



ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 26 April 2023

4pm

at

Armidale Council Chambers

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ORDINARY MEETING OF COUNCIL

Held on

Wednesday, 22 March 2023

4pm

at

Armidale Council Chambers

PRESENT: Councillor Sam Coupland (Mayor), Councillor Todd Redwood (Deputy Mayor), Councillor Paul Gaddes, Councillor Jon Galletly, Councillor Susan McMichael, Councillor Steven Mephram, 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 (Chief Officer Corporate and Community), Mr Daniel Boyce (Chief Officer Planning and Activation), Mr Alex Manners (Chief Officer Assets and Services), Ms Ann Newsome (Chief Financial Officer) and Ms Melissa Hault (Executive Officer).

MINUTES

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<i>(General Manager's Note: The report considers Tender Submissions and is deemed confidential under Section 10A(2)(d) of the Local Government Act 1993, as it deals with commercial information of a confidential nature that</i>	

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would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).

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1. CIVIC AFFIRMATION AND ACKNOWLEDGEMENT OF COUNTRY

Cr Galletly 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.

Cr Robinson joined the chamber at 4:02pm

4. DISCLOSURES OF INTEREST

Name	Item	Nature of Interest	Reason/Intended Action
Clr Packham	6.1	<input type="checkbox"/> Pecuniary <input type="checkbox"/> Non Pecuniary – Significant Conflict <input checked="" type="checkbox"/> Non Pecuniary – Non Significant Conflict	<p>Reason: the Model Code of Conduct expects me to make fully informed decisions using my best judgement and due diligence. By policy design I have been precluded from assessing the nomination and have not received clarification that the award thresholds have been met. For that reason I declare a non-pecuniary interest and intend to leave the chamber during the discussion and abstain from voting.</p> <p>Intended action: Leave Chamber</p>
Clr Packham	6.2	<input type="checkbox"/> Pecuniary <input type="checkbox"/> Non Pecuniary – Significant Conflict <input checked="" type="checkbox"/> Non Pecuniary – Non Significant Conflict	<p>Reason: insignificant non pecuniary inter by virtue of family connection and intend to participate in discussion and the vote.</p> <p>Intended action: Remain in the Chamber</p>

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5. CONFIRMATION OF MINUTES

5.1 Minutes of Previous Meeting held 22 February 2023

Ref: AINT/2023/04508 (ARC16/0001-8)

14/23

RESOLVED

That the Minutes of the Ordinary Council meeting held on 22 February 2023 be taken as read and accepted as a true record of the meeting.

Moved Cr Redwood Seconded Cr Mepham

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

Cr Paul Packham left the meeting, the time being 4:04 PM

6. MAYORAL MINUTE

6.1 Mayoral Minute - Recognising the Achievements of Antony (Tony) Deakin

OAM with Keys to the City

Ref: AINT/2023/02928 (ARC16/0025-7)

15/23

RESOLVED

That Council award the Keys to the City of Armidale to Antony (Tony) Deakin OAM in recognition of his connection to Armidale and the outstanding contribution he has made to the architecture of Armidale.

Moved Cr Coupland Seconded Cr Redwood

DIVISION The result being:-

FOR: Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mepham, D O'Brien, M O'Connor, T Redwood and D Robinson

AGAINST: Cr B Widders

The Motion on being put to the vote was CARRIED.

Cr Paul Packham returned to the meeting, the time being 4:20 PM

6.2 Mayoral Minute - Australian Transport Museum *Ref: AINT/2023/04960 (ARC16/0342)*

16/23

RESOLVED

That Council resolve to:

- a) Cease membership in the Australian Transport Museum.
- b) Cease all directorships in the Australian Transport Museum.
- c) The General Manager write to the Australian Transport Museum to provide notice of Councils decision.

Moved Cr Coupland Seconded Cr McMichael

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

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7. REPORTS - GENERAL MANAGER'S OFFICE

7.1 Council Actions Report January 2022 - February 2023

Ref: AINT/2023/04510 (ARC16/0001-8)

17/23

RESOLVED

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

Moved Cr O'Connor

Seconded Cr Gaddes

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

8. REPORTS - FINANCE

Nil.

9. REPORTS - PLANNING AND ACTIVATION

9.1 Planning Proposal for 57 Newton Street, Armidale *Ref: AINT/2023/04815 (ARC23/5777)*

18/23

RESOLVED

That Council:

- a. Endorse the Planning Proposal to amend the *Armidale Regional Local Environmental Plan* to regularise the permissibility of the light industry land uses that have historically and continually been carried out at 57 Newton Street, Armidale (Lot 4 DP 546075).
- b. Forward the endorsed Planning Proposal to the Department of Planning and Environment with a request for Gateway Determination and exhibit the proposal in accordance with that determination.
- c. Seek authorisation from the Department of Planning and Environment to be the local plan-making authority.

Moved Cr Packham

Seconded Cr Redwood

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

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9.2 Draft Swimming Pool Barrier Inspection Program *Ref: AINT/2023/04816 (ARC23/5623)*

19/23

RESOLVED

That Council:

- a. Endorse the Draft Swimming Pool Barrier Inspection Program policy for public exhibition for a period of 28 days.
- b. Receive a further report once the submission period closes to consider any submissions received.

Moved Cr Packham

Seconded Cr Robinson

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

10. REPORTS - CORPORATE AND COMMUNITY

Nil.

11. REPORTS - ASSETS AND SERVICES

Nil.

12. NOTICES OF MOTION

**12.1 Enabling Council-run Public Libraries to continue to be Community Partners
with the Trove National Archive**

Ref: AINT/2023/04843 (ARC16/0025-7)

20/23

RESOLVED

That the Armidale Regional Council calls on the Federal Government to intervene to stop the National Library of Australia's plans to charge increased subscription fees to Council-run public libraries to enable contribution and provide access to Australia's national data-base and archive – Trove.

Moved Cr McMichael

Seconded Cr O'Brien

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

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12.2 Support for the Murrumbidgee GP Scheme "Single Employer Model" as next Pilot in the NSW Hunter New England Health District

Ref: AINT/2023/04847 (ARC16/0025-7)

21/23

RESOLVED

That Armidale Regional Council write to the Federal Health Minister, the Prime Minister's Office, the NSW Minister for Health, the NSW Minister for Regional Health and the NSW Premier to note our strong endorsement and support for the running of the next pilot of the "Single Employer Model" (also known as the Murrumbidgee GP Scheme) in our LGA which is part of Hunter New England Health District to allay the current crisis of GP shortages (eight GP's leaving or relocating from Armidale Region and five more trainee GP's leaving the Armidale Regional Public Hospital) leaving about 6,000 people in our LGA without a GP.

Moved Cr O'Connor

Seconded Cr McMichael

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

13. COMMITTEE REPORTS

13.1 Traffic Advisory Committee - Minutes of meeting held 7 March 2023

Ref: AINT/2023/04702 (ARC16/0168-8)

22/23

RESOLVED

That in relation to the report "Armidale Regional Council Traffic Advisory Committee Minutes – 7 March 2023", that Council:

- a) Endorse the temporary road closures of Faulkner Street Armidale from Dumaresq Street to Beardy Street and the connecting intersections with Moore Street, East Mall and Rusden Street roundabout for the Armidale 2023 Anzac Day March and Commemoration Service to be held on Tuesday 25 April 2023.
- b) Endorse the rolling road closure of Bradley Street Guyra from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the service for the annual Anzac Day Dawn Service will occur on Tuesday, 25 April 2023 between 5.30 am and 7.00 am, in accordance with the provided traffic control plan.
- c) Endorse the rolling road closures of Bradley Street from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the annual Anzac Day March held on Tuesday, 25 April 2023 between 10.00am and 12.30pm, in accordance with the provided traffic control plan.
- d) That Council note the endorsement of the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show that was held from 6:30pm Thursday 2 March until 10pm on Sunday 5 March 2023.
- e) Endorse the requested road closures and route options for the 2023 Autumn Festival Parade Route of :
 - i. Dangar and Faulkner Street Armidale including Tingcombe Lane, from Barney Street to Rusden Street be closed from 7am for the staging of the Autumn Festival Parade.
 - ii. Faulkner Street between Dumaresq and Kirkwood Streets will be closed from 7am and remain closed for the duration of the Autumn Festival Parade.

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iii. Route Option A –

The closure of Faulkner Street Armidale, from Barney Street to Kirkwood Street disassembling in Faulkner between Civic and Curtis Park.

iv. Route Option B –

The closure of Faulkner Street Armidale, from Barney to Rusden Street, turning left into Rusden Street, right into Dangar Street following into Moore Street, left into Faulkner disassembling in Faulkner between Civic and Curtis Park.

- f) Endorse the Special Event Transport Management Plan for the Armidale Cycling Club's 2023 Weekly Race and the use of the Armidale Regional local roads, of Boorolong Road, Dangarsleigh Road/Enmore Road, Bundarra Road and Long Swamp Road.

Moved Cr McMichael

Seconded Cr Robinson

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

13.2 KPWG - Minutes of meetings held November 2022 - March 2023

Ref: AINT/2023/04997 (ARC16/0001-8)

23/23

RESOLVED

That the following Minutes of the Key Pillar Working Group meetings held from November 2022 to March 2023 be noted;

- Enriched Region KPWG meeting held 4 November 2022
- Enriched Region KPWG meeting held 18 November 2022
- Future Region KPWG meeting held 30 November 2022
- Enriched Region KPWG meeting held 2 December 2022
- Growing Region KPWG meeting held 17 January 2023
- Growing Region KPWG meeting held 7 March 2023

Moved Cr Gaddes

Seconded Cr Galletly

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

14. QUESTIONS FOR WHICH NOTICE HAS BEEN GIVEN

Nil.

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PROCEDURAL MOTION

24/23

RESOLVED

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

15.1 Professional Services Contract - Kempsey Armidale Road Restoration Project.
(AINT/2023/04819) - ***(General Manager's Note: The report considers Tender Submissions and is deemed confidential under Section 10A(2)(d) of the Local Government Act 1993, as it deals with commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret).***

b) That Council exclude the press and public from the proceedings of the Council in Confidential Session pursuant to Section 10A, subsections 2 & 3 and section 10B of the Local Government Act 1993, on the basis that the items to be considered are of a confidential nature.

c) That Council make the resolutions made in Confidential Session public as soon as practicable.

Moved Cr Robinson

Seconded Cr O'Brien

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

Council entered Closed Session at 4:57pm.

Council returned to Open Session at 5:01pm.

RESUMPTION OF MEETING

25/23

RESOLVED

That Council move back into open Session and that the resolutions of the closed Session be made public.

Moved Cr O'Connor

Seconded Cr Redwood

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

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15. CLOSED SESSION

15.1 Professional Services Contract - Kempsey Armidale Road Restoration Project

Ref: AINT/2023/04819 (ARC22/5361)

26/23

RESOLVED

That Council:

- a. Accept the tenders submitted by for client-side Professional Services relating to the Kempsey-Armidale Road Recovery Project and engage the following contractors noting the proposed weekly rates and the current nominated individuals;
 - i. Bellwether Consulting Services Pty Ltd, for the roles of- Project Director, Senior Project manager, two Project engineers, two Surveillance Officers and an Administration Officer;
 - ii. Projence Pty Ltd, for the role of WH&S Manager; and
 - iii. Rob Ausling and Associates Pty Ltd, for the roles of- Commercial Manager and Communications Officer.
- b. Delegate authority to the General Manager to approve expenditure up to the upper funding limit of funding available for the project from grant funds.
- c. Delegate authority to the General Manager to execute all documents in relation to the Contracts.

Moved Cr Redwood

Seconded Cr McMichael

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

There being no further business the Mayor declared the meeting closed at 5:02pm.

ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022 & 2023



Meeting Date	Report Title	Res #	Detail	Officer	Notes
28/04/2022	Standard Instrument LEP Natural Disasters Clause	85/22	<p>RESOLVED</p> <p>a. That Council advise the Department of Planning and Environment to incorporate the Dwelling house or secondary dwelling affected by natural disaster clause (Clauses 5.9), into the <i>Armidale Dumaresq Local Environmental Plan 2012</i> and <i>Guyra Local Environmental Plan 2012</i> or <i>Armidale Regional Local Environmental Plan</i> (as applicable), applying in the zones that currently permit dwelling house or secondary dwelling.</p> <p>b. That Council develop a policy that assists building owners to recover from disasters including but not limited to:</p> <p>i. the use of the Orders provisions in the Environmental Planning and Assessment Act 1979 and Local Government Act 1993 to the maximum extent possible to permit the repair and rebuild of buildings without the need for the DA,</p> <p>ii. an appropriate reduction in DA fees for replacement buildings that require a DA,</p> <p>iii. provide a concierge advisory and fast-track approval service for disaster affected building owners.</p> <p>Moved Cr Packham Seconded Cr Galletly</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p> <p>AMENDMENT</p> <p>iii. provide a concierge advisory and fast-track approval service for disaster affected building owners that also provides advice on information on building back better to meet desirable energy-efficiency standards and passive solar design.</p>	Boyce, Daniel	<p>13 May 2022 8:07am Boyce, Daniel Disaster clause package sent to NSW Department of Planning and Environment. Policy to be developed.</p> <p>15 Mar 2023 1:14pm Hoult, Melissa ARLEP came into force in Jan 2023. Staff will now liaise with DPE to switch on Natural Disaster Clause.</p> <p>15 Mar 2023 1:15pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 12 May 2022 to 30 June 2023 - Natural Disaster Clause will need to activated.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>Moved Cr Robinson Seconded Cr O'Brien</p> <p><i>FOR: Cr D O'Brien, M O'Connor and D Robinson</i></p> <p><i>AGAINST: Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mephram, P Packham, T Redwood, and B Widders</i></p> <p>The Motion on being put to the vote was LOST.</p> <p>Cr Bradley Widders left the meeting, the time being 4:56 PM Cr Bradley Widders returned to the meeting, the time being 4:58 PM</p>		
25/05/2022	Simpler Financial Information	102/22	<p>RESOLVED</p> <p>That Councillors and Council Staff collaborate on the development of a format to provide financial information that is easy for councillors and lay people to understand.</p> <p>Moved Cr Robinson Seconded Cr O'Brien</p> <p><i>DIVISION The result being:-</i></p> <p><i>FOR: Crs S Coupland, P Gaddes, S McMichael, S Mephram, D O'Brien, M O'Connor, P Packham, T Redwood, D Robinson and B Widders</i></p> <p><i>AGAINST: Cr J Galletly</i></p> <p>The Motion on being put to the vote was CARRIED.</p>	Hoult, Melissa	<p>20 Jun 2022 11:39am Bower, Jessica Manager Financial Services to meet with Cr Robinson week of 20 June to discuss.</p> <p>15 Aug 2022 4:16pm Hoult, Melissa Due to staff resourcing and other imperatives, staff will seek to provide a response towards the end of October 2022.</p> <p>15 Aug 2022 4:19pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 08 June 2022 to 31 October 2022 - Due to staff resourcing and other imperatives, staff will seek to provide a response towards the end of October 2022.</p>

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<h2 style="margin: 0;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="margin: 0;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>				
				<p>13 Sep 2022 4:18pm Houlton, Melissa Owing to annual financial statements being due and the SRV consultation, a meeting between Cr Robinson and the acting CFO, to facilitate simpler financial information, has not progressed further than the first meeting. A meeting with the new CFO will be scheduled towards the end of the year.</p> <p>13 Sep 2022 4:18pm Houlton, Melissa - Target Date Revision Target date changed by Houlton, Melissa from 31 October 2022 to 23 November 2022 - Due to staff resourcing and other imperatives, staff will seek to provide a response towards the end of November 2022.</p> <p>07 Dec 2022 11:59am Houlton, Melissa - Target Date Revision Target date changed by Houlton, Melissa from 23 November 2022 to 16 December 2022 - Meeting to be scheduled with CFO after December OCM.</p> <p>14 Feb 2023 11:50am Houlton, Melissa - Target Date Revision Target date changed by Houlton, Melissa from 16 December 2022 to 16 June 2023 - Target date changed by Houlton, Melissa from 28 December</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
					2022 to 23 June 2023 - Subject to the outcome of the special rate variation application to be determined by IPART, this matter may be able to be actioned in the 2023/24 financial year with the upgrade of financial systems.
29/06/2022	Grids and Gates Policy	129/22	<p>RESOLVED</p> <p>That Council:</p> <ol style="list-style-type: none"> a. Refer POL087 – Gates and Stock Grids on Public Roads and public feedback to the Connected Region Key Pillar Working Group to discuss and make comment on proposed grid ownership, maintenance liabilities and transition options; b. Extend the ownership nomination period for an additional 12 months for Council staff, in consultation with the relevant working group, to determine ownership of existing grids and gates on Council roads where ownership is uncertain. c. Extend the current transition period for an additional 12 months from the 1st July 2022 for existing grid and gate owners to upgrade, repair, remove or replace non-compliant grids and bring them into compliance with the updated policy POL087, noting all associated costs are currently the responsibility of the grid or gate owner as per the policy. <p>Moved Cr Packham Seconded Cr Mepham</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Manners, Alex	<p>19 Jul 2022 9:20am Schaefer, Darren This item will be referred to the Connected Key Pillar Working Group once established.</p> <p>16 Aug 2022 11:11am Bower, Jessica The item was included on the Agenda for the July Connected KPWG meeting.</p> <p>18 Oct 2022 12:16pm Bower, Jessica Note that no further Connected meetings have been scheduled by the Chairperson since July 2022.</p> <p>17 Nov 2022 9:36am Bower, Jessica The policy will now be considered by the Stronger KPWG.</p> <p>15 Mar 2023 11:38am Manners, Alex - Reallocation Action reassigned to Manners, Alex by Manners, Alex</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
					<p>15 Mar 2023 11:38am Manners, Alex Inspections of Grids and Gates has been underway since Late 2022. All Grids have been inspected in the Southern Operational Area and are finalising inspections in the Northern Operational area. Legal advice received and DRAFT policy provided incorporating changes from legal advice.</p> <p>15 Mar 2023 12:25pm Houlton, Melissa - Target Date Revision Target date changed by Houlton, Melissa from 13 July 2022 to 01 July 2023 - Northern Operational area will be finalised by July 2023.</p> <p>Action completed by Houlton, Melissa - Draft policy being presented to April 2023 OCM for endorsement to place on public exhibition.</p>
27/07/2022	Look Up! Make the State of our Planet BAU Pilot Program	145/22	<p>MOVED</p> <p>That Council:</p> <ol style="list-style-type: none"> a. Endorse the Leadership Principles and Climate Action Plan initiatives contained within the outcomes of the pilot program <i>"Look-Up! Make the State of our Planet BAU."</i> b. Reaffirm Council's resolution on 25 September 2019 to commit to achieving the goals of Project Zero30. 	Bower, Jessica	<p>11 Aug 2022 11:55am Bower, Jessica</p> <p>Correspondence forwarded to Project Zero30 Board members advising councils resolution. GM advised a further report will be provided to Council in Sep/Oct 2022 relating to item C once it is fully scoped and</p>

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<h2 style="margin: 0;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="margin: 0;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>			
		<p>c. Request that the General Manager prepare an organisational plan to minimise our contribution to the global temperature rise and achieve Climate Active certification which will be reported back to Council with costings.</p> <p>Moved Cr Robinson Seconded Cr Widders</p> <p>PROCEDURAL MOTION</p> <p>That the items be voted on in seriatim.</p> <p>Moved Cr O'Connor Seconded Cr Packham</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p> <p>RESOLVED</p> <p>That Council:</p> <p style="padding-left: 20px;">a. Endorse the Leadership Principles and Climate Action Plan initiatives contained within the outcomes of the pilot program “<i>Look-Up! Make the State of our Planet BAU.</i>”</p> <p><i>DIVISION The result being:-</i></p> <p><i>FOR: Crs S Coupland, P Gaddes, J Galletly, S McMichael, D O'Brien, T Redwood, D Robinson; S Mepham and B Widders</i></p> <p><i>AGAINST: Crs P Packham and M O'Connor</i></p> <p>The Motion on being put to the vote was CARRIED</p>	<p>resource commitment better understood.</p> <p>14 Sep 2022 3:10pm Bower, Jessica</p> <p>GM advised: Item C to be addressed once the Renewable Energy Action Plan (REAP) has been formally adopted.</p>

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<h1 style="margin: 0;">ACTIONS TRACKING SUMMARY SHEET</h1> <p style="margin: 0;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>b. Reaffirm Council's resolution on 25 September 2019 to commit to achieving the goals of Project Zero30.</p> <p><i>DIVISION The result being:-</i></p> <p><i>FOR: Crs S Coupland, P Gaddes, J Galletly, S McMichael, D O'Brien, T Redwood, D Robinson; S Mepham and B Widders</i></p> <p><i>AGAINST: Crs P Packham and M O'Connor</i></p> <p>The Motion on being put to the vote was CARRIED</p> <p>c. Request that the General Manager prepare an organisational plan to minimise our contribution to the global temperature rise and achieve Climate Active certification which will be reported back to Council with costings.</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p> <p>Moved Cr Robinson Seconded Cr Widders</p>		
24/08/2022	Question on Notice - Cr Robinson	173/22	<p>RESOLVED</p> <p>That Council note the response to the Questions on Notice submitted by Cr Robinson.</p> <p>Moved Cr Robinson Seconded Cr McMichael</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Hoult, Melissa	<p>13 Sep 2022 4:07pm Hoult, Melissa</p> <p>Owing to annual financial statements being due and the SRV consultation, a meeting between Cr Robinson and the acting CFO, to facilitate simpler financial information, has not progressed further than the first meeting. A meeting with the new CFO will be scheduled towards the end of the year. Report on item c. to be submitted to September OCM.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
					<p>13 Sep 2022 4:14pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 07 September 2022 to 23 November 2022 - A meeting will be scheduled with the new CFO towards the end of the year.</p> <p>14 Feb 2023 10:36am Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 23 November 2022 to 03 July 2023 - Subject to the outcome of the special rate variation application to be determined by IPART, this matter may be able to be actioned in the 2023/24 financial year. If the SRV is approved and the operational plan includes this as an action, staff can be deployed to work on a fix.</p>
26/10/2022	Endorsement to Engage a Public Process for a Road Reserve Closure	206/22	<p>RESOLVED</p> <p>That Council endorse the application:</p> <ol style="list-style-type: none"> a. To undertake a public process for the purpose of a road reserve closure. b. Prepare the lands survey and application to the regional Crown Lands Office. c. Post closure prepare a subdivision development application for two residential lots. 	Boyce, Daniel	<p>17 Nov 2022 8:27am Boyce, Daniel Scoping of project and procurement commencing.</p> <p>15 Mar 2023 11:15am Boyce, Daniel Legal paperwork being drafted by Council lawyers.</p> <p>15 Mar 2023 1:16pm Hoult, Melissa - Target Date Revision</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>Moved Cr Galletly Seconded Cr O'Connor</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		<p>Target date changed by Hoult, Melissa from 09 November 2022 to 30 April 2023 - Waiting on legal paperwork.</p>
26/10/2022	Review of Local Approval Policy Street Trading	209/22	<p>RESOLVED</p> <p>That Council:</p> <ol style="list-style-type: none"> a. Endorse the Local Approvals Policy Street Trading for public notice and exhibition in accordance with the <i>Local Government Act 1993</i>; b. Receive a further report to consider any submissions received; c. Endorse the Local Approvals Policy Street Trading for submission to the Departmental Chief Executive of the Office of Local Government. <p>Moved Cr Widders Seconded Cr Mepham</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Boyce, Daniel	<p>07 Dec 2022 9:04am Hoult, Melissa Daniel Boyce advised this item will be action in January 2023.</p> <p>15 Feb 2023 9:26am Boyce, Daniel The Policy will be on public exhibition from 7 February 2023 until close of business on 28 March 2023.</p> <p>15 Mar 2023 1:16pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 09 November 2022 to 30 April 2023 - Awaiting close of public exhibition.</p>
26/10/2022	Establishment of Leash-Free Areas in Guyra	213/22	<p>RESOLVED</p> <p>That Council:</p> <ol style="list-style-type: none"> a. Endorse the two (2) preferred sites, being Lot 7002 DP 94125 and Lot 701 DP 94244, as proposed leash-free areas for public exhibition for a period of 28 days. b. Receive a further report once the submission period closes to consider any submissions received. <p>Moved Cr McMichael Seconded Cr Widders</p>	Boyce, Daniel	<p>16 Nov 2022 10:29pm Boyce, Daniel Proposal on exhibition. Submissions close 25 November 2022.</p> <p>02 Dec 2022 11:23am Boyce, Daniel Exhibition extended until late January.</p> <p>15 Mar 2023 11:15am Boyce, Daniel</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>The Motion on being put to the vote was CARRIED unanimously.</p>		<p>Report drafted for April 2023 OCM. 15 Mar 2023 1:17pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 09 November 2022 to 30 April 2023 - Report will be going to April OCM with submissions. 19 Apr 2023 10:38am Boyce, Daniel On agenda for April OCM.</p>
23/11/2022	Endorsement to Engage a Public Process for a Road Reserve Closure	232/22	<p>RESOLVED</p> <p>That Council endorse the application;</p> <p>a. To undertake a public process for the purpose of a road reserve closure.</p> <p>b. Prepare the lands survey and application to the regional Crown Lands Office.</p> <p>c. Post closure prepare a subdivision development application for a residential lot</p> <p>Moved Cr Redwood Seconded Cr Widders</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Boyce, Daniel	<p>02 Dec 2022 11:21am Boyce, Daniel Scoping of project and procurement commencing. 15 Mar 2023 11:14am Boyce, Daniel Legal paperwork being drafted by Council lawyers. 15 Mar 2023 1:18pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 07 December 2022 to 30 April 2023 - Waiting on legal paperwork.</p>
23/11/2022	Homes North management of Community Housing Assets	236/22	<p>RESOLVED</p> <p>That Council:</p> <p>a) Endorse the transfer of management of Council's community housing assets to Homes North from the current commercial real estate agreement.</p>	Schaefer, Darren	<p>05 Dec 2022 10:01pm Schaefer, Darren Preparations for the transition of management to Homes North are underway. Contract received and signed with notification to tenants will occur March/April 2023.</p>

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<h1 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h1> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>b) Endorse the increase in income rent percentage for the first time since 1986 from 20% to 25% in line with other community housing under management by NSW Land and Housing.</p> <p>Moved Cr O'Brien Seconded Cr Galletly</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		<p>15 Mar 2023 12:27pm Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 07 December 2022 to 30 April 2023 - Contract received and signed with notification to tenants to occur March/April 2023.</p>
14/12/2022	Mayoral Minute: Water Security - Purchase of Oaky River Hydro Scheme as an Additional Water Source	246/22	<p>RESOLVED</p> <p>That Council;</p> <ol style="list-style-type: none"> a. Note the "Commercial-in-Confidence" valuation report provided by The Stable Pty Ltd; b. Approve the purchase of the Oaky River Hydro Scheme for \$4,300,000.00 and classify the land as operational land; c. Place on public exhibition for 28 days, the proposal to classify all land acquired through the purchase as "operational land" in accordance with section 33 of the <i>Local Government Act 1993</i> at its time of acquisition; d. Note that any submissions as they relate to the classification of the land as 'operational land', will not impact the purchase by Council; e. Approve the release of \$4,500,000.00 from the Water Reserve to fund the purchase and cover legal fees and other asset acquisition activities; and f. Delegate authority to the General Manager to execute all documents in relation to the purchase <p>Moved Cr Coupland Seconded Cr Redwood</p> <p>DIVISION The result being:-</p>	Hoult, Melissa	<p>14 Feb 2023 11:44am Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 28 December 2022 to 30 June 2023 - Public Exhibition of the proposal to classify all land acquired through the purchase as "operational land" will be on display once settlement is finalised.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>FOR: Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mephram, D O'Brien, P Packham, T Redwood and B Widders</p> <p>AGAINST: Crs M O'Connor and D Robinson</p> <p>The Motion on being put to the vote was CARRIED</p>		
14/12/2022	Acquisition of 153 Rusden Street Armidale	251/22	<p>RESOLVED</p> <p>That Council:</p> <ol style="list-style-type: none"> a. Approve the acquisition of Lot 1, DP 137550 and Lot X, DP 163313 known as 153 Rusden Street, Armidale (the Land). b. Approve the expenditure of funds to the amount of \$26,000 ex GST from Council's property reserve. c. Give public notice of the proposed acquisition of the Land and proposed resolution to classify the Land as operational under section 31 of the <i>Local Government Act 1993</i>. d. Delegate authority to the General Manager to negotiate the terms of the acquisition and to sign all documents and take any other action necessary to finalise the transaction. <p>Moved Cr Robinson Seconded Cr Redwood</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Goodall, John	<p>02 Feb 2023 4:45pm Boyce, Daniel Appointed conveyancer. Awaiting sellers legal contract.</p> <p>15 Mar 2023 11:13am Boyce, Daniel Council legal now in possession of sales contract.</p>
14/12/2022	Sale of Minor Access Denial Strip Lot 14 and Lot 15 DP263611	254/22	<p>RESOLVED</p> <p>That Council:</p> <ol style="list-style-type: none"> a. Approve the sale of Lots 14 and 15 DP 263611 for \$3,360 each. 	Goodall, John	<p>02 Feb 2023 4:45pm Boyce, Daniel Contracts exchanged Jan 2023.</p> <p>15 Mar 2023 11:13am Boyce, Daniel</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>b. Delegate authority to the General Manager to negotiate the terms of the sale and to execute all documents and do all other things necessary on behalf of Council to effect the sale of sale of Lots 14 and 15 DP 263611.</p> <p>c. Note that all costs associated with the transaction will be borne by the applicant.</p> <p>Moved Cr Gaddes Seconded Cr Redwood</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		Settlement due by end March 2023.
14/12/2022	Questions on Notice - Cr Robinson	259/22	<p>RESOLVED</p> <p>That Council note the response to the Question on Notice submitted by Cr Robinson.</p> <p>Moved Cr Robinson Seconded Cr McMichael</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Hoult, Melissa	14 Feb 2023 10:27am Hoult, Melissa - Target Date Revision Target date changed by Hoult, Melissa from 28 December 2022 to 23 June 2023 - Subject to the outcome of the special rate variation application to be determined by IPART, this matter may be able to be actioned in the 2023/24 financial year. If the SRV is approved and the operational plan includes this as an action, staff can be deployed to work on a fix.
22/02/2023	Mayoral Minute - Recognising the Achievements of Antony (Tony) Deakin OAM with Keys to the City	4/23	<p>RESOLVED</p> <p>That the Mayoral Minute be withdrawn and presented at a future meeting.</p> <p>Moved Cr Coupland Seconded Cr Redwood</p> <p>The Withdrawal on being put to the vote was CARRIED unanimously.</p>	Hoult, Melissa	13 Mar 2023 12:55pm Hoult, Melissa - Completion Action completed by Hoult, Melissa - Mayoral Minute postponed to March OCM.

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ACTIONS TRACKING SUMMARY SHEET		Ordinary and Extraordinary Council Meetings 2022 & 2023																											
22/02/2023	Council Actions Report January 2022 - January 2023	5/23	<p>RESOLVED</p> <p>That Council notes the report summarising the actions taken on the resolutions of Council.</p> <p>Moved Cr Robinson Seconded Cr O'Connor</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Hoult, Melissa	13 Mar 2023 12:55pm Hoult, Melissa - Completion Action completed by Hoult, Melissa - Noted																								
22/02/2023	2022-23 Second Quarter Budget Review	6/23	<p>RESOLVED</p> <p>That Council:</p> <p>a. Note the 2022-2023 Second Quarter Budget Review.</p> <p>b. Note the proposed revised 2022-2023 budget produces an unrestricted cash forecast of \$4.993 million</p> <p>c. Note the proposed revised 2022-2023 operating surplus/ (deficit) budget as per table below:</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Fund</th> <th>Operating Surplus / (Deficit) ('000)</th> <th>Operating Surplus / (Deficit) ('000)</th> <th>Operating Surplus / (Deficit) ('000)</th> </tr> <tr> <td></td> <th>ORIGINAL</th> <th>QBR 1</th> <th>QBR 2</th> </tr> </thead> <tbody> <tr> <td>General</td> <td style="color: red;">(\$3,193)</td> <td style="color: red;">(\$4,708)</td> <td style="color: red;">(\$4,899)</td> </tr> <tr> <td>Water</td> <td>\$1,285</td> <td>\$1,632</td> <td>\$1,637</td> </tr> <tr> <td>Sewerage</td> <td>\$912</td> <td>\$1,739</td> <td>\$1,765</td> </tr> <tr> <td>Consolidated Result</td> <td style="color: red;">(\$996)</td> <td style="color: red;">(\$1,337)</td> <td style="color: red;">(\$1,496)</td> </tr> </tbody> </table>	Fund	Operating Surplus / (Deficit) ('000)	Operating Surplus / (Deficit) ('000)	Operating Surplus / (Deficit) ('000)		ORIGINAL	QBR 1	QBR 2	General	(\$3,193)	(\$4,708)	(\$4,899)	Water	\$1,285	\$1,632	\$1,637	Sewerage	\$912	\$1,739	\$1,765	Consolidated Result	(\$996)	(\$1,337)	(\$1,496)	Newsome, Ann	13 Mar 2023 3:52pm Newsome, Ann - Completion Action completed by Hoult, Melissa - No action, for noting.
Fund	Operating Surplus / (Deficit) ('000)	Operating Surplus / (Deficit) ('000)	Operating Surplus / (Deficit) ('000)																										
	ORIGINAL	QBR 1	QBR 2																										
General	(\$3,193)	(\$4,708)	(\$4,899)																										
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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>d. Resolve to adopt the amendments in the 2022/23 budget in accordance with the Quarterly Budget Review Statement for the period 1 October 2022 to 31 December 2022 tabled in the attachments.</p> <p>Moved Cr Robinson Seconded Cr Gaddes</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		
22/02/2023	Cash and Investment Report 31 January 2023	7/23	<p>RESOLVED</p> <p>That Council note the Cash and Investment Report for January 2023.</p> <p>Moved Cr Redwood Seconded Cr Galletly</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Newsome, Ann	<p>13 Mar 2023 3:51pm</p> <p>Newsome, Ann - Completion</p> <p>Action completed by Hoult, Melissa - No action, for noting.</p>
22/02/2023	Cash and Investment Report 31 December 2022	8/23	<p>RESOLVED</p> <p>That Council note the Cash and Investment Report for December 2022.</p> <p>Moved Cr Redwood Seconded Cr Galletly</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Newsome, Ann	<p>13 Mar 2023 3:52pm</p> <p>Newsome, Ann - Completion</p> <p>Action completed by Hoult, Melissa - No action, for noting.</p>
22/02/2023	Child Safe Organisational Standards and Action Plan	9/23	<p>RESOLVED</p> <p>That Council:</p> <p>a. Endorse the Child Safe Action Plan for review by the Children’s Guardian and any feedback received from the Children’s Guardian be incorporated into the plan.</p>	Schaefer, Darren	<p>14 Mar 2023 5:25pm Schaefer, Darren</p> <p>Council noted the actions in The Child Safe Action Plan and the Plan was sent to the Children’s Guardian for review. The Children’s Guardian have advised our action plan comes under a parent plan of the</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>b. Once approved by the Children’s Guardian, the Child Safe Action Plan is implemented across Council.</p> <p>Moved Cr Robinson Seconded Cr O'Brien</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		<p>Office of Local Government (OLG). It is OLGs plan that must be lodged with the Children’s Guardian. OLGs responsibility is to help ARC implement the standards. ARC’s role is simply to implement the standards that are legislatively required. ARC now has its own plan and will begin embedding the actions.</p> <p>19 Apr 2023 10:29am Schaefer, Darren - Completion Action completed by Schaefer, Darren - Council have noted the actions plan, and a response from the Children’s Guardian was received per previous notes. Actions are being addressed by Community Services and People and Culture teams and are progressively being implemented.</p>
22/02/2023	Recommendation for Cafe Tenant Armidale Airport	10/23	<p>RESOLVED</p> <p>That Council:</p> <p>a. note the independent process that has been undertaken to select a tenant, by the Professionals Real Estate Armidale, including, developing and running the EOI, marketing, evaluation and selection.</p> <p>b. endorse the preferred proponent as Tattersalls as a result of the EOI process.</p> <p>c. note that any unbudgeted capital expenditure to ready the space will be made via adjustments in the Quarterly Budget Review process.</p>	Schaefer, Darren	<p>14 Mar 2023 5:21pm Schaefer, Darren</p> <p>Council endorsed the preferred candidate from the independent EIO process. Negotiations around lease terms/concessions are progressing with a formal lease being drawn up for execution.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>				
		<p>d. note that the tenant will have the option to transfer their liquor licence operation to the café to serve alcohol</p> <p>Moved Cr Gaddes Seconded Cr Galletly</p> <p>DIVISION The result being:-</p> <p>FOR: Crs S Coupland, P Gaddes, J Galletly, S McMichael, D O'Brien, M O'Connor, T Redwood, D Robinson and B Widders</p> <p>AGAINST: Crs S Mephram</p> <p>The Motion on being put to the vote was CARRIED.</p>	<p>19 Apr 2023 10:35am Schaefer, Darren - Completion Action completed by Schaefer, Darren - Council endorsed the tenant recommendation, noting the independent process and the budgeted adjustment for expenditure appearing in the relevant quarterly review. Further, a lease has been drafted and is with the endorsed prospective tenant for execution.</p>	
22/02/2023	Traffic Advisory Committee - Minutes of the meeting held 6 December 2023	11/23	<p>RESOLVED</p> <p>That in relation to the report “Armidale Regional Council Traffic Advisory Committee Minutes – 6 December 2022”, that Council:</p> <p>a. Note that approval was granted for the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the 20, 21 & 22 January 2023, for the Annual Armidale Camp draft.</p> <p>b. Note that the committee endorsed the road closure of Bradley St, Guyra between Ollera St and McKenzie St on Saturday the 21 January 2023 for the annual Guyra Lamb and Potato Festival.</p> <p>c. Endorse the extension to the No Stopping zone on the western side of Miller Street to the northern boundary of the property at 159 – 161 Miller Street (Paperware Distributors), Armidale.</p> <p>d. That Council deny the request for the provision of a 10m No Stopping zone in Gordon Street west of Arundel Drive and 50m in Arundel Drive north of Gordon Street, Armidale.</p>	<p>Manners, Alex</p> <p>14 Mar 2023 3:42pm Manners, Alex - Completion Action completed by Ackling, Belinda - a) event completed no further action. b) event completed no further action c) No stopping 161 Miller street completed. d) Advice provided no further action. e) No stopping zone completed. f) Kempsey Road closure and weight restriction implemented</p>

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ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022 & 2023



			<p>e. That Council endorse the provision of a 12m No Stopping zone in Barney Street west of Taylor Street and 25m in Taylor Street north of Barney Street, Armidale.</p> <p>Officers Note: On the 23 December 2022 GHD updated their previous recommendation for the load limit assessments along the Kempsey-Armidale. TAC was provided a copy of the information from GHD and the below recommendations reflect the new assessment that endorses the load limit be raised from 4.3 tonne to 10 tonne.</p> <p>f. Note and endorse the weight limits and restrictions which apply to the Kempsey Road for the life of the recovery works project as supported by expert geotechnical advice. These are:</p> <p>I. The Kempsey Road will continue to remain closed to the general public until further notice due to landslides and unstable road pavements from recent rainfall events.</p> <p>II. Access to Kempsey Road is provided to authorised vehicles only including local residents for essential travel, emergency and essential services, and Council authorised vehicles supporting construction activities only. Access is to be restricted to outside construction schedules and or hours of work.</p> <p>III. A weight limit restriction of 10 tonnes be applied to the road with the exception of inducted and authorised access under managed conditions which allows vehicles with weights up to 20 tonnes GVM.</p> <p>IV. A vehicle length restriction of 12.5m be applied for the road. Vehicles (including their trailers) with a length greater than 12.5m will not be able to traverse the Kempsey road.</p> <p>V. Implement a full road closure when in excess of 50mm of rainfall occurs within any 12-hour period and only re-open the road following a full onsite inspection of the road to assess the ground conditions and the existing or any new slips, and;</p>		
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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>VI. Note that weight limits and access restrictions including supporting signage are to be revised from time to time as conditions of the road change and construction activities allow following supporting geotechnical advice.</p> <p>Moved Cr McMichael Secoded Cr O'Brien</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		
22/02/2023	Aboriginal Advisory Committee Minutes of Previous Meetings held 15 September 2022 and 15 November 2022	12/23	<p>RESOLVED</p> <p>That the Minutes of the Aboriginal Advisory Committee meetings held on 15 September 2022 and 15 November 2022 be noted.</p> <p>Moved Cr O'Brien Secoded Cr O'Connor</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Schaefer, Darren	<p>14 Mar 2023 5:21pm Schaefer, Darren - Completion</p> <p>Action completed by Schaefer, Darren - Minutes of the Aboriginal Advisory meeting were noted.</p>
22/02/2023	Traffic Advisory Committee - Minutes of the meeting held 7 February 2023	13/23	<p>RESOLVED</p> <p>That in relation to the report "Armidale Regional Council Traffic Advisory Committee Minutes – 7 February 2023", that Council:</p> <ol style="list-style-type: none"> a. Endorse the holding of the Legacy Centenary Torch Relay and the closure of Faulkner Street between Moore Street and Dumaresq Street, Armidale on the 2 July 2023; b. Endorse the use of the Armidale local roads for the Charity Ride for Back Track Youth Works to be held from 2 April 2023 to 4 April 2023 inclusive; c. Endorse the road closure of Faulkner Street between Dumaresq Street and Kirkwood Street, Armidale for the Culture Festival 2023, to be held on 10 March 2023; d. Note the Traffic Management Plans for the Tour De Rocks event and: 	Manners, Alex	<p>14 Mar 2023 3:35pm Manners, Alex - Completion</p> <p>Action completed by Ackling, Belinda - a) endorsed not further action</p>

