive and creative partnerships is in line with the purposes outlined in this Policy. If it is determined operationally or financially prudent to do so, a decision to amend this Policy can be undertaken by Council resolution.

## 3. POLICY INTENT

The Policy provides the framework for the formal, equitable and orderly process, through an annual grant and sponsorship program, to provide financial and in kind assistance to the community for the purpose of:

- meeting expectations as set out in the Community Strategic Plan; and
- meeting statutory obligations and other external requirements.

The main objectives of this Policy are to:

- improve community benefits and outcomes;
- improve financial assistance management;
- improve communications of support provided;
- reduce legislative and regulatory risk; and
- reduce reputational risk.

## 4. COMMUNITY STRATEGIC PLAN OBJECTIVES

This Policy covers components in three of the four categories contained in the Community Strategic Plan.

1. Our People, Our Community:
    - Community Outcome 1 Wellbeing - Community programs, services and facilities meet the needs of the community and provide a safe place to live.
    - Community Outcome 2 Culture - Events and cultural activities provide the community with the opportunity to celebrate the unique culture and lifestyle of the region.
    - Community Outcome 3 Diversity - Services are provided to ensure inclusiveness and support the vulnerable members of the community.

2. Growth, Prosperity and Economic Development:
   - Community Outcome 4 Economic Development - Economic Development is supported through new initiatives, innovation and additional resources
3. Leadership for the Region:
   - Community Outcome 2 Fiscal Responsibility - Council exceeds community expectations when managing its budget and operations.
   - Community Outcome 4 Strategic Capacity - Council has the strategic capacity to understand the key issues for the region both now and in the future.

## 5. POLICY

The basis of this Policy is to include a Grants and Sponsorship Program as part of Council's overall community assistance.

**General**

The Grants and Sponsorship Program is an annual program of direct financial assistance, in kind support and waiving of council facility fees. All are available to community groups to increase community participation, facilitate initiatives and provide effective and quality services in areas such as:

- Community arts and culture
- Sport, recreation and leisure
- Community and social services and activities
- Environmental awareness, programs and initiatives
- Economic stimulus initiatives

Applications will be accepted from local not-for-profit organisations on one occasion each year through a competitive process according to Council's funding priorities. Applications must meet assessment criteria as detailed in the Grants and Sponsorship Program Guidelines each year, plan to achieve expected project outcomes and comply with the associated acquittal process.

**Register**

The Manager Communications and Marketing will maintain a register of all outgoing grants, sponsorships and contributions to be stored in the records management system.

**Programs**

The Grants and Sponsorships Program should be consolidated under the following areas:

- Building Communities and Recreational Opportunities
- Celebrating Culture and Creativity
- Ensuring Environmental Sustainability
- Supporting Economy and Business

**Budget**

The total value of each Program area stated above should be set as part of the annual budget process. Further to this any Program information should be included in the Annual Operational Plan and any associated resourcing strategy.

There should be no waiving of fees or charges at the request of any organisation outside the scope of this Policy. All applications for direct funding and in kind assistance should be through the annual program. This will ensure transparency and conformity to the legislation and a consistent, fair and equitable process for all applicants.

A system of tracking and reporting back to Council as required should be utilised as part of the audit/compliance process.

**Guidelines**

A guideline document, Grants and Sponsorship Program Guidelines, shall be provided to the community, through the appropriate channels, prior to the annual application process opening. This document sets out:

- Council's intentions of the program;
  - Who can apply?
  - How much the grants are?
  - Funding applicability
  - Key dates
  - Memorandum of understanding
- Criteria for assessment; and
- The application process

The guidelines surrounding the annual Grants and Sponsorship Program shall be reviewed annually by the Manager Communications and Marketing to confirm continued consistency with this Policy.

## 6. LEGISLATIVE REQUIREMENTS

There are a number of legislative requirements that will apply and need to be followed under this Policy:

- Local Government Act 1993 – Section 356 and 610E
- Local Government (General) Regulation 2005
- Office of Local Government Circulars

## 7. REVIEW

This Policy will be reviewed annually from the date of each adoption at a Council meeting, or more frequently as required. Any amendments are to be approved by a resolution of Council.

## 8. REPORTING

Minimum report requirements for the provision of financial assistance to organisations under the program are to be included in the following documents, where applicable;

- Summary of applications and recommendations submitted to Council for decision
- Annual Operational Plan
- Grants and Sponsorship Register
- Annual Report

## 9. RESPONSIBLE OFFICER

The Manager Communications and Marketing is Council's Responsible Accounting Officer and the Responsible Officer for this Policy.

## 10. ROLES AND RESPONSIBILITIES

The Manager Communications and Marketing is responsible for making determinations in accordance with this Policy and delegating responsibilities to persons whose role it will be to carry out most of the functions under this Policy.

Some of the functions the Responsible Officer will perform in relation to the policy include:

- Maintaining records/registers
- Reporting
- Keeping the policy current
- Investigating breaches and enforcing compliance
- Implementing communications, education and monitoring strategies

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

## 11. RELATED PROCEDURES

There are no related policies that should be considered when implementing this Policy.

| APPROVAL AND REVIEW | | |
|---|---|---|
| Responsible Business Unit | Communications and Marketing | |
| Responsible Officer | Manager Communications and Marketing | |
| Date/s adopted | *Council Executive*<br>[updated by policy owner] | *Council*<br>[DD Mmmm YYYY] |
| Date/s of previous adoptions | N/A | |
| Date of next review | Annually from last adoption | |

TRIM: AINT/2022/01461

*Terms of Reference*

# Key Directions working group

## Our Leadership

The role of the 'Our Leadership' portfolio group is to advance the key objectives of the Our Leadership by working through each of the Community Strategic Plan (CSP) strategies, providing a policy direction and outcome, following consultation with the relevant interest groups that represent our community.

**Objectives:**

- Seek to engage the relevant community groups in pursuit of CSP key objective outcomes
- Work with the community interest groups to structure positive strategic outcomes in line with the key direction 'Our Leadership'
- Work with external interest groups to structure positive strategic outcomes in line with the key direction of 'Our Leadership'

**The Portfolio group will:**

- The portfolio group will choose a spokesperson/s to represent it at Roundtable and speak publically to its activities
- The portfolio group will nominate and prioritise its activities in addressing the CSP objectives
- Focus on one (1) CSP initiative per quarter, recognising that the required work may transcend quarters
- Engage relevant community interest groups to pursue positive community outcomes
- Engage relevant external interest groups to pursue positive community outcomes
- Seek to incorporate a smart technology solution/s where possible
- Will liaise with Councils Community Engagement Coordinator to disseminate information publically
- Where required, seek to establish a policy position to advance the community objective
- Where a policy position is required, advance the policy position in the first instance to the Community Roundtable
- Following the endorsement of the Community Roundtable, the policy position be advanced through the Council process to seek formal adoption

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**Membership:**

- Mayor Sam Coupland
- Deputy Mayor Todd Redwood
- ELT Member James Roncon
- Relevant community interest groups
- Relevant external interest groups

**Secretariat:**

- ELT Member

**Meeting Frequency:**

- Meetings as required to achieve the objective
- Estimated meetings two-three per quarter

**Conduct of Meetings:**

Guiding principles of the Portfolio Groups are as follows:

- Act in the best interests of Armidale Regional Council;
- Be informed and contribute;
- Be honest and objective;
- All members equal; and
- Maintain strict confidentiality when required.

**First Quarter Focus – January to April 2022**

- Objective
- Objective
- Portfolio Group Goal –
- Actions –

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ARMIDALE Regional Council

MINUTES

# AUDIT, RISK & IMPROVEMENT COMMITTEE

Held on

## Tuesday, 14 September 2021
## 11.00 am

**PRESENT:** Phil Thomas (Chairperson) (via Online), Jason Masters (via Online), Michael O'Connor (in person).

**IN ATTENDANCE:** Damien Connor (Chief Officer Corporate & Strategy), Simone Mooketsi (Manager Governance), Kelly Stidworthy (Manager Financial Services), Carlos Chica (Internal Auditor), Brad Munns (Financial Accountant), Hannu Akerman (IT Coordinator).

(Apologies: James Roncon (General Manager))

1. APOLOGIES & ACKNOWLEDGEMENT OF COUNTRY

Meeting opened 11.00am. No apologies for any ARIC Members. Apologies noted and accepted for James Roncon, General Manager.

The Committee acknowledged the traditional custodians of the land we are meeting on.

2. CONFIRMATION OF PREVIOUS MINUTES -

**CONFIRMATION OF THE MINUTES OF THE AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING HELD ON 22 JUNE 2021**

**That the minutes be taken as read and be accepted as a true record of the Meeting. (refer Item 5.6 below)**

3. APPROVAL FOR MANAGEMENT TO BE PRESENT

Committee Approval was granted for Council Management representatives to be present.

4. DECLARATIONS OF INTEREST AND OTHER ITEMS

Michael O'Connor provided his declaration of involvement on the Audit, Risk and Improvement Committees for Tamworth, Uralla, Walcha and Liverpool Plains Shire Councils and the New England Weeds Authority.

Jason Masters provided his declaration of involvement on the Audit, Risk and Improvement Committees for Woollahra Municipal Council and Justice Health and Forensic Mental Health Network.

Phil Thomas declared that his son works for Crowd Strike Holdings Inc, a company that provides IT protection services to Council.

5. AGENDA

### 5.1 ARC Draft Internal Audit Report - Procurement Process July 2021

**That the Committee review and note the Draft Internal Audit Report on Council's Procurement Process.**

**NOTED AND FEEDBACK PROVIDED.**

The Committee discussed the Draft Internal Audit Report for the Procurement Process and provided the following comments:

- A good report with a high level overview, while some alarming details including 35% of invoices without a purchase order created before the invoice date.
- Strong controls required to implement recommendations, including Procurement Controls 101 and other training, conduct a further review in 12 months to measure volumes and improvements.
- Consider several observations to be High risk (elevated from low risk per report) (eg GIPA Register – Council Contracts Register)
- Credit cards used at other Councils for low dollar value and procurement cost management.
- Council to consider automated, systematised solutions, while training can be short-lived.
- Organisation wide analytics – weekly, monthly.
- Legal issue re rejection of invoices if no supporting Purchase order.
- Vendor fairs –purchasing policy.
- Order splitting analytics.

### 5.2 Status of Outstanding Audit Recommendations - September 2021

**That the Committee note the status of the Outstanding Audit Recommendations as at September 2021.**

NOTED.

The Committee discussed the following items:

- In the cover report, Commentary at Item 5.2 Risk, refers to Australian Government Risks – suggested tailor to Local Government and Council.
- The Committee understands that Council has much on its improvement agenda given the backlog of items, new Executive Team, resourcing issues, etc. The Committee expressed concern in relation to the timeliness of Council implementing audit recommendations, delays, etc. Observation of slippage and suggested the Management Team to review and decide on high risk items to be focussed upon and consider directing resources to implementation.

- Code of Conduct – request for the new ARIC to be provided with the Code of Conduct online training as provided to the previous ARIC. Management to investigate.
- Cyber Security – draft report due from BDO later today 14 Sept 2021.

### 5.3 Audit 2021 - Interim Management Letter

**That the Committee note the NSW Audit Office's Interim Management Letter relating to their audit for the year ended 30 June 2021.**

**NOTED.**

The Committee noted the report and discussed some of the repeated recommendations including Council considering additional accounting support and advice and IT support for future years to address the repeated recommendations. Some comments about HR and Procurement items.

### 5.4 Risk Management Road Map - Status update

**That the Committee note the status update on Council's Risk Management Roadmap 2020-2023 and implementation of recommendations, as detailed in the Final Performance Improvement Order Compliance Report, dated 30 August 2021.**

**NOTED.**

The Committee discussed the Report and commented on:

- Management to review Strategic and Operational Risks
- With BDO now being engaged to provide an additional Internal Audit resource, Carlos Chica will be applying some of his focus to populating the risk register, conducting some risk workshops with Management to improve the risk culture.
- To assist improve the risk culture, focus on the roadmap versus artefacts.

### 5.5 Performance Improvement Order - Final Compliance Report

**That the Committee note the information on the Performance Improvement Order and the Final Compliance Report (Report 4) provided by Council to the Minister of Local Government, dated 30 August 2021.**

**NOTED.**

The Committee discussed the Report and commented on:

- Slippage of the Item 4 Governance recommendations.
- PIO now extended to 4 December 2021 with the deferral of Local Government elections.

- Executive provided some responses in relation to there being some aspirational dates that were required to be triaged and resourced. Hold a special ARIC Session to review the final Compliance Letter before it is presented to the Minister in early December.
- Management to consider the urgent items to focus upon.

**5.6 Minutes of ARIC Meeting 22 June 2021**

**That the Committee review and approve the attached draft minutes of the ARIC Meeting of 22 June 2021.**

**NOTED.**

**5.7 Policy Review Project Status Update**

**That the Committee note the policy review status report and the proposed plan for completion.**

**NOTED.**

The Committee discussed the Report and commented on:

- Policies that have been rescinded and replaced with.
- Management suggested an out of session update
- Queries on notice regarding Child Protection, Schools.

**5.8 Compliance - Implementation of Pulse software for Delegations & Legislative Compliance**

**That ARIC note the update of the implementation of the Pulse software for Council's Delegations and Legislative Compliance requirements.**

**NOTED.**

The Committee discussed:

- being provided with a demonstration of the Pulse software in the near future. Council to arrange an electronic link be provided to the Committee.
- Software as a Service (SaaS) options to provide a broader base of risk items (while Council has only paid for the Delegations and Legislative Compliance modules of Pulse, there are additional modules available for Risk Registers and Risk Reporting).
- Using the software to help implement a stronger risk culture, attitude and competencies in the organisation.
- Pulse may provide audit support versus an internal function.

Item 5.9 was deferred to the final agenda item. Next item is Item 5.10.

**5.10 Independent Review of Governance Arrangements.**

**That ARIC:**
**a) Note the status update report on the Governance Review recommendations;**
**b) Note that the Committee will receive regular reports and monitor progress on the implementation of the recommendations, as required under the Performance Improvement Order.**

**NOTED.**

**5.11 Financial Improvement Plan**

**That the Committee note the Financial Improvement Plan and Council's endorsement of the Plan at the July 2021 Ordinary Council Meeting.**

**NOTED.**

The Committee discussed:

- RFS Fire Truck Assets and referred to the accounting policy change in the draft Financial Statements now excluding RFS Fleet assets and the position of NSW Treasury and NSW Audit Office on Council's recognising RFS Fleet assets.

**5.12 2020/21 Fourth Quarter Budget Review.**

**That the Committee:**

**a. Note the 2020/21 Fourth Quarter Budget Review.**

**b. Note Council's resolution to amend the 2020/21 budget in accordance with the Quarterly Budget Review Statement for the period 1 April 2021 to 30 June 2021 tabled in the attachment.**

**NOTED.**

Hannu Akerman and Kelly Stidworthy left the meeting. A short break was convened.

**5.9 Draft Financial Statements Year Ended 30 June 2021.**

**That the Committee review the draft Financial Statements for the Year Ended 30 June 2021 and approve the referral of the draft Financial Statements to Council's Auditor.**

**NOTED.**

The Committee provided the following commentary:

- The Committee expressed a level of discomfort and concern with the draft financial statements, specifically in relation to the Transport Infrastructure Valuation adjustment of $100m could be considered to include a prior period error of approximately $50m.
- Council's interpretation of the accounting standard relating to found assets is that of a change in an accounting estimate, since the GIS data used in 2021 is a new data source not previously used in the valuation process. The Committee discussed the interpretation of the error.
- Management to provide ARIC with the reports from the Valuer and the External Consultant who provided the Rehabilitation Provision review in 2020.
- Discussion of Impairment of the Kempsey Road asset, Provisions, Land Available for Sale, Covid-19 Note disclosures and impacts.
- Discussion of the resourcing challenges experienced during the end of year and commitment to improve for future years.

**ITEMS OF GENERAL BUSINESS**

The Committee discussed the following items as General Business:

- Climate change risks
  - it is noted Climate Change is an emerging risk for Councils, and while the ARIC is an advisory committee, it is suggested for Council to take guidance from the elected members, who are responsible for conducting a climate risk assessment for inclusion on Council's Risk Register.
  - Consideration of the economic costs, resilience of the organisation, current risks and program of issues to resolve. Armidale is included within the New England Renewable Energy Zone (REZ).
  - WA and VIC Governments have some recent updates and guidance
  - Balancing the current "Restore & Thrive" consolidation phase that Council is in, with taking on additional issues that may detract from the "back to basics" focus.
  - Climate Change is considered a longer term risk, while Council is currently facing more urgent short term risks. Consideration of the do's and don'ts of climate change in the current sensitive political and economic environment.
- A closed session was held between Committee members, Damien Connor and Simone Mooketsi. Brad Munns and Carlos Chica left the meeting.

No other items noted by Chair, Meeting declared closed 1.30 pm.

ARMIDALE Regional Council

MINUTES

# AUDIT, RISK & IMPROVEMENT COMMITTEE

Held on

## Tuesday, 16 November 2021
## 11.00 am

**PRESENT:** Phil Thomas (Chairperson) (via Online), Jason Masters (via Online), Michael O'Connor (in person).

**IN ATTENDANCE:** James Roncon (General Manager), Damien Connor (Chief Officer Corporate & Strategy), Alex Manners (Chief Officer – Assets & Services), Daniel Boyce (Chief Officer – Sustainable Development), Ms Anne Harris (Executive Manager – People & Culture), Simone Mooketsi (Manager Governance and Strategy), Kelly Stidworthy (Manager Financial Services), Carlos Chica (Internal Auditor), Brad Munns (Financial Accountant), Hannu Akerman (IT Coordinator), Mr Ross Widdows (BDO Internal Audit Cyber Security Partner)

1. APOLOGIES & ACKNOWLEDGEMENT OF COUNTRY

Meeting opened 11.00am. No apologies for any ARIC Members.