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19/04/2023 - Page 19

ACTIONS TRACKING SUMMARY SHEET		ARMIDALE Regional Council		
Ordinary and Extraordinary Council Meetings 2022 & 2023				
		<p>i. Endorse the temporary closure of Dangar Street between Dumaresq and Kirkwood Streets, Armidale, for the commencement of the Tour de Rocks 2023 from 6am to 9am on Thursday 20 April 2023;</p> <p>ii. Endorse the Special Event Transport Management Plan for the staging along Route 1 of the Tour de Rocks on Thursday 20 April 2023, for the occupation and usage of Armidale Regional Council Local Government Area (LGA) local roads only, pending approval for the use of local roads within the LGA of Kempsey Council, and of any regional classified roads from TfNSW, and any further recommendations from NSW Police;</p> <p>iii. Endorse the Special Event Transport Management Plan for the staging along Route 2 of the Tour de Rocks from Thursday 20 April to 22 April 2023, for the occupation and usage of Armidale LGA local roads being: Day 1 starts at 6am at Civic Park and ends at Wollomombi, 36 km East of Armidale. Day 2 of the ride commences at Wollomombi at 8am and ends at the Guyra Showground, 85 km North West of Wollomombi. The final day of the ride commences at Guyra Showground at 6am and ends at Sport UNE Armidale, and pending approval of any regional classified roads from TfNSW, and any further recommendations from NSW Police; and</p> <p>e. Endorse the provision of "KEEP CLEAR" pavement marking in front of the driveway of the SES, at 203 Mann Street, Armidale.</p> <p>Moved Cr McMichael Secoded Cr O'Brien</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		
22/03/2023	Mayoral Minute - Recognising the Achievements of Antony (Tony) Deakin OAM with Keys to the City	15/23	<p>RESOLVED</p> <p>That Council award the Keys to the City of Armidale to Antony (Tony) Deakin OAM in recognition of his connection to Armidale and the outstanding contribution he has made to the architecture of Armidale.</p> <p>Moved Cr Coupland Secoded Cr Redwood</p> <p>DIVISION The result being:-</p>	<p>Hoult, Melissa</p> <p>19 Apr 2023 9:46am Hoult, Melissa - Completion</p> <p>Action completed by Hoult, Melissa - Tentative date set for formal ceremony - 17 May 2023.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>FOR: Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mepham, D O'Brien, M O'Connor, T Redwood and D Robinson</p> <p>AGAINST: Cr B Widders</p> <p>The Motion on being put to the vote was CARRIED.</p>		
22/03/2023	Mayoral Minute - Australian Transport Museum	16/23	<p>RESOLVED</p> <p>That Council resolve to:</p> <p>a) Cease membership in the Australian Transport Museum.</p> <p>b) Cease all directorships in the Australian Transport Museum.</p> <p>c) The General Manager write to the Australian Transport Museum to provide notice of Councils decision.</p> <p>Moved Cr Coupland Seconded Cr McMichael</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Schaefer, Darren	<p>19 Apr 2023 11:01am Hoult, Melissa - Target Date Revision</p> <p>Target date changed by Hoult, Melissa from 05 April 2023 to 26 May 2023 - Formal letter to be issued to the Australian Transport Museum regarding withdrawal of membership.</p>
22/03/2023	Council Actions Report January 2022 - February 2023	17/23	<p>RESOLVED</p> <p>That Council notes the report summarising the actions taken on the resolutions of Council.</p> <p>Moved Cr O'Connor Seconded Cr Gaddes</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Hoult, Melissa	<p>19 Apr 2023 9:37am Hoult, Melissa - Completion</p> <p>Action completed by Hoult, Melissa - Report for noting, no action required.</p>
22/03/2023	Planning Proposal for 57 Newton Street, Armidale	18/23	<p>RESOLVED</p> <p>That Council:</p> <p>a. Endorse the Planning Proposal to amend the Armidale Regional Local Environmental Plan to regularise the permissibility of the light industry land</p>	Boyce, Daniel	<p>19 Apr 2023 10:34am Boyce, Daniel</p> <p>Planning Proposal lodged with NSW Department of Planning and Environment for Gateway Determination.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>uses that have historically and continually been carried out at 57 Newton Street, Armidale (Lot 4 DP 546075).</p> <p>b. Forward the endorsed Planning Proposal to the Department of Planning and Environment with a request for Gateway Determination and exhibit the proposal in accordance with that determination.</p> <p>c. Seek authorisation from the Department of Planning and Environment to be the local plan-making authority.</p> <p>Moved Cr Packham Seconded Cr Redwood</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		
22/03/2023	Draft Swimming Pool Barrier Inspection Program	19/23	<p>RESOLVED</p> <p>That Council:</p> <p>a. Endorse the Draft Swimming Pool Barrier Inspection Program policy for public exhibition for a period of 28 days.</p> <p>b. Receive a further report once the submission period closes to consider any submissions received.</p> <p>Moved Cr Packham Seconded Cr Robinson</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Boyce, Daniel	<p>19 Apr 2023 10:39am Boyce, Daniel</p> <p>Draft Compliance Program is being publically exhibited from 23 Mar 2023 for 28 days. Report to be prepared for May 2023 OCM.</p>
22/03/2023	Enabling Council-run Public Libraries to continue to be Community Partners with the Trove National Archive	20/23	<p>RESOLVED</p> <p>That the Armidale Regional Council calls on the Federal Government to intervene to stop the National Library of Australia's plans to charge increased subscription fees to Council-run public libraries to enable contribution and provide access to Australia's national data-base and archive – Trove.</p> <p>Moved Cr McMichael Seconded Cr O'Brien</p>	Hoult, Melissa	<p>19 Apr 2023 10:09am Hoult, Melissa - Completion</p> <p>Action completed by Hoult, Melissa - Federal Government announced recently that this will be funded in the next budget.</p>

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<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>					
			<p>The Motion on being put to the vote was CARRIED unanimously.</p>		
22/03/2023	Support for the Murrumbidgee GP Scheme "Single Employer Model" as next Pilot in the NSW Hunter New England Health District	21/23	<p>RESOLVED</p> <p>That Armidale Regional Council write to the Federal Health Minister, the Prime Minister's Office, the NSW Minister for Health, the NSW Minister for Regional Health and the NSW Premier to note our strong endorsement and support for the running of the next pilot of the "Single Employer Model" (also known as the Murrumbidgee GP Scheme) in our LGA which is part of Hunter New England Health District to allay the current crisis of GP shortages (eight GP's leaving or relocating from Armidale Region and five more trainee GP's leaving the Armidale Regional Public Hospital) leaving about 6,000 people in our LGA without a GP.</p> <p>Moved Cr O'Connor Seconded Cr McMichael</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	Hoult, Melissa	<p>19 Apr 2023 10:07am Hoult, Melissa - Completion</p> <p>Action completed by Hoult, Melissa - Letters sent to Ministers including the new NSW Labor Ministers.</p>
22/03/2023	Traffic Advisory Committee - Minutes of meeting held 7 March 2023	22/23	<p>RESOLVED</p> <p>That in relation to the report "Armidale Regional Council Traffic Advisory Committee Minutes – 7 March 2023", that Council:</p> <p>a) Endorse the temporary road closures of Faulkner Street Armidale from Dumaresq Street to Beardy Street and the connecting intersections with Moore Street, East Mall and Rusden Street roundabout for the Armidale 2023 Anzac Day March and Commemoration Service to be held on Tuesday 25 April 2023.</p> <p>b) Endorse the rolling road closure of Bradley Street Guyra from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the service for the annual</p>	Manners, Alex	<p>19 Apr 2023 9:19am Manners, Alex</p> <p>Endorsement is noted - ANZAC Day activities are set to be undertaken on 25 April 2023</p> <p>19 Apr 2023 9:21am Manners, Alex - Completion</p> <p>Action completed by Manners, Alex - Council endorsement is noted, ANZAC Day road closures will be conducted on 25 April 2023</p>

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ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022 & 2023



			<p>Anzac Day Dawn Service will occur on Tuesday, 25 April 2023 between 5.30 am and 7.00 am, in accordance with the provided traffic control plan.</p> <p>c) Endorse the rolling road closures of Bradley Street from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the annual Anzac Day March held on Tuesday, 25 April 2023 between 10.00am and 12.30pm, in accordance with the provided traffic control plan.</p> <p>d) That Council note the endorsement of the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show that was held from 6:30pm Thursday 2 March until 10pm on Sunday 5 March 2023.</p> <p>e) Endorse the requested road closures and route options for the 2023 Autumn Festival Parade Route of :</p> <p>i. Dangar and Faulkner Street Armidale including Tingcombe Lane, from Barney Street to Rusden Street be closed from 7am for the staging of the Autumn Festival Parade.</p> <p>ii. Faulkner Street between Dumaresq and Kirkwood Streets will be closed from 7am and remain closed for the duration of the Autumn Festival Parade.</p> <p>iii. Route Option A – The closure of Faulkner Street Armidale, from Barney Street to Kirkwood Street disassembling in Faulkner between Civic and Curtis Park.</p> <p>iv. Route Option B – The closure of Faulkner Street Armidale, from Barney to Rusden Street, turning left into Rusden Street, right into Dangar Street following into Moore Street, left into Faulkner disassembling in Faulkner between Civic and Curtis Park.</p> <p>f) Endorse the Special Event Transport Management Plan for the Armidale Cycling Club's 2023 Weekly Race and the use of the Armidale Regional local</p>		
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<h1 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h1> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022 & 2023</p>				
			<p>roads, of Boorolong Road, Dangarsleigh Road/Enmore Road, Bundarra Road and Long Swamp Road.</p> <p>Moved Cr McMichael Seconded Cr Robinson</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	
22/03/2023	KPWG - Minutes of meetings held November 2022 - March 2023	23/23	<p>RESOLVED</p> <p>That the following Minutes of the Key Pillar Working Group meetings held from November 2022 to March 2023 be noted;</p> <ul style="list-style-type: none"> • Enriched Region KPWG meeting held 4 November 2022 • Enriched Region KPWG meeting held 18 November 2022 • Future Region KPWG meeting held 30 November 2022 • Enriched Region KPWG meeting held 2 December 2022 • Growing Region KPWG meeting held 17 January 2023 • Growing Region KPWG meeting held 7 March 2023 <p>Moved Cr Gaddes Seconded Cr Galletly</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>	<p>Hoult, Melissa</p> <p>27 Mar 2023 9:14am Hoult, Melissa - Completion</p> <p>Action completed by Hoult, Melissa - For noting - no action required.</p>
22/03/2023	Professional Services Contract - Kempsey Armidale Road Restoration Project	26/23	<p>RESOLVED</p> <p>That Council:</p> <p>a. Accept the tenders submitted by for client-side Professional Services relating to the Kempsey-Armidale Road Recovery Project and engage the following contractors noting the proposed weekly rates and the current nominated individuals;</p> <p>i. Bellwether Consulting Services Pty Ltd, for the roles of- Project Director, Senior Project manager, two Project engineers, two Surveillance Officers and an Administration Officer;</p>	<p>Manners, Alex</p> <p>19 Apr 2023 9:14am Manners, Alex</p> <p>Notification of successful contractors is complete and negotiations with regards to contract details is likely to be finalised 26 April 2023.</p> <p>19 Apr 2023 9:18am Manners, Alex - Target Date Revision</p> <p>Target date changed by Manners, Alex from 05 April 2023 to 26 April 2023 -</p>

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ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022 & 2023



		<ul style="list-style-type: none"> ii. Projence Pty Ltd, for the role of WH&S Manager; and iii. Rob Ausling and Associates Pty Ltd, for the roles of- Commercial Manager and Communications Officer. b. Delegate authority to the General Manager to approve expenditure up to the upper funding limit of funding available for the project from grant funds. c. Delegate authority to the General Manager to execute all documents in relation to the Contracts. <p>Moved Cr Redwood Seconded Cr McMichael</p> <p>The Motion on being put to the vote was CARRIED unanimously.</p>		<p>Contract negotiations and confirmation of available resources for the contracts has taken longer than expected due to nature of engagement - commencement dates for individual resources is not yet been confirmed. Additionally, leave has impacted the pace of negotiations.</p>
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TRIM:

Debt Recovery Policy

ADOPTED BY COUNCIL:

1. PURPOSE

The purpose of this policy is to outline Council's debt recovery framework and considerations to be used in recovering monies owed to Council.

2. APPLICATION

This policy applies to any person or entity owing rates, water charges, fees or other debts to Council.

3. POLICY INTENT

The objectives of this Policy are:

- To provide a framework for the efficient and effective collection of outstanding debts balanced with a respectful and sensitive approach to ratepayers and other debtors suffering financial hardship;
- To recover monies owing to Council in a timely and effective manner and ensure sound cash flow management that contributes to low levels of outstanding rates and charges; and
- To provide a process that is ethical, transparent and compliant with legal obligations and legislation

Council will treat all customers fairly and consistently in considering their circumstances. All matters will be treated confidentially under this policy.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan 2017-2027 reflects the community's input and aspirations for how the Armidale Region can best continue to grow and prosper. It also presents strategies on how Council can effectively balance its economic, environmental, and social aspirations to improve overall community well-being, foster creativity and innovation, build communities, and create opportunities.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure.

The main supporting strategies related to this policy in the Delivery Program are:

Leadership for the Region

Fiscal Responsibility: Council exceeds community expectations when managing its budget and operations

Organisational Health: Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency

5. POLICY

Background

At any point in time, Council has outstanding debts as a result of:

- Legislative mechanisms that prescribe the way Council must levy rates and annual charges;
- The provision of water services that result in billing for water usage;
- The carrying out of regulatory functions that result in fees and charges levied as a debt;
- The provision of access to community buildings and facilities by way of lease and licence arrangements; and
- A range of services and operations that result in charges levied as debts, including waste and private works.

These various mechanisms that result in the recognition of debts mean that Council is managing approximately 25,000 individual accounts at all times.

As a result, Council is cognisant that debt recovery processes need to remain efficient in order to maintain the costs of debt recovery at low levels.

Responsibility on Ratepayers and Debtors

Council is reluctant to commence debt recovery actions but does so if there is no communication from the ratepayer or debtor. The onus is on the ratepayer or debtor to contact Council to discuss options such as a payment arrangement. Council will fulfil the statutory requirements of the *Local Government Act 1993* with respect to the recovery of rates and other debts.

Ratepayers and other debtors are responsible for ensuring their contact details for the service of notices and other communications remain up to date.

Rates, Annual Charges and Water Usage Charges

Council issues rates and instalment notices and water billing notices thirty days prior to due dates. If an amount is overdue, a reminder notice is sent 14 days after the due date. If a ratepayer cannot meet the extended due date (approximately one month after initial due date) as stated on the reminder notice, they are encouraged to contact Council to apply for a suitable payment arrangement.

Those that have not paid the full outstanding amount by the extended due date, or haven't contacted Council to apply for a payment arrangement, risk this amount being escalated to external debt recovery. Acceptable payment arrangement conditions are outlined in Council's *Hardship Policy*.

Debt Recovery timeline (indicative only)

<i>Process Steps</i>	<i>(approximately)</i>
1. Reminder Notice sent (by Council)	2 weeks after initial due date
2. Reminder Notice amount due	4 weeks after initial due date
3. Demand Letter sent (by Debt Recovery agent)	8 weeks after initial due date
4. Demand Letter action required - full payment or payment arrangement needed	10 weeks after initial due date
5. Statement of Claim (legal action) - only if a payment arrangement has not been agreed or complied with	12 weeks after initial due date

Other Debtors

Invoices are raised as debtor information comes to hand. The due date for payment of all invoices is 30 days after the invoice date. Payment Arrangements may be made where appropriate at Council staff discretion. Council reserves the right to commence external debt recovery action.

Where amounts remain outstanding, if the account is an ongoing account, further credit to that debtor will be withdrawn until the account is paid. Council reserves the right to permanently withdraw and to refuse future account applications from debtors.

External Debt Recovery

Whilst Council encourages ratepayers and other debtors to enter into payment arrangements, it may be necessary to take legal action to recover debts in some circumstances. Customers experiencing financial hardship are encouraged to apply in writing for relief under Councils **Hardship Policy**.

Where payment is overdue, a reminder notice has been sent and an appropriate payment arrangement has not been agreed, the following recovery actions will occur:

- Letter of Demand from Council's Debt Recovery agent
- Where available and appropriate, Council's Debt Recovery agent may use additional channels of communication (such as telephone calls and email) to inform ratepayers and debtors of outstanding debts

These actions will be limited by the contact information Council holds. In many instances Council only holds the address nominated for the service of notices and may not have phone or email contact details.

If those processes are not successful, legal recovery action will commence. The legal recovery process may include the following:

- Statement of Claim
- Field Calls/Skip Tracing
- Judgement
- Garnishee
- Rent for Rates
- Examination Notices/Orders
- Writ of property
- Bankruptcy
- Sale of Land

Legal Costs

Should it be deemed necessary for Council to take legal action to recover rates and charges, any costs awarded to Council by a court in these proceedings are a charge on the land, in accordance with section 550 of the *Local Government Act 1993* and are payable by the debtor.

Water Restrictions

In accordance with the *Local Government (Water Services) Regulation 1999*, Council may restrict the supply of water to a premises where any rates or charges in respect of the water supplied to the premises are unpaid.

Sale of Land for Overdue Rates and Charges

Council retains the discretion to apply the provision of *Local Government Act 1993* relating to sale of land for unpaid rates, charges and interest as stated in sections 713-726. Section 713 provides that Council, where rates and charges have been unpaid for more than five years, may sell the land to recover those outstanding amounts (excluding vacant land which can be sold with only one year's rates and charges).

Council will only sell a ratepayers principal place of living after consideration and resolution of Council and only after all other reasonable recovery options have been exhausted.

Debt Write Offs

Debts considered not to be cost-effective to recover shall be written off provided that a reasonable debt recovery effort can be substantiated and the debt meets the requirements of section 213(5) of the *Local Government Regulation 2005*, which states:

A debt can be written off under this clause only:

- a) *if the debt is not lawfully recoverable, or*
- b) *as a result of a decision of a court, or*
- c) *if the council or the general manager believes on reasonable grounds that an attempt to recover the debt would not be cost effective.*

In accordance with Council's resolution 219/19 the General Manager has approval to authorise the write off of debts less than \$10,000 including GST.

Debts that can remain as a charge against the property, such as rates, annual charges and water, shall not be written off.

6. LEGISLATIVE REQUIREMENTS

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

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2005
- NSW Local Government (Water Services) Regulation 1999
- NSW Privacy and Personal Information Act 1998
- NSW State Records Act 1998

7. REVIEW

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

8. REPORTING

Record Keeping Procedures

Debt recovery activities will be carried out in a manner that supports Council officers in meeting their obligations to ensure information of a confidential nature is obtained and recorded in an appropriate manner in accordance with the relevant Council privacy procedures.

Website

Council will provide a range of information on its website to inform ratepayers and other debtors about its debt recovery processes, payment arrangement options and known available financial counselling services.

RESPONSIBLE OFFICER

The responsible officer for this policy is the Chief Financial Officer.

ROLES AND RESPONSIBILITIES

Debt Recovery Officer

Responsible contact for initial confidential requests and maintaining records and registry of payment arrangements and debt recovery status.

Revenue Coordinator

Responsible for implementation, application and review of policy as well as escalations and dispute resolution.

Chief Financial Officer

Escalated and unresolved dispute resolution and oversight of debt recovery provisions.

General Manager

Authority to write off debts within allowable limits. All other debt write-offs are by Council resolution.

RELATED PROCEDURES

This policy should be read in conjunction with Council's **Hardship Policy**.

Other related policies include:

- **Revenue Policy**
- **Fees & Charges Policy**
- **Reduction of Water Consumption Charges due to Undetectable Leaks Policy**

APPROVAL AND REVIEW	
Responsible Business Unit	Financial Services
Responsible Officer	Chief Financial Officer
Date/s adopted	
Date/s of previous adoptions	22 September 2021 - Council
Date of next review	April 2025
TRIM Reference	

TRIM:

Hardship Policy

ADOPTED BY COUNCIL:

1. PURPOSE

Council recognises there are cases of financial hardship requiring respect and compassion. This policy establishes guidelines for the assessment of hardship applications applying the principles of respect, fairness, integrity, flexibility, confidentiality and compliance with relevant statutory requirements.

2. APPLICATION

This policy applies to all applications for waiving, deferment and alternative payment arrangements, or the writing off of rates, fees, charges and interest accrued on such debts.

3. POLICY INTENT

The objective of this Policy is to establish an effective, accountable and transparent framework for managing the circumstances under which Council will assess requests for relief due to financial hardship.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

The Community Strategic Plan 2017-2027 reflects the community's input and aspirations for how the Armidale Region can best continue to grow and prosper. It also presents strategies on how Council can effectively balance its economic, environmental, and social aspirations to improve overall community well-being, foster creativity and innovation, build communities, and create opportunities.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure.

The main supporting strategies related to this policy in the Delivery Program are:

Leadership for the Region

Fiscal Responsibility: Council exceeds community expectations when managing its budget and operations

Organisational Health: Council demonstrates sound organisational health and has a culture which promotes

Our People and Community: Services are provided to ensure inclusiveness and support to the vulnerable members of our community

5. POLICY

Background

This policy recognises that ratepayers and other debtors may at times encounter difficulty in the payment of rates, water and other charges. Council's intention is to offer ratepayers in these situations a suitable payment arrangement. Hardship can result from a number of factors including but not limited to:

- Loss of employment or a change in income
- Illness, incapacity, hospitalisation
- Family breakdown or a death in the family
- Natural disaster
- A change in circumstances

When applications will be considered

Council will only consider an application for rates and charges hardship relief where:

- The property is in the name of a person/s;
- The property is the owner's principal place of residence;
- The property is rated as residential or farmland; and
- There is overdue debt.

The above criteria excludes applications for hardship relief from being considered from companies or other entities, including trusts.

For non-property related debt applications, hardship relief will not be considered where debts are not in the name of individuals and will be assessed on a case by case basis.

Types of concession available

The *Local Government Act 1993* allows Council to provide hardship assistance to ratepayers under the following sections of the Act:

Section 564 provides that Council may enter into an agreement for the payment of rates and charges. Ratepayers and other debtors can apply for a payment arrangement if they:

- a) have overdue amounts outstanding; and
- b) can substantiate their hardship (evidence may be requested).

Section 567 provides that Council may write off accrued interest on rates and charges if, in its opinion, the person was unable to pay the rates or charges when they became due for reasons beyond the person's control, or that the payment of interest would cause the person financial hardship. Applications need to be made in writing and evidence would need to be provided.

Section 601 relates to hardship resulting from certain valuation changes and provides that Council has the discretion to waive, reduce or defer the payment of the whole or part of the increase in the amount of rates payable if hardship is proven. Applications under this section are generally only for exceptional circumstances, are limited to residential properties, need to be made in writing and evidence would need to be provided.

Payment Arrangements

Council recognises that providing options for debtors to keep debt at manageable and affordable levels will assist in minimising financial stress and avoiding costs associated with escalated debt recovery. In cases of hardship, Council will work with customers to put suitable payment arrangements in place.

Payment arrangements should be finalised where possible prior to the next rates being levied so the problem is not compounded and will be negotiated so that all outstanding arrears as well as any current rates and charges are cleared within a 12 month period. Longer periods outside the 12 month timeframe may be accepted in some circumstances on a case by case basis.

All ratepayers who enter into a payment arrangement will continue to have interest charged on the outstanding amount in accordance with section 566 of the Local Government Act 1993.

Lodging a request for hardship relief

Requests for hardship relief in the form of payment arrangements that result in all outstanding debt cleared within a 12 month period can be made by phone or in writing. A 'Payment Arrangement' form will then be prepared and sent to the ratepayer or debtor for agreement and signature.

If ratepayers are still having difficulties with paying the agreed amounts as per their Payment Arrangement, or are experiencing more serious hardship, we encourage them to review both Council's 'Hardship checklist' and 'Rates and Water Payments Flowchart'. Both can be found on Council's website.

All other requests for hardship relief including variations of the interest rate must be made in writing. Council may then request further information from the ratepayer or debtor in order to undertake an assessment of the application.

Interest

Council has the discretion to waive or reduce the interest rate on the outstanding amount in accordance with section 566 (3) of the *Local Government Act 1993*.

Requests for the writing off of any interest may also be considered by Council if both the payment arrangement obligations have been met in full and there are no longer any overdue amounts. Council will only consider write-off amounts once a written request is submitted. Requests should refer to hardship impacts and final decisions will be referred to the General Manager.

Continuing hardship

Ratepayers and debtors that continue to experience hardship may apply for additional hardship consideration and this will be considered on a case by case basis. Included in this would be the possible option of a 'rate deferral agreement' in exceptional circumstances.

6. LEGISLATIVE REQUIREMENTS

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

- NSW Local Government Act 1993
- NSW Local Government (General) Regulation 2005
- NSW Privacy and Personal Information Act 1998
- NSW State Records Act 1998

7. REVIEW

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

8. REPORTING

Record Keeping Procedures

Debt recovery activities will be carried out in a manner that supports Council officers in meeting their obligations to ensure information of a confidential nature is obtained, recorded in an appropriate manner in accordance with the relevant Council privacy procedures.

Website

Council will provide information on its website to inform ratepayers and other debtors about its debt recovery processes, payment arrangement options and available financial counselling services (www.armidaleregional.nsw.gov.au/hardship-support).

9. RESPONSIBLE OFFICER

The responsible officer for this policy is the Chief Financial Officer.

10. ROLES AND RESPONSIBILITIES

Debt Recovery Officer

Responsible contact for initial confidential requests, maintaining records and registry of payment arrangements, debt recovery status and processing of hardship applications that are in accordance with standard policy provisions.

Revenue Coordinator

Responsible for implementation, application and review of policy, escalations, dispute resolution and assessment of applications for hardship outside standard policy provisions.

Chief Financial Officer

Escalated and unresolved dispute resolution and oversight of hardship provisions.

General Manager

Authority to write off debts within allowable limits. All other debt write-offs are by Council resolution.

11. RELATED PROCEDURES

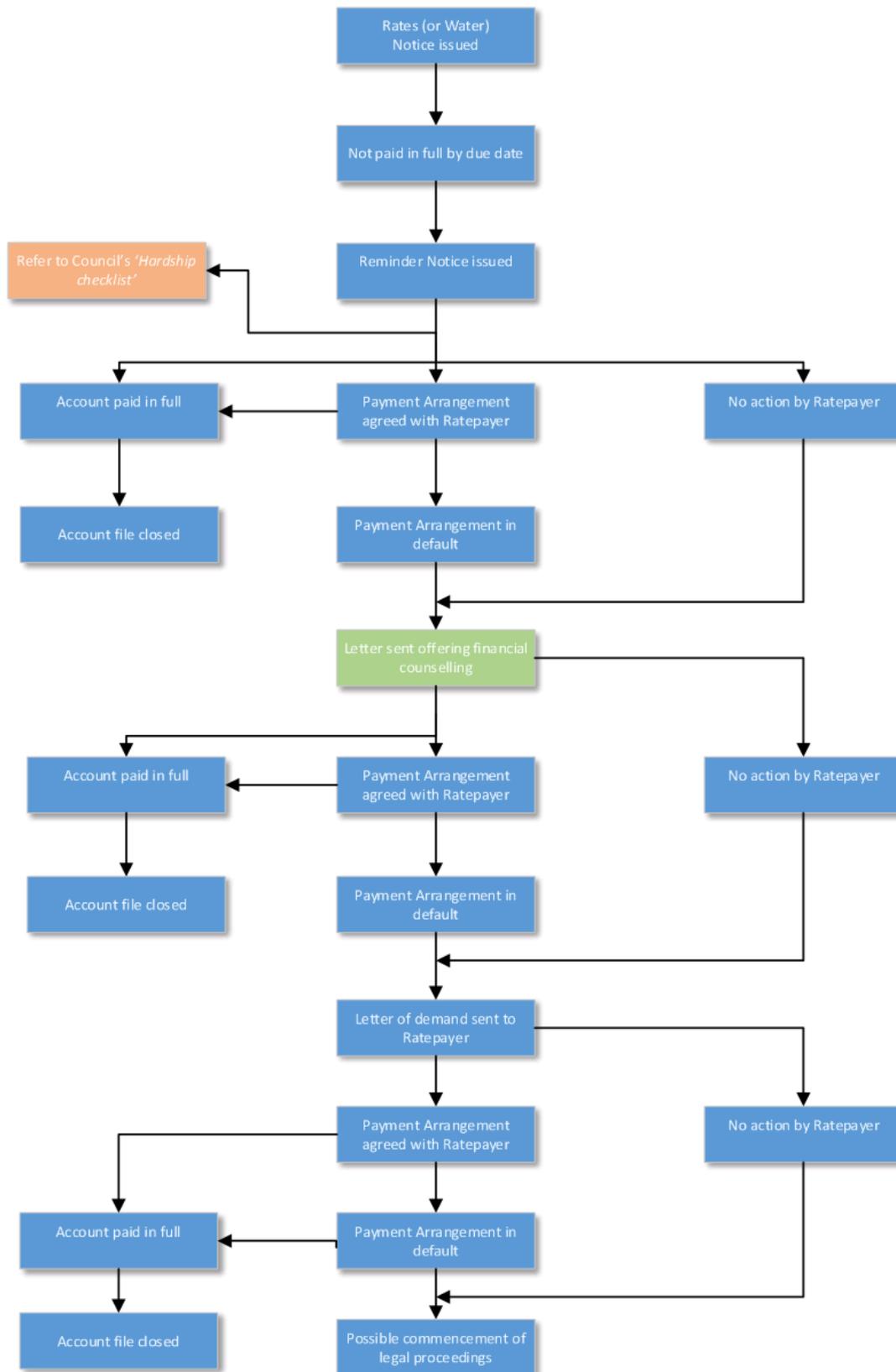
This policy should be read in conjunction with Council's **Debt Recovery Policy**.

Other related policies include:

- **Revenue Policy**
- **Fees & Charges Policy**

APPROVAL AND REVIEW	
Responsible Business Unit	Financial Services
Responsible Officer	Chief Financial Officer
Date/s adopted	
Date/s of previous adoptions	22 September 2021 - Council
Date of next review	April 2025
TRIM Reference	

Armidale Regional Council – Rates and Water Payment Flowchart (example using early intervention)



Armidale Regional Council –

Hardship help checklist

Scenario: - Your Council rates or water notice is due and you can't afford to pay in full:-

Step 1:- Contact Council to have a confidential discussion and agree an affordable *Payment Arrangement* (in accordance with Council policy)

Scenario: - Still having difficulty paying your rates or water, even with an agreed Payment Arrangement with Council in place?

There are organisations that can provide assistance for emergency funding, interest free loans, ensuring that you are receiving all possible financial assistance and financial counselling.

Step 2:-

- Contact/visit **Services Australia/Centrelink** to confirm you are receiving all benefits and concessions available (ph. 132 468).
 - Contact/visit the **Armidale Neighbourhood Centre** for assistance and guidance regarding possible options available (ph. 02 6772 4373).
 - Alternatively, make contact with the following organisations that offer financial counselling, advice and other assistance:-
 - **Salvation Army Moneycare Northern NSW** (ph. 0429 832 203)
 - **St. Vincent de Paul Society – Financial Counselling** (ph. 08 6323 7500)
 - **National Debt Hotline** (ph. 1800 007 007)
-

Scenario: - Still can't see a way of being able to pay your rates or water?

Step 3:-

If you have been unable to resolve your payment issues after steps 1 & 2 please contact Council and speak to the Revenue Coordinator.

(further contact details for all of the above can be found on the Hardship Support page on Council's website)



Fact sheet – Proposed Guyra Dog Leash-Free areas

This Fact Sheet has been developed to provide additional information regarding the establishment of 2 proposed Dog Leash-Free areas within the Guyra Township. Due to the public interest in this matter, Council has decided to extend the exhibition period until 27 January 2023 to allow additional time for the community to be better informed and comments to be submitted to Council.

In addition four drop in sessions have been organised to allow the public to speak face to face with a Council Officer. These sessions will be held at the Guyra Office on Tuesday 13th, 20th of December 2022 and 17th, 24th of January 2023 between 10.00am and 11.00am.

The following sites are the preferred locations for the two (2) leash-free areas in Guyra. Both have access to the water network and would only require minor works to facilitate water troughs and/or bubbler systems. Both sites require secure fencing around the area to ensure that dogs are kept within the approved leash-free areas. Park benches and tables would also be installed to allow for dog owners to interact with other owners whilst exercising and socialising their dogs. Dog waste bags and bins will also be installed and serviced by existing Ranger staff. Dependant on remaining budget some dog play equipment may also be incorporated within the areas

The Companion Animals Act 1998 requires Council to provide at least one off-leash area within the Armidale Regional Council LGA. The form of the off-leash area can be as broad as is indicated in section 13(6) which states:

A local authority can by order declare a public place to be an off-leash area. Such a declaration can be limited so as to apply during a particular period or periods of the day or to different periods of different days. However, there must at all times be at least one public place in the area of a local authority that is an off-leash area.

Whilst Armidale Regional Council has fulfilled its obligations under this Section by having five (5) leash free areas in Armidale, there is a demonstrable need for a permanent leash-free area in Guyra.

The establishment of these areas will be funded out of the Companion Animals Fund as required by Section 85(1A) of the Companion Animals Act 1998 which states:

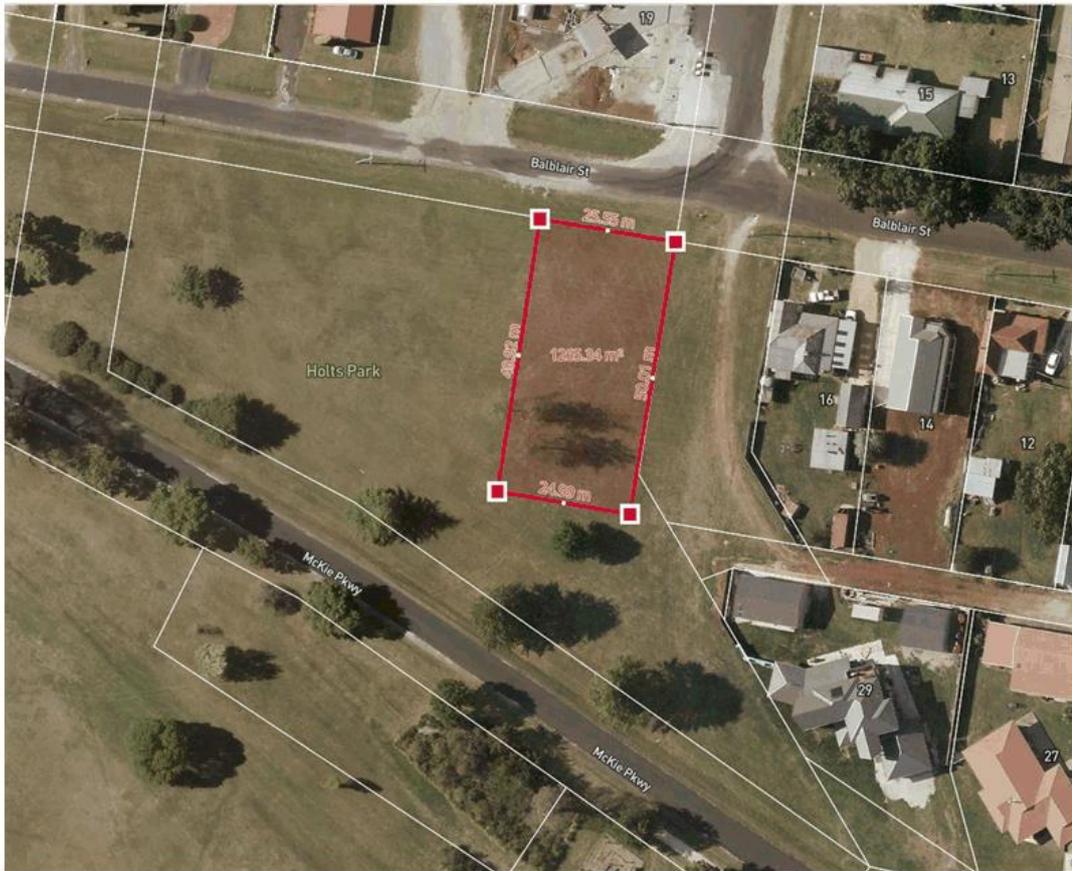
(1A) Any money paid to a council from the Fund (Companion Animal Registration fees) is to be applied by the council only for purposes that relate to the management and control of companion animals in its area.

Total budget for the establishment of these areas is \$50,000 and will be entirely funded out of the Companion Animals Fund.

Proposed site for Dog Leash-Free area – South Guyra



Proposed site for Dog Leash-Free area – Holts Park Guyra



COUNCIL REPORT:	Guyra Leash-Free
LOCATION:	Lot 7002 DP 94125 – Holts Park, Balblair Street Guyra Lot 701 DP 94244 – South Guyra Park, Sandon Street South Guyra
DEVELOPMENT DESCRIPTION:	Establishment of 2 x Dog Leash-Free parks
COUNCIL:	Armidale Regional Council : Ian Chetcuti

Summary of Submissions received.

ORIGINAL SUBMISSION PERIOD	<p>A total of ten (10) submissions were received during the first 28 days of the original submission period. The main issues raised in the submissions were as follows:</p> <ul style="list-style-type: none"> • Six (6) requested an extension to the submission period to further investigate the proposal • Three (3) considered the money would be better spent on other more pressing project such as roads etc. • Three (3) suggested that the proposed location at Balblair Street was not suitable. • Three (3) questioned the maintenance of the areas when and if they are established. • Two (2) advised that the public areas should be for the use of all residents and not just dog owners. • One (1) questioned car parking at the proposed sites.
EXTENDED SUBMISSION PERIOD	<p>A total of Three (3) submission and One (1) petition were received during this period. The issues raised in the submission were as follows:</p> <ul style="list-style-type: none"> • One (1) believed that the areas would not be utilised by the residents of Guyra and therefore money could be better utilised in other areas. • One (1) was in full support of both locations and understood the benefits to the community. • One (1) raised a number of concerns including Barking dogs, parking and traffic, maintenance of the areas and the aesthetics. <p>The premise of the petition was as follows:</p> <p>“That ARC would like you to reconsider the proposed site of Holts Park Balblair St Guyra, as being a fenced leash free dog area. We believe there are other sites that fit better with your proposal.”</p> <ul style="list-style-type: none"> • The petition consisted of 97 signatures, 22 of which were non Guyra residents.

TRIM:

Conflict of interest policy for council-related development applications

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

1. PURPOSE

The purpose of this Policy is to identify any perceived conflict of interests early in the development process and find an adequate way to address these.

Councils undertake the role of development regulators. However, they also can be the developer, landowner or hold a commercial interest in the land which they regulate. Where Councils have a dual role, an inherent conflict can arise between their interests in the development and their duty as regulator.

Addressing potential conflicts of interest in an efficient & transparent manner is essential to good governance and helps build a high level of trust in the organisation. Fair assessment processes throughout all stages of development will help Councils strengthen community relationships and ensure compliance with the relevant sections of the *Environmental Planning and Assessment Act 1974* (NSW) (EPA Act).

Council provides a diverse range of services in the community and it is essential that Councillors and staff understand their role in the organisation and obligations throughout the development process.

2. APPLICATION

This Policy applies to all council-related development within the Armidale Regional Council Local Government area.

Clause 9B(2) of Schedule 1 to the EPA Act defines 'council-related development applications' as a development application, for which council is a consent authority, that is

- (a) Made by or on behalf of the council, or
- (b) For development upon land:
 - i. of which the council is an owner, a lessee or a licensee, or
 - ii. otherwise vested in or under the control of council.

Exclusions:

This policy does not apply to activities under Part 5 of the Act and Review of Environmental Factors (REF) with the EPA Act.

Definitions:

- (a) In this policy:

Application means an application for consent made under Part 4 of the Act to carry out development and includes an application for complying development and any application to modify an existing development consent.

Council means Armidale Regional Council

Development Process means an application, assessment, determination and enforcement.

EPA Act means the *Environmental Planning and Assessment Act 1979 (NSW)*

Codes SEPP means State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

A word or expression used in this policy has the same meaning as it has in the EPA Act, and any instruments made under the EPA Act, unless it is otherwise defined in this Policy

3. POLICY INTENT

The NSW *Environmental Planning and Assessment Regulation 2021* requires all Councils in NSW to adopt a conflict of interest policy for Council related development applications. The objectives of this policy are to:

- (a) Manage potential conflicts of interest and increase transparency at all stages of the development process for Council-related development; and
- (b) Ensure compliance with the Council-related Development Application Conflict of Interest Guidelines published by the NSW Department of Planning and Environment.

4. COMMUNITY STRATEGIC PLAN OBJECTIVES

Liveable Region – Goal 2 Proactive, responsible, and innovative regional planning that grows us sustainably

- Plan for and enable growth that supports a sustainable local economy.
- Ensure adequate and available housing to meet community needs.
- Preserve and enhance our architecture and heritage.
- Protect prime agricultural land and support future innovations and industries.

Strong region- Goal 2- Strong governance and leadership that supports our region to grow and prosper.