The Committee acknowledged the traditional custodians of the land we are meeting on.

2. CONFIRMATION OF PREVIOUS MINUTES -

**CONFIRMATION OF THE MINUTES OF THE AUDIT, RISK & IMPROVEMENT COMMITTEE MEETING HELD ON 14 SEPTEMBER 2021**

**That the minutes be taken as read and be accepted as a true record of the Meeting. (refer Item 5.1 below)**

3. APPROVAL FOR MANAGEMENT TO BE PRESENT

Committee Approval was granted for Council Management representatives and guest (Ross Widdows) to be present.

4. DECLARATIONS OF INTEREST AND OTHER ITEMS

Each of the Committee Members confirmed their standard Declarations.

Michael O'Connor provided his declaration of involvement on the Audit, Risk and Improvement Committees for Tamworth, Uralla, Walcha and Liverpool Plains Shire Councils and the New England Weeds Authority.

Jason Masters provided his declaration of involvement on the Audit, Risk and Improvement Committees for Woollahra Municipal Council and Justice Health and Forensic Mental Health Network.

Phil Thomas declared that his son works for Crowd Strike Holdings Inc, a company that provides IT protection services to Council.

5. AGENDA

**5.1 Minutes of ARIC Meeting 14 September 2021**

**That the Committee review and approve the attached draft minutes of the ARIC Meeting of 14 September 2021.**

**APPROVED.**

**5.2 ARC Draft Internal Audit Report – Cyber Security September 2021**

**That the Committee review the Draft Internal Audit Report on Council's Cyber Security Processes and Procedures.**

**NOTED AND FEEDBACK PROVIDED.**

Ross Widdows, BDO Cyber Security Partner, who lead the engagement, joined the meeting at 11.15am and spoke to his report. Ross advised that Council has strong technical controls in place, however improvement is required in governance controls (strengthening and formalisation), organisation training of cybersecurity risks, risk assessments, due diligence of third parties, multi-factor authorisation. The Roadmap will be updated for reference to implementation timetable items.

The Committee thanked BDO for their report and discussed the following items:

- Risk maturity and understanding the cyber risks at Council,
- Preparing a project plan to document the implementation to improve cyber controls
- Understanding Council's crown jewels and while the current IT team are doing a good technical job, the cyber culture journey is in progress.
- How we test/obtain comfort over third party systems/attestations, consider attestation reports, review which vendors are at risk, overall risk management considerations.
- Recommendation R4 – Procurement – Request For Tender (RFT) documentation to include expectations regarding cyber risk, assurance letters, contractual consequences, insurance, legal considerations.

Ross Widdows departed the meeting 11.30am.

### 5.3 BDO Internal Audit - Payroll and Strategic Infrastructure Planning Project Management - Terms of Reference documents

**That the Committee note the BDO Terms of Reference documents for the next two Internal Audit Reviews being conducted concurrently:**
**a) Payroll; and**
**b) Strategic Infrastructure Planning Project Management.**

NOTED.

The Committee discussed the Terms of Reference documents for Payroll and Strategic Infrastructure Planning Project Management.

The Committee noted an existing External Audit Recommendation regarding terminated employees having their system access disabled on a timely basis. Given this recommendation, the Committee requested an additional step to be added in the Payroll Internal Audit Review to include confirming that terminated employees are notified by the HR team and system access is removed on a timely basis.

### 5.4 Status of Outstanding Audit Recommendations - November 2021

**That the Committee note the status of the Outstanding Audit Recommendations as at November 2021.**

NOTED.

The Committee noted the following items:

- Progress was being made on the Procurement recommendations;
- Some progress on the other items, with extensions requested for implementation dates noted.
- AASB 15 and 1058 recommendations, while they may have been implemented for the 30 June 2021 year end, Management has an on-going quarterly review process in place. Management is still awaiting formal advice from Forsyths and NSW Audit Office of specific improvements to their workings/workpapers for AASB 15 and 1058.
- In relation to the Code of Conduct online training, Management confirmed a fee estimate has been obtained from the provider for the training and the HR team is planning on rolling this out as part of a new induction program commencing in 2022.
- In relation to the recent Cyber Security recommendations, Management is examining an Expression of Interest process to obtain costings and implementation support from the market, due to limited internal IT resources.

**5.5 Draft Financial Statements Year Ended 30 June 2021**

**That the Committee receive the final draft Annual Financial Statements for the year ended 30 June 2021 for noting and note the update on the external audit.**

**NOTED – UPDATED DOCUMENTS TO BE PROVIDED TO THE COMMITTEE AFTER THE MEETING.**

Management explained the audit is nearing completion. Forsyths provided additional queries and amendments late last week and Management were endeavouring to make the amendments for the ARIC meeting. The amendments had taken longer to process than expected, so an updated draft document will be provided to the Committee after the meeting.

Management advised the audit workpapers had only been reviewed by the Forsyths' Supervisor so far. The Manager and Partner had not commenced their reviews. Once the Forsyths reviews were completed, the files would be provided to the NSW Audit Office to complete their review of the financial statements and audit workpapers. NSW Audit Office disagreed with Management's position in relation to the accounting treatment of the Transport asset valuation and prior period error treatment. NSW Audit Office have indicated a 2 week period for them to review the technical accounting treatment of the prior period error. OLG had provided lodgement extension to 24 December 2021.

Brief discussion ensued about:

- the Transport Asset Valuation and the prior period error disclosures,
- the accounting treatment of the RFS assets and the position taken by the NSW Audit Office and their advice to Tamworth Regional Council of a qualification next year if they do not recognise the RFS assets.
- The finalisation process and a timeline to complete– ie ARIC to review and comment on the updated financial statements, presentation to Council for the 24 November 2021 Ordinary Council meeting, signing the updated accounts, audit finalisation and lodgement with OLG by the extended deadline of 24 December 2021. If any further material amendments post 24 November 2021, then re-present to January 2022 meeting.
- The September 2021 Council report in relation to referral to audit delegation by Council or authorisation by Council to sign the revised financial statements. Councillors are collectively responsible for the financial statements.
- Action Item – provide ARIC with a timeline/steps to close out the financial statements.

Subsequent to the meeting, the Committee was provided with the updated draft financial statements, a list of the main items that had changed from the first draft version of the financial statements and an excel analysis document, showing the amendments by line item of the P&L, Balance Sheet, Cashflow Statement and Statement of Changes in Equity.

### 5.6 Risk Management Road Map - Status update

**That the Committee note the status update on Council's Risk Management Roadmap 2020-2023 and implementation of recommendations, as detailed in the Final Performance Improvement Order Compliance Report, dated 30 August 2021.**

**NOTED.**

The Committee discussed the Report and noted:

- Risk appetite and Risk workshop planned for 2 December 2021, 2-4pm. Focus on ELT Group, while ARIC shall maintain its advisory/assurance role. ARIC to be removed from the participation list.
- Progress being made by Management on risk management items.
- With BDO now engaged to provide an additional Internal Audit resource, Council's Internal Auditor, Carlos Chica is working with Management, conducting risk workshops with Managers (eg Asset & Services Team), populating a risk register.
- To assist improve the risk culture, focus on the roadmap versus artefacts.
- Control and Risks Self Assessment Plan and Council's maturity level to ably complete a self assessment plan. Simone Mooketsi and Carlos Chica explained their respective background skills, certifications and experience.
- Carlos spoke to the 2017 risk documentation already available to Council, aiming to keep the process simple and to complete the process that was commenced in 2017.

### 5.7 Update on progress of implementation of recommendations from the Independent Review of Governance Arrangements

**That Audit, Risk and Improvement Committee notes the progress towards implementing the recommendations of the Independent Review of Governance Arrangements (The Review).**

**NOTED.**

The Committee noted the report and commented on the raft of issues to be dealt with, recommendations included in the Wilson Property report, including a project plan to implement the action items, consider systems to help with implementations e.g. Pulse/TechOne options.

**5.8 Policy Review and Pulse Software Update**

**That the Committee note the update on progress of the Policy Review and the current implementation status of the Pulse Policy and Delegation module.**

**NOTED.**

The Committee discussed the Report and commented on:

- The online demonstration of Pulse provided to the Committee via the link – was informative.
- The Pulse modules being implemented for Delegations and Legislative Compliance
- Other available Pulse modules (including Procurement, Project Management, Risk Management, tracking of audit recommendations).
- Management considering a proposal document to expand the modules to include audit recommendations.
- In relation to the Policy review, Disability Action Plan (POL121) is noted as not being a policy, however what are Council's plans under the new guidelines and where is this up to – reference is made in the Policy review document to early 2021. Management to follow up and advise Committee. Similarly, Principles of Multiculturalism and Access and Inclusion Policy update.