- Strong governance and leadership that supports our region to grow and prosper - Strategies: Provide a strong, transparent, sustainable, and responsive governance for our region.
- Manage public resources responsibly and efficiently for the benefit of the community.

5. POLICY

5.1 Management controls & strategies

- (1) The **assessment** of an application for Council-related development.
 - a. This clause applies to applications where Council is the assessing authority of Council-related development.
 - b. Where Council is the assessing authority, the application shall not be prepared by Councils development & certification team.
 - c. Applications may be prepared by another section of Council or external consultancy.

- d. Where there is a significant conflict of interest the application can be peer reviewed by a third-party consultant prior to determination.
 - e. All Council related development applications are to be provided with a conflict of interest management statement and publically exhibited for a minimum 28 days.
- (2) The **determination** of an application for Council-related development.
- a. Where Council is the determining authority, Development Applications with a Capital Investment Value (CIV) less than \$5 million or up to 50 allotments can be determined under delegated authority.
 - b. At the discretion of the Manager Development and Certification and where there is significant public interest, an application can be referred to a Council meeting for determination.
 - c. Development Applications that meet the criteria of regionally significant development shall be reported to, and determined by the Northern Regional Planning Panel.
- (3) The **regulation** and **enforcement** of approved Council-related development may be undertaken by:
- a. A private certifier.
 - b. Council, where council is the nominated as the certifying authority for building or subdivision work as required under the EPA Act.
 - c. Appointment of an independent third party.
- (4) Management controls are not required for the following activities-
- a. Any development that is deemed exempt and complying development under the Codes SEPP.
 - b. Commercial fit outs and minor changes to a building façade that are not identified as a heritage item.
 - c. Internal alterations or additions to buildings that are not identified as a heritage item.
 - d. Advertising signage.
 - e. Minor building structures projecting from a building façade over public land (including awnings, verandahs, bay windows, flagpoles, pipes & services).
 - f. Solar energy systems and associated battery storage in association with an existing building.
 - g. Temporary events and structures with a lifespan of three days or less.

5.2 Identifying whether a potential conflict of interest exists, assessment of level risk and determination of appropriate management controls

- (1) Development Applications lodged with Council that are identified as council-related development are to be referred to the Manager Development and Certification for a conflict of interest risk assessment and publically exhibited for a minimum 28 days on Councils website.

- (2) The Manager Development and Certification is to:
 - a. Assess whether the application has a potential conflict of interest,
 - b. Identify the phase(s) of the development process at which the identified conflict of interest arises,
 - c. Assess the level of risk involved at each phase of the development process,
 - d. Determine what (if any) management controls should be implemented to address the identified conflict of interest having regard to any controls and strategies outlined in clause 5.1 of the policy and the outcomes of the assessment of the level of risk involved as set out above-mentioned clause,
 - e. Document the proposed management approach for the development in a Conflict of Interest Management Statement that is published on the NSW Planning Portal.

Conflict of Interest Management Statement	
<p><i>Council-related development applications must be accompanied by a management strategy statement, which explains how the council will manage potential conflicts of interest, or publish a statement that the council has no management strategy for the application (section 36A).</i></p>	
Project Name	
Address	
DA number	
Potential conflict (include details of any conflicts of interest that may arise)	
Management Strategy (tick all that apply)	<p><input type="checkbox"/> Council-related development applications to be accompanied by a conflict of interest management statement and publically exhibited for a minimum of 28 days.</p> <p><input type="checkbox"/> Council's development assessment staff will not be involved in the preparation or lodgement of the application, except for providing pre-da advice if required.</p> <p><input type="checkbox"/> Where Council staff are involved with the preparation of the application they will remain detached from assessment & regulatory staff during the assessment process, except to provide additional information if required.</p> <p><input type="checkbox"/> The application is identified as having relative public interest and will be peer reviewed by a third-party consultant prior to determination.</p> <p><input type="checkbox"/> The application is identified as having significant public interest and will be referred to a Council meeting for determination.</p> <p><input type="checkbox"/> The application is identified as regionally significant development and will be referred to the Northern Regional Planning Panel for determination.</p> <p><input type="checkbox"/> A private certifier will be engaged to undertake the certification for the development.</p> <p><input type="checkbox"/> Project milestones will be reported to a public Council meeting.</p>
Contact	<p>Anyone with concerns about Council fulfilling its obligations should report their concerns to Council in writing.</p> <p><i>The General Manager</i> <i>135 Rusden Street</i> <i>ARMIDALE NSW 2350</i></p> <p>council@armidale.nsw.gov.au</p>

6. LEGISLATIVE REQUIREMENTS

Environmental Planning and Assessment Act 1979 (NSW) (EPA Act) and Environmental Planning and Assessment Regulation 2021 (NSW) (EPA Reg).

Local Government Act 1993(NSW)

7. REVIEW

This Policy will be reviewed two (2) years from the date of adoption of the Policy, or more frequently as required.

8. REPORTING

Council's register of development applications and development consents kept in accordance with section 240 of the EPA Regulations must contain the following information about a development consent granted to a council-related development application:

'(i) conflicts of interest that may arise in connection with the application because the council is the consent authority, and

(ii) measures taken by the council to manage the conflicts of interest.'

9. RESPONSIBLE OFFICER

- Manager Development and Certification
 - Reporting.
 - Keeping the policy current.
 - Investigating breaches and enforcing compliance if required.
 - Implementing communications, education and monitoring strategies.

10. ROLES AND RESPONSIBILITIES

All members of the Development & Activation Team, Executive Team and Councillors are responsible for educating Council staff and members of the public on this Policy. The enforcement of the requirements of the Policy document what roles are responsible for implementation of actions.

11. RELATED PROCEDURES

Nil

APPROVAL AND REVIEW		
Responsible Business Unit	Planning and Activation	
Responsible Officer	Chief Officer Planning & Activation	
Date/s adopted	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
Date/s of previous adoptions	Not Applicable	
Date of next review	2025 [Two years from last adoption]	
TRIM Reference		

Integrated Planning and Reporting

Delivery Program and Operational Plan Reporting – March 2023



Integrated Planning and Reporting

All NSW Councils are required to develop and report on a set of plans and strategies which assist in identifying and responding to community aspirations and needs.

This framework is known as the Integrated Planning and Reporting Framework and aims to:

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

The key plans and reports under the Integrated Planning and Reporting Framework are outlined below, and all documents are guided by, and developed in consultation with, our community:

	Duration / timing	Outputs	Description
Community Plan	10 Years	Community Goals and Strategies	Outlines the goals and aspirations of the community, captured through extensive community engagement
Delivery Program	4 Years	Council Initiatives	A program of Council-led initiatives that achieve the goals of the Community Plan that are in Council's remit
Resourcing Strategy:	4 Years	Council Resources: Finances, assets, people	<i>Asset Management Strategy, Workforce Management Strategy, Long-Term Financial Plan</i> A set of plans and strategies that ensure Council has the necessary resources and assets, and that Council plans accordingly.
Operational Plan	1 Year	Council Actions	An annual plan of actions that support the Delivery Program initiatives.
Annual Report	1 Year	Reporting: Delivery Program, Operational Plan	An annual report to the community on the progress of the Delivery Program and Operational Plan
State of the Region Report	End of Council Term	Reporting: Community Plan	A report, published in the year of a Council Election, that assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan

Measuring our success

Armidale Regional Council reports the progress of the Delivery Program and Operational Plan back to the community through a detailed Council Report.

Progress is demonstrated using four indicators:

1. Progression status
 - Outlines if the action **progressing, not progressing, deferred, on hold, or completed**
2. Progression %
 - Demonstrates the **percentage of completion**
3. Risk Indicator
 - Using a risk matrix, staff provide a score for each Action based on financial, schedule, technical, issues, resources and WHS factors. The individual factor scores are combined into an **overall risk indicator score**.
 - The scores are:



On track



Needs attention



Off track
4. Comment
 - Officers provide context and detail about the action and its progress by providing a **comment**.

Each Delivery Program Council Initiative, Operational Plan Action and its data is provided in the tables below. There is also a dashboard summary provided to demonstrate how Council is progressing across all the Actions.

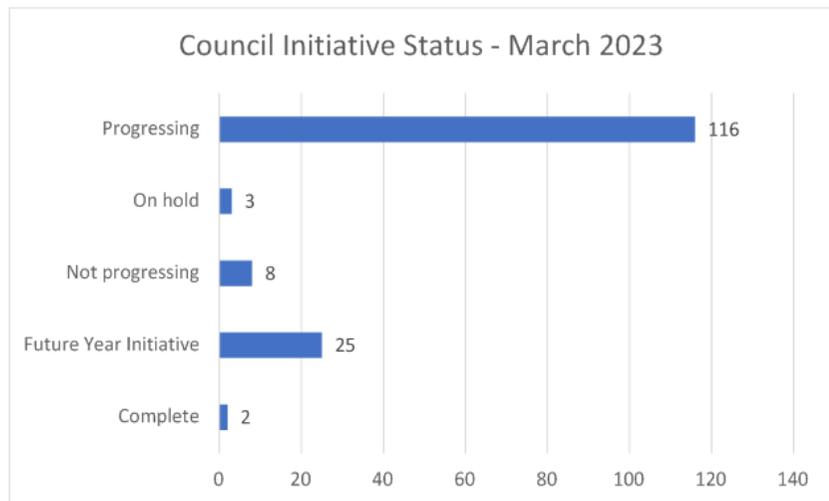
The Operational Plan is presented in the departments of Council.

The Delivery Program data is provided under the six themes of the Advancing our Region Community Plan:

Thriving Region Economy and Tourism	Connected Region Transport and Technology	Future Region Sustainability and Resilience	Liveable Region Places and Spaces	Enriched Region Community and Culture	Strong Region Engagement and Responsibility
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Delivery Program 2022-2026

Delivery Program - Council Initiatives



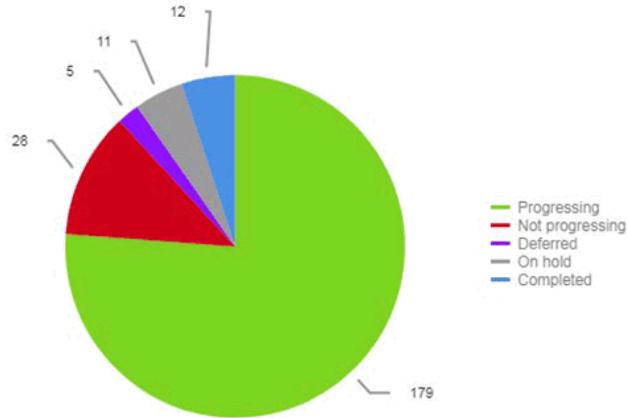
Council Initiatives Completed – March 2023

F2.5.4 - Investigate options and funding for the replacement of the Armidale Sewer Plant

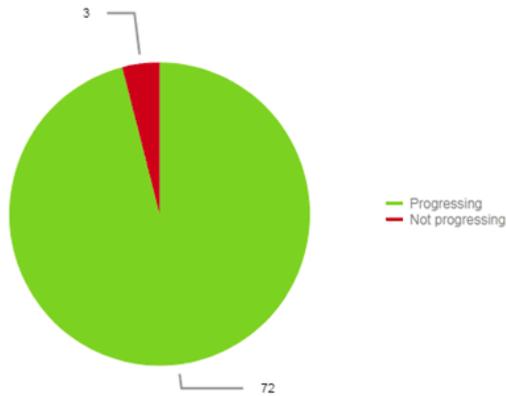
S1.2.2 - Work across the region’s neighbouring LGAs with the New England Joint Organisation to advocate for broader regional priorities

Operational Plan 2022-2023 - Progress Dashboard

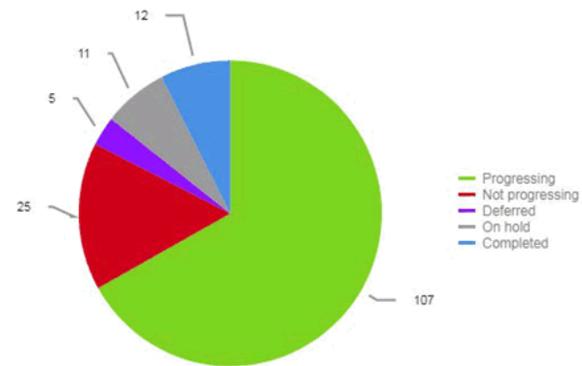
Overall status – March 2023



Operations – March 2023



Projects Completed - March 2023



Operational Plan 2022-2023 Actions Completed

The following actions were marked as complete at March 2023:

Airport Apron Lighting Modification	Modify airport runway lighting in response to CASA compliance requirements
Tourism and Events	Coordinate the inaugural Armidale Spring Games in October including hockey, cricket and football bringing thousands of players to the region
Legal services resources review	Complete a Legal Services Resources Review to ensure efficient and economic use of legal services by Council
SRV-funded maintenance and upgrades	Complete a program of expenditure of SRV Funding including: <ul style="list-style-type: none"> · Kerb and Gutter program · Footpath program · Urban reseal program · Rural reseal program · Gravel re-sheeting · Building renewal program
Replacement of Timber Bridges	Secure additional funding and complete the replacement of timber bridges – Bakers, Boorolong, and Lambs bridges through the Bridge Renewal Program
Cycleways renewal/upgrade program	Repair or replacement of deteriorated sections of the urban cycleway network to maintain and promote active transport usage in the community
Replace secondary windsocks	Replacement of windsock post in response to CASA compliance requirements
Airport Apron Lighting Modification	Modify airport runway lighting in response to CASA compliance requirements
Village waste review and upgrades	Finalise the automation of Ebor Waste Transfer Station, and survey Wollomombi and Hillgrove residents for feedback on future kerbside collection or alternative options
Renewed centre pivot - Sewerage Farm	Renew one of several centre pivots for the Sewerage Farm to upgrade, automate and streamline operations
Tourism and Events	Coordinate the inaugural Armidale Spring Games in October including hockey, cricket and football bringing thousands of players to the region
New England Joint Organisation membership	Contribute a subscription fee to the New England Joint Organisation, along with other New England Councils, to facilitate its executive operations. Key projects for Joint Organisation identified in areas of: Sustainable Economic Growth; Educated, Healthy Connected and Communities; Investment in Critical Infrastructure
Legal services resources review	Complete a Legal Services Resources Review to ensure efficient and economic use of legal services by Council
Corporate planning software implementation	Implement the pulse software for corporate planning to streamline internal systems and ensure timely reporting to the community
TechOne integration with reporting system	Implementation of Tech One Integration to Pulse to align the financial system to the Pulse reporting system

Delivery Program 2022-2026 – Data

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
THRIVING REGION						
T1.1.1	Attract new job creating investment to the region	Deliver a targeted industry attraction package for engine industries including protected horticulture, renewables, small manufacturing, and education	Planning and Activation	Progressing	Targeted industry package being formed with input from Regional NSW Team and content supplied by Armidale Regional Council	
T1.1.2	Attract new job creating investment to the region	Deliver a promotion package focused on our region's lifestyle proposition to encourage people to relocate to our region	Planning and Activation	Progressing	Tourism and activation campaigns already underway via online and content driven resources, separate package being developed with Regional Investment NSW	
T1.1.3	Attract new job creating investment to the region	Deliver activation precincts package for engine industries including Airside Precinct	Planning and Activation	Progressing	Photographs and video content produced and in process of collating into consumer materials in consultation with Invest NSW Regional Directorate	
T1.1.4	Attract new job creating investment to the region	Leverage our status as a Renewable Energy Zone to attract new engine room industries and negotiate community benefit sharing arrangements that deliver a long-term dividend for the region	Planning and Activation	Future Year Initiative		
T1.2.1	Support existing businesses and local industries to grow, prosper, change and adapt	Partner with local business groups and industry bodies to develop initiatives to support local businesses	Planning and Activation	Progressing	Engaged with representatives of Chamber of Commerce, providing support via calendar and email management, focus on social media support and education to businesses	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
T1.2.2	Support existing businesses and local industries to grow, prosper, change and adapt	Assist local businesses to develop their skills and online presence	Planning and Activation	Progressing	Engaged with likely resource on format and costs, scope, etc looking to implement in Q4 22/23	
T1.2.3	Support existing businesses and local industries to grow, prosper, change and adapt	Enhance and maintain Council's Local Procurement Policy and associated targets for local procurement (T1.2.3)	Finance	Progressing	Discussions need to be held with the procurement team, and reporting needs to be developed to track procurement levels.	
T1.3.1	Plan and enable sustainable job and economic growth	Prepare a 20-year planning vision for the region	Planning and Activation	Progressing	Local Strategic Planning Statement (LSPS) currently being developed alongside Local Housing Strategy (LHS) with commitment for finalisation around 31/10/2023	
T1.3.2	Plan and enable sustainable job and economic growth	Review the Local Environmental Plan (LEP) to ensure industries and land uses that are compatible with the region's vision are welcomed in	Planning and Activation	Progressing	Ongoing review of LEP to ensure that Plan is up to date and fit for purpose.	
T1.3.3	Plan and enable sustainable job and economic growth	Provide planning and business concierge services for engine industries	Planning and Activation	Progressing	Planning Concierge service in place and supported with Activation Team	
T1.4.1	Champion local employers to provide employment and training opportunities	Partner with the local TAFE to encourage local employers to employ apprentices and trainees	Planning and Activation	Not progressing	Lack a contact at TAFE. UNE have similar issue with regular senior contact, ARC traineeships available in administration and trades	
T1.4.2	Champion local employers to provide employment and training opportunities	Increase the number of apprentices and trainees employed by Council and promote the successes of the employment and training	General Manager's Office	Progressing	We have recruited a number of apprentices to Council	
T1.5.1	Foster a culture of lifetime education and ensure local education services meet the needs of our community	Provide contemporary library services that support education and learning	Corporate and Community	Progressing	Learning and literacy remain a key priority of our library service and it informs all decisions we make. We are actively improving how this support is provided to ensure it remains contemporary and engaging.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
T1.5.2	Foster a culture of lifetime education and ensure local education services meet the needs of our community	Support the UNE Smart Region Incubator by providing an appropriate facility within the Old War Memorial Library	Planning and Activation	Progressing	UNE took occupation in 2022 and launched the facility shortly after, asset is operational and live	
T2.1.1	Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW	Promote the ARC Local Government Area via the development of a regional brand	Planning and Activation	Future Year Initiative		
T2.1.2	Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW	Deliver the ARC Tourism Strategy initiatives	Planning and Activation	Progressing	Delivery of online Visit Armidale social media engagement, explore sporting events to deliver additional bed nights, promotion of natural assets via Waterfall Way and New England High Country campaigns	
T2.1.3	Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW	Enhance signage, visitor information and traffic direction through our regional city, town, and villages	Planning and Activation	Not progressing	Scope to be confirmed	
T2.2.1	Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys	Attract increased visitors through promotion of our natural assets and local attractions	Planning and Activation	Progressing	Ongoing delivery of the Waterfall Way and New England High Country campaigns, reviewing digital assets at Airport and online, the Visit Armidale social media account is active and is focussed on experience and attractions	
T2.2.2	Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys	Partner with, or advocate on behalf of, National Parks and other stakeholders to develop an integrated plan for our natural assets	Planning and Activation	Future Year Initiative		
T2.2.3	Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys	Continue to partner with neighboring Councils to leverage the broader area, via New England High Country campaigns	Planning and Activation	Progressing	Team is attending a coordination meeting for New England High Country, providing feedback and gaining input from regional LGA's about the campaign	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
T2.3.1	Provide attractions and events that enhance our region's offering to locals and tourists	Partner with community groups and organisations to plan and support events that will attract tourism and provide entertainment to our local community	Planning and Activation	Progressing	Delivery of community event Autumn Festival in a hybrid model, support New England Garden Festival concept, Delivery of the Big Chill	
T2.3.2	Provide attractions and events that enhance our region's offering to locals and tourists	Investigate future entertainment, attractions and lifestyle infrastructure that would enhance the region's offering	Planning and Activation	Progressing	Event and entertainment identification includes New England Garden Festival 2023, Ulysses Conference, Baggy Blues event, Conferences for Invest Blue and RFS. Engagement with UNE on sporting events attracting visitation. Team has completed business cases for Library and Dumaresq Parkland Project.	
T2.4.1	Encourage locals to shop in the region, and make our region the choice for shopping in the broader New England area	Partner with local business groups to create a 'shop local' campaign	Planning and Activation	Future Year Initiative	Identified likely resource and campaign stakeholders	
T2.4.2	Encourage locals to shop in the region, and make our region the choice for shopping in the broader New England area	Develop CBD Activation Plans	Planning and Activation	Progressing	Identified resource to lead engagement with retailers on best practice online engagement	
T2.4.3	Encourage locals to shop in the region, and make our region the choice for shopping in the broader New England area	Host events and engagements in the Mall and regional CBDs to attract additional foot traffic	Planning and Activation	Progressing	Large community focused events in Q2/Q3 include, Halloween (5,000+), Christmas Markets (5,000+), Autumn Festival Parade (4,500+) also assistance to smaller PCYC and Farmers markets to increase visitation via funding musical performers. These events are forecast through budget requests into the following 12 month calendar	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
CONNECTED REGION						
C1.1.1	Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	Partner with Transport for NSW to deliver the Heavy Vehicle Safety and Productivity (HVSP) Strategy	Assets and Services	Progressing	Future Year Project	
C1.1.2	Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	Upgrade and maintain transport infrastructure in accordance with the ten-year Capital Works Program and service levels	Assets and Services	Progressing	Prolonged wet weather has caused significant increases in reactive works placing substantial pressure on the budget. Some capital works have been deferred to balance the budget for 22/23.	
C1.1.3	Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	Deliver federal and state funding agreements to improve safety including the Blackspot program	Assets and Services	Progressing	Regional Road funded works well behind delivery program. External resources have been sort to expedite works in the fourth quarter 22/23. Key to avoid reduction in funding.	
C1.1.4	Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	Partner with the NSW Government to restore and reclassify Armidale-Kempsey Road	Assets and Services	Progressing	ECI contract awarded. Project progressing.	
C1.1.5	Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	Design and deliver the Saumarez Road Upgrade as part of the National Trust Sustainable Saumarez Homestead Tourism Project (SSHTP)	Assets and Services	On hold	Design work completed. Waiting on construction works to be initiated by the Trust for the project.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
C1.2.1	Support the implementation and usage of active transport infrastructure across the region	Develop a Walking and Cycling Strategy that links residents with business, attractions, and lifestyle infrastructure and upgrade infrastructure accordingly	Planning and Activation	Progressing	Currently part of working group looking at Active Transport Strategy to improve linkages and connectivity to existing cycling/walking paths and existing and proposed new residential areas.	
C1.2.2	Support the implementation and usage of active transport infrastructure across the region	Develop an Open Spaces Strategy and upgrade infrastructure accordingly	Planning and Activation	Future Year Initiative		
C2.1.1	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Partner with community groups and other tiers of government to advocate for additional transport options to other regions and cities	Planning and Activation	Future Year Initiative		
C2.1.2	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Partner with the UNE and transport providers to investigate and improve campus-to-CBD transport links	Planning and Activation	Future Year Initiative		
C2.1.3	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Advocate for improved transport options between Armidale, Guyra and our villages	Planning and Activation	Future Year Initiative		

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
C2.1.4	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Improve and maintain air services at the Armidale Regional Airport	Corporate and Community	Progressing	Due to observations made in the recent (Oct 2022) aerodrome annual technical inspection concerning staffing and document compliance issues, the onboarding of a casual compliance officer commenced in February 2023 to support the Airport Manager in bringing the Airport operational documents and manuals up to standard to meet the regulatory and legislative requirements. These works are underway and due to be completed by the end of the year. However, ongoing management of these regulatory documents and the airport safety management system is required. Therefore, a business case highlighting the need for a new airport staffing structure to include a full-time Operations Officer has been drafted and is with HR for review.	
C2.1.5	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Conduct effective airport stakeholder engagement with local commercial airport operators	Corporate and Community	Progressing		
C2.1.6	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Seek funding for the New England Rail Trail from Ben Lomond to Armidale	Corporate and Community	Progressing	Council officers continue to seek appropriate funding opportunities. Revision to costings are being sort to update the current business case in a post covid environment. Await State Government regulations to be 'made' in May, 2023.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
C2.1.7	Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.	Construct Rail Trail infrastructure from Ben Lomond to Armidale	Assets and Services	Future Year Initiative		
C2.2.1	Promote and encourage the establishment and uptake of sustainable transport options and services	Provide increased electric car charging points across the region to promote usage and visitor spending	Planning and Activation	Progressing	Development of a Policy and identification of potential locations for EV charging points commenced	
C2.2.2	Promote and encourage the establishment and uptake of sustainable transport options and services	Develop a regional map series featuring popular and available cycling and walking routes and infrastructure	Planning and Activation	Progressing	Participation in the Cycling and Walking strategy project to identify the key SWOT analysis outputs	
C2.3.1	Utilise our access to the high-speed data and advancing technology to increase connectivity within and outside our region	Plan, seek funding and implement Smart Communities Framework in line with the NSW Smart Public Places Guide including streets, public facilities, and open spaces	Planning and Activation	Future Year Initiative		
FUTURE REGION						
F1.1.1	Promote and support biodiversity protection and management	Develop a Biodiversity Strategy	Planning and Activation	Future Year Initiative		
F1.1.2	Promote and support biodiversity protection and management	Identify parcels of land for the Biodiversity Offsets Scheme	Planning and Activation	Future Year Initiative		

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
F1.1.3	Promote and support biodiversity protection and management	Maintain and implement Council's Crown Land Plans of Management	Planning and Activation	Not progressing	A staff vacancy due to internal promotion has meant this project is behind forecast. Plans of Management are in draft for all public crown and council lands.	
F1.2.1	Protect and enhance our waterways, catchments and creeklands	Work with key stakeholders to support the clean-up and remediation of creeks and waterways through agreed provisions and services	Planning and Activation	Progressing	Works and arrangements are ongoing with agreed community groups to deliver shared outcomes for the community and ecology for the area.	
F1.3.1	Foster collaborations that improve understanding and action to protect our natural environment	Partner with environmental, Land Care and business groups to promote local environmental, biodiversity and agricultural events and programs	Planning and Activation	Future Year Initiative		
F1.3.2	Foster collaborations that improve understanding and action to protect our natural environment	Support local environmental groups through in-kind and financial support, where agreed, to facilitate improved environmental outcomes	Planning and Activation	Future Year Initiative		
F2.1.1	Proactively adapt to and mitigate the local impacts of climate change	Deliver actions from Project Zero30 and Council's EcoARC strategies	Planning and Activation	Progressing	Ongoing sustainability initiative.	
F2.1.2	Proactively adapt to and mitigate the local impacts of climate change	Maintain Council's commitment to the Climate Emergency Declaration and promote further community-led action	Planning and Activation	Progressing	Ongoing commitment	
F2.1.3	Proactively adapt to and mitigate the local impacts of climate change	Partner with community groups to educate and promote urban sustainability initiatives	Planning and Activation	Future Year Initiative		
F2.1.4	Proactively adapt to and mitigate the local impacts of climate change	Deliver the Renewable Energy Action Plan a program of sustainable initiatives for Council operations	Corporate and Community	Future Year Initiative		

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
F2.2.1	Promote and increase use of renewable resources and alternative energy sources	Advocate for greater access to renewable energy for the local community as part of Renewable Energy Zone	Planning and Activation	Future Year Initiative		
F2.2.2	Promote and increase use of renewable resources and alternative energy sources	Attract further local investment in renewable energy in line with community expectations	Planning and Activation	Future Year Initiative		
F2.3.1	Collect, handle, dispose, recycle and reuse waste responsibly and innovatively	Operate Council's Waste Transfer Stations and Landfills in line with current and future needs and environmental standards	Assets and Services	Progressing	Ebor Waste Transfer Station (WTS) automated. Hillgrove and Wollomombi WTS upgrading dependent on further consultation will the local communities.	
F2.3.2	Collect, handle, dispose, recycle and reuse waste responsibly and innovatively	Review village waste collection and waste sites to meet EPA standards and community expectations	Assets and Services	Progressing	Hillgrove and Wollomombi residents surveyed. Further consultation require before future action can be decided upon	
F2.3.3	Collect, handle, dispose, recycle and reuse waste responsibly and innovatively	Negotiate and manage contractual arrangements with recycling operators to provide recycling services	Assets and Services	Not progressing	A tender for recycling services will be posted in August.	
F2.3.4	Collect, handle, dispose, recycle and reuse waste responsibly and innovatively	Enhance and maintain 'reuse' operations and services including 'City to Soil,' Refuse Farm, the Resource Recovery Centre	Assets and Services	Future Year Initiative	This initiative is dependent on the outcomes of a waste strategy review yet to be commenced.	
F2.4.1	Create a cleaner, healthier environment with good air quality	Advocate to the NSW and Federal Governments real time and publically accessible monitoring of the Armidale air quality during the winter months	Planning and Activation	Not Progressing	Not yet commenced, to be championed by Regulatory Services team once full compliment of staff recruited.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
F2.4.2	Create a cleaner, healthier environment with good air quality	Advocate to the NSW and Federal Governments for assistance to develop a Clean Air Strategy and deliver an education program on the causes, impacts and ways to improve air quality in the Armidale Region	Planning and Activation	Not Progressing	To be championed by Regulatory Services team once staff recruited.	
F2.5.1	Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future	Collect, store, treat and distribute quality water in line with community needs, availability, and future requirements	Assets and Services	Progressing	Oaky River Dam in the process of being purchased for water security and pre-construction works to commence for Water Security options.	
F2.5.2	Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future	Finalise and implement the Integrated Water Cycle Management Strategy to plan for future infrastructure and water service needs	Assets and Services	Progressing	In the final stages of the Integrated Water Cycle Management (IWCM) process with community consultation to come.	
F2.5.3	Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future	Work with Southern New-England Landcare (SNEL), under a Memorandum of Understanding and the 10 Year Catchment Water Quality Strategic Plan to improve the environment and water quality around ARC water catchments	Assets and Services	Progressing	Educational programs being organised by SNEL.	
F2.5.4	Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future	Investigate options and funding for the replacement of the Armidale Sewer Plant	Assets and Services	Complete	Option selected by Council and funding acquired.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
F2.5.5	Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future	Operate, maintain, and update the sewer networks and plants to minimise blockages, overflows, and environmental impact	Assets and Services	Progressing	Maintenance programs up-to-date and pre-construction works for the STP upgrade have commenced.	
F2.6.1	Prepare for, prevent, and manage natural disasters	Work with local and state emergency services to prepare for and respond to natural disasters	Assets and Services	Progressing	ARC liaising with NSW state government on road network planning for disaster preparedness. Ongoing development of emergency management with program partners.	
F2.6.2	Prepare for, prevent, and manage natural disasters	Complete and maintain a fit-for-purpose Business Continuity Plan that facilitates Council's effective recovery and resilience building from a disaster	Corporate and Community	Progressing	Framework established and tested, operational area need to maintain accuracy and currency of sub-plans	
F2.6.3	Prepare for, prevent, and manage natural disasters	Support local emergency services with administration and facilities as agreed and available	Assets and Services	Progressing	Co-ordination and support activities on track. Airbase control centre operational at Armidale airport.	
LIVEABLE REGION						
L1.1.1	Provide appropriate, planned and maintained community facilities that allow people to meet, congregate and learn	Develop and maintain Council-owned facilities and service infrastructure in line with Asset Management Plans and community needs	Planning and Activation	Progressing	Strong focus to increase the support in this area with a strong focus on compliance with building codes	
L1.1.2	Provide appropriate, planned and maintained community facilities that allow people to meet, congregate and learn	Regularly review Council's property portfolio for functionality and seek opportunities for development or divestment	Planning and Activation	Progressing	Ongoing reviews with the Planning and Activation team	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
L1.1.3	Provide appropriate, planned and maintained community facilities that allow people to meet, congregate and learn	Support local groups and advocate on behalf of the community to seek grants and project manage upgrades of local facilities and infrastructure	Planning and Activation	Progressing	Support is ongoing with examples including Guyra Garden Club's Apex Park visions and Hillgrove Progress Associations upgrades to the Hillgrove Tennis Courts.	
L1.2.1	Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem	Deliver Stage 1 of the Creeklands Masterplan through Public Spaces Legacy Program funding and investigate further funding for Stages 2-5	Planning and Activation	Progressing	Stage 1 is progressing with concept designs complete construction tender released following an Aboriginal heritage report. This has delayed the anticipated construction commencement by a number of months.	
L1.2.2	Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem	Continue community partnerships and investigate further opportunities to support future public space upgrades and developments	Planning and Activation	Progressing	Working with groups including sporting clubs and equestrian representatives along with community groups such as SNELC to better improve and update public spaces such as Dumaresq Creeklands, Armidale Mall, Cycling track, etc	
L1.2.3	Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem	Continue to deliver the Armidale Mall Vibrancy Plan and seek future funding to upgrade and enhance the Armidale Mall and regional CBDs	Planning and Activation	Progressing	Have started to implement quick wins in the mall vibrancy plan such as public events, furniture relocation and reduction of impediments for use	
L1.2.4	Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem	Maintain Council-managed parks, gardens, verges, and other shared spaces to provide attractiveness and usability in line with an Open Spaces Strategy	Planning and Activation	Progressing	Ongoing in line with service level agreements.	
L1.3.1	Foster towns and villages that are vibrant, well serviced and supported to achieve their localised priorities	Support villages to develop, or deliver existing, strategic priorities	Planning and Activation	Future Year Initiative		

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
L1.3.2	Foster towns and villages that are vibrant, well serviced and supported to achieve their localised priorities	Create partnerships with Villages to enhance service provision and collaboration to enhance their liveability	Planning and Activation	Future Year Initiative		
L1.3.3	Foster towns and villages that are vibrant, wellserviced and supported to achieve their localised priorities	Develop a Guyra Precinct Group to assist in guiding the planning and economic development directions of Guyra	General Manager's Office	Progressing	The Guyra and Community Progress Association is meeting regularly and in active contact with the General Manager and Council Officers to progress various initiatives.	
L1.4.1	Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state, and national events	Enhance and maintain our sporting facilities to expected levels of service	Planning and Activation	Progressing	Ongoing commitment being met in line with service levels	
L1.4.2	Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state, and national events	Attract regional, state, and large-scale sporting events, and increase sports tourism visitors by enhancing, maintaining and promoting our highquality sports facilities	Planning and Activation	Progressing	Supporting events such a WEMBO (Mountain Biking), Spring Games, gymnastic championships are all bringing tourism to the region. Some delays due to COVID are expected to be realised in late 2023	
L1.5.1	Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors	Upgrade and maintain Council owned and managed recreation spaces	Planning and Activation	Progressing	Ongoing reviews and assessments. Example for this quarter upgrades include: * Lynches Road Netball Courts Lighting and CCTV project completion	
L1.5.2	Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors	Consider and implement the YMCA report on the optimisation of our aquatic facilities including future viability and enhancements	Planning and Activation	Progressing	Progressing, however some delays with a change in YMCA organisational structure and personnel. Councillor briefing to update progress and provide options in the next month.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
L1.5.3	Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors	Complete funded Stage 1 upgrades to the Dumaresq Dam Recreation area and plan for Stage 2 upgrades	Planning and Activation	Progressing	Stage 1 - Construction set to conclude at the end of the financial year.	
L1.5.4	Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors	Seek opportunities to enhance recreational areas that are within resource capacity and community interest	Planning and Activation	Progressing	Updating the outdated Recreational Plan will assist to provide transparency with the community as well as input to deliver recreational area developments that are agreed to by both Council and the community.	
L1.5.5	Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors	Consolidate and upgrade our regional playgrounds to meet community demand and operational efficiencies and plan for Curtis Park Playground upgrades Stage 2	Planning and Activation	Progressing	Playground renewal program is ongoing to meet the demands of this requirement. Planning has commenced for Curtis Park Playground upgrades Stage 2 with the Planning and Precincts team.	
L2.1.1	Plan for and enable growth that supports a sustainable local economy	Prepare and implement a water security and economic activation package	Planning and Activation	Progressing	Initial program analysis and promotion undertaken resulting in Oaky Dam project realisation	
L2.1.2	Plan for and enable growth that supports a sustainable local economy	Prepare and implement an airport and airside precinct economic activation package	Planning and Activation	Progressing	Income from sales is currently over \$4.5 million ex GST, enquiries and communication pieces are still with old Invest Armidale website, revised website budget submission made as part of 2023/24 budget requests	
L2.2.1	Ensure adequate and available land and housing to meet community needs	Develop and implement a Housing Strategy	Planning and Activation	Progressing	Local Housing Strategy (LHS) and Local Strategic Planning Statement (LSPS) currently being development for the LGA	
L2.3.1	Preserve and enhance our architecture and heritage	Review heritage related planning controls and supporting heritage studies	Planning and Activation	Progressing	Council has heritage controls as part of the DCP (Development Control Plan). This is due for revision in the next few years.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
L2.4.1	Protect prime agricultural land and support future innovations and industries	Prepare a Rural Futures Land Use Strategy to identify and protect prime agricultural land	Planning and Activation	Future Year Initiative		
ENRICHED REGION						
E1.1.1	Ensure health and community service provision meets the needs of our growing and ageing population	Advocate and lobby on behalf of the community to see more specialist and general health and community services	Corporate and Community	Progressing	<p>Darren Schaefer attended a community forum in late February. Some proactive initiatives being undertaken in other regions, which are being investigated to address this concern here include:</p> <p>Glenn Innes: Attract, Connect and Stay Program</p> <ul style="list-style-type: none"> - The Attract, Connect Stay pilot program has secured several doctors and allied health professionals for Glen Innes - The community raised money to pay for a recruiter to manage the program (concierge) - Its success means it could be expanded to other sectors <p>and:</p> <p>Murrumbidgee Local Health District (MLHD) - pilot training program in southern New South Wales. 05/12/2022</p> <ul style="list-style-type: none"> - A pilot program in the Murrumbidgee region allows GP trainees to work in hospitals with long-term contracts, a salary and entitlements - The NSW Regional Health Inquiry recommends the program be expanded to help address doctor shortages in rural areas - The federal government intends to try the model in other regional centres as part of a \$146m rural workforce commitment - This is the one that is likely going to be implemented in our region. 	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E1.1.2	Ensure health and community service provision meets the needs of our growing and ageing population	Provide Manager Preschool, childcare, and long-daycare services to the Guyra community	Corporate and Community	Progressing	Early Childhood services continue to be provided in line with funding and licencing requirements	
E1.1.3	Ensure health and community service provision meets the needs of our growing and ageing population	Finalise the business case for an upgrade or rebuild of the Guyra Manager Preschool and Long Daycare Centre and adopt the preferred solution	Corporate and Community	Progressing	Options to be explored, including financial viability, and presented to council within this financial year.	
E1.2.1	Recognise and support the diverse and changing needs of our community, including those who are disadvantaged	Implement the Disability Inclusion and Action Plan	Corporate and Community	Progressing	Action plan adopted and outcomes being address with the assistance of the Access Advisory committee.	
E1.2.2	Recognise and support the diverse and changing needs of our community, including those who are disadvantaged	Provide youth services, events and support including coordinating Youth Week and developing a Youth Working Group	Corporate and Community	Progressing	Youth week events are taking place, in line with allocated budget of \$6,584. This allocation was achieved through both council and external funding allocations. Activities underway in both Armidale and Guyra- include a youth survey, free art and craft classes, cooking classes, safe driver education, Youth and Community morning teas and free movie sessions at the Belgrave Cinema. Youth have been asked, via the Youth Survey, about their interest in having a Youth Advisory Group formed - results will be compiled and evaluated following the conclusion of Youth Week, April 30.	
E1.2.3	Recognise and support the diverse and changing needs of our community, including those who are disadvantaged	Participate in local Inter-Agency meetings to foster links between agencies and community services	Corporate and Community	Progressing	Interagency meetings are being attending. these include - Youth and Family, Disability and Aged Care.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E1.2.4	Recognise and support the diverse and changing needs of our community, including those who are disadvantaged	Promote events, training, and job opportunities for young people through Council's information channels	Corporate and Community	Progressing	Working with Communications team to provide clear, relevant information and feedback to youth and young people. Youth Survey approved to run during Youth Week which asks for feedback on the formation of a youth council/reference group. this survey will also gain information on the social media platforms used and relied on by young people within our region.	
E1.2.5	Recognise and support the diverse and changing needs of our community, including those who are disadvantaged	Support our ageing population with services, support and infrastructure. Provide Home Support Services in Guyra and Tingha in accordance with funding arrangements	Corporate and Community	Progressing	Home care services remain a fully funded operation and are meeting the outcomes of their funding agreement.	
E1.2.6	Recognise and support the diverse and changing needs of our community, including those who are disadvantaged	Provide support to local settlement services to assist in successfully integrating refugees into our community	Corporate and Community	Progressing	COVID restrictions have lifted and new arrivals have commenced following back into Armidale. Settlement Services International (SSI) have advised Armidale will be receiving 10 new families (Ezidi) comprising 50 individuals by the end of March. SSI advises they have allocated housing for about 60 percent of these people and are still attempting to secure housing for the rest, they are confident their relationships with local real estates will continue	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E1.3.1	Foster safety and security within our community and support the provision of basic needs	Implement and operate initiatives such as improved CCTV and street lighting, through grant opportunities, to assist in making our community safer	Planning and Activation	Progressing	Projects where these initiatives are installed include: * Lynches Road Netball Courts Lighting and CCTV Upgrade - Office of Sport * Phase 2 Armidale Cycleway Solar Lighting - Stronger Country Communities * Armidale Creeklands Restoration - Street lighting and shared path installation - Public Spaces Legacy Program	
E1.3.2	Foster safety and security within our community and support the provision of basic needs	Develop partnerships and advocate to improve local housing and homelessness to be considered through the Council Key Pillar Working Groups	Corporate and Community	Progressing		
E1.3.3	Foster safety and security within our community and support the provision of basic needs	Undertake regulatory controls that maintain community order and safety including Companion Animals Regulation, parking management, building compliance, and Development Applications	Planning and Activation	Progressing	Several positions within the new structure are yet to be filled and therefore some aspects of this task are unable to be achieved at this point.	
E2.1.1	Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene	Develop and deliver a revised Arts and Culture Strategic Plan	Corporate and Community	Not progressing	This project has stalled, awaiting recruitment of a new Arts, Culture and Heritage Officer. Sarah Reddington commenced in this role in February 2023 and is looking to commence planning for this strategic plan before the end of the financial year.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E2.1.2	Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene	Promote regional arts and culture events and opportunities	Corporate and Community	Not progressing	This initiative has been on hold, awaiting the recruitment of an Arts, Culture & Heritage Officer. Sarah Reddington commenced in this role in February 2023 and has begun making connections with the local arts and culture community to assess the channels available for promotion and gather information on upcoming events. Broadly, all community events are being encouraged to list their event through Council's online event portal. This seems to be becoming a centralised place for local events to be shared.	
E2.1.3	Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene	Support arts and culture organisations to continue to provide artistic entertainment and programs across the region	Corporate and Community	Progressing	With the appointment of our new Arts, Culture and Heritage Officer in February 2023, we are beginning to see more activity in this space. This will continue across the term of the delivery program.	
E2.2.1	Providing public access to facilities that enhance our learning, social and culture fulfilment	Maintain an educational, inspirational, and accessible public library network across the region, including improved outreach services	Corporate and Community	Progressing	We continue to deliver high quality services to the community, and community outreach has continued. The most recent event attended by the Library team was Culture Fest. At this event we showcased some of our technology and new science kits.	
E2.2.2	Providing public access to facilities that enhance our learning, social and culture fulfilment	Deliver actions from the Library Strategic Plan to enhance the library experience, services, and community contribution	Corporate and Community	Progressing	We continue to deliver on the actions in our Library Strategic Plan. The latest achievement has been the delivery of a new circulation desk in Armidale and a greater variety of break out spaces throughout the library.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E2.3.1	Celebrate our local Aboriginal history and traditions, and support cultural understanding and development	Adopt and deliver a Reconciliation Action Plan to actively promote and encourage reconciliation across the region and address the Closing the Gap priorities	Corporate and Community	Future Year Initiative		
E2.3.2	Celebrate our local Aboriginal history and traditions, and support cultural understanding and development	Actively engage with the local Aboriginal Community to assist in the development of Aboriginal resources and collections at our Libraries that showcase the unique story of our area	Corporate and Community	Future Year Initiative		
E2.4.1	Celebrate our rich regional history and heritage	Provide and support museum experiences including exhibitions and events across the region and maintain relevant and engaging collections	Corporate and Community	Progressing	A lot has been done to review and refine our museum collection to ensure it is relevant to our region. Our latest exhibition 'Wedding Belles' has showcased some of our bridal wear.	
E2.4.2	Celebrate our rich regional history and heritage	Investigate opportunities to digitise the ARC museum collections to facilitate preservation and online access	Corporate and Community	Future Year Initiative		
E2.4.3	Celebrate our rich regional history and heritage	Promote the tourism value and opportunities of our local history, heritage, and collections	Corporate and Community	Progressing	Work has just commenced in this area, with the recruitment of a new Arts, Culture and Heritage Officer. They have started to work closely with the Visitor Information Centre and identified some areas of improvement in this space.	
E2.4.4	Celebrate our rich regional history and heritage	Support community organisations to promote and preserve heritage and history collections	Corporate and Community	Progressing	With the recruitment of our new Arts, Culture and Heritage Officer, connections with local community organisations are currently being developed.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E2.4.5	Celebrate our rich regional history and heritage	Continue to operate and expand our local heritage tours and investigate future partnerships	Corporate and Community	Progressing	We have begun surveying our tour passengers in order to develop the tour and better meet the expectations of our visitors. Our Arts, Culture and Heritage Officer is also working with the Visitor Information Centre to develop a high quality tour experience.	
E2.5.1	Creating an inclusive and cohesive community that celebrates differences and similarities	Encourage, promote, or deliver community events that bring people together and celebrate our community	Corporate and Community	Progressing	Various community events planned and undertaken - Youth Week, International Day for People with Disability, NAIDOC Week, Seniors Week, Volunteer Week, Autumn Fest	
E2.5.2	Creating an inclusive and cohesive community that celebrates differences and similarities	Access and promote opportunities that enhance community cohesiveness and inclusion	Corporate and Community	Progressing	Inclusion in various interagency networks, working groups, community meetings and events continues to provide Council with the opportunity to support and grow community cohesiveness. Community initiatives council has undertaken include - Volunteer Awards, NAIDOC Week Elders Ball, Guyra Seniors High Tea and Ball, Armidale Autumn Fest, as well as Youth Week events.	
E2.5.3	Creating an inclusive and cohesive community that celebrates differences and similarities	Provide fit-for-purpose shared spaces for community groups that support diversity, shared interests, and community spirit	Planning and Activation	Progressing	Ongoing commitment to deliver as required.	
E2.6.1	Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life	Operate the Volunteer Rural Referral Service within the ARC local government area	Corporate and Community	Progressing	The Volunteer Referral Service (VRS) remains a funded service during this financial year and until the contract renewal process commences again in 2025. The Coordinator of the VRS has noted a reduction of people seeking out volunteer roles. This is being monitored and will be reviewed in June for possible changes and considerations.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
E2.6.2	Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life	Provide volunteer service opportunities and positions within Council	Corporate and Community	Progressing	Funding for the Volunteer Referral Service remains secure within this financial year. Options for the expansion of this portfolio to include the coordination of Council volunteers is under current consideration	
E2.6.3	Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life	Advocate on behalf of, and provide support for, volunteer-led initiatives	Corporate and Community	Progressing	Annual Volunteer Award nominations have been launched with a successful morning tea event attended by the Mayor and other community representatives. The awards are due to be presented on the 17 of May with a public celebration event. Funding from Department of Communities and Justice (DCJ) for the Volunteer Referral Service remains secure until contract completion in 2025.	
STRONG REGION						
S1.1.1	Help the community to be informed and have input into decisions about its region and future	Implement the Community Engagement Strategy, including its supporting framework and processes	General Manager's Office	Progressing	Engagement platform 'Your Say' is being reviewed for usability, cost efficiency and integration. The Community Engagement Strategy is in place and being delivered through various community engagement projects currently underway.	
S1.1.2	Help the community to be informed and have input into decisions about its region and future	Deliver an effective Communications Strategy to inform the community of Council activities	General Manager's Office	Progressing	Council's Communications Strategy is currently being reviewed and will be completed end of FY 2022-2023. This updated strategy will then be rolled out through the organisation. Existing communication activities such as Council's eNewsletter, Rate Notice Newsletters, social media, website articles and media publications continue to be delivered to ensure that the community is aware of Council activities and news.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
S1.1.3	Help the community to be informed and have input into decisions about its region and future	Review and implement a customer experience strategy to improve community and council interactions	Corporate and Community	Progressing	Community consultation is currently being planned to inform the development of the Customer Experience Strategy.	
S1.1.4	Help the community to be informed and have input into decisions about its region and future	improve customer experience for residents and ratepayers through enhancements to technology systems including enquiries, applications, bookings, compliments, and complaints	Corporate and Community	Progressing	All customer processes are being reviewed with a view to making them more efficient and creating a better customer experience. This does require the alignment of many areas of Council, so progress is slow to ensure a new process meets the requirements of all areas.	
S1.2.1	Create partnerships between our community, levels of government and businesses that contribute to our growth and development	Establish Council Key Pillar Working Groups to deliver initiatives that achieve the Community Plan Goals and Strategies	General Manager's Office	Progressing	Six Key Pillar Working Groups (KPWG) continued to meet up until the end 2022. With the start of the new year, only three KPWG's have met. Minutes from the various groups are reported to Council on a quarterly basis.	
S1.2.2	Create partnerships between our community, levels of government and businesses that contribute to our growth and development	Work across the region's neighbouring LGAs with the New England Joint Organisation to advocate for broader regional priorities	General Manager's Office	Complete	NEJO has been disbanded.	
S1.2.3	Create partnerships between our community, levels of government and businesses that contribute to our growth and development	Foster constructive relationships with State and Federal representatives and agencies to ensure our voices, challenges and opportunities are heard	General Manager's Office	On hold	Workshops are ongoing with Councillors to assist in preparing an Advocacy Strategy. Next workshop is being held 5 April 2023.	
S1.2.4	Create partnerships between our community, levels of government and businesses that contribute to our growth and development	Partner with the UNE, as our major educational institution, to enhance regional opportunities	General Manager's Office	Progressing	In addition to the September 2022 meeting, UNE & ARC Working Group comprising UNE Executive Team and ARC ELT, Mayor and Deputy Mayor met in February 2023 at Council for a collaboration meeting. No action underway from Strong KPWG.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
S1.3.1	Empower the community and our leaders to make positive change and to unify the region	Provide administration and professional support to Councillors to assist them to undertake their duties	General Manager's Office	Progressing	Councillor support is ongoing	
S1.3.2	Empower the community and our leaders to make positive change and to unify the region	Ensure community accessibility of information pertaining to Council Meetings	General Manager's Office	Progressing	Community can access Council Meetings via webcast and in person. All papers are available on Council's website.	
S1.3.3	Empower the community and our leaders to make positive change and to unify the region	Promote and facilitate 'Have Your Say' opportunities on Council Meeting Agenda items	General Manager's Office	Progressing	Have You Say is available prior to Council Meetings and can be booked online.	
S2.1.1	Provide a strong, transparent, sustainable, and responsive governance for our region	Satisfy the Office of Local Government Compliance and Reporting Requirements	Corporate and Community	Progressing	Council adheres to the Office of Local Government compliance calendar reporting requirements.	
S2.1.2	Provide a strong, transparent, sustainable, and responsive governance for our region	Deliver quality governance frameworks and reforms in line with remaining Performance Improvement Order and Governance Review actions	Corporate and Community	Progressing	Majority of recommendations closed off however some more complex items may need to be extended into 23/24 due to the volume of organisational change occurring currently	
S2.1.3	Provide a strong, transparent, sustainable, and responsive governance for our region	Implement robust Audit and Risk and Improvement processes and frameworks and undertake the requirements of the Internal Audit and Risk Management Framework for Local Councils	Corporate and Community	Progressing	A program of Audit actions is being delivered. All Audit, Risk and Improvement Committee minutes are presented at Council Meetings.	
S2.1.4	Provide a strong, transparent, sustainable, and responsive governance for our region	Implement a robust Risk Management Framework for Council including operational, strategic and climate change risk	Corporate and Community	Progressing	Risk Management software solution on hold pending decision on project management software. Therefore utilising manual system in Excel with limited functionality.	
S2.1.5	Provide a strong, transparent, sustainable, and responsive governance for our region	Deliver actions and outcomes as defined in the Workforce Management Plan	General Manager's Office	Progressing	We are tracking well on the delivery of the Workforce Management Plan	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
S2.1.6	Provide a strong, transparent, sustainable, and responsive governance for our region	Foster a culture of safety and wellbeing for our workforce	General Manager's Office	Progressing	Our safety culture is improving well	
S2.1.7	Provide a strong, transparent, sustainable, and responsive governance for our region	Implement strategies to support the development of an inspiring organisational culture that motivates, sustains and rewards growth	General Manager's Office	Progressing	In line with the recent Pulse survey, our culture continues to develop positively	
S2.2.1	Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	Implement the Integrated Planning and Reporting Framework in compliance with legislation	Corporate and Community	Progressing	All reporting requirements met. The Annual Report was completed in November 2022 and the Office of Local Government was notified of its completion.	
S2.2.2	Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	Implement an effective Project Management Framework across the organisation	Assets and Services	On hold	Awaiting finalisation of Project Management software and resources to fill the Manager Design and Delivery Position Permanently. Where delays to filling this position are encountered the project will be reassessed.	
S2.2.3	Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	Seek funding opportunities where they achieve the Community Plan Goals and Strategies or agreed priorities	Planning and Activation	Progressing	Team are forming up funding applications for the Growing Regions Grant Fund for future potential residential land projects, Local Roads and Community Infrastructure Program (LRCl) funding for community projects	
S2.2.4	Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	Deliver a program of Service Planning and Review to ensure services are delivered efficiently and to service levels	Corporate and Community	Progressing	Whole of organisation Service Planning program is underway. The majority of the program will be completed in Q4 22/23.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
S2.2.5	Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	Ensure the Asset Management Framework is current and in line with Council's future growth and development	Assets and Services	Progressing	Asset Plans, Maturity Audit, and Asset Management Strategic Plan are complete and have been adopted by Council in January 2023. The plan is to have the framework fully functioning by 2025.	
S2.3.1	Manage public resources responsibly and efficiently for the benefit of the community	Provide high quality, targeted and sustainable services to the community that remain affordable	Corporate and Community	Progressing	This area is being considered as part of the process improvements.	
S2.3.2	Manage public resources responsibly and efficiently for the benefit of the community	Maintain financial sustainability by meeting Performance Ratios and Fit For the Future Benchmarks, while ensuring sustainable cash reserves to support service levels and assets	Finance	Progressing	The SRV application has been lodged. Success or otherwise of the SRV application will determine Councils future strategy and sustainability.	
S2.3.3	Manage public resources responsibly and efficiently for the benefit of the community	Deliver a Financial Improvement Program that determines the future efficiencies and revenue sources required to fund current and future service levels	Finance	Progressing	The SRV application has been lodged. Success or otherwise of the SRV application will determine Councils future strategy and sustainability. Any improvement plan will need to be developed in line with revenue available.	
S2.3.4	Manage public resources responsibly and efficiently for the benefit of the community	Explore the need with the community to secure additional funding through changes to the rating system to provide the quality of services and facilities expected by our community. Options will include special rate variations and rating category restructures	Finance	Progressing	The SRV application has been lodged and ARC is currently awaiting a response.	
S2.3.5	Manage public resources responsibly and efficiently for the benefit of the community	Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden	Assets and Services	Progressing	Internal asset management capability is continuing to grow. Internal relationships are continuing to improve and recruitment for all key roles in Asset Services are underway.	

Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
S2.3.6	Manage public resources responsibly and efficiently for the benefit of the community	Maintain a property portfolio relevant to the services of Council and future growth	Planning and Activation	Progressing	A staff vacancy due to internal promotion has seen this project stall slightly with significant work needed to convert community classified lands to operational	
S2.3.7	Manage public resources responsibly and efficiently for the benefit of the community	Maintain an appropriate Insurance Portfolio in relation to Council's assets and operations	Corporate and Community	Progressing	23/24 Insurance Renewals are underway. Majority to work to be completed in Q3 and Q4 22/23.	
S2.3.8	Manage public resources responsibly and efficiently for the benefit of the community	Investigate and develop Council business opportunities	Assets and Services	Progressing	Prudent budget management in place.	
S2.4.1	Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies	Develop and commence implementation of an information technology long-term strategy including ICT governance	Corporate and Community	Progressing	Meeting with Information Communication Technology (ICT) Committee Members scheduled for end of May 2023. Will set a vision for the IT Strategy and identify current state v's future state hardware and software requirements.	

S2.4.2	Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies	Improve user experience, including capability and capacity, of internal enterprise systems	Darren Schaefer	Progressing	<p>There has been a lot of progress on this via the overarching governance of the ICT Steering Committee. These are:</p> <ol style="list-style-type: none"> 1. Staff Survey - this has been initiated by the ICT Steering Committee and completed with over 130 responses to questions surrounding work productivity, software, hardware, pain points and level of service from the IT Team generally. Results are being compiled with the view to understand where ARC should concentrate its investment. 2. MS365 Transition - Pilot in progress with Kempsey Road Team with enterprise transition slated for end of May 2023. This will, among other things, enable better internal comms and allowing operation on latest versions of Microsoft applications. 3. Chronicle - Cemetery software to assist in the digitisation, recording, record keeping, booking and maintaining of internments. 4. TechOne HR Module - Improve payroll, organisation structure improvements (consolidating on-boarding and e-recruitment) 5. TechOne Supply Chain Management (Procurement) - moving to latest version improving reporting, viability, process and procedure automation. 6. Reflect - improve work scheduling and asset maintenance application for greater efficiency, record keeping and reporting. 7. Crowd Strike - Improve resilience and vulnerability to cyber attacks 8. Mimecast - improved and secure email routing and provision of cyber security training modules. 9. TechOne SaaS - Transition to Cloud will commence in May and take approximately 6 months. Relieve on-premises maintenance and support and realise latest version of
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Council Initiative Code	Strategy (Community Plan)	Council Initiative (Delivery Program)	Responsible Depart.	Status	Comments	Indicator
					TechOne modules to improve ability to provide timely updates.	
S2.4.3	Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies	Provide access to Council Meetings in compliance with legislation and with online accessibility	Mel Hoult	Progressing	This is ongoing as part of business as usual.	

Operational Plan 2022-2023 – Data

Assets & Services

Assets Management

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.2.3	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	Operations	Lilian Colmanetti	Progressing	75%	Grants that are in line with Council's strategic plans are being applied for.	
S2.2.5	Deliver the Asset Management Framework in line with Council's policies and plans and community expectations	Operations	Lilian Colmanetti	Progressing	60%	Asset Management Plans and the Asset Management Strategy have been developed/reviewed and adopted by Council in the January Extraordinary Council meeting. The Asset Management Policy will be reviewed in the next financial year.	
S2.3.5	Conduct and implement asset condition assessments and data improvement for more efficient financial management and improved understanding of asset performance	Projects and programs	Lilian Colmanetti	Progressing	75%	Condition assessments of our unsealed road network are underway. Condition assessments of our sealed road network and timber bridges are complete.	
S2.3.5	Conduct a valuation of water and sewerage infrastructure assets in accordance with Australian Accounting Standards and external audit timeframes (every 5 years)	Projects and programs	Lilian Colmanetti	Progressing	50%	The finance team have engaged a consultant to help run this process.	
S2.3.5	Conduct a valuation of land and buildings in accordance with Australian Accounting Standards and external audit timeframes (every 5 years)	Projects and programs	Lilian Colmanetti	Progressing	50%	The finance team have engaged a consultant to help run this process.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.3.5	Complete an Asset Management system investigation and potential implementation (pending integration options with other Council areas) including software, training, consultants and tools	Projects and programs	Lilian Colmanetti	Progressing	50%	The assets team is working with the finance team to work on solutions for an Asset Management system which includes an one source of truth system for asset registers.	

Investigation and Design

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.2	Design program to achieve 12 months ahead project ready across a three year period FY21/22 - 23/24	Projects and programs	Mark Wilson	Not progressing	30%	Engagement of external resources, limited external capacity available. Demand for design staff to back fill vacant roles impacting delivery.	
F1.2.1	Gasworks Remediation of offsite areas designated by EPA - plan all three areas, complete one area per year over three year period	Projects and programs	Mark Wilson	Not progressing	25%	Progress made to bring project back on track. Moving to tender phase to engage contractor to undertake works. Planning issues may delay works to 23/24.	
S2.2.2	Provide internal investigations and design services to support capital works and maintenance activity	Operations	Mark Wilson	Progressing	70%	Meeting requirements, some slippage in program due to allocation of design staff resource to backfill other roles.	
S2.2.3	Complete a design program for General, Water and Sewerage Funds in preparation for works commencement or funding opportunities	Projects and programs	Mark Wilson	Not progressing	45%	Staff vacancies have required diversion of staff resource, hampering internal delivery. External resources have been engaged to assist, however there is high demand on private resources as well. High impact on achieving shovel ready projects for 23/24	

Major Projects Management

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.2	Secure additional funding and complete the replacement of timber bridges - Bakers, Boorolong, and Lambs bridges through the Bridge Renewal Program	Projects and programs	Samuel Jacobson	Completed	100%	Boorolong Creek Bridge has secured additional funding via a variation request under fixing Country Bridges Round 1.	
C1.1.2	Rehabilitate 860m from Translator Road South on Kelly's Plain Road (LRCl phase 3)	Projects and programs	Mark Wilson	Deferred	35%	Project deferred to facilitate rehabilitation of Brockley Road. Dramatic deterioration of road due to prolonged wet deemed higher priority.	
C1.1.4	Undertake widening and geotechnical improvements to '4 corners' through the Kempsey Road Bill Hill Project (total project cost: \$4,671,083)	Projects and programs	Alex Manners	Progressing	15%	Multiyear project. Works being completed as part of Main Recovery Works under a single contract. Tender to engage Principal Contractor for Kempsey Armidale Road Main Recovery Works Collaborative ECI Design and Construct Contract has been awarded.	
C1.1.4	Upgrade of 1.85km section of road including pavement improvements and seal on Kempsey Rd - Location 3 Flying Fox Cutting	Projects and programs	Alex Manners	Progressing	15%	Works being completed as part of Main Recovery Works under a single contract. Tender to engage Principal Contractor for Kempsey Armidale Road Main Recovery Works Collaborative ECI Design and Construct Contract have closed. Tenders have been assessed and awarded. After contract award there is a 4-month design period before construction works are forecast commence mid 2023.	
C1.1.4	Upgrade of 2km section of road including pavement improvements and seal	Projects and programs	Alex Manners	Progressing	15%	Works being completed as part of Main Recovery Works under a single contract. Tender to engage Principal Contractor for Kempsey Armidale Road Main Recovery Works Collaborative ECI Design and Construct Contract have closed. Tenders have been assessed and awarded. After contract award there is a 4-month design period before construction works are forecast commence mid 2023.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.4	Rehabilitate 47km of road on Kempsey Road through the Kempsey Road Main Recovery Project on Kempsey Rd - Location 1 Blackbird Flat	Projects and programs	Alex Manners	Progressing	15%	Works being completed as part of Main Recovery Works under a single contract. Tender to engage Principal Contractor for Kempsey Armidale Road Main Recovery Works Collaborative ECI Design and Construct Contract have closed. Tenders have been assessed and awarded. After the contract award there is a 4-month design period before construction works are forecast to commence mid-2023. Emergency slip works transferred into critical works and contract nearing completion.	
S2.2.2	Deliver a program of community progress updates and completion updates for major Council projects	Projects and programs	Simon Porter	Not progressing	80%	Current communications plans and updates occurring for projects including: - Moredun Rd Reconstruction - 3 x Bridge Replacement Program (Bakers, Boorolong and Laura) - Lynches Rd Netball Court Upgrades	
S2.2.2	Implement effective Project Management across the organisation	Operations	Simon Porter	Progressing	60%	Project Framework under development. Software system under review to determine best tool to integrate with Council's system and provide best usability, functionality and integration with financial systems.	
S2.2.4	Seek additional grant funding to complete Guyra Main Street Upgrades for remaining unfunded works: underground services upgrades and footpath renewal	Projects and programs	Simon Porter	Not progressing	0%	Nil progress. Progress relies upon appointment of staff to key vacant positions.	
S2.2.4	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	Operations	Lilian Colmanetti	Progressing	75%	Grants that are in line with Council's strategic plans are being applied for.	

Parks and Recreation

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L1.1.1	Construction of concrete plaque beams within the lawn cemetery section	Projects and programs	William Hyde	Progressing	25%	Quotes obtained for Guyra Cemetery Beams. Project on track to be completed by the end of next quarter.	
L1.1.1	Erection of Naming signs to ensure Council compliance with legislation	Projects and programs	William Hyde	Progressing	80%	Ongoing. Signs have been assessed. Currently on track to have these installed before the end of financial year.	
L1.2.1	Deliver Stage 1 of the Creeklands Masterplan through Public Spaces Legacy Program funding including removal of woody weeds, revegetation, new park facilities toilet, BBQ, picnic tables, cycleway extension and shade for skate park	Projects and programs	Thomas Bower	Progressing	70%	Whilst Armidale Regional Council is still meeting the milestone objectives of the grant and timelines, there has been a delay due to further heritage and Aboriginal cultural heritage review for the North Hill area. An extension of time request has been completed and accepted for the end of the calendar year.	
L1.2.3	New Xmas tree in the mall funded through LRCI funding	Projects and programs	Thomas Bower	Progressing	20%	Whilst the Local Roads and Community Infrastructure (LRCI) funding application was not successful, the costing and appropriate size of the Christmas Tree is now being assessed by Engagement and External Relations and Parks and Facilities Departments.	
L1.2.3	Provide city maintenance and services in accordance with service levels including: · Mall and CBD maintenance of furniture, trees, mall paving, mall lighting and waste · Road closures for mall markets and Farmers Markets · Maintenance of all urban public toilets · Urban street sweeping · Roundabout and car park vegetation maintenance	Operations	William Hyde	Progressing	90%	Ongoing. LRCI Mall vibrancy grant has been completed and the next enhancement to move into this area is the installation of Smart Bins. These bins can carry 6 times the amount of rubbish and contact the Parks team when they are nearing capacity, thus improving efficiencies.	
L1.2.4	Provide grounds and building maintenance, along with interments, at all village and urban cemeteries	Operations	William Hyde	Progressing	65%	Ongoing. Assessment of cemeteries to be completed to future plan the regions cemeteries and provide estimates on costings and land spacings for the next 5-10 years.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L1.2.4	Conduct the Urban Forest Tree Management Program including tree inspection and maintenance, and urban planting program	Operations	Thomas Bower	Progressing	60%	This is an ongoing process, with focuses on increasing high priority tree assessments being at the forefront of reducing risk for Council and the community. Annual tree planting programs are also on going in the appropriate seasons.	
L1.2.4	Maintain parks and reserves, in accordance with the current adopted service level plan including: <ul style="list-style-type: none"> · Mowing urban and village parks, walkways and walking tracks · Mowing urban roads · Maintaining all park buildings, toilets and park furniture, fences, public memorials · Removing waste 	Operations	William Hyde	Progressing	85%	Ongoing. Focus will turn to service levels review ahead of a potential SRV	
L1.2.4	Provide parks and recreation administration and support including: <ul style="list-style-type: none"> · Urban/village park and playground operations · Cemeteries operations · Sports fields operations and leases · Grazing licences · Community group activities such as Urban Rivercare and Bushcare · Parks and sportsfields security 	Operations	William Hyde	Progressing	90%	Ongoing. Fees and charges review has been completed for the 23/24 financial year, with a costings review in each department and an updated cost benefit analysis to justify service and service costs.	
L1.4.1	Assist sporting groups to develop Sporting Group Strategic Plans	Projects and programs	Amy Biggs	Progressing	25%	Council staff have engaged the Sports Council to consider ways in which local sporting clubs can be encouraged to complete strategic plans. Council staff have also been liaising with NSW Office of Sport regarding templates and sample plans that may be distributed to local sporting clubs to assist in the development of their strategic documents. At this stage, Council plan to roll out the 'Game Plan' digital club health check provided by Sports Australia in an attempt to gain strategic information from local clubs that will help formulate the Sport and Recreation Strategic Plan.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L1.4.1	Undertake the Sports Council Administration program including: · Administering the Sports Council Committee and Sports Development Program · Administering the Small Grants Program (\$10,000) · Managing Sports Council capital projects and liaison with local clubs	Operations	Amy Biggs	Progressing	85%	The Sports Council continue to meet every 2 months to discuss local sporting issues and projects, Sports Council Small Grant applications and recipients, and to make recommendations on expenditure of capital funding on local sports infrastructure projects inline with the Sports Council Priority List.	
L1.4.1	Maintain public sportsfields including mowing and infrastructure maintenance (clubhouses, fences, field lighting, irrigation) as defined by service levels	Operations	William Hyde	Progressing	90%	Ongoing with season review and service level analysis to be completed ahead of a potential SRV	
L1.5.1	Replacement of deteriorated playground equipment, paved or softfall surfaces and ancillary facilities	Projects and programs	William Hyde	Progressing	80%	On going assessments and replacement of playground materials and play equipment completed as necessary. Parks team to complete a playground assessment course in the next quarter to assist with this process.	
L1.5.2	Receive and present the YMCA report on aquatic facilities to Council and commit to an operational model for continuing years of the Delivery Program	Projects and programs	Thomas Bower	Progressing	55%	This action item has been delayed due to a change in the internal organisational structure of YMCA and also the manager assisting this process. Armidale Regional Council has received a report on the development of the infrastructure upgrades advised by YMCA but is yet to receive a final operational model to present to Councillors and Council for consideration.	
L1.5.2	Complete Guyra Aquatic Centre upgrades including amenities block internal upgrade and replacement of fibreglass slide and play equipment	Projects and programs	Thomas Bower	On hold	20%	Rolled over for the next financial year. Compliancy has been met with repairs to the fibreglass slide. Amenities are also in service and meet standards.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L1.5.3	Installation of recreational fishing jetty in compliment to the Dumaresq Dam Recreational Area Upgrade project	Projects and programs	Thomas Bower	Progressing	40%	Additional funding is required due to cost escalations of the item materials and labour to install. Project Manager from Public Works Authority for the Dumaresq Dam Reserve Redevelopment is confident that underspend of the \$3.89m works can be utilised to top up any financial shortfalls for the jetty. The Grant Provider (BLER via Regional NSW) has also discussed ways in which this funding shortfall can be mitigated. Anticipation is that this will proceed as originally scoped. Contingencies are in place, should it not be able to go ahead, which will mean a rescope of the jetty to a pontoon.	

Plant, Fleet and Facilities

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L1.1.1	Capital building replacement as per the Buildings Renewal Program identified in the SPM Assessment (funded through SRV)	Projects and programs	Thomas Bower	Progressing	60%	Ongoing updates to buildings in line with strategic priorities. Examples include: installation of air conditioning in Kolora Aged care facility, installation of new flooring in Kent House, quotes requested for new driveway at Grafton Road Depot, quotes request for new footpath entrance to Guyra CAB, internal works being completed to Guyra Home Support Services building and external works to the Guyra Neighborhood Centre Building.	
L1.1.1	Engineering investigation of structural roof design for the Guyra Library	Projects and programs	Thomas Bower	Progressing	20%	Progressing but requires attention. Design finalisation needs to be completed so construction can proceed.	
L1.1.1	Provide facility management, function management, certification, security, lease management and maintenance for council building assets	Operations	Thomas Bower	Progressing	45%	Ongoing assessments of all assets are routinely undertaken against compliance criteria. Further work to improve our assets in line with building codes to be a focus in the calendar year.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.3.5	Replace or dispose of Council plant, fleet and equipment cost-effectively and in line with Council resourcing requirements	Projects and programs	Brett Carlon	Progressing	75%	Progressing	
S2.3.5	Operate a Plant and Fleet Program that ensures the most efficient and cost effective use, maintenance and replacement	Operations	Brett Carlon	Progressing	80%	Ongoing	

Sewerage Operations

Measures

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.3.4	Assess Public Works Advisory recommendations to upgrade the Armidale Sewerage Treatment Plant, including concept and detailed design, and environmental impact	Projects and programs	Mark Byrne	Progressing	20%	PWA engaged to commence with upgrade works to the Armidale Sewerage Treatment Plant, including concept and detailed design, and environmental impact assessment.	
F2.3.4	Renew one of several centre pivots for the Sewerage Farm to upgrade, automate and streamline operations	Projects and programs	Shaun Brennan	Completed	100%	Pivot has been installed, commissioned, awaiting the final invoice for payment.	
F2.5.4	Investigate options and funding for the replacement of the Armidale Sewerage Treatment Plant	Projects and programs	Mark Byrne	Progressing	75%	Start-up meeting held with Public Works Advisory and 1st milestone payment received from Safe and Secure Water Program (SSWP).	
F2.5.5	Complete an Inflow and Infiltration Study in Armidale Catchments to identify stormwater ingress into the Sewerage Network	Projects and programs	Glen Wallace	On hold	5%	Unable to out source a contractor as they are clearing their backlog from COVID, best case scenario is late 2023 to early 2024.	
F2.5.5	Complete a Sewerage Asset Revaluation of all infrastructure related to the collection, transport and pumping of sewage	Projects and programs	Shaun Brennan	Progressing	75%	Asset revaluation has been completed and data returned for revision and comment.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.5.5	Upgrade the sewerage network mains relining in Armidale and Guyra sections selected from CCTV condition assessment	Projects and programs	Glen Wallace	Progressing	40%	Tender documents have been completed, awaiting approval so documents can be finalised and report to Council meeting. Works looks to be started within this financial year but may run into next for completion. Year 2 list, of a three year contract, is currently being compiled and may be a continuation on from year 1.	
F2.5.5	Complete improvements to Sewerage Treatment Plant Access Road including safety upgrades and bitumen seal	Projects and programs	Shaun Brennan	Not progressing	10%	Need to engage design section to either survey & design or out-source the work to get this project started.	
F2.5.5	Complete a CCTV condition assessment of selected sewerage lines to determine the focus of maintenance and replacement programs	Projects and programs	Glen Wallace	On hold	0%	Currently on hold as this project will not be undertaken in this financial year. Funds may be re-allocated to other internal projects.	
F2.5.5	<ul style="list-style-type: none"> • Grease trap scanning and mapping system to service traps • Service septic • Monitor trap trade waste 	Operations	Fredrick Mickerts	Progressing	75%	The Grease trap scanning and mapping system continues to provide good results however sometimes the transporters do not scan the plate on the device which can provide an inaccurate record of clearout - measures are being taken to limit this. Septic servicing is continuing throughout the LGA with quarterly reports coming into the system from modern on-site wastewater management systems (OSWMS's) consistently as required. Trade waste discharges to the sewer treatment plant is monitored closely with the provision of volume discharged provided by the transporters monthly and invoices sent according to those figures of volumes discharged	
F2.5.5	Manage sewerage operations including reporting, licences, strategic planning and administration	Operations	Mark Byrne	Progressing	75%	Reporting and licences are up-to-date.	
F2.5.5	Manage and maintain the sewerage network and pumping stations to industry standards and established service levels	Operations	Glen Wallace	Progressing	75%	These works are mainly reactive works and Council staff are maintaining the sewer system, assessment for a minor upgrade to the Seaton St sewer pump station is being considered for the 2023/24 budget. Failure data used to compile re-lining program.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.5.5	Provide new sewerage connections services	Operations	Fredrick Mickerts	Progressing	75%	Services installed as required There have been approx. 80 new connections to council's sewer network from 1/01/22 to 31/12/22	
F2.5.5	Manage and maintain the Sewage Treatment Plant to enable high quality processing standards	Operations	Shaun Brennan	Progressing	75%	All EPA guidelines are been met and treatment process is operating as it should	

Transport Infrastructure

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.2	Periodic preventative maintenance works on Council's timber and concrete bridge structures including Tanners Road bridge	Projects and programs	Mark Wilson	Not progressing	50%	Routine inspections ongoing. Additional Level 3 assessments to be sort by external resource to ensure structural integrity of identified bridges considered high risk. Tanners road replaced deferred to 23/24, temporary bridge to remain in place.	
C1.1.2	Construction of new kerb and gutter to augment the stormwater drainage system to protect property and Council's road assets	Projects and programs	Mark Wilson	Not progressing	60%	Council crew formed to deliver major kerb and gutter reconstructions internally. Re prioritisation of projects lists undertaken to constraint on rectifying existign defects rather than construction of new assets.	
C1.1.2	Replacement or renewal of deteriorated pipe and box culverts in both the urban and rural settings	Projects and programs	Mark Wilson	Progressing	70%	Maintenance activity being prioritised for action to allow reallocation of some funding to road repair.	
C1.1.2	Repair or replacement of deteriorated sections of the urban cycleway network to maintain and promote active transport usage in the community	Projects and programs	Mark Wilson	Completed	100%	Repairs completed to identified sections.	
C1.1.2	Pavement rehabilitation of failed or severely deteriorated sections of the urban and rural sealed road network	Projects and programs	Mark Wilson	Not progressing	30%	Higher than expected reactive work impacting ability to deliver identified programs of works. Risk to budget and other programs. External grants to be used to offset internal funding.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.2	Deliver the pathways and footpath renewal and construction program including replacement of deteriorated section of footpath or where tree roots have led to excessive section lift and subsequent tripping hazard	Projects and programs	Mark Wilson	Progressing	10%	Procurement for external contract resource failed. High demand on contractors impacting availability. Procurement processes repeated, wider search for contractors with no local submissions.	
C1.1.2	Conduct a stormwater pipe relining renewal program to repair cracked or broken pipes from the inside	Projects and programs	Mark Wilson	Deferred	100%	Program postponed due to need to reallocate funding resource to road repair.	
C1.1.2	Installation of GPTs at stormwater network discharge points to capture pollutants before they enter our waterways, for example plastic bags, plastic bottles and takeaway food containers	Projects and programs	Mark Wilson	Progressing	40%	Procurement of device progressing. Planning installation external contractor.	
C1.1.2	Deliver a program of works that address road safety issues on road network which do not qualify for State or Commonwealth funding assistance such as rural intersection lighting, guardrail installation, delineation and signage	Projects and programs	Mark Wilson	Progressing	95%	Major works complete, maintenance works only to end of financial year.	
C1.1.2	Deliver a program of works to upgrade unsealed roads to a sealed formation	Projects and programs	Mark Wilson	Deferred	10%	Projects postponed. Identified project at Hillgrove requires greater work than funding will cover. Budget in poor shape will likely need to divert funds to road maintenance.	
C1.1.2	Deliver works under the REPAIR Program including larger rehabilitation and development works on Regional Roads to minimise the long-term maintenance costs of these roads in line with their function and usage	Projects and programs	Mark Wilson	Progressing	20%	Delivery of program of works behind due to high demand on council resources on the road network. External resource sort through tender process.	
C1.1.2	Deliver the urban reseals renewal program including bitumen resealing of urban streets as well as asphalt resurfacing of fatigued asphalt road surfacings	Projects and programs	Mark Wilson	Progressing	75%	Bulk of program complete. Engaged contractor cancelled due to failure to meet delivery program. Alternate resource being sort.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.2	Deliver the rural reseals renewal program including bitumen resealing of rural roads and additional heavy patching of pavement defects on previous works	Projects and programs	Mark Wilson	Progressing	40%	Program not complete. Contractor failed to meet commitments. Alternate contractor resource being sought.	
C1.1.2	Replacement of existing kerb and gutter to restore functionality of the stormwater drainage system to protect property and councils road assets	Projects and programs	Mark Wilson	Progressing	50%	ARC crew formed to address works. Contractor resource unavailable.	
C1.1.2	Application of fresh layer of gravel to unsealed roads to renew the useful life of the asset and to enhance ride quality, structural capacity and future maintainability	Projects and programs	Mark Wilson	Progressing	90%	Bulk of program complete, last road sections required to be down in school holiday period due to need to transport material from Youmans Pity through Black Mountain.	
C1.1.2	Conduct stormwater drainage renewal program/ improvements to enhance the performance of the urban stormwater drainage network by increasing capacity	Projects and programs	Mark Wilson	Progressing	50%	Routine repairs completed as identified.	
C1.1.2	Deliver the Causeway Renewal Program including renewal or upgrade of concrete causeways to restore and improve functionality and to reduce maintenance burden	Projects and programs	Mark Wilson	Progressing	20%	Assessment of potential for removal of causeways completed. Planning for construction in progress. Risk to budget allocation due to road condition and expenditure in that area. May need to roll over into 23/24 due to resource constraint to deliver	
C1.1.2	Apply for grants for \$700,000 for lighting of Council's bike paths and connected and enhanced public spaces	Projects and programs	Mark Wilson	Not progressing	70%	No successful opportunities realised to date.	
C1.1.2	Deliver a program of works for rural sealed roads repairs and unplanned maintenance in accordance with the Transport Infrastructure Service Plan	Operations	Mark Wilson	Progressing	50%	Reseal program target for completion end of March. contracts in place to complete works. Significant rain events having high impact on road network, substantial increases in heavy path work required, risk to budget over run.	
C1.1.2	Deliver a program of works for rural unsealed roads maintenance in accordance with the Transport Infrastructure Service Plan	Operations	Mark Wilson	Progressing	50%	Grading programs commenced. Significant impact from rainfall events, expenditure in advance of typical year, requires monitoring.	
C1.1.2	Deliver a program of works for rural and urban bridge repairs and maintenance	Operations	Mark Wilson	Progressing	50%	External Level 3 inspections still progressing. Internal Level 1 inspection ongoing with routine inspections. Generated work list for action.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.3	Deliver a Roadside Vegetation Management Program including the removal of noxious weeds and vegetation which poses risk of damage to private property and motorists. Program will enhance conservation value of all rural roadsides and enrich biodiversity	Projects and programs	Mark Wilson	Progressing	70%	Weeds Authority contract works complete	
F2.6.3	Provide infrastructure, maintenance and/or administrative support to the Rural Fire Service, Guyra State Emergency Service and the Armidale Fire Brigade	Operations	Mark Wilson	Not progressing	75%	No issues of concern.	
S1.1.1	Re-establish Road User Groups to better understand the needs of rural communities and primary producers and to establish a greater understanding within these groups of ARC asset management practices where applicable to the rural road network	Projects and programs	Mark Wilson	Progressing	65%		
S2.3.1	Conduct Private Works including grading, driveway repairs and construction, and rural address signs	Operations	Mark Wilson	Progressing	60%	Works actioned upon request by property owners, typically when grading crews are in the locality.	
S2.3.1	Coordinate Street Lighting payments including LED Lighting Upgrades and Essential Energy rates	Operations	Mark Wilson	Progressing	50%	Routine service charges being met.	