**5.9 Performance Improvement Order Update**

**That the Audit Risk and Improvement Committee note the content of the Performance Improvement Final Report submitted to the Minister Hancock on 31 August 2021 and note the extension of the PIO and reporting to 4 December 2021.**

**NOTED.**

The Committee discussed the Report and commented on:

- ARIC's continued involvement and engagement under the PIO
- ARIC to review the final report to the Minister before it is submitted (meeting to be called 2-3 days before due date to Minister).
- Aspirational dates for completion of action items in the PIO, Governance Review and Property Review Report are to be triaged and resourced – still to be considered by Management and to be included in an Organisational Improvement Plan. While the PIO officially ceases on 4 December 2021, James Roncon suggested new Councillors may have different views on maintaining the PIO framework moving forward. The importance of ARIC to be embedded is imperative in case new Councillors have a different focus. Management is keen for ARIC's support to uphold the culture created by the PIO framework. ARIC supports Management in these endeavours.
- Discussion that as we move forward, make it compelling to the incoming Council that the previous Council wants the new Council to commit to full implementation of the PIO.
- In relation the December 2021 report to the Minister, it is suggested to provide an interim accounting update to provide a prior communication to the OLG/Minister.

•

**5.10 Standing Agenda Items - Verbal updates for Strategic Planning, Service Delivery, Performance Measurement, Optional In Camera discussion.**

**That ARIC note the verbal updates provided by Management of Council's deliverables in relation to Strategic Planning, Service Delivery and Performance Measurement.**

**NOTED.**

Management updated the Committee on the following items:

- public consultation currently in progress regarding Council's Integrated Planning & Reporting (IP&R) – Community Service Plan (CSP) and Delivery Program (DP).
- Annual Report, State of the Environment Report and End of Term Report are being presented to Council at the 24 November 2021 Council Meeting. The reports were not ready for inclusion in the ARIC Papers for 16 November 2021, however will be provided to the ARIC as an out of session update.

**ITEMS OF GENERAL BUSINESS**

The Committee discussed the following items as General Business:

- Climate Change risks and a Report from The Climate Council, "Climate Costs and Risks to Councils" Report
- ARIC's role is to oversee and assess all risks of Council as those risks apply to Council only;
- Council has an Environmental Sustainability Advisory Committee (ESAC) in place. ESAC has appropriately qualified and dedicated experienced climate members who are already addressing climate change risk and who already provide advice to Council. Where ARIC considers a risk is already being addressed by Council via another committee, ARIC is satisfied and there is no need for ARIC to become involved/duplicate efforts. The new Council will be consulted about their attitude to Climate Change Risk, risk appetite, bushfire mitigation, etc.
- Appropriate for the minutes of ESAC to be presented to ARIC for noting. ARIC requested for the ESAC minutes to be included in the next ARIC agenda and Climate Change Risk can continue as an agenda item in General Business.
- If an item is a major risk, risk owners can present to the ARIC e.g. ESAC representative could present to ARIC and look at how risks link across Council.
- Proposed meeting date schedule for 2022:
  - 23 or 29 March 2022
  - 21 or 28 June 2022
  - 13 or 20 Sept 2022
  - 22 or 29 Nov 2022
- ARIC Members to review and confirm.
- A closed session was held between Committee members, ELT and Simone Mooketsi. Kelly Stidworthy, Hannu Akerman, Carlos Chica and Brad Munns left the meeting.

No other items noted by Chair, Meeting declared closed 12.30 pm.

Action Items:

| No. | Description | Status |
|---|---|---|
| 1. | Cyber Security Internal Audit Review –BDO to update Roadmap for Implementation timetable items and Management to insert accountable parties/time frames. | |
| 2. | Council to prepare a project plan to implement Cyber Security recommendations, including Expression of Interest for Costing and Implementation. | |
| 3. | Third party Cyber Security attestations, identify Suppliers of higher risk. | |
| 4. | Procurement documentation for RFT's to include Cyber Security requirements. | |
| 5. | Payroll Internal Audit Review Terms of Reference Document to be updated with an additional step to be added to include confirming that terminated employees are notified by the HR team and system access is removed on a timely basis. | |
| 6. | Outstanding Audit Recommendations – Forsyths/NSW Audit Office to provide specific feedback about improvements to Management's workings/workpapers for AASB 15 and 1058. | |
| 7. | Code of Conduct Annual Training – Management to review fee estimate for online training module and decide/implementation of induction training. | |
| 8. | ELT to consider resourcing/risk decisions relating to implementation of outstanding recommendations – noting slippage of dates/delayed implementation of recommendations. | |
| 9. | Finalisation of 2021 Financial Statements – updated draft financial statements to be provided to ARIC for review. | Completed |
| 10. | Provide ARIC with a timeline/steps to close out the financial statements | Completed |
| 11. | Risk appetite and Risk workshop - 2 December 2021, 2-4pm | |
| 12. | Control and Risks Self Assessment Plan, 2017 Risk Documentation. | |
| 13. | Wilson Property Report - Project plan to implement the recommendation items. | |
| 14. | Management to consider systems that could support the implementation of Governance recommendations (eg delegations, legislative compliance, Pulse software implementation). | |
| 15. | Pulse implementation – project plan and consider proposal document to expand modules to assist with systemisation eg audit recommendations. | |
| 16. | Management to follow up and advise ARIC re Disability Action Plan (POL121), Principles of Multiculturalism and Access and Inclusion Policies. | |
| 17. | PIO Final Report to Minister - ARIC to review the draft final report to the Minister before it is submitted (meeting to be called 2-3 days before due date to Minister). Stacey Drew to confirm submission date. | |

| | | |
|---|---|---|
| 18. | Annual Report, State of the Environment Report and End of Term Report to be provided to ARIC out of session. | |
| 19. | Environmental Sustainability Advisory Committee (ESAC) minutes to be included in next ARIC Agenda. Climate Change Risk to be included as a Standing agenda item for General Business. | |
| 20. | ARIC Members to confirm 2022 meeting dates. | Phil has confirmed his availability for online meetings. If required to be onsite meetings, he will require some amendments. Await other ARIC members. |

ARMIDALE Regional Council

# BUSINESS PAPER

# TRAFFIC ADVISORY COMMITTEE

To be held on

## Tuesday, 1 February 2022
## 10am

at

## Function Room

***Committee Members:***
Mr Hans Hietbrink (Rep. Member for Northern Tablelands)
Snr Sgt Paul Caldwell (NSW Police)
Ms Wendy Wallace (TfNSW)

***Council Staff:***
Mr Graham Earl (ARC Technical Officer)
Ms Belinda Ackling (Minute Taker)
Mr Ian Chetcuti (Ranger)

**Others:**
Nil

AGENDA

The Armidale Traffic Advisory Committee, has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority.

The Committee operates under Roads and Maritime Services 'A guide to the delegation to councils for the regulation of traffic'.

In summary:
Roads and Maritime Services (RMS) has delegated certain aspects of the control of traffic on regional and local roads to Council. A condition of this delegation is that Council must refer all traffic related matters to the Traffic Advisory Committee prior to exercising its delegated functions.

The four voting members on the Traffic Advisory Committee are:

- Council's representative (chair)
- RMS representative
- NSW Police representative for the Local Area Command containing the item.
- State Member of Parliament representative for the electorate containing the item.

The meeting does not need a specific quorum, however any advice can only be returned to the Council if the views of NSW Police and RMS have been obtained.

The Traffic Advisory Committee meeting operates as a closed meeting and attendance to the meeting is via invitation only. At times interested stakeholders may address items referred to the Traffic Committee where their information adds value and does not greatly increase the time spent by the Committee on progressing the item. Interested stakeholders always have the opportunity to attend the Council meeting when the minutes of the Traffic Advisory Committee are discussed / determined.

All formal items referred to the Traffic Advisory Committee typically have been fully investigated, consulted (if needed) and proposed actions identified.

Where the Council decides on an item contrary to the Traffic Advisory Committee recommendation, then Council must immediately advise RMS and NSW Police in writing of its decision. The RMS or NSW Police may then lodge an appeal within 14 days to the Regional Traffic Committee.

The Council must not action any item under appeal until the matter has been determined by the Regional Traffic Committee.

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Traffic Advisory Committee
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| | | |
|---|---|---|
| **Item:** | **6.1** | **Ref: AINT/2022/01054** |
| **Title:** | **Post Way intersection Old Gostwyck Road Kellys Plains. Container: ARC16/0168-7** | |
| **Responsible Officer** | **Chief Officer Assets and Services** | |
| **Author:** | **Belinda Ackling, Personal Assistant** | |
| **Attachments:** | 1. Plan - Post Way / Old Gostwyck Rd Sight Distance Check | |

## 1. Purpose

The purpose of this report is to improve visibility and the safety for motorists using the intersection Post Way and Old Gostwyck Road.