Waste Management

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.3.1	Complete Waste Landfill Remediation Works at the Guyra Waste Transfer Station following the results from monitoring bores and EPA advice	Projects and programs	Michael Brooks	Not progressing	40%	No further action has taken at Guyra due to pressure of work in other areas. An updated closure plan to be drawn up and presented to the EPA in order to find the most cost effective means of obtaining the desired objective.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.3.1	Complete installations at the Armidale Waste Management Facility (Long Swamp Road) including waste sorting plant and baler	Projects and programs	Michael Brooks	Not progressing	35%	Survey and geotechnical report for the second weighbridge completed. Civil works design awaited from the consultants. Baler cancelled due to unacceptable increase in the cost following the pandemic.	
F2.3.1	Complete Regional Landfill capital works including finalisation of SCADA Telemetry, pump automation, drainage works, and leachate management	Projects and programs	Michael Brooks	Progressing	50%	Installation of solar power system practically complete. Temporary onsite leachate plant is currently being installed and commissioned. This will be operated over an 8-month period to demonstrate its capability. At the end of this period a reasoned decision on a permanent solution will be made. Now that power is available at the landfill 24/7, a request for quotation for a landfill monitoring and SCADA system has been sent to Safegroup who currently are responsible for the water and sewer SCADA system operation.	
F2.3.1	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	Operations	Michael Brooks	Progressing	75%	The supply of landfill services and the maintenance of Council's waste facilities has been in accordance with Council's normal high service level standards over the second and third quarter and has met all the NSW's regulatory requirements.	
F2.3.2	Finalise the automation of Ebor Waste Transfer Station, and survey Wollomombi and Hillgrove residents for feedback on future kerbside collection or alternative options	Projects and programs	Michael Brooks	Completed	95%	The automation of the Ebor Waste Transfer Station (WTS) was completed at the end of 2022 and it became fully operational at the beginning of February 2023. Eligible residents now have a pin number that allows them access to the WTS during daylight hours. A majority of Hillgrove and Wollomombi residents decided not to accept an offer of a domestic waste service, requiring further consultation to determine the status of their WTSs going forward. Funds have been allocated in the 23/24 budget for the automation of Hillgrove WTS should it be required.	

Water Management

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.5.1	Review and consolidate Developer Service Plans for Guyra and Armidale to reflect current best practice and allow for better cost recovery for planned water utility upgrades	Projects and programs	Mark Byrne	Deferred	0%	Awaiting completion of the Integrated Water Cycle Management (IWCM) Strategy.	
F2.5.1	Deliver the Water Main Replacement Program including selected sections identified through criteria of breakage history, pipe age, pipe material, break consequence and location	Projects and programs	David Bell	On hold	60%	Construction crews tasked to other projects at the moment. Will re-commence when these projects are complete.	
F2.5.1	Link the DN250mm main from Allingham St to Jessie St across the skate park and Dumaresq Creek to reconnect the mains and reticulate the water network	Projects and programs	David Bell	On hold	10%	These works are to be completed in conjunction with Essential Energy work. Awaiting for Essential Energy to advise when their work are ready to commence.	
F2.5.1	Complete the 2022-23 Water Meter Replacement Program to meet interval replacement recommendations	Projects and programs	Glen Wallace	Progressing	60%	Program progressing well. Budget will be tight as we have part Department of Planning and Environment (DPE) funding for water meter test and flow meter installation programs to consider and completed by July 2023.	
F2.5.1	Replace all service lines identified by failure history and system inefficiencies to reduce breakages leading to water loss and outages	Projects and programs	Glen Wallace	Progressing	65%	Renewal of services as required with consideration to the replacement of PVC services in the Guyra area and to be programmed for 2023/24.	
F2.5.1	Implement actions from the Water Treatment Plant Regional Master Plan to address issues including water tank upgrades, sludge management optimisation, and sludge management options to meet EPA regulations	Projects and programs	Mark Byrne	Progressing	50%	Hunter H2O have submitted a Draft Master Plan for review.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.5.1	Install a new DN450mm Puddledock raw water treatment main and install a new pump station to serve as a dedicated backup raw water supply to the Armidale Water Treatment Plant (WTP)	Projects and programs	David Bell	Progressing	90%	All pipe laid and pressure tested, pump station complete just awaiting power connection, site restorations almost complete with property owner sign-off close. Connections at the WTP and Puddledock Dam to be completed as well as all service lines to be transferred to the new main prior to commissioning. Registration of new easements has also commenced.	
F2.5.1	Inspect, maintain and test raw water storage dams and mains to ensure adequate, safe water supply	Operations	Mark Byrne	Progressing	75%	Inspections of Raw Water Dams completed on a regular basis.	
F2.5.1	Provide domestic and commercial treated water through effective planning, administration, monitoring, testing and distribution	Operations	Mark Byrne	Progressing	75%	Water treated to requirements with all monitoring and testing undertaken.	
F2.5.1	Manage the water network including providing technical support, meter reading, maintenance and repair, and provide new water connections services	Operations	Glen Wallace	Progressing	75%	The majority these works are reactive works however service lines and mains replacement programs are developed through the failure data collection.	
F2.5.1	Manage and maintain the Water Treatment Plant (WTP) to enable high quality processing standards and maintain service reservoirs with necessary inspections, quality monitoring and technical equipment	Operations	Joshua Fern	Progressing	75%	All service reservoirs are maintained and inspected and WTP is operating to high standards.	
F2.5.2	Implement the Catchment Water Quality Strategic Plan to improve water quality in the catchment and reduce the risks to drinking water quality	Projects and programs	Mark Byrne	Progressing	40%	Liaising with UNE around purchase of Water Quality Monitoring device. Also looking to fund educational program in conjunction with Southern New England Landcare (SNEL).	
F2.5.3	Work with Southern New-England Landcare, under a Memorandum of Understanding and the 10 Year Catchment Water Quality Strategic Plan to improve the environment and water quality around ARC water catchments	Operations	Mark Byrne	Progressing	50%	Looking at who can deliver educational programs and field days in partnership with Southern New England Landcare (SNEL).	

Corporate and Strategy

Airport

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C2.1.4	Asphalt overlay or reseal for main runway - last completed in 2000	Projects and programs	Angela Garvey	Progressing	25%	Armidale Regional Airport was recently awarded the Regional Airports Program Round 3 Grant to the value of \$443,185. This grant is for the re-seal of the main bitumen runway. Works are planned to commence in January 2024.	
C2.1.4	Replacement of windsock post in response to CASA compliance requirements	Projects and programs	Angela Garvey	Completed	100%	All historical CASA safety findings and observations have been actioned and closed out with CASA. The recent Aerodrome Annual Technical Inspection (October 2022) confirmed the windsocks are operational and compliant. Therefore, \$30K has been reallocated to repair the boundary road.	
C2.1.4	Modify airport runway lighting in response to CASA compliance requirements	Projects and programs	Angela Garvey	Completed	100%	The Flight Check report for the Runway 23 Starter Extension at Armidale Regional Airport confirms that all the lighting installed are installed and operating to a compliant standard. The final stage of line-marking has been completed.	
C2.1.4	Operate the Armidale Regional Airport including: <ul style="list-style-type: none"> • Maintain regulatory compliance • Facilitate ongoing regular transport services • Manage airport security • Manage leases and tenancies and future developments • Support General Aviation productivity, growth and development 	Operations	Angela Garvey	Progressing	35%	A casual compliance officer commenced work in February 2023 to support the Airport Manager to bring all airport compliance documents and manuals up to regulatory and legislative standard. This work is on track and is due to be finalised by the end of the year. Airport security is managed daily via our airport safety management system and by providing monthly reports to Home Affairs. Cafe lease negotiations are pending but we hope to have the cafe operational by the end of April 2023. New General Aviation Flight training provider (White Star Aviation) recently signed a lease to commence flight training operations in April 2023. General Aviation fuel farm will be operational by July 2023.	

Community Services

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.1.1	Consider health and community service advocacy and access initiatives through the Enriched Region Key Pillar Working Group and utilise opportunities to lobby local and state representatives to raise health services access	Projects and programs	Aimee Hutton	Progressing	50%	The Key Pillar Working Group has met many times since the first meeting in mid 2022. The group consists of many leaders in the health care sector and is directly addressing issues impacting the attraction of health professionals to the region.	
E1.2.1	Implement the revised and adopted Disability Inclusion Action Plan 'Year 1 Actions' including staff training, mobility map and Disability Day	Projects and programs	Kylie Giles	Progressing	15%	The Access Advisory Committee is well established and meeting regularly. Membership is consistent, knowledgeable and able to appropriately represent its target audience. Terms of reference have been revised and endorsed by the group. Consideration is currently being given for activities to be undertaken during 'International Day of of People with a Disability' in December 2023.	
E1.2.2	Fund and deliver Youth Development Activities	Operations	Kylie Giles	Progressing	70%	Manager Community Services has been appointed- January 2023. Youth Week budget secured - NSW Youth Week grant application successful. Various events planned and supported during Youth Week- 20-30 April 2023. Activities include a Youth Survey which asks for feedback on the reforming of the Youth Advisory Council.	
E1.2.2	Provide a program of Youth Week activities - Youth Survey, incentives and prizes, and holiday programming (grant funded)	Operations	Kylie Giles	Progressing	70%	Funding secured- events under way for Youth Week 2023: Youth and community morning teas in Guyra and Armidale. Free cooking, sewing and craft classes Road/driving safety workshop Free movies at the Belgrave cinema Youth Packs to be provided handed out with information on local youth services and activities Youth Survey undertaken via QR code links	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.2.4	Promote events, training, and job opportunities for young people through Council's information channels	Projects and programs	Kylie Giles	Progressing	25%	Youth survey 2023 to roll out during Youth Week, April 20-30th. The Manager Community Services has been appointed and is attending Youth Inter Agency Meetings. Manger Community Services attended the New England Family Support Services 'Regional Child Youth and Families Conference 2023' in March.	
E1.2.5	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	Operations	Kylie Giles	Progressing	60%	Program remains on track and will continue to provide the allocated services for the financial year	
E1.2.5	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	Operations	Kylie Giles	Progressing	65%	Guyra Home Support Services continues operating in line with CHSP funding guidelines. New Manager of Community Services has commenced, with Home Support forming part of the Community Services portfolio	
E1.2.5	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	Operations	Kylie Giles	Progressing	65%	Program remains within its budget and scope of activities.	
E1.2.6	Support Settlement Services International and Northern Settlement Services in Refugee Resettlement Program	Projects and programs	Kylie Giles	Progressing	10%	COVID restrictions have lifted and new arrivals have commenced following back into Armidale. Settlement Services International (SSI) have advised Armidale will be receiving 10 new families (Ezidi) comprising 50 individuals by the end of March. SSI advises they have allocated housing for about 60 percent of these people and are still attempting to secure housing for the rest - they are confident their relationships with local real estates.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.3.2	Consider housing and homelessness initiatives through the Enriched Region Key Pillar Working Group	Projects and programs	Kylie Giles	Progressing	35%	Council is currently working closely with Homes North. Provided letter of support to 'Homes North Community Housing' regarding their proposed acquisition of land for the purpose for providing affordable community housing to targeted vulnerable community groups.	
E2.3.1	Support Aboriginal community development through: <ul style="list-style-type: none"> • NAIDOC Week activities (grant funded) • Organisation of 'A Day in the Dale' and cultural inclusion days • Land Title liaison • Aboriginal Advisory Committee Coordination • Aboriginal Advisory Committee and interagency meetings facilitation • Annual Mayor's Reconciliation Cricket Match 	Operations	Kylie Giles	Progressing	25%	The Aboriginal Advisory Group - Terms of Reference have been reviewed and updated. They have been provided for comment and it is expected they will be endorsed at the next meeting in May. Once adopted, the group will progress with the Reconciliation Action Plan. An Elders Ball is to be held in September during NAIDOC week celebrations. Aboriginal Cultural training for Council employees is under review - the Aboriginal Advisory Group will provide feedback and recommendations on suitable training options.	
E2.5.1	Provide support for community initiatives including the Seniors Extravaganza, Multicultural Inclusion Days, Disability Action and Inclusion Planning (DIAP), and NARWAN Project contributions	Operations	Kylie Giles	Progressing	50%	Various community events are under way and in the process of being activated - Youth Week, Volunteer Awards, Disability Inclusion Awards, NAIDOC Week celebrations and Seniors Extravaganza	
E2.5.2	Develop a program of initiatives in line with the Social Cohesion Framework for Local Governments	Projects and programs	Kylie Giles	Not progressing	0%	This action has not progress due to new staff appointments and competing priorities	
E2.5.2	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	Operations	Kylie Giles	Progressing	10%	The Community Grant program has not progressed - it requires action. A new framework is awaiting development. Consideration being given to using previous system to ensure the grant round can proceed while we await the new framework.	
E2.5.2	Provide contributions to the Armidale Neighbourhood Centre operations in line with Council policy	Operations	Kylie Giles	Progressing	60%	MOU between the Neighborhood Centre and Council is in final stages of completion.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E2.6.1	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 Host International Volunteer Day, NSW Volunteer of the Year Awards, funded by the Department of Family and Community Services	Operations	Kylie Giles	Progressing	25%	'New England Community Volunteer Awards' launched in March. Awards set to be held on the 17th May, during National Volunteer Week. Awards are being advertised in the community, with nominations being received until the 27th April 2023.	
L1.3.2	Provide Local Area Committee Grants as per Council policy	Projects and programs	Kylie Giles	Progressing	10%	Remains currently under review	
S2.1.2	Implement Child Safety Framework and Initiatives across Council in collaboration with People and Culture and Governance	Projects and programs	Kylie Giles	Progressing	30%	Child Safe Action plan has been developed, provided to Council and uploaded to Council's website. Actions within the Action plan have commenced. Contact with the Child Safe Officer for Local Government has been made for information/training workshops to be undertaken within the next 6 months. People and Culture will be working with Community Services and Governance to role out Online Child Safe training to employees.	

Customer Services

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S1.1.3	Adopt updated Customer Experience Strategy including actions to improve service to both external and internal customers	Projects and programs	Aimee Hutton	Progressing	45%	We are currently undertaking consultation with Council staff and will then engage in consultation with the community by way of focus groups and surveys, to understand the future challenges and opportunities in the Customer Service area. This consultation will further inform the draft document. Eventually this document will be put on public exhibition and will be presented to Council for adoption.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S1.1.3	Review and promote Customer Service Charter to Council officers to ensure consistent customer service to all customers	Projects and programs	Aimee Hutton	Progressing	50%	Consultation with Council staff has been completed. The next step is to engage with the community. This will happen over the next month. Combined feedback from this consultation will inform our final draft document. Following a final review by staff and senior management, we will look to adopt the new charter by the middle of 2023.	
S1.1.4	Review and improve cemetery booking and management system in collaboration with Parks and Gardens and IT	Projects and programs	Aimee Hutton	Progressing	50%	We have identified a cemetery management solution to improve our booking system and streamline the service provided to the customer. We have an intention to implement the new systems in the next quarter.	
S2.1.1	Implement streamlined Government Information (Public Access) Act (GIPA) process in collaboration with Governance	Projects and programs	Aimee Hutton	Progressing	75%	GIPA training has been conducted across the relevant areas of the organisation. We are currently refining the details of our GIPA processes to bring them in line with our new guidelines and then they will be rolled out to front line staff. This will ensure a consistent customer experience in relation to GIPA requests.	
S2.3.1	Provide the resources, training and systems to provide outstanding customer services to the community	Operations	Aimee Hutton	Progressing	75%	The Customer Service team is resourced well. New staff have recently joined the team and they are being trained and supported to meet our customer service expectations.	
S2.4.2	Improve receipting processes across external businesses in collaboration with Finance	Projects and programs	Aimee Hutton	Progressing	15%	We have begun to gather some information in relation to current processes across the organisation. In April, we will begin a thorough review and audit of these processes to improve efficiency across the organisation.	

Finance and Procurement

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C1.1.2	Complete a program of expenditure of SRV Funding including: · Kerb and Gutter program · Footpath program · Urban reseal program · Rural reseal program · Gravel re-sheeting · Building renewal program	Projects and programs	Ann Newsome	Completed	100%	Under spend on SRV revenue from 2021-22 was \$37K in kerb and gutter. Spend year to date is \$495K. Under spend on SRV revenue from 2021-22 was \$43K on footpaths. Spend year to date is \$67K.	
S2.3.1	Review of Waste, Water and Sewerage charging and reserve provisions in line with infrastructure requirements and population growth targets	Projects and programs	Ann Newsome	Progressing	70%	Waste, Sewer and Water charging for each property have been reviewed and changes will be enacted in the next rating period. Work needs to be done to align with the asset management plans.	
S2.3.2	Undertake financial services to support organisational function and health, and future planning	Operations	Ann Newsome	Progressing	20%	Grants monitoring software has been reviewed, this will enable ARC to readily determine the balances of reserves required for grant funded projects in process. Work is being done with the TechOne project ledger and TechOne reporting to improve the transparency of data. This will assist managers to manage their budgets.	
S2.3.3	Complete revenue efficiency and software projects, to combine multiple rates and water bills into one electronic file, saving on postage costs: 1. Bill Print module 2. Major Agent module	Projects and programs	Ann Newsome	On hold	40%	Progressing investigation into combining the mail out - there are pros and cons.	
S2.3.4	Prepare project plan and apply for a Special Rate Variation to the Independent Pricing and Regulatory Tribunal in accordance with Council's adopted position	Projects and programs	Ann Newsome	Progressing	90%	The SRV application is currently with IPART. A decision is expected in May 2023.	
S2.4.2	Deliver the TechOne CiAnywhere module	Projects and programs	Ann Newsome	Progressing	50%	The Systems Accountant continues to work on the setup of CiA for HR and Procurement. Additional support hours have been purchased to be used in April and May enable testing.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.4.2	Transition the Asset Register to TechOne	Projects and programs	Ann Newsome	Progressing	10%	A consultant has been engaged to transfer the asset data. The setup of TechOne asset registers will need to align with year end financial reporting.	
S2.4.2	Develop a TechOne Cloud Readiness Transition Plan and costings	Projects and programs	Ann Newsome	Progressing	30%	Project is progressing with an estimated cut-over date in November 2023.	
S2.4.2	Review of costing systems for financial management	Projects and programs	Ann Newsome	Progressing	30%	During preparation of the 2023-24 operational plan an attempt has been made to establish a base line income and expenditure level for each cost centre. Short-term operational projects have been identified. A change to the way the project ledger is used and the addition of selection codes will make reporting on individual project more transparent in 2023-24.	
T1.2.3	Effectively manage procurement services such as contract management and administration, tender services and goods and materials storage	Operations	Ann Newsome	Progressing	40%	Further training will be rolled out with the move to procurement in CiA. Training on tenders and contracts continues on a monthly basis.	

Governance, Strategy and Risk

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.1.2	Complete a Legal Services Resources Review to ensure efficient and economic use of legal services by Council	Projects and programs	Simone Mooketsi	Completed	100%	Legal Services review complete. Engaging Legal Services Policy developed and implemented. Includes budget control measures and staff training.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.1.2	Implement the recommendations from the September 2020 Governance review, delegations register, Pecuniary Interest Disclosures, complaints management, Government Information Public Access Act, Public Interest Disclosure Report, Code of Conduct Reporting, and Risk Management Roadmap	Operations	Simone Mooketsi	Progressing	60%	Implementation of some of the recommendations of the Performance improvement Order may extended into 23/24 due to the complexity and the volume of competing change management initiatives at Council.	
S2.1.3	Support the Audit, Risk and Improvement Committee to review the following aspects of Council's operations: compliance, risk management, fraud control financial management, governance, implementation of IP&R strategies, and collection of performance measurement data	Operations	Simone Mooketsi	Progressing	75%	Ongoing	
S2.1.4	Implementation of the Risk Management Module (software system)	Projects and programs	Simone Mooketsi	On hold	30%	Initiative on hold awaiting determination of best project management software solution for Council.	
S2.1.4	Manage risk and safety through a Risk Management Framework and a program of continuous improvement	Operations	Simone Mooketsi	Progressing	60%	Ongoing	
S2.2.1	Implement the pulse software for corporate planning to streamline internal systems and ensure timely reporting to the community	Projects and programs	Renata Davis	Completed	100%	The implementation of Pulse for Corporate Reporting has been completed. Staff are currently using the system to record progress and report to the community.	
S2.2.1	Implement the Integrated Planning and Reporting Framework (IP&R) including to: - Report regularly to Councillors and the community on the progress towards the goals, strategies and activities of the IP&R documents - Prepare an Annual Report	Operations	Renata Davis	Progressing	75%	The Delivery Program 2022-2026 and Resourcing Strategy were updated and re-adopted in January 2023 to incorporate the information gathered through the Special Rates Variation application process. The revised versions were placed on Council's website. The Pulse software solution for Corporate Reporting has been implemented.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.2.4	Deliver a program of service planning across the organisation to understand customer experience, services challenges, future trends and service levels	Projects and programs	Renata Davis	Progressing	30%	A program of Service Planning is being rolled out across the organisation. There will be approximately 25 service plans developed outlining the current service offering as well as providing future planning. The majority of the plans will be finalised in Q4.	
S2.2.4	Prepare a plan for the development and delivery of service reviews, including order of review for each department and mode of delivery	Projects and programs	Renata Davis	Progressing	20%	This action will be undertaken in Q4, with the services selected as a result of the Service Planning program.	
S2.4.2	Implementation of Tech One Integration to Pulse to align the financial system to the Pulse reporting system	Projects and programs	Simone Mooketsi	Completed	100%	Complete	

Information Technology

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S1.1.4	Implement IT customer service management software SYSAID to better manage IT helpdesk requests	Projects and programs	Hannu Akerman	On hold	60%	Rolled out Shortcut on the Intranet, need to do some communication with the rest of the organisation. After first phase of M365 Rollout.	
S1.1.4	Develop and implement online bookings capabilities to generate operational efficiencies	Projects and programs	Hannu Akerman	Not progressing	5%	On hold pending evaluation of existing software	
S2.1.1	Maintain records in line with the State Records Act 1998 no. 17 to ensure the preservation and management of official and non-official records, and: · Conduct disposal program · Complete backlog of merger cataloguing and destruction	Operations	Hannu Akerman	Progressing	10%	Will not be completed this financial year. Needs to be done in conjunction with strategy and digitisation project.	
S2.4.1	Maintain and upgrade information technology systems	Operations	Hannu Akerman	Progressing	50%	Strategy being developed with Manager IT Services. Awaiting survey results from the user survey to assist and align the decision making on investment.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.4.2	Implement selected recommendations from the David Thompson Review - IT and Digital Services Strategy including licence reviews, telephony optimisations, Citrix upgrade, and operating systems upgrades	Projects and programs	Hannu Akerman	Progressing	60%	awaiting MS 365 Roll out to progress the recommendations. TechOne SAAS solution being scoped	
S2.4.2	Deliver a technology upgrade - MS 365 - that will provide enhanced functionality to staff and allow staff to work from anywhere	Projects and programs	Hannu Akerman	Progressing	40%	New Tenant configured. Active Directory syncing multi staged transition. Roberts and Morrow Technology (RMT) to commence Exchange Migration after implementation of Mimecast. Pilot in progress and migration has been successful.	
S2.4.2	Develop a Cyber Security Strategy in response audit concerns and to manage risk	Projects and programs	Hannu Akerman	Progressing	25%	Mimecast to be implemented, Single Sign on configured using our M365 environment. Security Awareness Training purchased. Proposal to get Crowdstrike Falcon Complete XDR going to ICT Steering Committee. Telstra Pen Test scheduled for the 17th of April. Updates to Cyber Security Policy to be formulated after the Pen testing report. KAON Policies initial review and updated to the portal to happen by 2nd week of April.	
S2.4.2	IT upgrades and renewals	Projects and programs	Hannu Akerman	Progressing	40%	IT upgrades taking place. Standard operating environment (SOE) for Mobiles being developed, Laptops soon to follow utilising M365 Technologies like InTune	

Libraries and Museums

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E2.1.1	Develop an updated Arts and Cultural Strategic Plan for the next 4 years that focuses on enhancing and celebrating the unique character of our region while building a connected, creative and dynamic place to live and visit	Projects and programs	Sarah Reddington	Progressing	5%	The Arts, Culture and Heritage Officer position has been filled for 6 weeks and staff are becoming familiar with council's role and opportunities for arts and culture in the region.	
E2.1.3	Provide the following contributions and sponsorships: <ul style="list-style-type: none"> • Annual financial contribution to Arts North West to build community cultural capacity and generate creative opportunities in the Armidale Regional Council LGA • Annual financial support for New England Regional Arts Museum (NERAM) in accordance with the Memorandum of Understanding 	Operations	Sarah Reddington	Progressing	40%	The Arts North West 2022/23 MOU has been signed and finalised, confirming Council's continued support of growing cultural capacity and creative opportunities for the region. Armidale Regional Council recognises the 20 year funding agreement with NERAM.	
E2.2.2	Seek funding opportunities to introduce 'smart furniture' throughout the Guyra and Armidale Libraries	Projects and programs	Elizabeth Thomas	Not progressing	10%	We are continuing to search for appropriate grant funding but have not found a suitable one yet.	
E2.2.2	Continue the digitisation of collections including the Duncan Miller photograph collection	Projects and programs	Sarah Reddington	Progressing	10%	Digitising of collection in progress with museum objects being added to ehive. Armidale Folk Museum photograph collection is also being organised for digitisation. The Museum is working with Library staff to share resources and processes for photograph digitisation.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E2.2.2	Operate thriving and relevant library services in Armidale and Guyra that include: <ul style="list-style-type: none"> • Programing and events such as books clubs, story time, school holiday activities and entertainment • Community Outreach Programs - liaising with schools and community groups, sharing resources, and delivering programs • Promotion and preservation of the collection • Providing access to technology such as computers, iPads, daisy players, and support the community in the use of this technology • Providing support to community groups 	Operations	Elizabeth Thomas	Progressing	50%	Library service is continuing as normal. We are regularly running programs such as Story-time, monthly book clubs, Tech-savvy seniors and school holiday activities. We have recently completed the installation of a new circulation desk and new carpet as part of a grant funded 'Community Living Room' project which is receiving positive feedback from library users. There is still new furniture to be purchased in order to complete this project. The Digital Maker-space which includes audio and video recording equipment/software as well as our sound reducing pod is on track to be open to the public at the end of April.	
E2.4.1	Investigate funding opportunities for the Armidale Folk Museum building upgrade works including: accessible entry, accessible toilet, kitchenette, and upgrades to storage and office area	Projects and programs	Sarah Reddington	Progressing	65%	Grant Funding has been successful for Armidale Folk Museum upgrades, including accessible entry, accessible toilet, kitchenette, upgraded storage and office spaces. This funding was announced earlier this month.	
E2.4.1	Operate the Armidale, Hillgrove and Railway Museums to enable: <ul style="list-style-type: none"> • Promotion and preservation of our historical collections • Programming and events such as exhibitions • Collaboration with local arts, culture and heritage organisations to promote arts, culture and heritage across the region 	Operations	Sarah Reddington	Progressing	40%	Volunteers continue to staff Hillgrove Museum's open hours, however there have been a few shifts where the museum has remained closed due to lack of volunteers. While there is a hold on volunteer recruitment council wide, Hillgrove staffing should improve with one volunteer returning from leave next month and another returning in June. The Armidale Folk Museum is maintaining it's current open hours and tracking visitor numbers for future planning. Increased visitation is being encouraged with the opening of the new exhibition Wedding Belles in February 2023. The Bicentennial Railway Museum remains closed while the agreement with Transport NSW is under review and collection objects are being assessed.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E2.6.2	Develop a volunteer program in our libraries that allows community members to be involved in enhancing our library service	Projects and programs	Elizabeth Thomas	Progressing	40%	Volunteering policy is sitting with Governance while all volunteering processes and procedures are being audited and a new framework for the the recruitment and management of volunteers will be rolled out once the audit is complete. The library volunteering program will be part of a wider council initiative.	
T1.5.1	Support the Northern Tablelands Cooperative Library Service (NTCLS) through the purchase and distribution of materials throughout the region	Operations	Elizabeth Thomas	Progressing	50%	Resources are continuing to be purchased and distributed across the co-operative libraries and the budget is on track to be fully expended by the end of the financial year. Regular co-operative 'swaps' are occurring between libraries to ensure resources are being shared across the different library services.	
T2.1.3	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	Operations	Aimee Hutton	Progressing	75%	The Visitor Information Centre continues to operate normally, in line with our expectations. 23,965 people have visited the Visitor Information Centre from 1 July 2022 to 28 February 2023.	

Preschool Services

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.1.2	<ul style="list-style-type: none"> • Provide day care, pre-school, after school and holiday care services • Balance community childcare needs with the enrolment capacity • Implement service policies • Provide professional development for staff as per annual program • Deliver School Holidays program to children aged 6-12 • Complete annual facility maintenance program 	Operations	Amanda Campbell	Progressing	75%	Both the Guyra Preschool and Long Day Care Centre and Guyra OSHC have been running at full capacity, successfully maintained license and accreditation status, successfully operated under childcare regulations and law, successfully maintained centers maintenance schedule and developed a waiting list of enrollment needs within the community.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.1.3	Finalise the business case and seek funding for a new Early Childcare and Learning Centre (ECLC)	Projects and programs	Amanda Campbell	Progressing	30%	Business case is yet to be finalised	

Property Management

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E2.5.3	Review current community shared spaces and provide a report back to Council	Projects and programs	Sam Drake	Progressing	40%	Formal report to council outstanding, future opportunities to update and provide inclusive and cohesive community spaces have been identified but not formalised	
F1.1.3	Review and revise the Crown Land Plans of Management	Projects and programs	Sam Drake	Progressing	50%	Plans of Management are in draft for review by asset owners before publishing to Crown Lands and public exhibition period	
S2.3.6	Implement Stage 2 of the Property Divestment Program	Projects and programs	Sam Drake	Progressing	25%	Valuations obtained for operational lands, community classified land has not progressed	
S2.3.6	Manage property services including land registers, leasing and licensing of Council or Crown Land, residential tenancies management, and property disposal and purchase	Operations	Sam Drake	Progressing	50%	Monthly meetings have ceased due to resource level. Reporting still underway, additional resources being advertised to fill vacancy by internal promotion, 4 x lot valuation obtained for lochaber crescent guyra to be sold by end of financial year	

Tourism and Events

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C2.1.6	Source additional funding opportunities for the New England Rail Trail	Projects and programs	Darren Schaefer	Progressing	20%	Council officers continue to seek appropriate funding opportunities. Revision to costings are being sort to update the current business case in a post covid environment. Await State Government regulations to be 'made' in May, 2023.	
L1.4.2	Coordinate the inaugural Armidale Spring Games in October including hockey, cricket and football bringing thousands of players to the region	Projects and programs	Denise Palmer	Completed	100%	The Armidale Spring Games was held on the October Long Weekend. Unfortunately there were many hurdles in delivering this event. Cricket was required to cancel due to the rain, football withdrew 4 weeks out due to a lack of registrations (a consequence of Armidale's withdrawal from the Northern Division), while Hockey were required to change to a hockey clinic due to the lack of registrations. Tennis held a successful event with many registrations from people out of the region and the T20 World Cup Regional Roadshow was a great success. Tennis, Hockey and Cricket are all contracted to hold another Spring Games in 2023.	
T2.2.1	Market the Armidale region to NSW and Southern Queensland to promote visitation with a strong emphasis on nature, culture and history and sporting events including: <ul style="list-style-type: none"> • Journalist Famils • Attract events through third party promoters • Collaborate New England High Country campaigns • Create a digital marketing strategy for Armidale • Attract, support and promote sporting events • Attract and support conferencing to the region 	Operations	Denise Palmer	Progressing	45%	New England High Country campaign continuing, engagement with other LGA tourism bodies is continuing, facilitation of third party events is occurring and ongoing. Digital activation strategy is within the Tourism strategy in various forms, a separate strategy review is required.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
T2.2.3	Organise and deliver the Big Chill Festival	Projects and programs	Denise Palmer	Progressing	25%	Big Chill planning well advanced - talent booked, safety and security including liquor licence applications underway, ticket launch waiting talent approval due any day	
T2.3.1	Provide the following contributions: <ul style="list-style-type: none"> World Endurance Mountain Bike Organisation Championship November 2023 (\$6,500) Guyra Christmas (Rotary, \$6,000) Dam Buster Sports Event (\$2,000) UNE 12hr in Piney (\$2,000) Guyra Lamb and Potato Festival (\$8,000 facility hire) Veterans Golf (\$2,000) Other contributions for new events in Villages HMAS 80th Anniversary contribution 	Projects and programs	Denise Palmer	Not progressing	50%	Completed Lamb and Potato Festival, Guyra Christmas by Rotary, Dam Buster - future events in WEMBO (Mountain Biking), World Orienteering Championships, New England Garden Festival and HMAS Anniversary are in planning for later in the year.	
T2.3.1	Provide an events and promotions program that: <ul style="list-style-type: none"> 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 Celebrate significant dates and occasions in the community calendar (Christmas, New Year, and Autumn) as well as hosting citizenship ceremonies and other commemorative events 	Operations	Denise Palmer	Not progressing	50%	Funding extension allows for additional events later in the year including Halloween, Autumn Festival. Pride and Drive-in events were cancelled due to remediation project at the event site (Traffic Education Centre) along with resource and community group appetite to launch a new event. Big Chill is a positive along with reallocated funding to Halloween 2023. Assistance provided to help Ezidi community celebrate new year (April 2023) for 600+ community members.	
T2.4.3	Purchase of a custom built portable stage to be able to utilise at Council run events and to hire to the Armidale Community	Projects and programs	Denise Palmer	Not progressing	0%	This project is stalled and has been floated as responsibility of the Activation and Precincts Team to decide to vary or cancel the funding arrangement focused on community rebuilding as part of the Bushfire Recover Program, the funding author is not confident of a variation that will satisfy the grant body.	

Office of the General Manager

Communication and Engagement

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S1.1.1	Review the engagement platform yoursay.armidale.nsw.gov.au for usability, cost efficiency and integration	Projects and programs	Joanna Harrison	Progressing	70%	On track to be completed.	
S1.1.1	Deliver communications and engagement initiatives to ensure the community is well informed and heard, including through newsletters, editorials, advertorials, merchandise, signage, website maintenance and licences, engagement events, advertising, subscriptions, brand and reputation management	Operations	Joanna Harrison	Progressing	70%	On track. Scope has been impacted by resourcing issues.	
S1.1.2	Update Council's Communications Strategy to enhance the delivery of information to key stakeholders and the community with a focus on digital communications channels. The Communications Strategy will align with the objectives of the Community Engagement Strategy	Projects and programs	Joanna Harrison	Progressing	60%	On track to be completed.	

Executive Office

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L1.3.3	Develop a Guyra Precinct Group	Projects and programs	Mel Hoult	Progressing	50%	The Guyra and Community Progress Association is meeting regularly and in active contact with the General Manager and Council Officers to progress various initiatives.	
S1.1.2	Prepare an Armidale Regional Council Style Guide	Projects and programs	Mel Hoult	Progressing	60%	Style Guide has been completed. Planning with the Executive Office and Governance team is underway to roll out the guide to all staff.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S1.2.1	Council Key Pillar Working Groups	Projects and programs	Mel Hoult	Progressing	25%	Six Key Pillar Working Groups (KPWG) continued to meet up until the end 2022. With the start of the new year, only three KPWG's have met. Minutes from the various groups are reported to Council on a quarterly basis.	
S1.2.2	Contribute a subscription fee to the New England Joint Organisation, along with other New England Councils, to facilitate its executive operations. Key projects for Joint Organisation identified in areas of: Sustainable Economic Growth; Educated, Healthy Connected and Communities; Investment in Critical Infrastructure	Projects and programs	Mel Hoult	Completed	10%	NEJO has been disbanded.	
S1.2.3	Prepare an Advocacy Strategy to foster constructive relationships with State and Commonwealth representatives and agencies	Projects and programs	Mel Hoult	On hold	10%	Workshops are ongoing with Councillors. Next workshop is being held 5 April 2023.	
S1.2.4	Liaise with the UNE regarding regional enhancement partnership opportunities and consider an agreed initiative through the Strong Region Key Pillar Working Group	Projects and programs	Mel Hoult	Progressing	15%	In addition to the September 2022 meeting, UNE & ARC Working Group comprising UNE Executive Team and ARC ELT, Mayor and Deputy Mayor met in February 2023 at Council for a collaboration meeting. No action underway from Strong KPWG.	
S1.3.1	Review Bigtincan functionality, price etc. against comparable products in conjunction with Councillors and the General Manager	Projects and programs	Mel Hoult	Progressing	20%	Executive Office met with alternate product company in March 2023 and is testing the platform to compare its functionality. The test environment is available until the end of May 2023.	
S1.3.1	Conduct a program of Councillor Professional Development	Projects and programs	Mel Hoult	Progressing	25%	This action is ongoing throughout the Councillors elected term.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S1.3.1	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: <ul style="list-style-type: none"> • Access to council information readily available through Councillor Portal • Provide and manage electronic hardware and access cards • Effective coordination of meetings and agendas 	Operations	Mel Hoult	Progressing	25%	This is ongoing as part of business as usual. Councillors were sent a survey in June 2022 which closed in July 2022, to gain a benchmark in satisfaction which will be measured later this financial year.	

People and Culture

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.1.5	Complete a Salary System Review	Projects and programs	Annie Harris	Progressing	70%	Council has appointed a supplier and is currently working with them to finalise the project.	
S2.1.5	Develop and implement a Developing Future Leaders program	Projects and programs	Annie Harris	Deferred	20%	We have commenced the scheduling of some training, however the completion of the project will need to be held over to 23/24.	
S2.1.5	<ul style="list-style-type: none"> • Implement a transformational change management program that motivates, sustains and rewards growth within an inspiring organisational culture • Develop and implement a learning and organisational development program • Develop an employee incentive and wellbeing program 	Operations	Annie Harris	Progressing	80%	Council continues to progress on culture and leadership journey.	
S2.1.6	Review contractor management across the organisation and develop a Contractor Safety Compliance Strategy	Projects and programs	Annie Harris	Progressing	80%		

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
S2.1.7	Continue to develop and support the 'Restore and Thrive' culture journey	Projects and programs	Annie Harris	Progressing	80%		
T1.4.2	Implement Human Resources Management System - Technology 1 – to provide an all-in-one online platform to support HR and Payroll functions for employee and workforce management	Projects and programs	Annie Harris	Progressing	60%		
T1.4.2	Develop and implement a whole-of-council Employment-based Training Strategy to bring apprentices, trainees and graduates into our organisation, particularly in skills shortage areas	Projects and programs	Annie Harris	Progressing	75%		
T1.4.2	Participate in the Elsa Dixon Aboriginal Employment Program - a NSW Government funded initiative for Aboriginal School-based traineeships from the NSW Department of Industry and Training Services	Operations	Annie Harris	Progressing	70%		

Sustainable Development

Certification

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.3.3	Provide building and development certification and inspections services to the community in line with legislative obligations	Operations	Michael Clynch	Progressing	75%	On track with legislative requirements	

Regional Activation

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
C2.1.1	Partner with community groups and other tiers of government to advocate for additional transport options to other regions and cities	Projects and programs	John Goodall	Progressing	75%	Participated in Armidale 16 Cities TfNSW Bus network assessment and problem identification.	
C2.1.2	Partner with the UNE and transport providers to investigate and improve campus-to-CBD transport links	Projects and programs	John Goodall	Progressing	75%	Armidale 16 Cities TfNSW Bus Network identified connectivity between UNE campus and CBD a priority. Council strategic planning work identified greater UNE campus or student accommodation in the CBD as a priority.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
T1.1.1	Coordinate economic development initiatives to: <ul style="list-style-type: none"> • Provide regional business support, engagement and optimisation • 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 • 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 • Lead CBD activation via encouraging new businesses into the precinct • Redraft and refresh the ARC Economic Development Strategy to include updated metrics and targets 	Operations	Denise Palmer	Progressing	30%	CBD Activation: Support provided to mall tenants to discuss patronage attraction, with input into the the newly formed "Armidale Mall" action group. CBD activation implemented through Council support for live music at Sunday Markets in the Mall. Economic development: Facilitate working group for grant application to ease housing pressure in the region through the re-purpose of public land. Regional business support: Provide advice for commercial conference and event planning for Q2 2023-24.	
T1.2.1	Partner with UNE SRI to develop a local business support program	Projects and programs	Denise Palmer	Progressing	20%	Project scoped and resources identified to develop partnership with SRI.	
T1.2.2	Partner with UNE SRI to develop a local business skills and online presence program	Projects and programs	Denise Palmer	Progressing	20%	Scoping project to work with SRI and resources identified.	