## 2. OFFICERS' RECOMMENDATION:

That the current Give Way sign at the intersection of Post Way and Old Gostwyck Road be replaced with a "Stop" sign and the associated line markings complying with TfNSW standards.

## 3. Background

Council has received the request to install a "Stop" sign at the intersection of Post Way and Old Gostwyck Road.
*Attention: Traffic Committee*

*I wish to alert you to an intersection which I believe needs attention soon.*

*It is the intersection where Post Way meets Old Gostwyck Road in the Kellys Plains area.*

*Now that Platform Road has been fully sealed, I have noticed that there is more traffic travelling through from the NE Highway (from Uralla and beyond) along Platform Rd, then Post Way, then Old Gostwyck and Dangarsleigh Roads to arrive into the east area of Armidale. There has also recently been a number of housing estates created out in the Kellys Plains area... adding to the traffic on these roads. I noticed a count was done to assess the number of vehicles using this route (earlier this year or in 2020 - I can't recall exactly when), however I remember that it was done during COVID/lockdown time, so was probably not very accurate. During school times, it is pretty busy on these roads.*

*I live on Heathersleigh Rd, Kellys Plains and regularly drive into Armidale via Knobs Rd then Old Gostwyck Rd. I have nearly run up the back of a number of vehicles (one which I had to quickly brake for today) as they come onto Old Gostwyck Road from Post Way - turning left at the give way to head into Armidale. Their vision is badly impaired by the tall grass and the low trees on the corner of that intersection, plus the rise in the road at the railway crossing on Old Gostwyck Rd. As there is currently only a give way sign at that intersection, the motorists often don't stop and look, but just keep going straight onto Old Gostwyck Rd and into the path of oncoming traffic (travelling at 100km/hr). The speed limit was changed to 60 km/hr on Post Way, which is good as it is a residential area and has slowed the traffic down on this road, however this does not make people stop and look at this blind intersection.*

*I ask if you can please come out to this intersection - and come onto Old Gostwyck Rd from Post Way - to see how blind this intersection is. If you will not change the give way sign to a stop sign,*

*then please at least slash and clear the corner so that the motorists can see the traffic coming along Old Gostwyck Rd (heading into Armidale), so they can stop and wait for oncoming vehicles to pass.*

*I fear that there will be an accident if something is not done to fix this soon.*

## 4. Discussion

No serious accidents have occurred at the location to date however, investigations have shown that the intersection does not meet sight distance requirements, as per the distances determined by Roads and Maritime Services Sight Distance Restrictions detailed in RMS Supplement to AS 1749.2-2009 Section 2 and the RMS Signs Register.

## 5. Implications

### 5.1. Strategic and Policy Implications

***Link to the Community Strategic Plan and Delivery Program***

E4.1 - Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

This recommendation is in line with:
RMS Supplement to AS 1749.2-2009 Section 2 and the RMS Signs Register

### 5.2. Risk

- To reduce the risk of an accident
- To try and promote better driving

### 5.3. Sustainability

- Promoting more efficent and improved service delivery through collaboration and communication with the communtiy.

### 5.4. Financial

| Budget Area: | Traffic Faculties Budget | | | | | | |
|---|---|---|---|---|---|---|---|
| Funding Source: | | | | | | | |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Sign, installation and Line marking | Traffic Faculties Budget | | | $300 | $300 | |

- This cost will include the holding line and Stop sign and the cost will be reduced once it is part of the operational line marking schedule.

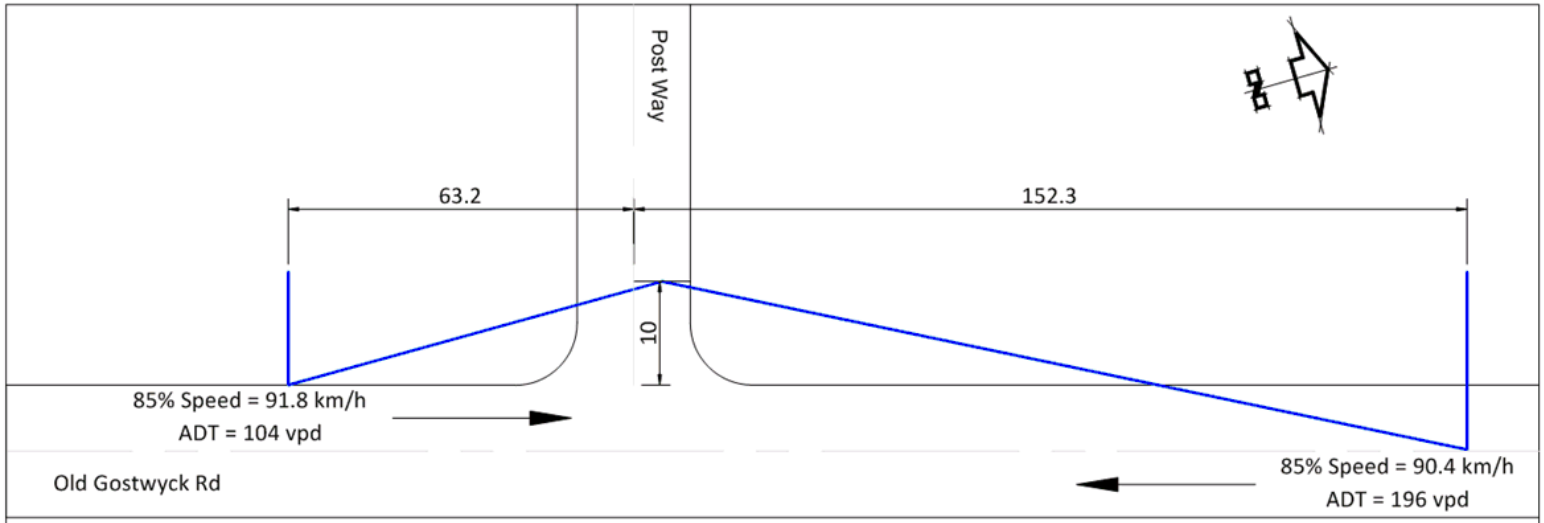
## 6. Consultation and Communication

Consultation with the community will occur prior to the changes taking place If the recommendation is endorsed, including a reminder of the changed traffic conditions once installation has taken place.

## 7. Conclusion

As the intersection does not meet sight distance requirements, as per the distances determined by Roads and Maritime Services Sight Distance Restrictions detailed in RMS Supplement to AS 1749.2-2009 Section 2 and the RMS Signs Register, it is recommended to improve safety at the intersections be installing a Stop sign.

## Sight Distance - Post Way/Old Gostwyck Rd Intersection




Distances determined by Roads and Maritime Services Sight Distance Restrictions.
As detailed in RMS Supplement to AS 1749.2-2009 Section 2 and the RMS Signs Register.

View to south from Post Way

| 85th percentile approach speed on major road (km/h) | Required sight distance (m) |
|---|---|
| 40 | 70 |
| 50 | 90 |
| 60 | 105 |
| 70 | 120 |
| 80 | 140 |
| 90 | 160 |
| 100 | 175 |
| 110 | 190 |

View to north from Post Way

| | | |
|---|---|---|
| **Item:** | **6.2** | **Ref: AINT/2022/01055** |
| **Title:** | **Intersection of Bradley and Sandon Street Guyra** | **Container: ARC16/0168-7** |
| **Responsible Officer** | **Chief Officer Assets and Services** | |
| **Author:** | **Belinda Ackling, Personal Assistant** | |
| **Attachments:** | **Nil** | |

## 1. Purpose

The purpose of this report is to improve the safety for motorists using the intersection of Bradley and Sandon Street Guyra

## 2. OFFICERS' RECOMMENDATION:

That the current Give Way sign at the intersection of Bradley and Sandon Street Guyra be replaced with a "Stop" sign and the associated line markings complying with TfNSW standards.

## 3. Background

Council has received over the years, the same complaint concerning near misses at intersection of Bradley and Sandon Street Guyra as per the below including a number of complaints from the Guyra PreSchool.

*Dear Sir/Madam,*
*I'm not sure if this is the right way to do this, but here goes.*
*I would like to complain about the T-Section at the Guyra Preschool in Guyra.*
*On numerous occasions I have had to take evasive actions to avoid being T-boned whilst driving here.*
*I live on Lagoon Road Guyra.*
*In the morning, I drive north up Lagoon Road then straight through on Bradley Street to work. In the afternoon I drive south down Bradley Street then directly onto Lagoon Road to go home from work.*
*On a few of my travels, I've nearly come to grief with vehicles coming west over the Railway crossing, and quite often have ended up going out and around the power pole on the parkland opposite the crossing.*
*The vehicles don't stop and sometimes they don't even slow down.*
*I hope it doesn't take a serious accident here before some changes are made at this spot.*
*Hoping for some solution before another sad time for our town occurs.*
*Thankyou for taking the time to look into this.*

*Yours faithfully,*
*Mary*

## 4. Discussion

Council has investigated this intersection on a number of occasions and while it meets the sight distance requirements that are set out in RMS Supplement to AS 1749.2-2009 Section 2, when

coming off the New England Highway the 85% is 38kph lower than the posted speed limit of 50kph, vehicles tend to maintain speed and as the Lagoon Road then straight through on Bradley Street

## 5. Implications

### 5.1. Strategic and Policy Implications

*Link to the Community Strategic Plan and Delivery Program*

E4.1 - Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

### 5.2. Risk

- To reduce the risk of an accident
- To try and promote better driving habbits

### 5.3. Sustainability

There are no sustainability impacts to consider.

### 5.4. Financial

| Budget Area: | Transport | | | | | | |
|---|---|---|---|---|---|---|---|
| Funding Source: | Traffic Facilities | | | | | | |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| | Change signage | Nil | Nil | Nil | $300 | $300 | |

## 6. Consultation and Communication

This concern was provided by a member of the public. If the recommendation is endorsed Council will advertise the change prior to the change taking place, including a reminder of the changed traffic conditions once installation has taken place.

## 7. Conclusion

Given that bad driving behaviours continued that seems to have become habit, it is recommended to improve safety at the intersections be installing a Stop sign.

| | | |
|---|---|---|
| **Item:** | **6.3** | **Ref: AINT/2022/01057** |
| **Title:** | **Request for a Disabled Parking Bay Parry Parade ARC16/0168-7** | **Container:** |
| **Responsible Officer** | **Chief Officer Assets and Services** | |
| **Author:** | **Belinda Ackling, Personal Assistant** | |
| **Attachments:** | 1. Matthew Burnicle - 7 Parry Parade Disability park<br>2. 7 Parry Parade map | |

## 1. Purpose

The purpose of this report is to discuss the request to install a disability parking space for use by an individual.

## 2. OFFICERS' RECOMMENDATION:

That Council deny the request to install a disability parking space in a quite residential area that has no parking issues.

## 3. Background

Council received the attached letter, Council has never installed disability parking spaces at residential home including rented homes such as this.

## 4. Discussion

Council has inspected the location at 7 Parry Parade and has never seen any vehicles at the location and only the odd car parked in the street. This area of town is very quiet with only residents located in the area, there are no business creating any traffic or parking issues.

While being sympathetic to the resident's health issues, Council is not in the practice of installing parking facilities of any kind for personal residential use. Council would be required to maintain the upkeep of the parking space and the ranger unity would also be required to monitor the parking space.

Works would be required to bring the Disability Parking space in line to meet the standards of a Disability Parking including a kerb ramp and a concrete path, if the path only went to the resident's front gate the cost would be in excess of $3000.

This owned by the NSW Housing Department and the resident can potentially move to another location.

## 5. Implications

### 5.1. Strategic and Policy Implications

E4.1 - Maintain safe and effective traffic facilities on the road network, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

### 5.2. Risk

- Council would be inclinde to take on monitoring the propsed Disability parking space, in a location well out of the boundy of the stratigised parking areas.

- Council would be inclinde to take on the on going maintaince.
- Council could set a precedence for further requests to install Disability parking space in front of residential homes.

### 5.3. Sustainability

- The installation of Disability parking spaces in front of residential home will not promoting efficent and improved service delivery.

### 5.4. Financial

| Budget Area: | Will be at the cost of the resident | | | | | | |
|---|---|---|---|---|---|---|---|
| Funding Source: | | | | | | | |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| | Install a disability parking space | nil | nil | nil | $3000 | | |

If endorsed installation of a Disability Parking space would be at the cost of the resident

## 6. Consultation and Communication

Council received a request from a resident, staff discussed the matter and requested that the resident provided a letter providing further information.

## 7. Conclusion

While being sympathetic to the resident's health issues, Council is not in the practice of installing parking facilities of any kind for personal residential use. Council would be required to maintain the upkeep of the parking space and the ranger unity would also be required to monitor the parking space it is recommended that Council deny the request.

7 Parry Parade
Armidale
N.S.W.
2350
Australia

Ph: +61 (0)407 258843

Email: jamest5723@yahoo.com

6th December 2021

Attn: Traffic Committee – Armidale Council

Re: Painting of a Disabled Parking Bay

Dear Belinda,

Thank you for your time on the phone today.

As discussed I am writing to enquire about the installation of a marked disabled parking bay outside my current residence.

I suffer from a large number of medical issues, & the current parking situation at my property causes me many issues which impact these issues, & would be eased with the marking of a bay.

My current medical conditions which are affected by my current situation are:
Degenerative Spine
Chronic Pain
Balance Instability (Trip/Fall risk)
Broken Hip
Osteoporosis
Major Depressive Disorder
Chronic Anxiety
Ambulate with crutches / wheelchair

My current parking is done in my garden as, unlike all the homes in my area, I have no fixed driveway, this means that the car is parked behind a locked 6ft fence. Each time I have to leave for an appointment I have to exit the property, cross the uneven lawn on my crutches, unlock the gate, open both gates, make way back to the car (hoping the gates don't blow closed, return to reopen if they do), enter car & drive out, exit car to walk back & close gates, walk back to car to drive off. Then all that in reverse when I return home. This can take 10-15 minutes each time, & things like rain, wind etc impact this as well as increase my risk of falling, tripping & getting another fracture.

Also, there are occasions when people park outside my property instead of outside the property that they are going to, despite the other properties having their own driveways, & the roads here being mainly empty of any other parked vehicles, with virtually everywhere else available to park in. This situation, along with the worry of a fall from its current parking location, can unfortunately cause my anxiety to greatly increase to the point of panic attacks.

The marking of a disabled bay outside my property would be of great assistance to me as it would alleviate the anxiety that these situations cause, as well as remove my risk of further fractures & injury due to falls etc. It would afford me the ability to park directly outside my front gate path & give a short, direct route to my front door.

As the marking of disabled bays is approved by local council (Armidale in our case), & these bays already get marked out on public roads in town, including outside businesses, I would like to request the marking of a bay as described, regarding my permanent situation as this would aide with my medical conditions while having no impact on local parking or services in my area.

This is obviously a brief outline of my currently impacted situation, & I am more than happy to discuss this issue in greater detail either with yourself or member of the committee, & to go through all the issues point by point.

When you wish to discuss this matter further, either now or after your February meeting, please feel free to contact me to arrange this.

Thank you for your time & attention in this matter, & I look forward to discussing it further.

Yours sincerely,

Matthew Burnicle

7 Parry Parade

Armidale Regional Council
Traffic Advisory Committee
Tuesday, 1 February 2022 Page 16

| | | |
|---|---|---|
| **Item:** | **6.4** | **Ref: AINT/2022/01648** |
| **Title:** | **Special Event Transport Management Plan - Armidale & New England Show** | **Container: ARC16/0168-7** |
| **Author:** | **Belinda Ackling, Personal Assistant** | |
| **Attachments:** | 1. Transport Management Plan Armidale Show 2022<br>2. Armidale Show 2022 Notice_of_Intention_to_Hold_a_Public_Assembly<br>3. Armidale Show 2022 Portable Variable Message Boards<br>4. Plan - Road Closure Armidale Show | |

## 1. Purpose

The requested road closure is for public safety.

## 2. OFFICERS' RECOMMENDATION:

That Council endorse the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show from 6pm Thursday 3rd March until 10pm on Sunday 6th March 2022, be endorsed.

a.

## 3. Background

.

The annual Armidale & New England Show for 2022 will occur from the 4th to 6th March 2022. The road closure has occurred for many years without incident to insure the safety of those attending and competing at the show.

## 4. Discussion

We are looking to close Canambe Street as we have done previously, to allow for the holding of a Ute Show on Saturday 5th March 2022 at the Kirkwood end of Canambe, and a vehicle access checkpoint set in off the Canambe/Dumaresq corner to allow for the safe access onto the Showground for large vehicles, particularly cattle trucks and horse floats.
The cars will be parked on Canambe Street Angle Parking with the rear of the cars backing into the gutter, while the large vehicles will be directed onto the grounds where they are necessary

The vehicles involved with the Ute Show will be moving into the main arena on the showground for events and then back to the original parking place on Canambe Street.

We will be adhering to the Show Society's Risk Assessment

We will be putting barriers in place at the Canambe/Kirkwood end that cannot be moved nor accessed by the general public, while barriers will be erected at the Canambe/Dumaresq end and will be manned by stewards and volunteers who will only allow access via vehicle. All pedestrian access will be via the other gates. We are hoping to set these barriers up late

afternoon on Thursday 3rd March, to minimise risk and ensure that all checkpoints are established and manned by 6 AM on the Friday.

Electronic Signs will be placed outside the Showground advising the public of which gates are which and about the detours. We will also utilise our social media accounts to notify the public before the event.