Regulatory Services

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.3.3	Deliver free microchipping and Companion Animal education days in partnership with Animal Welfare Organisations and local vets	Projects and programs	Ian Chetcuti	On hold	0%	Whilst this program is still on hold due to staff shortages and additional workloads, Council still planning to deliver at least one free microchipping event during the current financial year.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.3.3	Deliver a feral cat trapping program	Projects and programs	Ian Chetcuti	On hold	0%	This program is still on hold. Vacant positions have not been filled and additional workloads have affected the delivery of this program.	
E1.3.3	Implement a Swimming Pool Compliance Program	Projects and programs	Michael Clynch	Progressing	50%	Draft Swimming Pool Barrier Inspection Program presented to Council at March OCM. Swimming Pool complaints dealt with in accordance with Act and Regulations.	
E1.3.3	Receive and action development, building, health and regulatory applications and approvals in line with relevant legislation	Operations	Michael Clynch	Progressing	75%	Applications and approvals in line with legislative requirements	
E1.3.3	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	Operations	Ian Chetcuti	Progressing	75%	Parking operations are now on track due to the recent employment of a new parking ranger. Other duties relating to this program are back on track.	
E1.3.3	Provide Companion Animals management and enforcement services including: <ul style="list-style-type: none"> • Companion Animal Shelter • Barking, nuisance, menacing, stray, roaming or dangerous dogs • Microchipping and registration 	Operations	Ian Chetcuti	Progressing	75%	Whilst staff shortages and additional workloads have affected the delivery of these actions, we are still progressing and on track to delivery the required service.	
E1.3.3	Provide Environmental Health advice, approvals and inspections	Operations	Michael Clynch	Progressing	75%	Completed 80% of food premises inspections. Remainder to be completed by end May 2023.	
E1.3.3	Provide environmental health services including: <ul style="list-style-type: none"> • Section 68 applications • Assessments/inspections of food safety, health premises, caravan parks, boarding houses, swimming pools, awnings, and on-site waste water management • Trade waste 	Operations	Michael Clynch	Progressing	75%	Completed 80% of food premises inspections. Remainder to be completed by end May 2023. Trade Waste 40% inspections completed. Remainder to be completed by end May 2023.	

Strategic Land Use Planning

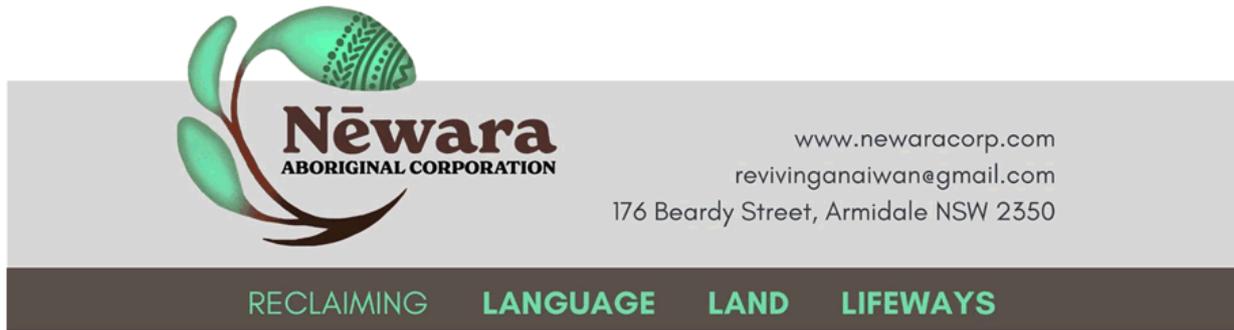
Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
E1.3.2	Work with local housing and homelessness providers and State and Commonwealth governments to develop initiatives to incentivize affordable housing	Projects and programs	John Goodall	Not progressing	75%	Ongoing action as part of Local Housing Strategy to not only unlock suitable land for future residential development but also explore opportunities for more social and affordable housing stock.	
F2.2.1	Meet with NSW Government and other Councils in the Renewable Energy Zone (REZ) to advocate of local renewable energy deal	Projects and programs	John Goodall	Progressing	75%	Renewable Energy Zone (REZ) Mayors continue to meet and advocate to EnergyCo.	
F2.2.2	Develop community energy projects and negotiate funding with proponents of State Significant and Regionally Significant Energy Developments	Projects and programs	John Goodall	Progressing	75%	Oxley Solar Farm Planning Agreement endorsed by Council. Oven Mountain Pumped Hydro currently in negotiations. Community energy project list has been drafted.	
L1.3.1	Prepare master plan for villages. Prepare plans of management for community lands and buildings	Projects and programs	John Goodall	Not progressing	10%	Has not progressed due to resource constraints.	
L2.1.1	Prepare technical and advocacy collateral for presentation to relevant government departments, State and Commonwealth Members and Ministers	Projects and programs	Denise Palmer	Progressing	75%	Assisted Invest NSW with provision of material to assist with production of marketing collateral including video and online images to promote the Armidale region, with a focus on intensive horticulture, to an international market. Attended State Government Investment Attraction Workshop in Tamworth, March 2023.	
L2.1.2	Review airside precinct zoning and master plan to enable fast-track approval process. Prepare advocacy collateral for relevant government departments, State and Commonwealth Members and Ministers as well as targeted engine industries	Projects and programs	Denise Palmer	Progressing	75%	Advocacy material prepared on regional water security and a resilient regional runway for provision to relevant government departments. Future material to be prepared as needs arise.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
L2.2.1	Prepare a Housing Strategy to identify housing land based on a number of population scenarios, identify where new housing will be accommodated and what type of housing Council needs to encourage as part of its changing demographics and household makeup	Projects and programs	John Goodall	Progressing	50%	Preparation of a Local Housing Strategy (LHS) for Armidale Regional is currently underway and meeting Milestones set by Department of Planning and Environment (DPE). Councillor workshops held in November 2022 and April 2023.	
L2.4.1	Develop a Future Rural Land Use Strategy to identify future opportunities and land use issues associated with the changing way that rural land is used in response to growing renewable energy projects	Projects and programs	John Goodall	Not progressing	0%	Not yet commenced due to lack of internal resources	
T1.1.1	Prepare an Advocacy Package for engine industries including intensive horticulture, manufacturing, education and agriculture	Projects and programs	Denise Palmer	Progressing	20%	Advocacy material in preparation based on reports on intensive horticulture and agriculture. Packages on manufacturing, education and agriculture currently in scoping stage.	
T1.3.1	Monitor and respond (as appropriate) to NSW Government planning initiatives	Operations	John Goodall	Progressing	25%	Review of planning initiatives ongoing and BAU	
T1.3.1	Implement relevant Local Strategic Planning Statement (LSPS) planning and administrative actions	Operations	John Goodall	Progressing	25%	Review of current Local Strategic Planning Statement (LSPS) underway with completion of draft document anticipated to be 31 October 2023	
T1.3.2	Review the Local Environmental Plan in response to proposed changes the zoning of land, additional permitted uses on certain land or amended development standards	Projects and programs	John Goodall	Progressing	75%	Ongoing to include additional uses on land and housekeeping amendments to LEP to ensure that it is fit for purpose.	
T1.3.2	Prepare and/or assess proposed amendments to the Armidale Dumaresq, Guyra, and merged Armidale Regional Council LEPs	Operations	John Goodall	Progressing	75%	Review and amendments to Armidale Regional LEP 2012 ongoing BAU	

Sustainable Development

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F1.1.1	Implement actions from the Koala management Plan Implementation Strategy including making appropriate changes to the Local Environment Plan and the Development Control Plan	Projects and programs	John Goodall	Progressing	25%	The following actions are to be implemented: Preparation of a koala habitat clause for inclusion in the LEP, and development of appropriate planning provisions to protect core koala habitat and koala corridors. Council to update Section 149 Planning Certificates under the EP&A Act to include information on the presence of koala habitat. Council to amend its Development Control Plan Chapter 2.2 Tree Preservation in regard to koala tree species that triggers the requirements of the Plan	
F1.3.1	Promote local environmental, biodiversity and agricultural events and programs through Council's 'What's On' page	Projects and programs	John Goodall	Progressing	25%	Events promoted include: Bush For Biodiversity - 'Glenburnie', Land Management and Biodiversity Solutions for Bushfire Resilience and Recovery	
F1.3.1	Provide sustainability initiatives including: <ul style="list-style-type: none"> • Review and deliver actions from Council's EcoARC strategy • Maintain Council's commitment to the Climate Emergency Declaration and promote further community-led action • Partner with community groups to educate and promote urban sustainability initiatives 	Operations	John Goodall	Not progressing	75%	Council continues to support Project Zero30 and is working on a carbon neutral building incentive policy and funding model for carbon offsets.	
F1.3.2	Work with local environmental groups develop biodiversity enhancement program	Projects and programs	John Goodall	Not progressing	75%	Council is currently working on funding model for biodiversity and carbon offsets as part of Project Zero30.	
F2.1.1	Implement the four agreed priorities of EcoARC	Projects and programs	John Goodall	Progressing	25%	Healthy Winter Air: Business case needs attention. Community Renewables Energy Project scoped.	

Council Initiative Code	Action	Classification	Responsible Officer	Status	Progress	Comments	Indicator
F2.1.1	Complete Project Zero30 actions including: <ul style="list-style-type: none"> • Develop a baseline carbon account that will estimate emissions from all sectors of the LGA • Review Council's planning policy settings to encourage more new and renovated buildings to achieve carbon neutral certification 	Projects and programs	John Goodall	Progressing	35%	ESD Policy to incentivise improvements in building design and encourage carbon neutral buildings drafted for review.	
F2.1.3	Seek partnership opportunities with local groups to promote sustainability	Projects and programs	John Goodall	Progressing	25%	Participating with UNE SRI on REZ sustainability and employment opportunities.	
F2.4.1	Advocate to the NSW and Federal Governments for real time and publically accessible monitoring of the Armidale air quality during the winter months	Projects and programs	John Goodall	Not progressing	0%	Not yet commenced, to be championed by Regulatory Services team once full compliment of staff recruited.	
F2.4.1	Investigate options to link to NSW Government monitoring	Projects and programs	John Goodall	Not progressing	0%	To be championed by Regulatory Services team once staff recruited.	
F2.4.1	Reinstall Council's Purple Air Monitors and make their real-time air quality data accessible	Projects and programs	John Goodall	Not progressing	0%	To be overseen by Regulatory Services team once staff recruited.	
F2.4.2	Develop a Healthy Winter Air business case, and apply for funding to: <ul style="list-style-type: none"> • Educate on the harms to human health from air pollution • Provide subsidies for home energy efficiency measures and installation of cleaner forms of heating 	Projects and programs	John Goodall	Not progressing	25%	Healthy Winter Air business case is draft and was being reviewed through Future Region KPWG. Has not progressed.	



6th of March, 2023

TO: Armidale Regional Council

RE: request for provision of gravel material for essential roadworks at Anaiwan bushblock

Dhanggana?!

Nēwara Aboriginal Corporation submits this request for consideration by Armidale Regional Council for in-kind support for essential road works at our bush block property (named *Nyambinga Kyuna*, meaning 'Our Country') located at 328 Fleetwood Road, Guyra NSW 2365.

The quantity of material requested is 360m³ of gravel for unsealed road construction from either the Youmans or Warrane pits; both pits are in relatively close proximity to our property. The quantity requested is based on specifications provided to Nēwara by construction company JNC Group. We are requesting that Council donates the required material and covers the cost of haulage from the pit to the property.

Nēwara is a relatively small non-profit Aboriginal community organisation with limited financial resources. If Council were to provide the in-kind support we are requesting, this would significantly reduce the cost of upgrading/fixing an existing road on the property. This road is essential for access to the property, i.e. for visitors (including Elders) and for management/maintenance purposes. Our vision is for the property to become a hub for Anaiwan cultural revival, and Council's support will go a long way in terms of helping us to realize this vision.

Nēwara is a registered charity which does vital work on a local level to revitalize our community's long dormant Anaiwan language. We are also the only Aboriginal land holding organization in the region whose membership and Board are comprised entirely of Anaiwan Traditional Owners from various local family lines, and whose main purpose is to serve the interests of the Anaiwan Community regarding the revitalization of our language, culture, and history, and the reclamation of our active role as custodians of Country. What's more, from the very get go, Nēwara (formerly the Anaiwan Language Revival Program) has endeavored to collaborate with and involve



www.newaracorp.com
revivinganaiwan@gmail.com
176 Beardy Street, Armidale NSW 2350

RECLAIMING LANGUAGE LAND LIFEWAYS

organizations, businesses, and individuals in the broader community of the Armidale region in our activities and projects. We make the above request for in-kind support in these contexts, with the view of wanting to develop a deeper and more collaborative relationship between the Anaiwan community and Council, and in the spirit of reconciliation.

Uyitika lanapura (let's speak soon),

Steven Widders
Chairperson
Nēwara Aboriginal Corporation

Ordinary Council

29 June 2022

Item:	10.1	Ref: AINT/2022/17545
Title:	Grids and Gates Policy	Container: ARC17/1709-6
Responsible Officer	Chief Officer Assets and Services	
Author:	Simone Mooketsi, Manager Governance and Strategy	
Attachments:	<ol style="list-style-type: none"> 1. 26 May 2021 Council Report on Gates and Stock Grids on Council Roads Policy 2. Gate and Stock Grids on Council Roads Policy adopted 16 May 2021 3. Cattle grid ownership 	

1. Purpose

The purpose of this report is to seek endorsement from Council to delay the implementation of the revised Policy - POL087 – Gates and Stock Grids on Public Roads, and to refer the current policy and public feedback to the Connected Region Key Pillar Working Group to discuss and make comment on proposed grid ownership, maintenance liabilities and transition options.

2. OFFICERS' RECOMMENDATION:

That Council:

- a. Refer POL087 – Gates and Stock Grids on Public Roads and public feedback to the Connected Region Key Pillar Working Group to discuss and make comment on proposed grid ownership, maintenance liabilities and transition options;
- b. Extend the ownership nomination period for an additional 12 months for Council staff, in consultation with the relevant working group, to determine ownership of existing grids and gates on Council roads where ownership is uncertain.
- c. Extend the current transition period for an additional 12 months from the 1st July 2022 for existing grid and gate owners to upgrade, repair, remove or replace non-compliant grids and bring them into compliance with the updated policy POL087, noting all associated costs are currently the responsibility of the grid or gate owner as per the policy.

3. Background

Council adopted the Grids and Gates Policy at the 26 May 2021 Council meeting, to come in to effect from 1 July 2021. The adopted Policy had a 12 month implementation timeframe from 1 July 2021 to 1 July 2022 for:

- Council staff to determine ownership of existing grids and gates on Council roads where ownership is uncertain. At the end of that period, Council may remove a grid or gate where ownership has not been clarified; and
- Existing grid and gate owners to upgrade, repair, remove or replace non-compliant grids and bring them into compliance with the policy as approved on 26 May 2021. All associated costs were to be the responsibility of the grid or gate owner.

Upon adoption of the Policy at the 26 May 2021 meeting (attached for your reference with covering report), Council undertook engagement activities with landowners who may be affected by the implementation of the Policy as approved. During this engagement a number of

questions arose from landowners relating to responsibilities for maintenance and public liability insurance.

As a result of these queries, Council undertook additional review of the Policy and determined that changes to the Policy are required.

Taking into account feedback from landowners and Council's insurer, Council staff delayed the determination of grid ownership which in turn has impacted the implementation of the existing policy.

4. Discussion

As reported at the 21 May 2021 Council meeting, there is a need to harmonise the policy on grids and gates on public roads of the former Armidale-Dumaresq and Guyra Shire Councils.

In the former Guyra Shire Council area, there were 80 stock grids on public roads. The property owner was responsible for installation and maintenance of the grid and associated signs plus maintenance of the road for a distance of 20 metres on both sides of the grid.

In the former Armidale-Dumaresq Council area, there were 205 stock grids on public roads. The owner was required to pay for the installation of a grid, but Armidale Dumaresq Council was responsible for maintenance of the road and the grid.

Where grids were found to be no longer required, they were removed from the road by Council, and in some cases given to the landowner if they wanted to reuse them on their own land.

In the preparation of the Policy as adopted by Council on 26 May 2021, consultation was undertaken with GHD on behalf of Council on the draft policy with the Armidale and Guyra branches of the NSW Farmers' Association.

Following adoption at the 26 May 2021 Council meeting, a large amount of public feedback on the policy and its implementation has been received. Grid and gate condition and ownership has not yet been determined for all grids and gates.

5. Implications

5.1. Strategic and Policy Implications

The 2017-2027 Community Strategic Plan includes

Community Outcome #3 "Regular review of Asset management Plans to ensure that prioritisation of resources are allocated in the most effective and efficient manner" The Community Strategic Plan and Operational Plan require Council to manage its assets including its roads in the most efficient manner.

The 2020-2021 Operational Plan includes:

E3 Environment and Infrastructure – Revaluation, maintenance and rehabilitation of roads, stormwater, bridges, footpath and related assets.

5.2. Risk

Economic risk – The delay in implementing the adopted policy allows for a greater understanding of the financial liabilities for both Council and Landowners affected by the policy and its transition. Fees and Charges related to gates and stock grids on Council Roads have been updated in alignment with the *Roads Regulation 2018* and are included in the Draft Fees and Charges Schedule 2022-2023, on public exhibition from 11 May 2022- 8 June 2022. This Schedule is submitted as a separate item for adoption at the 29 June Council meeting (this meeting). There exists a risk that future drainage maintenance and mowing costs along some roads could increase due to adoption of fencing rather than grids by land owners.

Ordinary Council

29 June 2022

Social risk – The delay in implementing the policy will promote frustration amongst landowners and continue social tensions over the proposed and potential outcomes.

Operational risk – Operationally, the deferral extends the current operating conditions which have undetermined maintenance liabilities. Failing to act on the proposed recommendations will extend these liabilities.

Reputational risk – Until the working group define the ownership, maintenance and transition options, damage to Council's reputation in terms of working relationship will continue.

Corporate risk – The grids and gates could be a mixture of Council and private assets which in turn could extend liability to Council. This may be for maintenance costs, damage, loss or other.

Legislative and Regulatory Risk – It should be confirmed if the adopted policy aligns with the *Roads Act 1993* and the *Roads Transport (General) Regulation 2018*. It is anticipated that *The Dividing Fences Act 1991* could provide guidance as to the liability for Council for any changes required to the policy and or interpreting ownership of grids and or gates within the road reserve.

5.3. Sustainability

Environmental sustainability

- Well maintained cattle grids and gates are essential in ensuring animals remain confined to their designated areas, and do not wander, creating additional impacts to the soil and waterways or become a public safety hazard.

Financial Sustainability

- The policy must not create an unnecessary burden on landowners or Council's maintenance teams.

5.4. Financial

Budget Area:	Construction and Maintenance – Internal Customers						
Funding Source:	General Fund						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
270400	Salary/Wages	\$1,239,695	\$1,180,949	\$9,035	\$5,000	\$1,194,984	\$44,711

During the proposed adoption period, Council could see a minor increase in costs of up to \$5,000 for Council staff to undertake an assessment of existing grids and their ownership. The cost of these works will be funded within roads management budget.

Council could also see an increase estimated to be \$3,000/per grid removal if Council's Roads and Parks Manager decides to remove unclaimed grids from the road network. Council's current expenditure on grid maintenance will remain unchanged until the end of the transition period at approximately \$8,300/per month adjusted for CPI.

The implementation of the policy and ownership, maintenance and transition outcomes will likely have a financial impact unable to be determined at this time.

6. Consultation and Communication

In the preparation of the Policy adopted by Council on 26 May 2021, consultation was undertaken by GHD on behalf of Council in October 2020. GHD representatives Chris Donnelly met with 5 members of the Armidale and Guyra branches of the NSW Farmers' association.

Through this consultation process it was recognised that:

- There is a need for a consistent policy across the region
- There were concerns raised about public liability and ownership (addressed in the revised Policy for public exhibition and the transition plan)
- Landowners have significant concerns regarding the cost burdens for the replacement and maintenance of grids to the standards specified in the policy.

Following the adoption of the policy by Council on 26 May 2021, Council staff have received public feedback strongly advising discontent at the implementation of the policy.

Further consultation through referral to the Connected Region Key Pillar Working Group is suggested to discuss and make comment on proposed grid ownership, maintenance liabilities and transition options. It is expected that through this working group, a more transparent outcome for Council and landowners can be achieved.

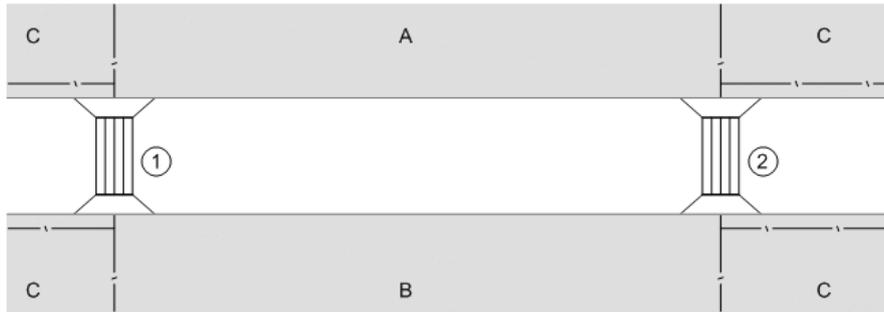
7. Conclusion

The current Gates and Stock Grids on Council Roads Policy transition period is expected to conclude on the 1 July 2022. Public feedback has identified that the current policy may not be fit for purpose and not easily regulated. Due to feedback from landowners and Council's insurer, Council staff have not yet completed the determination of grid and gate condition or ownership.

Under the newly formed Key Pillar Working Group Framework, it is proposed that a working group is established to help guide the development of a revised policy, and provide guidance on its application in determining grid and gate ownership, maintenance liabilities and to identify transition options.

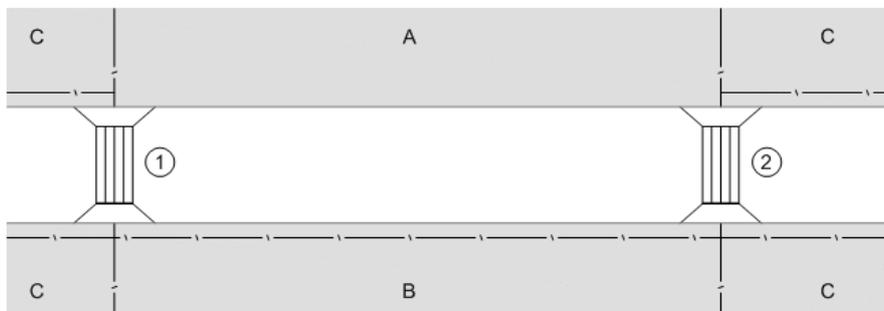
OWNERSHIP OF CATTLE GRIDS
BASED ON BENEFITS

SCENARIO 1
NOT TO SCALE

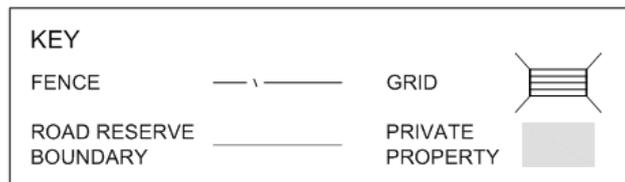


GRID ① AND ② BENEFIT OWNERS A & B (CAN BE COMMON)
C ARE ALL FENCED

SCENARIO 2
NOT TO SCALE

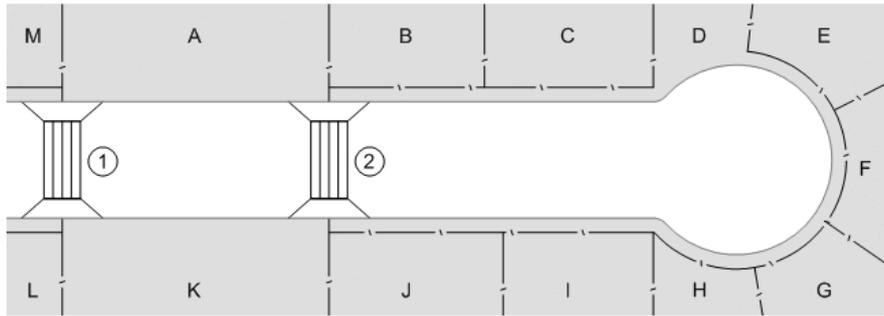


GRID ① AND ② BENEFIT OWNER A
B AND C ARE ALL FENCED



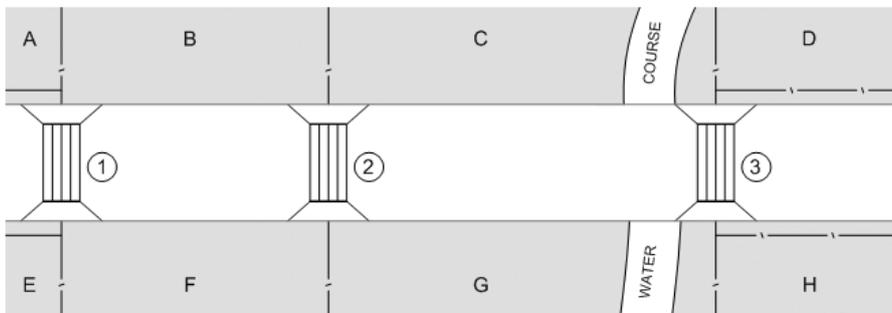
OWNERSHIP OF CATTLE GRIDS
BASED ON BENEFITS

SCENARIO 3
NOT TO SCALE

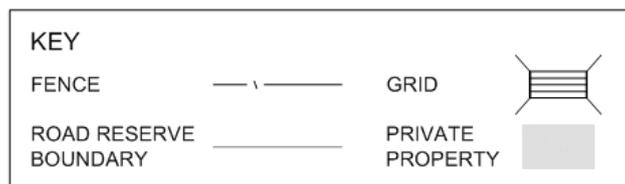


- GRID ① BENFITS OWNER A & K
- GRID ② BENFITS OWNER A, D & K

SCENARIO 4
NOT TO SCALE

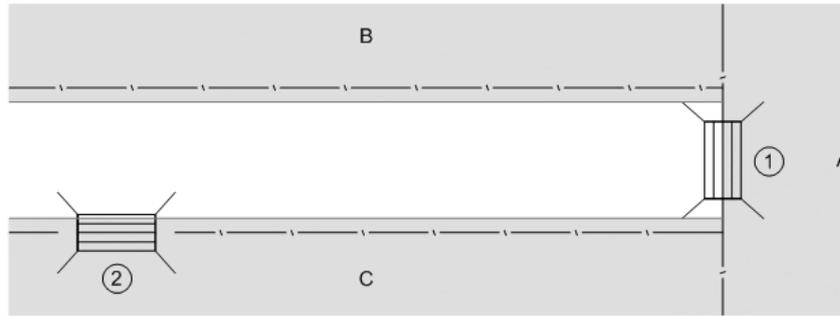


- GRID ① BENFITS OWNER B & F
- GRID ② BENFITS OWNER B, C, F & G
- GRID ③ BENFITS OWNER C & G

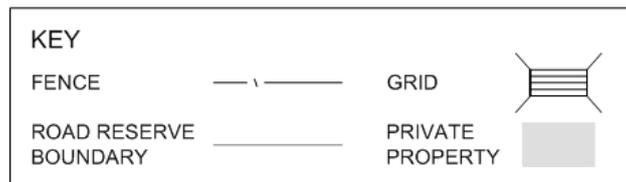


OWNERSHIP OF CATTLE GRIDS
BASED ON BENEFITS

SCENARIO 5
NOT TO SCALE



- GRID ① BENEFITS OWNER A
- GRID ② BENEFITS OWNER C



Ordinary Council

26 May 2021

Item:	10.17	Ref: AINT/2021/11528
Title:	Gates and Stock Grids on Council Roads - For Adoption (Post Public Exhibition)	Container: ARC16/0652
Responsible Officer	Director Businesses and Services	
Author:	Sharn Woolnough, Project Officer	
Attachments:	<ol style="list-style-type: none"> 1. Stock grids and gates on public roads - GHD public consultation Meeting Notes 2. Gates and Stock Grids on Public Roads - POL087 - v6 	

1. Purpose

To seek Council endorsement of Gate and Stock Grid Policy and associated transition to implementation. This policy harmonises the grid and gate policy across the Armidale Regional Council local government area. The intent of the policy is to align the expense and responsibility of grids and gates with the primary and private beneficiary of the assets which is the landowner. The grids and gates are installed on public infrastructure.

2. OFFICERS' RECOMMENDATION:

That Council;

- Adopt the revised Gates and Stock Grids on Council Roads Policy to come into effect 1st July 2021 for all grids and gates on Council roads.
- Permit a period of no more than 12 months for council staff to determine ownership of existing grids and gates on Council roads where ownership is uncertain. At the end of that period, Council may remove a grid or gate where ownership has not been clarified.
- Permit a transition period of 12 months from the 1st July 2021 for existing grid and gate owners to upgrade, repair, remove or replace non-compliant grids and bring them into compliance with the updated policy POL087. All associated costs are the responsibility of the grid or gate owner.

3. Background

In the former Guyra Shire Council, there were 80 stock grids on public roads, and the property owner was responsible for installation and maintenance of the grid and associated signs plus maintenance of the road for a distance of 20 metres on both sides of the grid.

In the former Armidale Dumaresq Council, there were 205 stock grids on public roads and the owner was required to pay for the installation of a grid, but Armidale Dumaresq Council was responsible for maintenance of the road and the grid. Where grids were found to be no longer required, they were removed from the road by Council, and in some cases given to the landowner if they wanted to reuse them on their own land.

Cattle grid policies at other rural councils have been reviewed and discussed with the relevant Shire Engineers, including Walcha, Mid-Western, Inverell, Tamworth, and Uralla Councils

Council is required to harmonise the former Guyra Shire LGA and Armidale Dumaresq LGA policies and provide a consistent policy for the responsibility and maintenance of grids for the Armidale Regional Council LGA. Council staff arranged consultation with the Armidale and Guyra branches of the NSW Farmers Association that was undertaken by GHD. A draft policy was

prepared and there was an extended public consultation period of the draft policy between 10th Dec 2020 and 1st March 2021.

4. Discussion

The attached policy outlines the requirements for installation and management of stock grids on Council maintained public roads. It proposes that the land owner be responsible for the cost of installation of a new cattle grid or gate if approved, and for maintenance of the grid and associated fences and gates, signs and adjacent pavement.

Council staff would conduct an audit of all 285 cattle grids to determine ownership. It is proposed there is an assessment of each grid in the presence of the land owner, to check the condition of the structure for conformance to Council's standard, and to confirm whether the grid is still required.

Council will agree to leave all grids and associated pavement in a serviceable state prior to handover to a private owner.

Where it is agreed that cattle grids can be removed, a program will be developed to remove those grids. The landowner will be responsible for removal expenses and any associated costs. If the grid was purchased or installed at the land owner's expense, the removed grid will be offered to the land owner for reuse on their own property.

5. Implications

5.1. Strategic and Policy Implications

The 2020-2021 Operational Plan includes:

Environment and Infrastructure E3 Infrastructure –

Revaluation, maintenance and rehabilitation of roads, stormwater, bridges, footpath and related assets.

The 2017-2027 Community Strategic Plan includes

Community Outcome #3 "Regular review of Asset management Plans to ensure that prioritisation of resources are allocated in the most effective and efficient manner"

The Community Strategic Plan and Operational Plan require Council to manage its assets including its roads in the most efficient manner. This requires Council to not spend resources where the primary beneficiary is a private landowner. Grids benefit the landowner and therefore the ownership, acquisition cost, maintenance and any liability must rest with the landowner. This policy gives effect to those principles and harmonises Council's policy across the local government area.

5.2. Risk

Operational risk: There is potential risk to Roads and Parks rural maintenance crews if additional fencing is installed by landowners. There exists the potential for additional mowing/slashing operations due to lack of grazing in unfenced road corridors.

Council monitors over 26 different asset classes, including stock grids and gates on public roads. Inspection timeframes and maintenance intervention thresholds are incorporated within the proprietary program Reflect. Reflect is utilised by over 135 Local Governments across Australia for defect tracking and assigning routine or reactive maintenance and builds on the asset management and risk management doctrines as stipulated in ISO 31000:2009 - Risk management – Principles and guidelines. The program allows Council to improve public safety,

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26 May 2021

preserve and improve organisational reputation, reduce maintenance backlog and provide more rigour and surety around forward works planning. The intrinsic reduction in risk is tangible and measurable.

Legal risk: A number of council rural roads do not exist on designated road reserves. Hence, there could be legal liability to fence private land.

5.3. Sustainability

Promoting more efficient and improved services through consistency and safer grid standards.

Improved accessibility along rural roads through adoption of wider grids. This aligns with Councils CSP for improved access for transport and ongoing improvements to roads.

5.4. Financial

2021-2022 Budget – For adoption

Budget Area:	Construction and Maintenance – Internal Customers						
Funding Source:	General Fund						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
270400	Salary/Wages	\$2,227,482	0	0	\$7,000	\$2,234,482	\$2,227,482

During the first 12 months of adoption council could see a minor increase in costs of up to \$7,000 for Council staff to undertake an assessment of existing grids and their ownership. The cost of this works will be funded within roads maintenance budget.

Council would also see an increase of up to \$2,300/per grid removal if Council's Roads and Parks Manager decides to remove unclaimed grids from the road network. Council's current expenditure on grid maintenance will remain unchanged until the end of the transition period at approximately \$8,300/per month.

Following the transition period, Council's Roads and Parks department would only be undertaking maintenance and installation of grids on behalf of grid owners based on fees and charges for these services. Council's annual grid maintenance cost would be reduced by >\$90,000.

There exists a risk that future drainage maintenance and mowing costs along some roads could increase due to adoption of fencing rather than grids by land owners.

6. Consultation and Communication

Consultation with NSW Farmers Association (Armidale and Guyra branches) was undertaken by GHD on behalf of Council on 19th October 2020. Feedback from this consultation shaped the original draft policy which was sent for public consultation between 10th Dec 2020 and 1st March 2021 as a result of Council support in the December 2020 Council meeting.

Ordinary Council

26 May 2021

A summary of the feedback from the exhibition period is attached to this report.

Staff propose to publicly advertise adoption of a new Gates and Stock Grids policy on Council's Website and social media. It also aims to engage with NSW Farmers during the transition phase. Letters will be provided to all existing stock grid owners and future owners in the former Armidale Dumaresq LGA.

Commencement and ending of the transition phase will be publicly advertised and grid owners provided with notice of the end of the transition period.

7. Conclusion

This report recommends that Council approve the Gates and Stock Grids policy POL087, the proposed auditing/ assessment period of 12 months and transition of all existing grids to the new policy over an additional 12 months.

This policy harmonises the grid policy across the local government area. The former LGAs had conflicting grid policies.

The burden of grid ownership and maintenance will rest with the landowner who is the primary beneficiary of the infrastructure installed on Council's public road network.

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Ordinary Council Meeting
Wednesday, 26 May 2021

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10.16 Public Exhibition - Aquatic Centres Patron Code of Conduct

Ref: AINT/2021/14214 (ARC17/1793)

231/21

RESOLVED

That Council

- a. Endorse the draft Aquatic Centres patron Code of Conduct Policy (POL135) for public exhibition until Monday 28 June 2021.
- b. Receive a further report at the conclusion of the exhibition period.

Moved Cr Murat

Seconded Cr Robinson

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

10.17 Gates and Stock Grids on Council Roads - For Adoption (Post Public Exhibition)

Ref: AINT/2021/11528 (ARC16/0652)

232/21

RESOLVED

That Council;

- a. Adopt the revised Gates and Stock Grids on Council Roads Policy to come into effect 1st July 2021 for all grids and gates on Council roads.
- b. Permit a period of no more than 12 months for council staff to determine ownership of existing grids and gates on Council roads where ownership is uncertain. At the end of that period, Council may remove a grid or gate where ownership has not been clarified.
- c. Permit a transition period of 12 months from the 1st July 2021 for existing grid and gate owners to upgrade, repair, remove or replace non-compliant grids and bring them into compliance with the updated policy POL087. All associated costs are the responsibility of the grid or gate owner.

Moved Cr Murat Seconded Cr Robinson

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

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10. ENVIRONMENT AND INFRASTRUCTURE

10.1 Grids and Gates Policy

Ref: AINT/2022/17545 (ARC17/1709-6)

129/22

RESOLVED

That Council:

- a. Refer POL087 – Gates and Stock Grids on Public Roads and public feedback to the Connected Region Key Pillar Working Group to discuss and make comment on proposed grid ownership, maintenance liabilities and transition options;
- b. Extend the ownership nomination period for an additional 12 months for Council staff, in consultation with the relevant working group, to determine ownership of existing grids and gates on Council roads where ownership is uncertain.
- c. Extend the current transition period for an additional 12 months from the 1st July 2022 for existing grid and gate owners to upgrade, repair, remove or replace non-compliant grids and bring them into compliance with the updated policy POL087, noting all associated costs are currently the responsibility of the grid or gate owner as per the policy.

Moved Cr Packham

Seconded Cr Mepham

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

10.2 Proposed Electricity Contract for Small Sites

Ref: AINT/2022/21075 (ARC18/2849)

130/22

RESOLVED

That Council:

- a. Endorse the procurement strategy of utilising Retail Supply of Electricity to NSW Government (Large and Small Sites) and Eligible Buyers Contract 3062;
- b. That this Procurement Strategy be endorsed under Section 55(g) of the *Local Government Act 1993* as a contract for the purchase of goods, materials or services specified by the NSW Procurement Board;
- c. Enter into an agreement with Shell Energy under this contract for the supply of retail electricity to small sites from 1 July 2022 to 30 June 2025; and
- d. Authorise the General Manager to sign the contract documents on behalf of Council.

Moved Cr Robinson

Seconded Cr Redwood

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



BUSINESS PAPER

SPORTS COUNCIL

To be held on

Tuesday, 7 February 2023

5:30pm

at

Armidale Council Chambers

Members

Councillor Jon Galletly

Mr Steve McMillan (Chair)

Mr Mike Porter

Mr Mick Fittler

Mr Shane Voigt

Ms Sophie Sincock

Mr Trevor Smith

Mr Phill Pattison

Mr Graham Parsons

Ms Amy Biggs (Armidale Regional Council)

Quorum: 6 Members to be Present

AGENDA

Armidale Regional Council
Sports Council
Tuesday, 7 February 2023

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	T. Smith and S Voigt are apologies for the meeting.	
2	Confirmation of Previous Minutes	
	<i>Sports Council - 3 November 2022</i>	
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Tuesday, 7 February 2023

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Item: 5.1 **Ref:** AINT/2023/02162
Title: Sports Council Financial Report to 31 January 2023 **Container:** ARC16/0330-2
Author: Brad Munns, Financial Accountant
Attachments: Nil

1. Purpose

The purpose of this report is to provide the Sports Council Financial Report for the period to 31 January 2023.

2. OFFICERS' RECOMMENDATION:

That the committee note the financial report for the period to 31 January 2023.

3. Background

The Sports Council has an operational and capital project budget for revenues and expenditure. This budget is reported against at each meeting of Sports Council in this financial report.

Sports Player and Association levies invoiced and received by Council are accumulated into Council's Trust Account for application to priority capital projects.

4. Discussion

The tables below show the Sports Council Financial report for:

1. FY2022/23 Operational and Capital Budgets and Actual Results to 31 January 2023
2. FY2021/22 Operational and Capital Budgets and Actual Results (for comparative purposes); and
3. Balance of the Sports Council Capital Priority Projects Reserve at 31 January 2023.

<u>Operating Income</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual to</u>
Project No. 240250	<u>FY21/22</u>	<u>FY21/22</u>	<u>FY22/23</u>	<u>31Jan2023</u>
	\$	\$	\$	\$
Association & Player Levies	42,000	39,142	42,840	37,537
Total Operating Income	42,000	39,142	42,840	37,537
Note: Actual levies received are transferred into Council's Trust Account Reserve at EOFY for allocation to capital priority projects.				
<u>Operating Expenditure</u>				
Donations – Small Grants paid	42,000	1,500	42,840	6,650
Materials	-	-	-	253
Allocation of Levies into Trust bank account Reserve for capital priority projects.		-	-	30,634
Total Operating Expenditure	42,000	37,642	42,840	37,537

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Capital Income	Budget FY21/22	Actual FY21/22	Budget FY22/23	Actual to 31Jan2023
Project No. 240386				
	\$	\$	\$	\$
Capital Income (Allocation from Reserve)	33,000	33,000	-	-
Total Capital Income	33,000	33,000	-	-
Capital Expenditure				
Priority Projects allocation	33,000	-	-	-
Rologas Cricket Storage Shed	-	8,000	-	-
Armidale Sportsground - replacement of electronic scoreboard	-	15,000	-	-
Armidale Sportsground - extension of Armidale District Cricket Association clubhouse	-	10,000	-	-
Total Capital Expenditure	33,000	33,000	-	-

Balance of Sports Council Capital Priority Projects Reserve at 31 January 2023:

Opening Balance of ARC Trust Account Reserve 30/06/2022	\$73,095
Add Newcastle Permanent Bank Account balance (to be transferred to ARC Trust Account)	\$885
Current balance at 31 January 2023	\$73,980
Add Forecast FY2023 Levies to be transferred 30 June 2023	\$30,634
Forecast Balance at 30 June 2023	\$104,614

Commentary:

Operating Income and Expenditure

- Levies of \$37,537 have been invoiced for the year to date 31 January 2023, as compared to the budget of \$42,840.
- Operating expenditure of \$6,650 for small grants and \$253 for materials has been incurred up to 31 January 2023 and the remaining balance of player levies of \$30,634 is allocated for transfer into the Reserve account for future priority projects.
- The total expenditure of \$37,537 matches the actual revenue received from Levies less allocations to small grant amounts and materials, and compares with the budgeted expenditure of \$42,840. This demonstrates the quarantining of player levies into a Trust Account Reserve for allocation towards the Sports Council priority capital projects, in accordance with Council's resolution at the 29 July 2021 Ordinary Council meeting.

Capital Income and Expenditure

- The Sports Council has a list of priority capital projects. Up to 31 January 2022, no amount was allocated in the capital budget for Sports Council projects.
- The balance of the Reserve at 31 January 2023 is \$73,980.