## 5. Implications

### 5.1. Strategic and Policy Implications

- CPS: G3.1 Tourism strategy to attract visitors to stay and enhance the economic and cultural offerings and attractions of the region.
- The application is in accordance as per POL086 – Road – Events on public roads and as per the TfNSW guidelines for Event Mangement.
  .

### 5.2. Risk

- The closure is an annual occurrence to which the public are very aware of for the duration of the event.
- No homes are disadvantaged by the closure.
- The temporary road closure controls the risk of contact between pedestrians and moving vehicles.

### 5.3. Sustainability

- Annual tourism strategy to attract visitors to stay and enhance the economic and cultural offerings and attractions of the region

### 5.4. Financial

| Budget Area: | Events | | | | | | |
|---|---|---|---|---|---|---|---|
| Funding Source: | | | | | | | |
| Budget Ref: (PN) | Description | Approved Budget | Actual | Committed | Proposed | Total Forecast Expenditure | Remaining Budget |
| | Install and remove road closure | | | | $470 | | |

## 6. Consultation and Communication

Advertisement of the event and the road closure will occur well before the event

**7. Conclusion**

That the committee request Council to endorse of the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show from 6pm Thursday 3rd March until 10pm on Sunday 6th March 2022, for the safety of those attending the show.

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# Special Event Transport Management Plan

## 1 EVENT DETAILS

### 1.1 Event summary

Event Name <Armidale & New England Show .>

Event Location: < Armidale Show Ground and the Livestock centre Canambe Street>

Event Date: < 4th & 5th March 2022

> Event Start Time: <6am Friday 5th March> Event Finish Time: <10pm Sunday 6th March 2022>

Event Setup Start Time: <6.30 pm Thursday 3rd March 2022> Event Packdown Finish Time: <10pm Sunday 6th March>

Event is ☐ off street ☐ on street - moving ☒ on street non-moving

### 1.2 Contact names

Event Organiser* **< Armidale & New England Show Society**

Phone:<0413872214 > Mobile:<0413872214> E-mail: < armidaleshowsociety@outlook.com>

Event Management Company (if applicable)

Phone: ..... Fax: ..... Mobile: ..... E-mail:

**Police** ARMIDALE POLICE

Phone: 02 6771 0699 ..... Fax: 02 67710611

**Council** ARMIDALE DUMARESQ COUNCIL

Phone:02 67703800 Fax: 02 67729275 council@armidale.nsw.gov.au

**Roads & Traffic Authority** (if Class 1).....

Phone: ..... Fax: ..... Mobile:..... E-mail: .....

**Note: The Event Organiser is the person or organisation who is the employer and in whose name the Public Liability Insurance is taken out.*

### 1.3 Detailed description of event (please attach any maps to back of application)

We are looking to close Canambe Street as we have done previously, to allow for the holding of a Ute Show on Saturday 5th March 2022 at the Kirkwood end of Canambe, and a vehicle access checkpoint set in off the Canambe/Dumaresq corner to allow for the safe access onto the Showground for large vehicles, particularly cattle trucks and horse floats.
The cars will be parked on Canambe Street Angle Parking with the rear of the cars backing into the gutter, while the large vehicles will be directed onto the grounds where they are necessary

The vehicles involved with the Ute Show will be moving into the main arena on the showground for events and then back to the original parking place on Canambe Street.

We will be adhering to the Show Society's Risk Assessment, which is attached

We will be putting barriers in place at the Canambe/Kirkwood end that cannot be moved nor accessed by the general public, while barriers will be erected at the Canambe/Dumaresq end and will be manned by stewards and volunteers who will only allow access via vehicle. All pedestrian access will be via the other gates. We are hoping to set these barriers up late afternoon on Thursday 3rd March, to minimise risk and ensure that all checkpoints are established and manned by 6 AM on the Friday.

Electronic Signs will be placed outside the Showground advising the public of which gates are which and about the detours. We will also utilise our social media accounts to notify the public before the event.

.

## 2 Risk Management - Traffic

CLASS 1 CLASS 2 CLASS 3

### 2.1 Occupational Health & Safety - Traffic Control

☒ **Risk assessment plan (or plans) attached**

### 2.2 Public Liability Insurance

☒ Public liability insurance arranged. **Copy of Policy attached.**

### 2.3 Police

☐ Police written approval attached **Letter sent to the Armidale Police – referred to David Steller, Armidale Dumaresq Council.**

### 2.4 Fire Brigades and Ambulance

☐ Fire brigades notified **02 67715076**

☐ Ambulance notified **02 6771 1710**

## 3 TRAFFIC AND TRANSPORT MANAGEMENT

CLASS 1 CLASS 2 CLASS 3

### 3.1 The route or location

☒ **Map attached**

### 3.2 Parking

☒ Parking organised - details attached.

☐ Parking not required **< >**

### 3.3 Construction, traffic calming and traffic generating developments

☐ Plans to minimise impact of construction activities, traffic calming devices or traffic-generating developments attached

☒ There are no construction activities, traffic calming devices or traffic-generating developments at the location/route or on the detour routes

### 3.4 Trusts and Authorities

☒ This event uses a facility managed by a Trust or Authority; written approval attached

☐ This event does not use a facility managed by a trust or Authority

### 3.5 Public transport

☐ Public transport plans created - details attached

☒ Public transport not required

### 3.6 Reopening roads after moving events

☐ This is a moving event - details attached.

☒ This is a non-moving event.

### 3.7 Traffic management requirements unique to this event

☒ Description of unique traffic management requirements attached

☐ There are no unique traffic requirements for this event

### 3.8 Contingency plans

☐ Contingency plans attached

Class 1

**3.9 Heavy vehicle alternate routes**

☐ Alternative routes for heavy vehicles required - RTA to arrange

☒ Alternative routes for heavy vehicles not required

**3.10 Special event clearways**

☐ Special event clearways required - RTA to arrange

☒ Special event clearways not required

## 4 MINIMISING IMPACT ON NON-EVENT COMMUNITY & EMERGENCY SERVICES

CLASS 1 CLASS 2 CLASS 3

**4.1 Access for local residents, businesses, hospitals and emergency vehicles**

☒ Plans to minimise impact on non-event community attached

☐ This event does not impact the non-event community either on the main route (or location) or detour routes

**4.2 Advertise traffic management arrangements**

☒ Road closures -advertising medium and copy of proposed advertisements attached

☐ No road closures but special event clearways in place - advertising medium and copy of proposed advertisements attached

☐ No road closures or special event clearways - advertising not required

**4.3 Special event warning signs**

☒ Special event information signs are described in the Traffic Control Plan/s

☐ This event does not require special event warning signs

**4.4 Permanent Variable Message Signs**

☐ Messages, locations and times attached

☒ This event does not use permanent Variable Message Signs

**4.5 Portable Variable Message Signs**

☒ The proposed messages and locations for portable VMS are attached

☐ This event does not use portable VMS

## 5 APPROVAL

Your application needs to be provide to Council 3 weeks prior to the Local Traffic Committee meeting which is held 2nd Tuesday of each month, with Council approval being sort for recommendations at the meeting held 4th Monday of the month.

| **Privacy and Personal Information Protection Notice (S.10 PPIPAct 1998)** |
|---|
| Your information will be stored and used by Armidale Dumaresq Council, 135 Rusden St, Armidale 2350 |
| Purpose of Collection: Traffic Management for a Special Event |
| Intended Recipients of your information: Local Traffic Committee |
| You have the right to access and amend your personal information by contacting the Public Officer at the address above. |
| Your personal information is required: By law<br>_____<br>Consequences if you do not supply your information: |

## NOTICE OF INTENTION TO HOLD A PUBLIC ASSEMBLY

**Summary Offences Act 1988**

*To the Commissioner of Police*

**1** I, Kelso Looker
Name

of 4075 Boorolong Road
Address

on behalf of The Armidale & New England Show Society
Organisation

notify the Commissioner of Police that on the 5th
Day

of March 2022
Month/Year

it is intended to hold:

**either:**

(a) a public assembly, not being a procession, of approximately

500 persons which will assemble
Number

at Canambe Street
Place

at approximate 6.00 am am/pm
Time

and disperse at approximately 11 pm am/pm
Time

**or**

(b) a public assembly, being a procession of approximately .....
Number

persons which will assemble at .....
Place

at approximately ..... am/pm
Time

and at approximately ..... am/pm the procession will

commence and shall proceed .....

.....

.....

Specify route, any stopping places and the approximate duration of any stop: and the approximate time of termination. A diagram may be attached.

**2** The purpose of the proposed assembly is for safer access to the grounds, to allow patrons/competitiors to cross, better security/control on the gates and to allow for a stationary Show and Show Ute Show.