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- Up to 31 January 2023, based upon current invoicing and receipt of levies, a forecast balance of \$104,614 is expected for the Reserve for allocation to future capital priority projects.
- Other Capital priority projects for FY2022/23 are subject to grant funding opportunities.

5. Implications

5.1. Strategic and Policy Implications

There are no strategic or policy implications from this report.

5.2. Risk

Overall financial management risk is considered to be low.

Capital projects are reviewed and approved as funding becomes available.

5.3. Sustainability

While not directly related to this report, overall Sustainability Implications include:

- Promoting more efficient and improved service delivery through collaboration and innovation
- Demonstrating potential efficiencies to be gained through service delivery

5.4. Financial

Budget Area:	Public & Town Spaces – Sports Council Administration						
Funding Source:	Player and Association Levies, Sports Council Reserve (Trust Account)						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
240250 (Op)	Operational Revenue - Levies	42,840	37,537	Nil	Nil	37,537	5,303
240250 (Op)	Operational Expenditure	42,840	6,903	Nil	30,634	37,537	5,303
240386 (Cap)	Capital Revenue & Expenditure	Nil	Nil	Nil	Nil	Nil	Nil

6. Consultation and Communication

Consultation and Communication occurs between Council and the Sports Council during the year as required.

7. Conclusion

This report is the Sports Council financial report for the period to 31 January 2023.

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Item:	5.2	Ref: AINT/2023/02139
Title:	Project update - Lynches road netball courts lighting project	Container: ARC16/0330-2
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

OFFICERS' RECOMMENDATION:

The Committee note the report.

Context

Armidale Regional Council received a grant of \$350,000 from the Regional Sport Facility Fund 2020/21 for the installation of lighting at the Lynches Road Netball Courts.

Purpose

Lighting at the Lynches Road Netball Courts will allow user groups to have evening training sessions and host twilight competitions year round. This report will provide a status update on the project along with estimated timeframes for completion.

Summary

Following on from previous reports on this matter, given that the tender accepted for the project came in significantly under budget, an additional request for quotation was created to ascertain the cost of solar panel installation, CCTV surveillance and purchase and installation of a new PA system including speakers.

Quotes were received for the aforementioned additions to the project, however an issue was encountered with the conduit requirements for the lighting cabling. Upon excavation on site, the conduit that the contractor was expecting to locate was not present, and as such a significant variation to the project was required in order to lay the conduit needed.

There have been significant time delays with the variation negotiations however these are expected to be finalised in the coming weeks. The current cost estimates for the additional work required see the remaining budget reduced to approximately \$40,000. This will be the funding remaining for the installation of solar panels, CCTV surveillance or the PA system and speakers. Given this reduced budget, consultations with Armidale District Netball Association will be held shortly (once costings have been finalised) to determine which component of the aforementioned additions will be delivered as the funding will not cover all three.

The lighting installation is currently 90% complete, and it is expected that the project will be completed in its entirety by the end of March 2023.

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Item:	5.3	Ref: AINT/2023/02140
Title:	Project update - Indoor Cricket Training Centre - Armidale Sportsground	Container: ARC16/0330-2
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

OFFICERS' RECOMMENDATION:

The Committee note the report.

Context

Armidale & District Cricket Association received a grant of \$89,000 from the Stronger Country and Communities Fund as a contribution towards the extension of the Indoor Cricket Centre at Armidale Sportsground. This extension is the final stage of the project.

Purpose

The Indoor Cricket Centre at Armidale Sportsground will be further extended to include accessible amenities, change room facilities, office space and a kitchenette.

Summary

Mike Porter, President of Armidale District Cricket Association has provided the following project status update, current as of 1 February 2023:

- Drainage to the shed extension has been set up, inspected and approved by Council. It has now been back filled and water directed to the drain to the south of the building.
- Internal design of the toilet area, particularly the design of the accessible toilet has been inspected by Council along with the builder and has been given approval.
- Water and sewer has been connected to the mains ready for the internal fit out.
- The internal wall fit out has commenced.
- The extension has been closed off from the main building due to the construction work being carried out on site.
- Completion is expected sometime in March 2023

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Item:	5.4	Ref: AINT/2023/02141
Title:	Project update - Armidale Sportsground Carpark ARC16/0330-2	Container:
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

OFFICERS' RECOMMENDATION:

The Committee note the report.

Context

The carpark at Armidale Sportsground has been of concern for quite some time. The existing carpark at the facility does not suffice the needs of the users and is inaccessible following periods of substantial rain. Funding for the project has been made available as a result of the s7.12 Developers Contribution fund to the tune of \$295,000.

Summary

In 2022, a Request for Tender (RFT) was released however there were no submissions from contractors. Part of the possible reasoning for this lack of submissions may have been the radius limit of 200km that was set during the initial RFT, along with many contractors being very busy with a lot of works scheduled.

A new Request for Quotation (RFQ) has been released with no limit on radius, and local contractors have been contacted to gauge their interest in submitting an RFQ. Current feedback from contractors continues to be that local contractors are busy however there is interest in submitting an RFQ for the project.

The RFQ closes on 16 February 2023 and submissions will be evaluated after that date.

It is hoped that the project will be able to be completed in its entirety rather than 2 stages (as originally planned) thanks to additional funding that may available via the Local Roads and Community Infrastructure (LRCI) Phase 4 funding. This funding will be made available as of 1 July 2023 and will need to be expended by 30 June 2024 with projects also fully completed by that date.

Further information regarding the progress of the project will be provided to the Sports Council as it comes to light.

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Item:	5.5	Ref: AINT/2023/02142
Title:	Naming Rights Sponsorship - Armidale Sportsground	Container: ARC16/0330-2
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

OFFICERS' RECOMMENDATION:

The Committee note the report

Context

Council is looking for a Naming Rights Sponsor for Armidale's premiere sporting ground, Armidale Sportsground.

Purpose

Following the termination of the Naming Rights Sponsorship with RAB, Council is on a search for a new Naming Rights Sponsor. The agreement will provide Council with additional funds dedicated to the the development of the Sportsground.

Summary

The acting Sports & Recreation Development Officer, Ankur Jain, had approached a number of businesses with the proposal of being a Naming Rights Sponsor of the Sportsground. Unfortunately it was reported that there was relatively low interest amongst the businesses local businesses regarding this opportunity.

Current Sport and Recreation Development Officer, Amy Biggs, has had conversations surrounding this opportunity with Council Manager Precincts and Activation (formerly Council Senior Property Specialist) Sam Drake. Sam has advised that in-line with the upcoming Big Chill Festival being held at the Sportsground in May 2023, we have a great opportunity to showcase the facility to local businesses and spruik their interest at the opportunity to be a naming rights sponsor.

More information surrounding progress with this matter will be passed onto the Sports Council committee as it progresses.

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Item:	5.6	Ref: AINT/2023/02295
Title:	Sports Council Small Grants	Container: ARC16/0330-2
Responsible Officer	Coordinator Public and Town Spaces	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

1. Purpose

The purpose of the report is to inform the committee of updates regarding the Sports Council Small Grants recently awarded.

2. OFFICERS' RECOMMENDATION:

The committee note the report.

3. Background

Sports Council Small Grants totalling \$6,650 have so far been awarded in the 2022/23 financial year as follows:

Lennox Neilson	Under 16 All Schools National Hockey Championship
Lily Neilson	Under 21 National Hockey Championship
Cody McCann	Australian Open Men's Country Hockey Championship
Caitlyn Low	Australian Open Women's Country Hockey Championship
Amelia Mazzei	Virtus Oceania Asia Games
Ashlee Morgan	U13 Field Hockey National Championship
Angus Schmude	U13 Field Hockey National Championship
Luke Whitty	U13 Field Hockey National Championship
Lucy Deiderick	U13 Field Hockey National Championship
Sophie Carson	Touch Football National Youth Championship
Tahli Smith	Touch Football National Youth Championship
Ella-Rose Carson	Open National Archery Championship 2022
Jeff Carson	Open National Archery Championship 2022
Myles Harris	Australian Futsal Team Tour of New Zealand
Caleb Bettison	Australian all schools athletics championships - U18s
Brooke Moran	PSSA National Cricket carnival - NSW team
Sophia-Rose Markham	BJP Physie senior national championship
Charlise Diedrick	BJP Physie junior national championship
Archie Clarke	Hockey Australia U15's Indoor National Championship
Ruby Bennett	2022 National School Futsal Championships - Brazil - Australian team
Tyler Riggall	U13 National Indoor Hockey Championships
Laura Towie	National Futsal Titles - USA - Australian Youth Womens team
Olivia Clarke	U18's indoor hockey team - national championships

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4. Conclusion

The committee are to note the recently awarded Sports Council Small Grants totally \$6,650 and note the expectation that the full \$10,000 small grants budget will be expended by 30 June 2023.

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Item:	7.1	Ref: AINT/2023/02258
Title:	Review of Sports Council Small Grants Funding Guidelines Container: ARC16/0330-2	
Responsible Officer	Sport & Recreation Development Officer	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	1. Sports Council Individual Small Grant Application Form 2022-23	

1. Purpose

The purpose of the report is to request the committee review the current funding guidelines of the Sports Council Small Grants and make any amendments as agreed upon.

2. OFFICERS' RECOMMENDATION:

That the committee:

- a. Review the current Sports Council Small Grants funding guidelines
- b. Discuss any amendments required

3. Background

The Sports Council Small Grants program provides financial support to local talented athletes who are selected to represent their state or nation. Small Grants of \$250 are available for athletes selected to represent NSW and \$500 is available for athletes who are selected to represent Australia. The annual budget for Sports Council small grants in recent years has been \$10,000 per financial year however in years of tighter budgetary restrictions it has been \$5000. In order to be eligible for grant funding, there is additional criteria that the applicants are required to meet, as outlined in the attached application form which includes the funding guidelines.

4. Discussion

Over the years, the Sports Council has received applications from local talented athletes who have been selected to represent their state or nation, however they have not met the funding guidelines in one way or another, resulting in their application being unsuccessful. A recent application was received for a local athlete who had been selected to represent NSW, however her residential address was slightly outside of the Armidale Local Government Area (LGA). The athlete claimed to have played many years of local sport in Armidale and attended schooling in Armidale and requested additional consideration be given to her application. Whilst the committee agreed again that her application was unsuccessful, they agreed to review the guidelines during the next committee meeting and make any amendments as agreed upon.

5. Implications

5.1. Strategic and Policy Implications

Reviewing the current Sports Council Small Grants guidelines may result in changes being made to the funding guidelines. There are no additional strategic or policy implications foreseeable.

5.2. Risk

Nil

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5.3. Sustainability

Nil

5.4. Financial

Budget Area:	Nil						
Funding Source:	Nil						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

6. Consultation and Communication

The Sports Council committee will review and discuss the current Sports Council Small Grant funding guidelines and make any amendments as agreed upon. Should any changes be made to the guidelines, the Sports Council members and broader sporting community will have these changes communicated to them.

7. Conclusion

Reviewing the Sports Council Small Grants funding guidelines will ensure that they are fair and equitable for members of the sporting community and are agreed upon by the current committee members.

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www.armidalesportscouncil.com.au

APPLICATION FOR INDIVIDUAL SMALL SPORTS GRANT

1. Purpose of Funding

The individual small sports grant funding is an allocated budget by Armidale Regional Council. Armidale Regional Sports Council supplements the funds available through community fundraising.

Council's objective in providing individual small sports grants is:

- To promote sport in the Armidale Regional Council area through assisting athletes and team members to achieve state and national representation.

The Armidale Regional Sports Council will be responsible for recommending to Council the allocation of small grants to the Sporting Community in accordance with the Council's objectives and funding principles.

Small grants are to be approved by the executive throughout the year and endorsed at each Sports Council meeting

Funding Guidelines:

1. Applications must be relevant to Council's grant objectives (see above).
 - (a) Individual sportspersons who are members of associations affiliated with the Sports Council (limited to a maximum of \$250 per individual per financial year selected at State level, or to a maximum of \$500 per individual per financial year selected at an Australian level)
 - (b) For individuals to be eligible, they must have been selected by a state or federal body in an open selection process.
2. Funding will only be available to those individuals who are members and are performing in a sport that is recognised and approved by Armidale Regional Sports Council Executive Committee
3. Applicants must be a permanent resident of the Armidale Regional Council area or be a recognised member of an Armidale Regional sporting club.
4. Applications will not be accepted from individuals under 10 years of age (as of the date of application)
5. Applications will not be accepted from Master athletes. Ie that are selected or compete in over 35 years competitions
6. Applications will not be accepted once the event has taken place (e.g after the event date)
7. Only one Council grant application will be approved per applicant per financial year.
8. The grants provided by Council are to be expended only on the activity outlined in this application.
9. Successful applicants must acknowledge Armidale Regional Council and Sports Council's contribution in any promotional material.
10. Successful applicants must submit an acquittal form on how the grant was spent and what was achieved within three months of receipt of the Council grant. If this acquittal form is not submitted the applicant will not receive small grant funding in the future.
11. The 'Supplier by Statement' form MUST be filled out and submitted with the application

4. Declaration

In the case of individual applicants this part should be signed by the applicant and a witness who may be a parent or caregiver (if the applicant is aged under 18 years).

I have read and accept the guidelines for funding and undertake to provide any information required by Armidale Regional Sports Council about the expenditure of the grant. I declare that the information provided by myself/the organisation is complete and correct.

Applicant**Name****Signature****Date****Witness****Name****Signature****Date**

Please complete, sign and submit the Statement by a Supplier form attached

5. Privacy Statement

The personal information requested on this form will only be used to fulfil the purpose for which it is being collected as described on this form. The supply of information by you is voluntary, but if you cannot, or do not wish to, provide the information sought, we may not be able to process your application. Council is to be regarded as the agency that holds the information and will endeavour to ensure that this information remains accurate and up-to-date. You may make an application for access or amendment to this information held by Council. This application form is accessible to the public upon written application, subject to Council's Privacy Management Plan, Section 12 of the Local Government Act 1993 and the Freedom of Information Act 1989.

6. COUNCIL USE ONLY**Records Stamp**

Date received / / 20	TRIM FOLDER – A02/0438-6	
Name of processing officer	Applicant advised of outcome YES <input type="checkbox"/> NO <input type="checkbox"/>	
Date Approved	Method of payment EFT <input type="checkbox"/> Cheque <input type="checkbox"/>	
Record Scanned into TRIM Yes <input type="checkbox"/>	Record number	

Fact sheet and form

Business

Statement by a supplier

(reason for not quoting an ABN to an enterprise)

PURPOSE

This fact sheet provides guidance on:

- pay as you go (PAYG) withholding from payments for supplies, and
- the requirements for quoting an Australian business number (ABN).

When you pay suppliers who provide goods or services to your business, those suppliers generally need to quote an ABN. They can quote their ABN on an invoice or some other document that relates to the goods and/or services they provide. If any supplier does not provide their ABN, you may need to withhold an amount from the payment for that supply. This is sometimes referred to as 'No ABN withholding'.

WITHHOLDING FROM PAYMENTS

Generally, you must withhold 46.5% of the total payment for a supply unless:

- you have an invoice or some other document relating to the supply on which the supplier's ABN is quoted
- the ABN of the supplier's agent is quoted (if the supply is made through the agent), or
- one of the exceptions to withholding applies or the supplier is not entitled to an ABN.

You may also be required to withhold 46.5% from the payment if you have reasonable grounds to believe that the ABN quoted is invalid (for example, it belongs to another entity).

QUOTING AN ABN

A supplier must quote their ABN by the time the payment is made to prevent 46.5% of that payment being withheld. A supplier may quote their ABN on an invoice or other document relating to the supply.

Documents on which an ABN may be quoted include:

- invoices
- quotes
- renewal notices (such as for insurance or subscriptions)

- order forms
- receipts
- contracts or lease documents
- letterheads, emails or internet records (web pages)
- records of over-the-phone quotation of an ABN and/or
- catalogues (and other promotional documents) the supplier produces.

You must keep this information with other records relating to the supply.

▶ You do not have to check whether the ABN is valid. However, if you suspect that the ABN quoted does not belong to the supplier or the supplier's agent, you can check it by either visiting www.abr.business.gov.au or phoning the Tax Office on 13 72 26, 24 hours a day, seven days a week.

WHEN WITHHOLDING IS NOT REQUIRED

You do not have to withhold an amount from a payment if:

- the payer is not making the payment in the course of carrying on an enterprise in Australia
- the payment is \$75 or less, excluding any goods and services tax (GST)
- the supply that the payment relates to is wholly input-taxed, or
- the supplier is an individual and has given you a written statement which says:
 - the supply relates to a private recreational pursuit or hobby, or
 - the supply is wholly of a private or domestic nature for that supplier.
 However, you should withhold if you have reasonable grounds to believe that this statement is false or misleading.
- The supplier is an individual aged under 18 years and the payment does not exceed \$120 a week.

NAT 3346-04. 2008



Australian Government
Australian Taxation Office

STATEMENT BY A SUPPLIER (REASON FOR NOT QUOTING AN ABN TO AN ENTERPRISE)

You also should not withhold an amount from a payment if you are satisfied that:

- the supply is made by an individual or partnership without a reasonable expectation of profit or gain
- the supplier is not entitled to an ABN as they are not carrying on a business or enterprise in Australia, or
- the whole of the payment is exempt income for the supplier.

! If a supplier has applied for an ABN, they may ask you to hold back payment until the ABN has been obtained and quoted. This is a matter for you and the supplier to work out. However, unless one of the above exceptions applies, you must withhold 46.5% of the payment if it is made before an ABN is quoted. If you do not withhold from the payment, you may have to pay a penalty equal to the amount you should have withheld.

INFORMING THE PAYER IF NO WITHHOLDING APPLIES

As the payer, you may request a written statement from the supplier to justify not withholding if the supply:

- relates to a private recreational pursuit or hobby
 - For example, a hobby artist receives a prize of \$100 in a shopping centre art show.

or

- is wholly of a private or domestic nature for the supplier.
 - For example, a home owner sells some personal furniture to a second hand store.

As a minimum, the statement should contain:

- the supplier's name and address
- why it was not necessary to withhold, and
- the supplier's signature.

The Tax Office has developed a form, *Statement by a supplier*, which is attached to this fact sheet and can be used for this purpose.

If you do not withhold because an exception applies, you should keep sufficient records to:

- identify the supply and the supplier, and
- justify the reason for not withholding.

You may choose to obtain a signed statement from the supplier containing the required information or use our form. If we conduct a review and find that the statement was incorrect, you won't be penalised if we believe it was reasonable for you to rely on the supplier's signed statement.

IF YOU ARE REQUIRED TO WITHHOLD

If you are required to withhold an amount, you must:

- be registered for PAYG withholding. This can be done by phoning 13 28 66 between 8.00am and 6.00pm Monday to Friday. You may already be registered if you are withholding from other payments, such as wages to employees.
- withhold 46.5% of the payment unless an exception applies.
- report and pay the withheld amounts to the Tax Office using your activity statement.
- complete a *PAYG payment summary – withholding where ABN not quoted* (NAT 3263), providing a copy to the supplier at the time of payment or as soon as possible afterwards. Suppliers can use the payment summary to claim a credit in their income tax return for the amount withheld.
- keep a copy of the payment summary with your records.
- complete a *PAYG withholding where ABN not quoted – annual report* (NAT 3448).

IF YOU DO NOT WITHHOLD WHEN REQUIRED

You may be subject to penalties if you do not withhold an amount when required. The penalty will be equal to the amount that should have been withheld. It is an offence not to withhold and the payer may be prosecuted in appropriate cases.

➤ MORE INFORMATION

If you need more information about ABNs, you can:

- visit www.ato.gov.au
- phone the Tax Office on 13 28 66 between 8.00am and 6.00pm Monday to Friday, or
- speak to your tax adviser.

If you do not speak English well and want to talk to a tax officer, phone the Translating and Interpreting Service on 13 14 50 for help with your call.

If you have a hearing or speech impairment and have access to appropriate TTY or modem equipment, phone 13 36 77. If you do not have access to TTY or modem equipment, phone the Speech to Speech Relay Service on 1300 555 727.

OUR COMMITMENT TO YOU

The information in this publication is current at April 2008.

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Sports Council
Tuesday, 7 February 2023

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Item:	7.2	Ref: AINT/2023/02138
Title:	Sports Council Priority List	Container: ARC16/0330-2
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

1. Purpose

The purpose of the report is to have the Sports Council committee review the Sports Council Priority List and make any required amendments as determined by the committee.

2. OFFICERS' RECOMMENDATION:

That the committee:

- a. Review the Sports Council Priority List
- b. Make amendments to the list as necessary
- c. Nominate projects that are recommended by the Committee to receive Sports Council funding

3. Background

The Sports Council Priority List has been developed and implemented by the Sports Council successfully for a long period of time. The list organises community sporting infrastructure projects in order of priority as deemed by the Sports Council and provides details of funding needed for the project and funding requested from the Sports Council Development Fund. The Development Fund has previously been the revenue collected from Sports Development Player Levies and intermittent funding provided by Council.

4. Discussion

The Sports Council are required to review the priority list during each meeting to ensure the status of projects are still current and that any Development Fund applications that are received between meetings can be assessed for inclusion on the Priority List and prioritised accordingly.

It is important that projects are assessed for their suitability for grant funding opportunities as they arise, and that the Sports Council determine who will be responsible for submitting the grant funding applications and managing the projects.

5. Implications

5.1. Strategic and Policy Implications

Reviewing and implementing the Sports Council Priority List links into the ARC Delivery Program 2022-2026 by supporting the key pillars as follows:

- Liveable Region – L1.4 'Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state and national events'

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The Priority list also provides direct community input into the development and implementation of the Community Strategic Plan E3.3 through its contribution to ensuring that recreation facilities meet the on-going needs of the community.

5.2. Risk

There are currently no risks identified for the Sports Council reviewing and amending the Priority List as recommended.

5.3. Sustainability

The Sports Council Priority List model encourages sustainability by promoting more efficient and improved service delivery through collaboration between the sporting community and Council. The Sports Council acts as a direct connection between Council and the broader sporting community and enables Council to be aware of the needs and desires of the Sporting Community in a streamlined and organised manner. This removes the need for Council to determine the sporting communities priorities based on council staffs assesment alone, and ensures that sporting infrastructure is prioritised and funded in line with community needs.

5.4. Financial

Budget Area:	Nil						
Funding Source:	Nil						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

The budgets for projects on the Sports Council Priority List are often made up of multiple funding sources including grant funding, sporting body contributions and requests for funding from the Sports Development Fund. The financial report included within the agenda will stipulate the funds available for the Sports Council to nominate projects to receive funding

6. Consultation and Communication

The Sports Council Priority List is reviewed internally by Parks and Facilities staff to ensure there is cohesion between the projects listed on the Priority List and projects within the Parks and Facilities Forward Works Program and Asset Management Plans. This ensures that the priorities between the Sports Council and the Parks and Facilities portfolio are aligned and that both council and the sporting community are working towards the same goals.

7. Conclusion

The Sports Council Priority List requires regular review by the Sports Council to ensure that the projects within the list continue to reflect the needs of the sporting community and that funding opportunities are identified for projects where appropriate.

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Item:	7.3	Ref: AINT/2023/02293
Title:	Sporting groups strategic plans	Container: ARC16/0330-2
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	1. Office of Sport - Strategic Plan Template	

1. Purpose

To prompt the Sports Council committee to discuss ways in which local sporting clubs and groups can be encouraged and assisted to create strategic plans for their sporting organisation.

2. OFFICERS' RECOMMENDATION:

That the committee:

- a) note the report
- b) discuss way to encourage the development of strategic plans amongst sporting organisations
- c) formulate a plan to engage with sporting clubs and assist with their development of strategic plans

3. Background

For many years, the Sports Council committee and associated Council staff have requested that local sporting clubs create a strategic plan for their organisation and once completed, share that plan with Council. Unfortunately, there has been little buy-in from local clubs in the creation of strategic plans. Those clubs/organisations who do have strategic plans have shared them with Council, however to date only a few have been received.

Council are required to update their Sport and Recreation plan as the current document has expired (2011 – 2021). In creating this document, it is vital that Council have input from the local sporting community in order to ensure that the final plan that created meets the needs of the sporting community now and into the future.

4. Discussion

The creation of strategic plans helps sporting organisations to ensure their club has a clear set of goals or strategies for future and ongoing development. Strategic plans assist with the organisations longevity, financial stability, innovation and general success. Whilst they may be time consuming to draft initially, they are incredibly valuable documents that will guide the club and ensure its future success.

Strategic Planning for sporting clubs or organisations is:

- a way to gain consensus – sharing and working towards a vision for the future which can develop cohesion amongst members
- a tool which enables club members to focus on specific outcomes
- a tool that allows and encourages an opportunity for ownership by the club
- an opportunity for development of the club's purpose and autonomy

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- a dynamic and ongoing process where goals are 'time framed' to ensure a sense of achievement
- an avenue for the club to define its challenges and prepare to address them
- a management tool to be used for effective interaction with external bodies.

A sample strategic plan template provided by the Office of Sport has been attached to this report for perusal by the committee and consideration of it being rolled out to Sporting Clubs to complete.

5. Implications

5.1. Strategic and Policy Implications

The collection of strategic plans from local sporting organisations to assist with formulating a new ARC Sport and Recreation plan correlates with the ARC Delivery Program 2022-2026 and Operational Plan 2022-23 as follows:

- L1.1 Provide appropriate planned and maintained community facilities that allow people to meet, congregate and learn
 - L1.1.1 – Develop and maintain council-owned facilities and service infrastructure in line with asset management plans and community needs
 - L1.1.2 – Regularly review councils property portfolio for functionality and seek opportunities for development or divestment
 - L1.1.3 - Support local groups and advocate on behalf of the community to seek grants and project manage upgrades of local facilities and infrastructure.
- L1.2 Enhance the public spaces and natural landscapes that are a part of our regions identity and provide beauty, vibrancy, community, connection and healthy ecosystem.
 - L1.2.2 – Continue community partnerships and investigate further opportunities to support future public space upgrades and developments
 - L1.2.4 – Maintain Council-managed parks, gardens, verges, and other shares spaces to provide attractiveness and usability in line with an Open Spaces Strategy
- L1.4 Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state and national events
 - L1.4.1 - Enhance and maintain our sporting facilities to expected levels of service
 - L1.4.2 Attract regional, state, and large scale sporting events, and increase sports tourism visitors by enhancing, maintaining and prompting our high quality sports facilities
- L1.5 Enhance and maintain recreation spaces to offer quality of life, entertainment and family friendly activities to residents and visitors
 - L1.5.1 – Upgrade and maintain Council owned and managed recreation spaces
 - L1.5.4 – seek opportunities to enhance recreational areas that are within resource capacity and community interest

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5.2. Risk

There would be significant social and reputational risk if Council were to create a document that guides public space and public infrastructure development in the sporting sector without appropriate consultation and engagement with the community. Part of mitigating this risk is encouraging local sporting clubs to develop and share their strategic plans with Sports Council and Council.

5.3. Sustainability

The development of a Sport and Recreation/Open Space management plan will be improved by streamlined community consultation and collaboration, with the Sports Council acting as the sporting communities mouth piece to Council.

5.4. Financial

Budget Area:	Nil						
Funding Source:	Nil						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil

6. Consultation and Communication

This issue has been discussed with Sports Council over the years with correspondence via email also going out more broadly to Sports Council members and community sporting club contacts. Further correspondence will be sent out within the coming weeks to again attempt to get buy-in from the local sporting clubs and communities. Communications will also go out on Social Media to attempt to reach clubs and organisations to get them thinking about strategic planning, particularly in the lead up to the winter season sporting commencing.

7. Conclusion

The Sports Council committee are to discuss ways in which the local sporting clubs can be encouraged and assisted to complete strategic plans and provide them to Council. The provision of these plans will assist Council in formulating a new Sport and Recreation/Open Space planning document.

A sample strategic plan

DATE:

Name of your organisation

Strategic plan
Period of the plan

Business contact details:

Telephone:

Facsimile:

Website:

Name

Telephone

President

CEO or Executive Director

Date of plan:

Signature page

It is always important to ensure key personnel are committed to the plan. Empower them by encouraging their input into the planning process and signing this signature page once the contents are agreed upon.

Modify this to reflect your organisational structure.

The Strategic plan has been developed, agreed to and signed off by the following stakeholders of (name of the organisation):

Directors of the Board or Committee of Management	Directors responsible for	Signature
1.		
2.		
3.		
4.		
5.		
6.		
7.		

If no paid staff amend to committee

Management	Position	Signature
1.		
2.		
3.		
4.		
5.		

Committee	Position	Signature
1.		
2.		
3.		
4.		
5.		
6.		
7.		

Date: _____

Executive summary

The Strategic plan will play an integral role in managing the SSO and achieving its goals over the next three (three, four, or five) years.

It will be used extensively by the Board.

When necessary, it will be modified to reflect the ongoing development and needs of the SSO.

The executive summary is to give a brief overview of the organisations line of business.

Include topics such as:

- an outline of past achievements
- future goals/objectives (strategic direction)
- planned major events
- recommendations.

Table of contents

List the content of the strategic planning documents and relevant page numbers.

	Page number
Cover sheet	
Signature page	
Executive summary	
Table of contents	
List of major assumptions	
List of critical success factors and issues facing your organisation	
Organisation history	
Vision of the organisation	
List of goals and objectives over the long term	
Tables identifying key performance areas, goals, objectives, strategies, action plans	
Management structure	
SWOT analysis	
Financial data	
Appendices	

Major assumptions

Short and long term objectives and key performance areas

Clearly detail all the assumptions made to determine the goals, objectives, strategies and action plans.

Critical success factors and issues facing the organisation

Discuss the factors that significantly impact upon the organisation's ability to be successful.

Organisations are faced with a number of issues that are likely to have a direct impact on the implementation of the plan. These issues have been addressed in this Strategic plan.

Listed are some sample issues.

- Decrease levels of funding from sources such as sponsorship, fundraising, government
- Issues corporate governance – role of the board, regions, committees, directors, relationship between Executive and management/staff, reporting lines between Executive/management/committees.
- Servicing of member organisations
- Implementation of education and training programs
- The decline in volunteers
- Lack of a unified approach to strategic planning and coordination
- Regional development
- Allocation and management of human resources
- Marketing and promotion of Sports Council to corporates, government, and the general community

SAMPLE below

OUTCOMES

The following outcomes reflect what the sport wants to achieve over the next three (3) years:

- financial stability and growth
- the sport to have strong market position
- be recognised as leader in best governance and management
- increase support to member organisations
- member organisations to implement the strategies of the SSO
- increase levels of sponsorship and fundraising
- effective Governance and management practices in place
- effective volunteer management plan
- athlete membership growth and participation
- effective sport education programs
- greater level of support from sporting organisations

Organisation history

A short overview of historical milestones and past achievements of the organisation.

Vision of the organisation

Following the pre planning exercise you undertook to determine the mission and vision of your organisation, develop a clear statement to encapsulate what your organisation does and its philosophies.

Mission statement

A clear statement of what the organisation does

Corporate vision

Is a vivid picture of where the members want the organisation to be?

List of goals and objectives over the long term

State the organisation's long-term goals and objectives. It is helpful to arrange these in key performance areas.

Key performance areas (KPA's)

Key performance areas are those general areas of operation within an organisation, e.g. marketing, where a desired outcome is required over the period of the strategic plan and beyond.

Focus areas are those specific operational areas within a key performance area. For example, a focus area within the KPA of marketing would be sponsorships.

Examples shown below:

KPA	Focus area	Goal or objective
Administration	Office administration	Produce agendas for and minutes of meetings
	Corporate governance	Develop a governance manual
	Organisational Health Survey	Undertake annual survey
Marketing	Sponsorship	Obtain two shirt sponsors
	Fundraising	Increase fundraising monies by 20%
	Merchandise	Sales of branded sport specific equipment
	Promotions	Produce registration flyer to be distributed
	Communications	Produce monthly newsletter
Participation and athlete development	Events	Organise gala day
	Participation development	Increase player numbers by 10%
	Juniors/schools	Increase team numbers
	Coaching	To have five level 1 and two Level 2 coaches qualified
	High performance programs	Increase number of players in rep teams by 5%
Finance	Operational budgets	Produce yearly operating budget
	Cash flow forecasts	Provide a 12-month cash flow budget
	Financial reporting	Produce balance sheet and profit and loss statements
	Banking	Set up EFT facilities at club house.

Name of the organisation Inc.
 STRATEGIC PLAN (Period i.e. _____)

Sample only

NOTE: if you are a large organisation you could have a worksheet for each focus area. Most small organisations may have one worksheet only for each KPA and combine their focus areas - the choice is yours.

KEY PERFORMANCE AREA: Administration
Focus area: Corporate governance structure and management practices

Goal: To introduce best governance and management practices
 Objectives: To optimise the performance of the organisation

Strategies	Actions	Responsibility	Time Line					Forecast	Performance Outcome	Priority
			01	02	03	04	05			
Review report on governance	Executive and management to meet with Board	Executive EO						Nil	To improve organisational effectiveness	High
Develop a governance manual	Executive to discuss Attend workshop	Executive EO						TBD	To have written policy	Priority

KEY PERFORMANCE AREA: Marketing
 Focus area: Sponsorship

Goal: Financial stability and viability
 Objectives:

Strategies	Actions	Responsibility	Time line					Forecast	Performance outcome	Priority
			01	02	03	04	05			

KEY PERFORMANCE AREA: Operations
 Focus area:

Goal:
 Objectives:

Strategies	Actions	Responsibility	Time line					Forecast	Performance outcome	Priority
			01	02	03	04	05			

KEY PERFORMANCE AREA: Finance
 Focus area: Accounting and management practices

Goal:
 Objectives:

Strategies	Actions	Responsibility	Time line					Forecast	Performance outcome	Priority
			01	02	03	04	05			

Implementation plans

Implementation plans should be completed soon after the strategic planning process has finished.
Implementation plans state:

- key performance areas (KPA)
- each goal
- each objective
- strategy developed
- people responsible for taking action
- dates by which actions must be completed
- progress reports.

Implementation plans should be working documents to be reviewed at regular intervals.

Sample implementation plan

KPA	GOAL	OBJECTIVE	STRATEGY	DATE	RESPONSIBILITY	PROGRESS REPORT
E.g. Administration	To establish communication pathways which embrace all members	To upgrade reporting systems and communication channels	Create a club contact list for each affiliate	31 July, 2019	Office staff	
E.g. Athlete development	To improve the skills of all elite players	To maintain and improve the current success and implement procedures to assist with the streamlining of the softball programs	Implement Mentor Coach Program with regional coaches	31 July, 2019	Coaching Director	Trainee coaches appointed; head coaches acting as mentors
E.g. Marketing, promotion and sponsorship	To obtain sponsorship for the NSWSA, its events, programs and publications	To develop appropriate sponsorship packages	Staff and board to develop corporate contacts	Ongoing	Staff and board	Several proposals drafted and under consideration

Implementation plan template

KPA	GOAL	OBJECTIVE	STRATEGY	DATE	RESPONSIBILITY	PROGRESS REPORT

Management structure

(sample shown)

Role of [Name of Organisation Incorporated]

The Board

The board of NSW Sporting Organisation Inc.	
Primary role	
Composition	
Meet	
President	

Role of standing and ad hoc committees

Standing committees

The rules by which the standing committees operate are outlined in the Constitution of name of the organisation.

Finance committee	
Primary role	Provide sound financial management advice to The Board of NSW SPORTING ORGANISATION Inc and preparation of budgets
Composition	
Meet	
Convenor	

Marketing and promotion committee	
Primary role	Develop and implement marketing strategies in accordance with the Strategic plan.
Composition	
Meet	
Convenor	

Coach and referee management committee	
Primary role	
Composition	
Meet	
Convenor	

Competitions committee	
Primary role	Liaise with clubs in accordance with the strategies of the Strategic plan.
Composition	
Meet	
Convenor	

Representative selection committee	
Primary role	Develop selection policy for the selection and appointment of Representative teams in accordance with the strategies of the Strategic plan.
Composition	
Meet	
Convenor	

Schools committee	
Primary role	Develop a school's feeder system policy in accordance with the strategies of the strategic plan.
Composition	
Meet	
Convenor	

Ad hoc committees

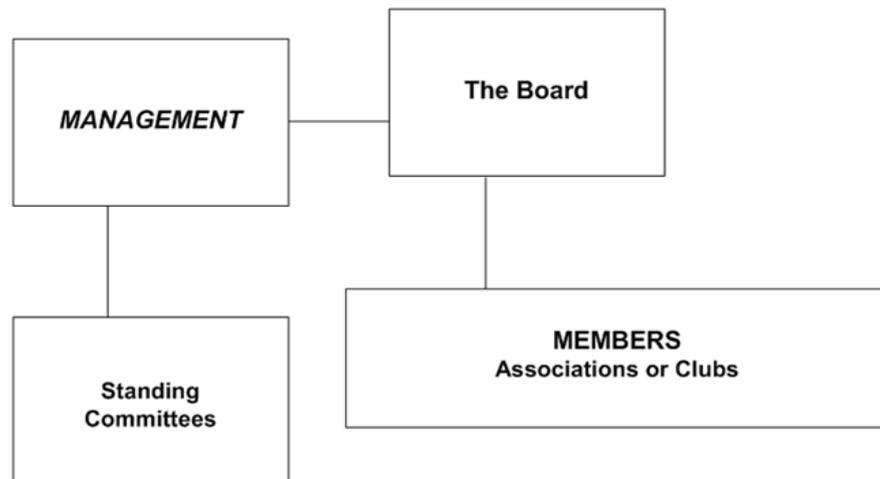
Ad hoc committees should be established on short term basis for specific purposes as follows:

Sponsorship	
Primary role	Develop and implement sponsorship strategies in consultation with the Marketing and Promotions Committee and under the direction of the Board of NSW SPORTING ORGANISATION Incorporated.
Composition	
Meet	
Convenor	

Organisational flowchart

Create an organisational flow chart based on your structure

Example:



Environmental and marketing analysis

The SWOT analysis has two purposes:

- to help identify where the sport is now
- to prepare the sport to develop a strategy that will use the organisation's strengths, manage its weaknesses, take advantage of opportunities and minimise the impact of those threats that become real.

The goals, objectives and strategies in this strategic plan aim to bridge the gap between where the (name of the organisation) is now, and the vision of where the organisation wants to be in the future.

Environmental analysis

Example:

	Strengths	Weaknesses
Internal Environment	<p>Our STRENGTHS in the internal environment:</p> <ul style="list-style-type: none"> • People – Executive Officer and staff • Venue • Skills and expertise • Events • Athletes • Training and development 	<p>Our WEAKNESSES in the internal environment:</p> <ul style="list-style-type: none"> • Lack of funds to reach all areas to broaden participation • Not enough human resources • Not enough volunteers • Ineffective structure • Ineffective governance and management practices • Ineffective Regions • Poor strategic direction, planning and review • Communication • Internal conflicts
	Opportunities	Threats
External Environment	<p>Our OPPORTUNITIES in the external environment:</p> <ul style="list-style-type: none"> • Increase in athlete membership • Marketing and promotion • Strategic alliances with other Organisations including entrepreneurs, government; • Current venue to raise revenue • Products and services that can promote revenue • Olympic legacy • Increase support from government • Internet, promoting the sport 	<p>THREATS in the external environment:</p> <ul style="list-style-type: none"> • Lack of revenue • Declining membership • Decline in corporate support • Rising costs • Market presence

Financial assessment

1. Financial management systems

There is no one model of a financial management system that suits all organisations, but there are some basics that must be in place to achieve good practice in financial management.

It is helpful to identify certain principles when developing a financial management system and including financial information in your plan. These will act as a guide to your board or COM as the trustees of the organisation and managers when making decisions.

2. Guiding principles for financial management systems

- **Consistency:** your financial policies and systems must remain consistent over time.
- **Accountability:** you must be able to explain and demonstrate to all stakeholders how you have used your resources and what you have achieved.
- **Transparency:** your organisation must be open about its work and its finances, making information available to all stakeholders.
- **Integrity:** individuals in your organisation must operate with honesty and propriety.
- **Financial stewardship:** your organisation must take good care of the financial resources it has been given and ensure that they are used for the purpose intended.
- **Accounting standards:** your organisation's system for keeping financial records and documentation must observe accepted Australian Accounting Standards: click [here](#)

3. The annual program budget summary

Both the annual and the three, four, or five yearly program budgets provide an instant recognition of the forecast costs associated with the conduct of the sporting organisation. The financial assessment is an important reflection of the funds needed in order to achieve a given level of results. They are also important as an input into the organisations budgetary process and should be regularly updated.

Example:

The annual program budget summary for the period (provides a snapshot of the forecast budget requirements for the given period).

Estimated expenditure	\$	Estimated income	\$
-----------------------	----	------------------	----

Key performance area

- Administration
- Marketing
- Operations
- Finance

Total expenditure

Total income

Surplus/(Deficit)

Explanatory notes

Two examples of financial models are given. A cash flow forecast budget and operating budget forecast.

Note: Most for-profit corporates (companies) use forecast models for profit and loss, balance sheet and cash flow.

Your organisation may use computerised accounting systems, i.e. MYOB – products such as this produce format forecast budgets, therefore, you may wish to include these.

For more information regarding director's responsibilities in regards to your organisations finances refer to the Financial Management Tool Kit located on the Running Your SSO portal at <https://sport.nsw.gov.au/clubs/ryso>

The cash flow forecast

For any business, the cash flow forecast is a must do document that needs to be prepared on a regular basis. Directors of the Board and managers need to know the amount of cash coming into the organisation and whether the organisation can meet its obligations when due.