State purpose

**3** The following special characteristics associated with the assembly would be useful for the Commissioner of Police to be aware of in regulating the flow of traffic or in regulating the assembly:

* (i) There will be 70+ (number) of vehicles and/or* floats involved and their type and dimensions are as follows:

as per the Ute Show entry requirements - a standard utility

* (ii) There will be 0 (number) of bands, musicians, entertainers etc entertaining or addressing the assembly

* (iii) The following number and type of animals will be involved in the assembly

Horses and Cattle may periodically cross between the Exhibition Centre & the Main Showground

*(iv) Other special characteristics of the proposed assembly are as follows:

**4** I take responsibility for organising and conducting the proposed public assembly.

**5** Notices for the purposes of the *Summary Offences Act 1988* may be served on me at the following:

Address: Dunoon
4075 Boorolong Road
Armidale Post Code 2350

Telephone: 0413 872 214

Signed: .....

Capacity/Title Secretary/Public Officer

Date 10/11/2021

* Delete as applicable

Portable Variable Message Boards

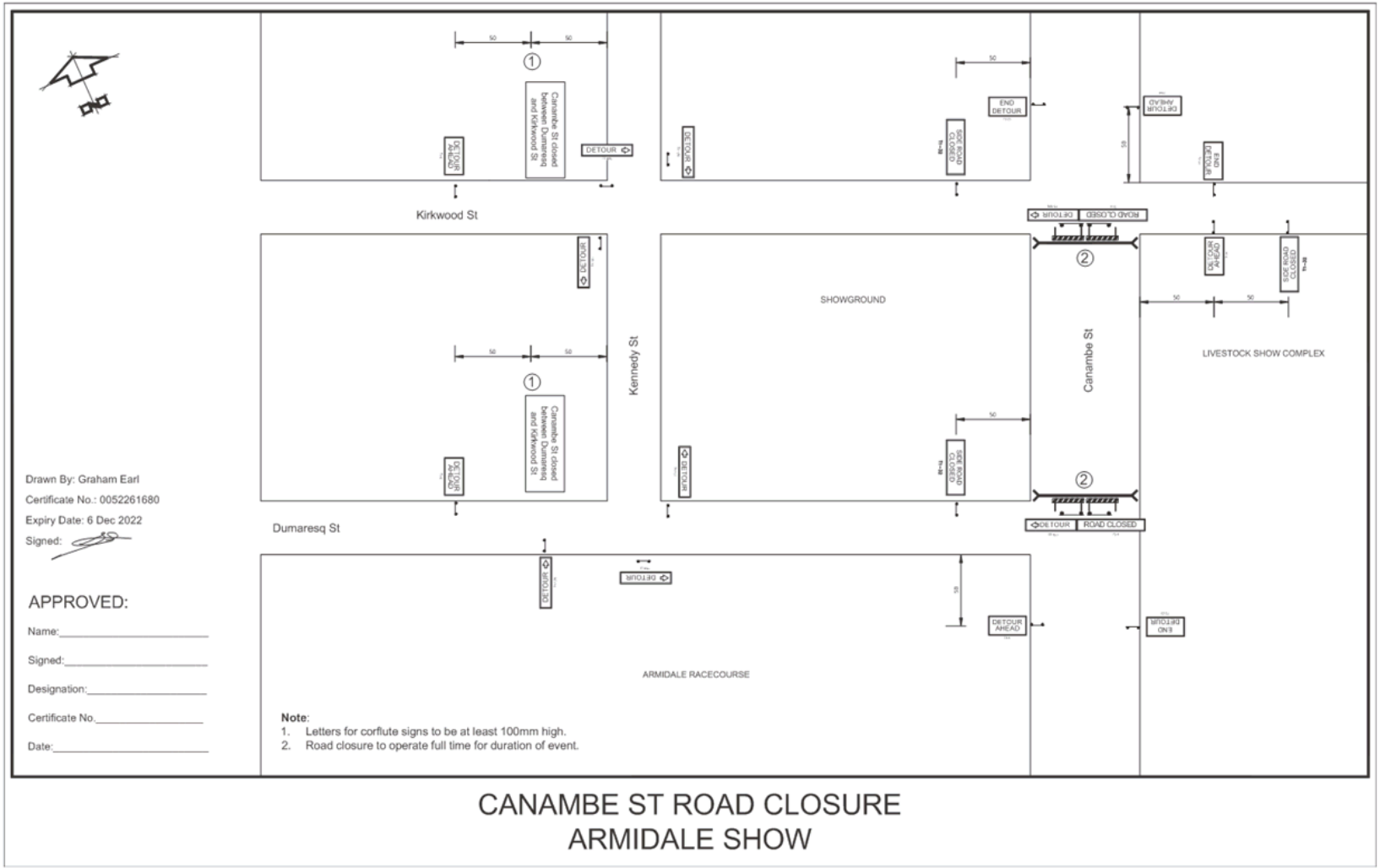
Locations

2 on Dumaresq Street

1 on Canambe Street

Messages to be confirmed but will basically read that vehicle access ONLY via Canambe Street

**Attachment 4** **Plan - Road Closure Armidale Show**



ARMIDALE Regional Council

MINUTES

# TRAFFIC ADVISORY COMMITTEE

Held on

## Tuesday, 1 February 2022
## 10am

at

## Electronic meeting

***Committee Members:***
Mr Hans Hietbrink (Rep. Member for Northern Tablelands)
Snr Sgt Paul Caldwell (NSW Police)
Ms Wendy Wallace (TfNSW)

***Council Staff:***
Mr Graham Earl (ARC Technical Officer)
Ms Belinda Ackling (Minute Taker)
Mr Ian Chetcuti (Ranger)

**Others:**
Nil

1. Apologies / Leave Of Absence
While Stefan is on secondment wendy Wallace or Melanie Jones will be TfNSW representative.

2. Confirmation of Previous Minutes -

**CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 7 DECEMBER 2021**

**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 all previous events have occurred without any issues, the Lamb and Potato Festival being cancelled due to Covid concerns.

5. Special Event Reports

**5.1 Special Event Transport Management Plan - Armidale & New England Show***Ref: AINT/202*

**RESOLVED**

That Council endorse the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show from 6pm Thursday 3rd March until 10pm on Sunday 6th March 2022, be endorsed with the following recommendations:

- a risk assessment is conducted at the road closure sites to ensure the safety of pedestrians / officials and the permanency of the barriers used for the road closures
- no unauthorised vehicles can enter the site at these locations
- qualified officials are posted at those sites where the barriers for the road closures need to be adjusted to allow the movement of vehicles.

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

6. Correspondence

**6.1 Post Way intersection Old Gostwyck Road Kellys Plains.***Ref: AINT/2022/01054 (ARC16/0168-7)*

**RESOLVED**

That the current Give Way sign at the intersection of Post Way and Old Gostwyck Road be replaced with a "Stop" sign and the associated line markings complying with TfNSW standards.

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

**6.2 Intersection of Bradley and Sandon Street Guyra** *Ref: AINT/2022/01055 (ARC16/0168-7)*

*Comments from TfNSW-*
*There appears to be sufficient sight distance for motorists turning from Sandon Street onto Lagoon Road on street view, as indicated in the report, and therefore may not meet the warrants to change from Give Way to Stop restrictions.*
*The resident claims that speeding vehicles along Lagoon Road / Bradley Street is the issue for motorists exiting Sandon Street.*
*As an alternate / additional measure, the installation of a BB centreline on all three approaches to the intersection and intersection warning signs and perhaps reminder speed limit signage may assist with this issue.*
*Motorists travelling along Lagoon Road may need to be reminded of the intersection and possible turning vehicles from Sandon Street.*

*Council is not bound by TfNSW's recommendation, this is just a suggestion.*
*However, the minutes in the meeting should note TfNSW's recommendation.*
*If the main issue is that motorists don't look both ways when entering the intersection, then that is a behavioural issue not a technical issue.*

The committee do not disagree with the comments made by TfNSW, there is sufficient sight distance for motorists turning from Sandon Street onto Lagoon Road, as indicated in the report, this issue is a compliance/behavioural issue.

Council has already put in place advanced warning speed signs and intersection signage however this is not working. This is the biggest safety complaint we have of none compliance for Guyra. While Police patrol the area it is nearly impossible to enforce as drives comply when being followed by Police.

Council will investigate preparing a shovel ready treatment that will slow the traffic and help with compliance so future grant funding may be applied for.

NSW Police, the Rep. Member for Northern Tablelands and Council Manager for the Ranger unit agree, the simple solution to this issue is to change the Give Way signs to Stop Signs until funding for a treatment can be obtained.

**RESOLVED**

That the current Give Way sign at the intersection of Bradley and Sandon Street Guyra be replaced with a "Stop" sign and the associated line markings complying with TfNSW standards.

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

**6.3 Request for a Disabled Parking Bay Parry Parade** *Ref: AINT/2022/01057 (ARC16/0168-7)*

**RESOLVED**

That Council deny the request to install a disability parking space in a quite residential area that has no parking issues.

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

7. General Business

There being no further business the meeting closed on 10th February 2022