The operating budget forecast

Provides the forecast of assumptions of income and expenses and includes the previous year's figures as a means of comparison.

EXAMPLE ONLY
NSW Sporting Organisation Inc. (Change months according to financial cycle)

Cash flow forecast budget for the year ended 30 June

Months	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
INCOME												
Registration fees												
Event income												
Merchandising												
Sponsorship												
Interest received												
Grants												
Other income												
TOTAL INCOME												
EXPENSES												
Affiliation fees												
Accountancy and auditing fees												
Bad debts												
Bank charges												
Computer expenses												
Capital expenditure												
Electricity												
General expenses												
Insurance												
Interest												
Leasing												
Legal fees												

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Motor vehicle expenses												
Newsletter												
Office expenses												
Printing and stationery												
Promotions												
Purchases (merchandising)												
Registration fees												
Rent												
Repairs and maintenance												
Salaries and wages												
Staff training												
State team expenses												
Subscriptions												
Superannuation												
Telephone and fax												
Travel and accommodation												
TOTAL EXPENSES												
NET INCOME												
CASHFLOW \$												

EXAMPLE ONLY
NSW Sporting Organisation Inc.
 Operating budget for year ending: _____

ACTUALS			
LAST YEAR \$	INCOME	This year being	ASSUMPTIONS
	Registration fees		
	Event income		
	Merchandising		
	Sponsorship		
	Interest received		
	Grants		
	Other income		
	TOTAL INCOME		
	EXPENSES		
	Affiliation Fees		
	Accountancy and auditing fees		
	Bad debts		
	Bank charges		
	Computer expenses		
	Capital expenditure		
	Electricity		
	General expenses		
	Insurance		
	Interest		
	Leasing		

ACTUAL			
LAST YEAR	EXPENSES	This year being	ASSUMPTIONS
	Legal fees		
	Motor vehicle expenses		
	Newsletter		
	Office expenses		
	Printing and stationery		
	Promotions		
	Purchases (merchandising)		
	Registration fees		
	Rent		
	Repairs and maintenance		
	Salaries and wages		
	Staff training		
	State team expenses		
	Subscriptions		
	Superannuation		
	Telephone and fax		
	Travel and accommodation		
	TOTAL EXPENSES		
	NET INCOME		

Monitor and review of the plan

The strategic plan should be monitored and reviewed on a monthly, quarterly, and yearly basis by the Board.

Directors of the Board will be responsible for their designated portfolio and must prepare a short-written report on the activities of their standing committees or ad hoc committees at meetings of the Board.

The Chair in accordance with the Constitution should have overall responsibility to members for the implementation and review of the Strategic plan and other functions of the SSO.

The yearly review will take place prior to the end of each financial year 30 June or calendar year as determined by the Board in accordance with the Constitution and the Act.

The table below sets out an example of a review timetable for State sporting and recreation organisations:

Strategic planning	Update	Total Review	Responsibility
Values, vision, mission	Six-monthly, but only if required	Annually	Board/Management
Environmental analysis	Six-monthly	Annually	Board/Management Committees
Strategy formulation	Six-monthly, but only if required	Annually	Board/Management Committees
Targets	Monthly	Quarterly and Annually	Board/Management Committees
By laws, rules & Constitution	Annually	Annually	Board/Management Committees
Financial plans	Monthly	Annually	Board/Management Committees
Resource requirements and action planning	Weekly, daily	Monthly	Board/Management Committees
Entire business plan	Annually	Annually	Board/Management Committees
Evaluation	Quarterly	Annually	Board/Management Committees

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Sports Council
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Item:	7.4	Ref: AINT/2023/02292
Title:	Confirmation of meeting dates for 2023	Container: ARC16/0330-2
Responsible Officer	Manager Parks & Facilities	
Author:	Amy Biggs, Sport & Recreation Development Officer	
Attachments:	Nil	

OFFICERS' RECOMMENDATION:

The Committee note the report.

Context

The Armidale Regional Sports Council committee are scheduled to meet on the first Tuesday of every second month, with the dates for 2023 set as follows:

- 7 February 2023
- 4 April 2023
- 6 June 2023
- 1 August 2023
- 3 October 2023
- 5 December 2023

Summary

The committee are to note the above dates and attend the meetings in line with the Terms of Reference (to be reviewed during the next meeting on 4 April 2032).

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Ethical Decision Making and Conflicts of Interest

A guiding checklist for Councillors, officers and community committees

Oath or Affirmation of Office

Councillors are reminded of the Oath or Affirmation taken of office, made under section 233A of the *Local Government Act 1993* when elected.

Ethical decision making

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Do you stand to gain personally at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

Conflict of interest

A conflict of interest is a clash between private interest and public duty. There are two types of conflict:

- **Pecuniary** – regulated by the *Local Government Act 1993* and Office of Local Government
- **Non-pecuniary** – regulated by Codes of Conduct and policy. ICAC, Ombudsman, Office of Local Government (advice only). If declaring a Non-Pecuniary Conflict of Interest, Councillors can choose to either disclose and vote, disclose and not vote or leave the Chamber.

The test for conflict of interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of 'corruption' – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

Identifying problems

1st Do I have private interests affected by a matter I am officially involved in?

2nd Is my official role one of influence or perceived influence over the matter?

3rd Do my private interests conflict with my official role?

Local Government Act 1993 and Model Code of Conduct

For more detailed definitions refer to the *Local Government Act 1993*, Chapter 14 Honesty and Disclosure of Interest and Model Code of Conduct.

Disclosure of pecuniary interests / non-pecuniary interests

Under the provisions of Section 440AAA(3) of the *Local Government Act 1993* (pecuniary interests) and the Model Code of Conduct it is necessary for you to disclose the nature of the

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interest when making a disclosure of a pecuniary interest or a non-pecuniary conflict of interest at a meeting.

A Declaration form should be completed and handed to the General Manager as soon as practicable once the interest is identified. Declarations are made at Item 3 of the Agenda: Declarations - Pecuniary, Non-Pecuniary and Political Donation Disclosures, and prior to each Item being discussed: The Declaration Form can be downloaded at [Disclosures and Declarations of Interest at Meetings](#).



SPORTS COUNCIL

Held on

Tuesday, 7 February 2023

5:30pm

at

Armidale Council Chambers

PRESENT:

Councillor J Galletly, Mr S McMillan (Chair), Mr M Porter, Mr M Fittler, Ms S Sincock,
Mr P Pattison, Mr G Parsons and Ms A Biggs (Armidale Regional Council)

Quorum: 7 Members to be Present

MINUTES

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1. APOLOGIES

S Voigt. and T. Smith were apologies for the meeting.

2. CONFIRMATION OF PREVIOUS MINUTES

CONFIRMATION OF THE MINUTES OF THE SPORTS COUNCIL MEETING HELD ON 3 NOVEMBER 2022

RECOMMENDATION:

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

Moved: G. Parsons **Seconded:** J. Galletly

3. DECLARATIONS OF INTEREST

Nil.

4. BUSINESS ARISING

Nil.

5. ADMINISTRATION REPORTS

5.1 Sports Council Financial Report to 31 January 2023 *Ref: AINT/2023/02162 (ARC16/0330-2)*

2. OFFICERS' RECOMMENDATION:

That the committee note the financial report for the period to 31 January 2023.

The financial report was read and accepted.

Moved: S. Sincock **Seconded:** M. Porter

5.2 Project update - Lynches road netball courts lighting project

Ref: AINT/2023/02139 (ARC16/0330-2)

OFFICERS' RECOMMENDATION:

The Committee note the report.

The committee was provided with an overview of the current works and informed that the project is currently 90% completed with the expectation that it will be completed in its entirety by the end of March 2023.

NOTED

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5.3 Project update - Indoor Cricket Training Centre - Armidale Sportsground

Ref: AINT/2023/02140 (ARC16/0330-2)

OFFICERS' RECOMMENDATION:

The Committee note the report.

The committee were provided with an overview of the extension to the indoor cricket centre including the accessible amenities, change room facilities, office space and kitchenette. It was stated that the project is expected to be completed by the end of March 2023.

NOTED

5.4 Project update - Armidale Sportsground Carpark *Ref: AINT/2023/02141 (ARC16/0330-2)*

OFFICERS' RECOMMENDATION:

The Committee note the report.

The committee were provided with an update regarding the previous tender process and the current quotation process being undertaken. It was also advised that there may be additional funding available through the Local Roads and Community Infrastructure Phase 4 grant funding opportunity that will enable both stage 1 and stage 2 of the project to be complete. The estimated completion date of the project is not yet known.

NOTED

5.5 Naming Rights Sponsorship - Armidale Sportsground

Ref: AINT/2023/02142 (ARC16/0330-2)

OFFICERS' RECOMMENDATION:

The Committee note the report.

Chair S. McMillan spoke to the report and noted that Uniplan and Hungry Jacks were approached in 2022 to gauge their interest in the sponsorship opportunity however neither were interested.

A. Biggs spoke to the report and advised that the Big Chill festival being held at the Sportsground in May 2023 will provide good exposure to the site as a sponsorship opportunity and is likely to generate some interest. A good time to explore the sponsorship opportunity would be shortly after the Big Chill event has been held.

NOTED.

5.6 Sports Council Small Grants

Ref: AINT/2023/02295 (ARC16/0330-2)

2. OFFICERS' RECOMMENDATION:

The committee note the report.

NOTED

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6. CORRESPONDENCE
Nil.

7. GENERAL BUSINESS

7.1 Review of Sports Council Small Grants Funding Guidelines

Ref: AINT/2023/02258 (ARC16/0330-2)

2. OFFICERS' RECOMMENDATION:

That the committee:

- a. Review the current Sports Council Small Grants funding guidelines
- b. Discuss any amendments required

The committee reviewed the current Sports Council Small Grants funding guidelines and resolved to make the following amendments:

- 1.b) To be worded as follows: *'For individuals to be eligible, they must have been selected by a state or federal body in an open selection process, or can demonstrate that they have been through the necessary pathways and met the qualifying criteria for their state or national equivalent competition.'*
3. To be worded as follows: *'Applicants must be a permanent resident of the Armidale Regional Council Local Government Area and be a recognised member of an Armidale sporting club.'*
5. To be worded as follows: *'Applicants will not be accepted from Master athletes. i.e. that are selected or compete in over 30 (years of age) competitions.'*

Moved: S. Sincock **Seconded:** S. McMillan

7.2 Sports Council Priority List

Ref: AINT/2023/02138 (ARC16/0330-2)

2. OFFICERS' RECOMMENDATION:

That the committee:

- a. Review the Sports Council Priority List
- b. Make amendments to the list as necessary
- c. Nominate projects that are recommended by the Committee to receive Sports Council funding

The committee resolved to make the following changes to the Priority List:

- Add Armidale Blues Rugby Union project submission for a concrete pad with soft-pour at the front of the Grandstand at Moran Oval – Total project cost \$4900
- Place the above project in the number 1 position in the minor projects category
- Move the number 1 medium priority project (Purchasing of new soccer goal posts for Harris Park and Rologas) to the 'completed' section of the list and move the remaining projects up in position respectively.
- Move the number 1 minor priority project (relocate long jump and triple jump pits at Harris Park) to the 'completed' section of the list.

The committee agreed to contribute \$4900 from the Sports Development Fund for the

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completion of the Armidale Blues Rugby Union project for a concrete pad with soft-pour at the front of the Grandstand at Moran Oval.

Moved: M. Porter **Seconded:** J. Galletly

7.3 Sporting Groups Strategic Plans

Ref: AINT/2023/02293 (ARC16/0330-2)

2. OFFICERS' RECOMMENDATION:

That the committee:

- a) note the report
- b) discuss way to encourage the development of strategic plans amongst sporting organisations
- c) formulate a plan to engage with sporting clubs and assist with their development of strategic plans

The committee discussed their thoughts on ways to encourage local sporting clubs and organisations to create strategic plans. The following ideas were provided by the committee:

- Hold a public meet and greet/information session with the Sports Council and the sporting community – possibly at the Town Hall of a weeknight evening for 1 hour or so.
- Provide a simplified version of the strategic plan template (compared to the current Strategic Plan template on the Office of Sport website which is too detailed and lengthy which may deter local clubs from completing it)
- Ensure the simplified version of the template captures the information that Council require

Further action surrounding this is to be undertaken by A. Biggs before the next committee meeting on 4 April 2023 and updated to be communicated with committee members via email.

Moved: M. Fittler **Seconded:** P. Pattison

7.4 Confirmation of meeting dates for 2023

Ref: AINT/2023/02292 (ARC16/0330-2)

OFFICERS' RECOMMENDATION:

The Committee note the report.

NOTED

There being no further business the Chairman declared the meeting closed at 7:03pm.



ARMIDALE REGIONAL COUNCIL ACCESS
ADVISORY COMMITTEE

Held on

Thursday, 23 February 2023
10am

at

Garden Room, Kent House

Members:

Mr Jeff Parker (Chair)
Cr Debra O'Brien
Cr Bradley Widders
Cr Susan McMichael
Ms Kylie Giles (ARC - Executive Officer)
Ms Jane Davies (ARC)
Ms Belinda Ackling (ARC)
Ms Poh Woodland (ARC Volunteer)
Mr Steve Austin (Community Member)

MINUTES

Mr Jarryd van den Heuvel (Community Member)
Ms Angela van den Heuvel (Community Member)
Ms Sam Shipman (Northcott Disability Services)
Ms Lea McMillan (ARUMA)
One Connection
Ms Kate Thomas (Community Member)
Armidale Care For Seniors
UNE
Nicole Corry (Community Member)

Quorum – 50% plus 1 of voting members to be present

Armidale Regional Council
Armidale Regional Council Access Advisory Committee
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1. LEAVE OF ABSENCE APOLOGIES

Cr Brad Widders, Cr Debra O'Brien, Angela van den Heuvel, Jarryd van den Heuvel, One Connection, UNE, Lea McMillan, Nicole Corry, Poh Woodland.

Kyle Wellsmore is no longer with One Connection.

ACTION: Kylie to reach out to One Connection to determine who may be able to take up One Connections position on the committee.

2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE ARMIDALE REGIONAL COUNCIL ACCESS ADVISORY COMMITTEE MEETING HELD ON 8 DECEMBER 2022

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

Moved: Aimee Hutton

Seconded: - Jane Davies

3. DECLARATIONS OF INTEREST

Nil.

4. BUSINESS ARISING FROM PREVIOUS MINUTES

4.1 Endorsement of the Final Terms of Reference *Ref: AINT/2023/03631 (ARC16/0524-3)*

That the Committee endorses the final Terms of Reference for the Access Advisory Committee.

Moved: Susan McMichael

Seconded: Sam Shipman

4.2 Update on Active Transport Strategy and One Road App

Ref: AINT/2023/03634 (ARC16/0524-3)

Belinda provided an update on the progress of the Active Transport Strategy. She advised community feedback opportunities would be provided. They intend to have community consultation results within the next 6 months. She will provide a further update at the next committee meeting.

Belinda also advised that from today, Council is providing information on local traffic conditions to inform the Live Traffic NSW app. Whilst it doesn't include footpath information at this time, it will help the community identify where possible interruptions may be caused by nearby

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roadwork.

ACTION: Kylie to advise committee of any upcoming consultation opportunities in relation to the Active Transport Strategy.

5. ADMINISTRATION REPORTS

Nil.

6. CORRESPONDENCE

Nil.

7. GENERAL BUSINESS

7.1 Tactile Paths in the Mall

Ref: AINT/2023/03624 (ARC16/0524-3)

Jeff raised an issue with the current tactile path markers in the Beardy Street Mall. He claims some of them curve and are not installed at right angles as they should be. He also said it is difficult to distinguish between the tactile markers and some pit hole lids. He asked it be reviewed to reduce confusion and check compliance to standards.

Aimee and Kylie will investigate and refer to the appropriate Council department for review and action.

ACTION: Kylie to request a review of the tactile path markers in the Beardy Street Mall through the appropriate Council department, and bring back an update to the committee.

7.2 Access Business Awards

The Committee discussed the resurrection of the Business Access Awards. Whilst time from committee members could be donated to do the business assessments, Council would be required to sponsor the award. Aimee confirmed an action related to this in Council's current Disability Inclusion Action Plan.

ACTION: Kylie to look into budget and resourcing capacity for Council to facilitate the Business Access awards, and respond to the committee.

7.3 Confirmation of Committee Membership

The Committee confirmed the current membership of the committee, in accordance with the Terms of Reference (as listed on the title page of the minutes).

It was confirmed that New England Family Support would remain an invited guest, but not a voting committee member.

The committee agreed Uniting should be approached and offered the final vacant organisation position.

ACTION: Kylie to reach out to Uniting and offer them membership on the Access Advisory Committee.

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7.4 Physical Disability Council

For the information of the committee, Ms Kate Thomas shared an update on the Physical Disability Council.

7.5 Adopt a Disability Day

The committee discussed the possibility of hosting an 'Adopt a Disability Day' in December 2023 to coincide with the International Day of People Living with Disability. The aim of the event was to raise awareness of the barriers living with disability.

Consideration was given to handling the event sensitively and being clear on the objectives of the event. It was agreed that specific disabilities and tasks should be chosen and assigned to particular people within Council, the aim being for Council officers to understand the barriers and therefore be considerate of this when making decisions which impact the community.

Interviews with Council staff following the event could be shared online – highlighting the learnings from the event.

ACTION – Kylie to develop list of tasks, associated disability for that task and proposed Council staff member to undertake the task. Also included will be a brief synopsis of how the community could be engaged/informed throughout.

This will be distributed to the committee for consideration and a plan confirmed at the next meeting.

7.6 Lift in Council Administration Building

Steve noted that the lift in the Armidale Council Administration Building was out of order at the time of the meeting and asked if the repair could be prioritised, as no access was available to Level 1 of the CAB during this time.

Steve also asked it to be noted that this lift is quite old and no longer compatible with modern wheelchairs and mobility scooters which are typically a wider design. He asked that the upgrade of this lift be prioritised.

It was noted that upgrade is dependent on budget and conflicting priorities, however, Council officers will investigate whether it is flagged for upgrading and any associated timeframes.

ACTION: Kylie to check with facilities team if the lift has been flagged for upgrade and if so, an expected upgrade date.

7.7 Accessibility Upgrades for Armidale Folk Museum

Aimee shared with the committee that the Armidale Folk Museum had been successful in obtaining grant funding for the installation of a new accessible entrance. This news was welcomed by the committee.

There being no further business the Chair declared the meeting closed at 11.44pm.

Next Meeting – Thursday 20 April 2023 @ 10am

Terms of Reference

Access Advisory Committee

This Committee will function with the endorsement of Council, up to the next Council election. Council reserves the right to dissolve the committee at any time by a resolution of the Council. The Committee will be subject to reinstatement at the beginning of each new Council term, at the discretion of Council.

Objectives:

- Provide input into the strategic direction of Armidale Regional Council
- Provide input into the Delivery Program Strategies (4 Year) and the Operational Plan Actions (annually)
- Consider the potential social, economic, environmental and financial impacts (sustainability) of the committee recommendations
- Engage the community and stakeholders on matters being considered by the Committee
- Consider and advise the Council on any matter referred to the Committee

The Committee's primary responsibilities are to:

- Track the progress on the actions outlined in Council's Disability Inclusion Action Plan
- Provide advice and recommendations on Council policy as required
- Provide a forum for people living with disability and their supports, service providers and Council officers, to make the local government area a more accessible, inclusive and safer place
- Make recommendations to Council on matters relating to access issues as defined by the Disability Discrimination Act 1992 (Comm.) and Disability Inclusion Act 2014 (NSW)

Delegations:

This committee has no delegations from Council.

Financial Arrangements:

Unless expressly resolved by Council, the Committee has no powers to commit or expend any Council funds.

Membership:

- Cr Debra O'Brien
- Cr Bradley Widders
- Cr Susan McMichael
- ARC Executive Officer – Manager Community Services
- Organisational representation – up to six (6) organisations with an interest or involvement in matters relating to access and inclusion
- Individual representation – up to six (6) residents covering a range of disabilities or interest categories

Chairperson:

The Chairperson shall be determined by an election to be held at the first meeting of a new term of the committee.

Meeting Frequency:

- Bi-Monthly, or more frequently if required, as may be determined by the Committee.
- 3rd Thursday of the month from 10am to 12pm – is preferable if possible.

Conduct of Meetings:

Guiding principles of the Access Advisory Committee are as follows:

- Act in the best interests of Armidale Regional Council;
- Be informed and contribute;
- Be honest and objective;
- All members equal;
- Maintain strict confidentiality when required; and
- Permanent members of the group hold equal voting rights on decisions of 1 vote per member. Visiting temporary members and observers to the group do not hold voting rights.



BUSINESS PAPER

TRAFFIC ADVISORY COMMITTEE

To be held on

Tuesday, 4 April 2023

10am

at

Via email

Committee Members:

Cr Susan McMichael (Chair)

Mr Hans Hietbrink (Rep. Member for Northern Tablelands)

Snr Sgt Paul Caldwell (NSW Police)

Ms Mel Jones & Ms Lucy Garbutt (TfNSW)

Council Staff:

Mr Sam Jacobson (Manager Development and Regulatory Services)

Mr Graham Earl (ARC Technical Officer)

Mr Ian Chetcuti (Ranger)

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:	4.1	Ref: AINT/2023/05786
Title:	Action from previous meeting held 7 March 2023.	Container:
	ARC16/0168-8	
Author:	Graham Earl, Technical Officer Engineering	
Attachments:	Nil	

1. Purpose

To note the actions of the previous meeting.

2. OFFICERS' RECOMMENDATION:

That the Committee note the below actions from the previous meeting;

- a) Endorse the temporary road closures of Faulkner Street Armidale from Dumaresq Street to Beardy Street and the connecting intersections with Moore Street, East Mall and Rusden Street roundabout for the Armidale 2023 Anzac Day March and Commemoration Service to be held on Tuesday 25 April 2023.
Noted
- b) Endorse the rolling road closure of Bradley Street Guyra from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the service for the annual Anzac Day Dawn Service will occur on Tuesday, 25 April 2023 between 5.30 am and 7.00 am, in accordance with the provided traffic control plan.
Noted
- c) Endorse the rolling road closures of Bradley Street from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the annual Anzac Day March held on Tuesday, 25 April 2023 between 10.00am and 12.30pm, in accordance with the provided traffic control plan.
Noted
- d) That Council note the endorsement of the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show that was held from 6:30pm Thursday 2 March until 10pm on Sunday 5 March 2023.
Noted and completed
- e) Endorse the requested road closures and route options for the 2023 Autumn Festival Parade Route of :
 - i. Dangar and Faulkner Street Armidale including Tingcombe Lane, from Barney Street to Rusden Street be closed from 7am for the staging of the Autumn Festival Parade.
 - ii. Faulkner Street between Dumaresq and Kirkwood Streets will be closed from 7am and remain closed for the duration of the Autumn Festival Parade.
 - iii. Route Option A –
The closure of Faulkner Street Armidale, from Barney Street to Kirkwood Street disassembling in Faulkner between Civic and Curtis Park.

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iv. Route Option B –

The closure of Faulkner Street Armidale, from Barney to Rusden Street, turning left into Rusden Street, right into Dangar Street following into Moore Street, left into Faulkner disassembling in Faulkner between Civic and Curtis Park.

Noted

f) Endorse the Special Event Transport Management Plan for the Armidale Cycling Club's 2023 Weekly Race and the use of the Armidale Regional local roads, of Boorolong Road, Dangarsleigh Road/Enmore Road, Bundarra Road and Long Swamp Road.

Noted

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Item:	5.1	Ref: AINT/2023/05595
Title:	Special Event Transport Management Plan: SUFL Carnival (known as the Jack Vallance Memorial Carnival). Container: ARC16/0168-8	
Author:	Belinda Ackling, Personal Assistant	
Attachments:	<ul style="list-style-type: none"> 1. Jack Vallance 2023 Transport Management Plan - Soccer Carnival. 2. Plan TGS Jack Vallance Soccer Carnival 2023 	

1. Purpose

The purpose of this report is to seek approval to close Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street during the Jack Vallance Memorial Junior Carnival.

2. OFFICERS' RECOMMENDATION:

That Council approve the requested road closures of Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street from 7.30am until 6pm on Sunday 4th June 2023 for the Jack Vallance Memorial Junior Carnival.

3. Background

Within the attachment is the Sport UNE Football League (formally organised by Armidale and District Football) Special Events Transport Management Plan. The Association will be hosting their annual soccer carnival on Sunday 4th June 2023.

4. Discussion

Jack Vallance Carnival (formally Sport UNE Football League) will be hosting its annual Junior Football (Soccer) carnival on Sunday 4th June 2023. It is anticipated that there will be approximately 90 – 120 teams playing on the day with ages of the players ranging from 5 years to 17 years of age.

Jack Vallance Carnival have requested the closing of Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street from 7.30am until 6pm. Trained FRS personnel will man road closure barriers. No residential houses will be affected by the road closure. Alternate routes are available to all houses in the area.

St. John's Ambulance officers will be available on the day as organised by Association, Mobile and landline phones will be onsite.

Public Liability insurance is current for the event and has been sighted.

5. Implications

5.1. Strategic and Policy Implications

The Jack Vallance Memorial Junior Carnival falls in line with the CSP in regard to economic and social stimulus and supporting community events. The event will draw people from neighbouring towns and villages, as well as acting as a tourist drawcard for travellers and competitors.

CPS: G3.1: Tourism strategy to attract visitors to stay and enhance the economic and cultural offerings and attractions of the region.

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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

- There is minimal risk in closing Taylor Street between Dumaresq Street and Donnelly Street, and the closure of Kirkwood Street between Douglas Street and Taylor Street, as there are no residential access points through this part of the road, minimal impact will occur and detours will be in place.
- These roads are not part of any public transport routes.

5.3. Sustainability

- Closure of Taylor Street and Kirkwood Street for the event is proposed to be temporary and for the purpose of holding the event only.

5.4. Financial

Budget Area:	Transport						
Funding Source:	Installation cost will be changed to the applicant						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
	Road closure installation	\$0					\$0

Installation cost will be changed to the applicant.

6. Consultation and Communication

No community consultation is required to close Taylor Street between Dumaresq Street and Donnelly Street, and the closure of Kirkwood Street between Douglas Street and Taylor Street, and efforts will be made to advertise the road closure through Councils normal media outlets and road closure notifications.

7. Conclusion

The closure of Taylor Street and Kirkwood Streets to run the Jack Vallance Memorial Junior Carnival, will ensure that participants and spectators have safe access during the event. Impact on surrounding residential areas and traffic will be minimal, due the location of the closure, and fact that other major roads will not be impacted.

Special Event Transport Management Plan

1 EVENT DETAILS

1.1 Event summary

Event Name SUFL Carnival (known as the Jack Vallance Carnival).

Event Location: Rologas Fields Taylor St Armidale

Event Date: 4th June, 2023 Event Start Time: 8.30am Event Finish Time: 4.30pm

Event Setup Start Time: 7.30am Event Pack down Finish Time: 6pm

Event is off street on street - moving on street non-moving

1.2 Contact names

Event Organiser* Alan Gray

Phone/Mobile: 0401642583 E-mail: alanjgray62@gmail.com

Event Management Company (if applicable) N/A

Phone: Fax: Mobile: E-mail:

Police ARMIDALE POLICE

Phone: 02 6771 0699 Fax: 02 67710611

Council ARMIDALE REGIONAL 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)

Jack Vallance Carnival will be hosting its annual Junior Football (Soccer) carnival on Sunday 4th June, 2023. It is anticipated that there will be approximately 90 – 120 teams playing on the day with ages of the players ranging from 5 years to 17 years of age.

2 Risk Management - Traffic

- | | | |
|---|-----|---|
| <div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 100%; background-color: red; margin-bottom: 5px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 5px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div> | 2.1 | Occupational Health & Safety - Traffic Control |
| | X | Risk assessment plan (or plans) attached. St John's Ambulance officers will be available on the day as organised by the Association, mobiles and landline phones will be onsite. |
| | 2.2 | Public Liability Insurance |
| | X | Public liability insurance arranged. Copy of Policy attached. |
| | 2.3 | Police |
| | □ | Police written approval attached Letter sent to the Armidale Police – referred to Belinda Ackling, Armidale Regional Council. |
| | 2.4 | Fire Brigades and Ambulance |
| | X□ | Fire brigades notified 02 67715076 will be notified in writing by 30 th April 2023 |
| | X□ | Ambulance notified 02 6771 1710 will be notified in writing by 30 th April 2023 |
| | | SES will be notified in writing by 30 th April 2023, and may be assisting with traffic control |

3 TRAFFIC AND TRANSPORT MANAGEMENT

- | | | |
|---|--|--|
| <div style="display: flex; flex-direction: column; align-items: center;"> <div style="width: 10px; height: 100%; background-color: red; margin-bottom: 5px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 5px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div> | 3.1 | The route or location |
| | □ | Map attached |
| | 3.2 | Parking |
| | X□ | Parking organised – Ample parking available on side streets and at Visitor Information Centre. Provision has been made for those who hold a disabled parking permit. |
| | □ | 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 | |
| X□ | Public transport not required | |
| 3.6 | Reopening roads after moving events | |
| □ | This is a moving event - details attached. | |
| X□ | This is a non-moving event. | |

PAGE 2 TRAFFIC MANAGEMENT FOR A SPECIAL EVENT - TRAFFIC MANAGEMENT PLAN TEMPLATE
 E:\NIF 2018\JACK VALLANCE CARNIVAL\TRANSPORT MANAGEMENT PLAN (JB).DOC

- C**
- 3.7 Traffic management requirements unique to this event
- X Description of unique traffic management requirements – Closing Taylor Street from Dumaresq St to Donnelly St and closing Kirkwood St between Taylor St and Douglas St. There are no unique traffic requirements for this event
- 3.8 Contingency plans
- Contingency plans attached
- 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

- S 3**
- 4.1 Access for local residents, businesses, hospitals and emergency vehicles
- Plans to minimise impact on non-event community attached
- X This event does not impact the non-event community either on the main route (or location) or detour routes - No residential houses are affected by the road closure; alternate routes are available to all houses in the area.
- S 2**
- 4.2 Advertise traffic management arrangements
- X Road closures -advertising medium and copy of proposed advertisements attached – Notification of closures will be placed prior to the event in the local newspapers, will also advise the Visitor Information Centre and will have 2AD and Armidale Sports Council advise of closures.
- 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
- S 1**
- 4.3 Special event warning signs
- Special event information signs are described in the Traffic Control Plan/s
- X This event does not require special event warning signs
- 4.4 Permanent Variable Message Signs
- Messages, locations and times attached
- X 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
- X This event does not use portable VMS

5 APPROVALS

Approved by Alan Gray, Event Organiser. 29th March 2023.

Your application needs to be provided to Council 3 weeks prior to the Local Traffic Committee meeting which is held 2nd Tuesday of each month, with Council approval being sought for recommendations at the meeting held 4th Monday of the month.

Privacy and Personal Information Protection Notice (S.10 PPIP Act 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 €
Consequences if you do not supply your information:

Armidale Regional Council
Traffic Advisory Committee
Tuesday, 4 April 2023

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Item:	6.1	Ref: AINT/2023/05647
Title:	Proposed Changes to Parking Layout - Dangar Street at St Marys School.	Container: ARC16/0168-8
Author:	Graham Earl, Technical Officer Engineering	
Attachments:	<ol style="list-style-type: none"> 1. Letter from St Marys School - Dangar Street Driveway. 2. Photos - St Marys School Dangar Street Access. 3. Plan - Proposed Parking Changes Dangar St St Marys 	

1. Purpose

To propose the parking layout in Dangar Street adjacent to the emergency vehicle access in for St Marys School, Armidale be changed form a Bus Zone to No Parking.

2. OFFICERS' RECOMMENDATION:

That Council endorse change of parking layout in Dangar Street between Barney Street and Rusden St, Armidale adjacent to the emergency vehicle access in for St Marys School, be changed form a Bus Zone to No Parking.

3. Background

Council has received a request to mark yellow lines in front of the driveway access to St Marys School in Dangar St. The access is used for emergency vehicle access to the school.

Attn: Traffic Committee

Re: Driveway located in Dangar Street at St Mary's Catholic Primary School

To Whom it May Concern,

We are writing to enquire about our driveway access that is located in Dangar Street. This driveway is used as an emergency entrance and exit. We are writing to request that the driveway be painted with yellow markings to draw attention to this area as being a no parking zone.

4. Discussion

The current parking arrangement in Dangar St at this location is a Bus Zone that operates from 8:00am to 9:30am School Days, and is then unrestricted parking for the remainder of the time. The first 2 marked parking bays are designated as No Parking for the morning and afternoon School Zone times to allow parents to set down and take up children. For the remaining time they are designated as 1 hour parking.

After discussion with the bus operator the bus no longer stops at this location in the morning.

The current layout is confusing to motorists and is difficult to enforce. Therefore, it is proposed that as the Bus Zone is no longer required, to replace the existing Bus Zone and 2 No Parking spaces be adjusted. The Bus Zone to be converted to a full time No Parking zone and the 2 marked parking bays to 1 hour parking consistent with the adjacent parking. The No Parking zone will allow parent to drop-off and pick-up children without interfering with other parking arrangements.

Armidale Regional Council
Traffic Advisory Committee
Tuesday, 4 April 2023

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5. Implications

5.1. Strategic and Policy Implications

The recommendation aligns with the CSP relation to the effective management of traffic facilities on the road network.

Environment and Infrastructure:

E4 Transport - The Community has access to transport which enables connectivity both locally and outside of the region.

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. Sustainability

- Demonstrating improved community safety, by allowing better emergency access to St Mary School
- Improved parking layout to better manage the parking in location.
- Reduced confusion for motorists in relation to parking in this area.
- Improved safety for pedestrians using the nearby pedestrian crossing.

5.3. Financial

Budget Area:	Roads and Parks – Traffic Facilities						
Funding Source:	Traffic Facilities Block Grant						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
270219	Change parking layout	\$119,000	\$61,888.28	\$4,295.01	\$200.00	\$66,383.29	\$52,616.71

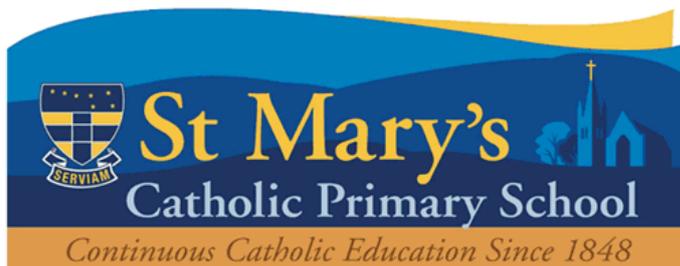
The expenditure includes the cost for the removal of the existing signs and replacement of sign from stock.

6. Consultation and Communication

Consultation has been undertaken with the bus operator. Notification through Council website and social media.

7. Conclusion

The current parking layout in this area is confusing and as the Bus Zone is no longer in use, the change will allow for the emergency services better access to the school when required. It will also allow for better traffic flow in this area during peak times and improved safety for pedestrians using the nearby pedestrian crossing.



28/02/2023

Armidale Regional Council
135 Rusden Street
Armidale NSW 2350

Attn: Traffic Committee

Re: Driveway located in Dangar Street at St Mary's Catholic Primary School

To Whom it May Concern,

We are writing to enquire about our driveway access that is located in Dangar Street. This driveway is used as an emergency entrance and exit. We are writing to request that the driveway be painted with yellow markings to draw attention to this area as being a no parking zone.

Please don't hesitate to contact me further regarding this matter.

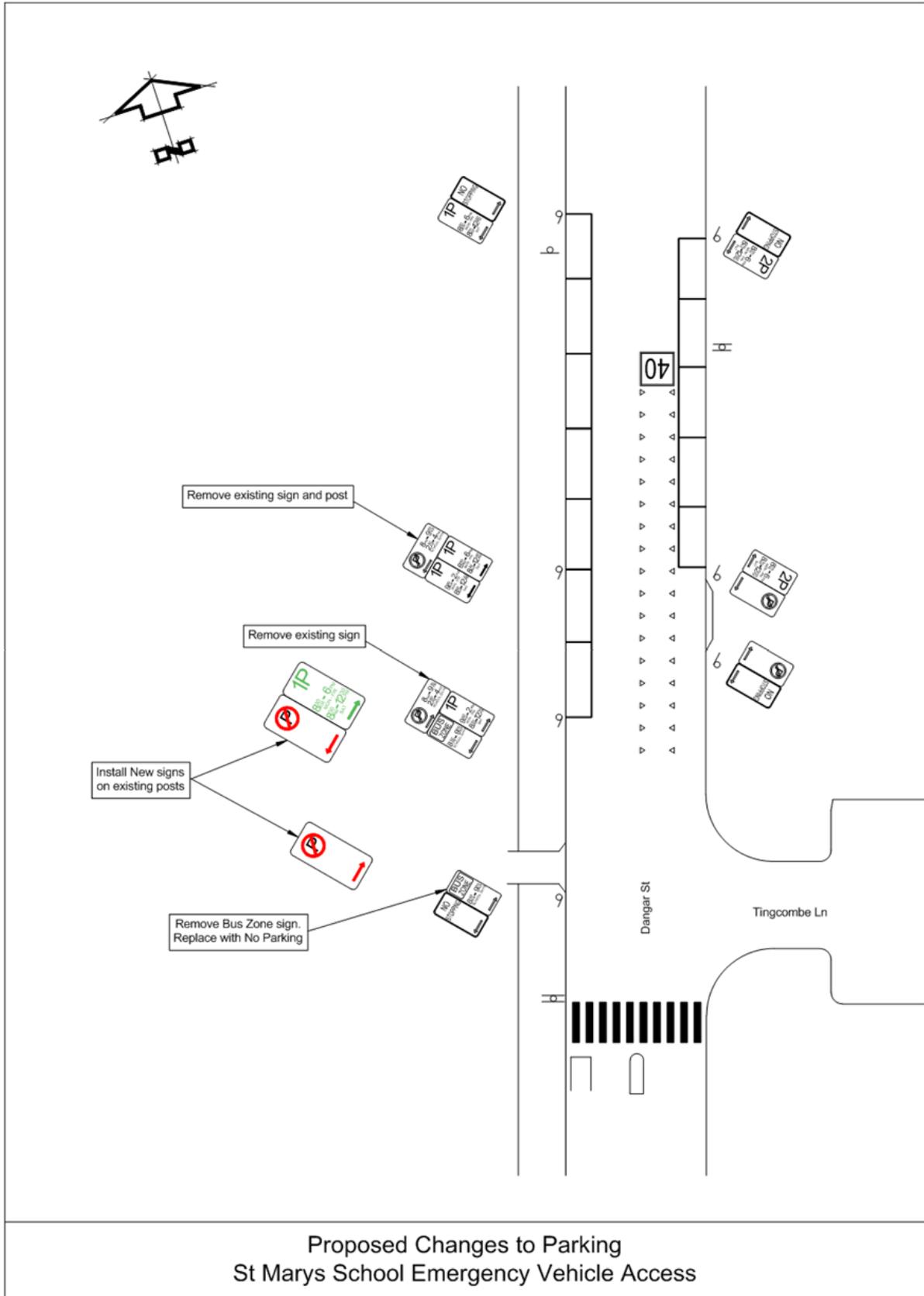
Yours Sincerely

Belinda Burton

Mrs Belinda Burton
Principal

St Marys School – Emergency Access





Ethical Decision Making and Conflicts of Interest

A guiding checklist for Councillors, officers and community committees

Oath or Affirmation of Office

Councillors are reminded of the Oath or Affirmation taken of office, made under section 233A of the *Local Government Act 1993* when elected.

Ethical decision making

- Is the decision or conduct legal?
- Is it consistent with Government policy, Council's objectives and Code of Conduct?
- What will the outcome be for you, your colleagues, the Council, anyone else?
- Does it raise a conflict of interest?
- Do you stand to gain personally at public expense?
- Can the decision be justified in terms of public interest?
- Would it withstand public scrutiny?

Conflict of interest

A conflict of interest is a clash between private interest and public duty. There are two types of conflict:

- **Pecuniary** – regulated by the *Local Government Act 1993* and Office of Local Government
- **Non-pecuniary** – regulated by Codes of Conduct and policy. ICAC, Ombudsman, Office of Local Government (advice only). If declaring a Non-Pecuniary Conflict of Interest, Councillors can choose to either disclose and vote, disclose and not vote or leave the Chamber.

The test for conflict of interest

- Is it likely I could be influenced by personal interest in carrying out my public duty?
- Would a fair and reasonable person believe I could be so influenced?
- Conflict of interest is closely tied to the layperson's definition of 'corruption' – using public office for private gain.
- Important to consider public perceptions of whether you have a conflict of interest.

Identifying problems

1st Do I have private interests affected by a matter I am officially involved in?

2nd Is my official role one of influence or perceived influence over the matter?

3rd Do my private interests conflict with my official role?

Local Government Act 1993 and Model Code of Conduct

For more detailed definitions refer to the *Local Government Act 1993*, Chapter 14 Honesty and Disclosure of Interest and Model Code of Conduct.

Disclosure of pecuniary interests / non-pecuniary interests

Under the provisions of Section 440AAA(3) of the *Local Government Act 1993* (pecuniary interests) and the Model Code of Conduct it is necessary for you to disclose the nature of the interest when making a disclosure of a pecuniary interest or a non-pecuniary conflict of interest at a meeting.

A Declaration form should be completed and handed to the General Manager as soon as practicable once the interest is identified. Declarations are made at Item 3 of the Agenda: Declarations - Pecuniary, Non-Pecuniary and Political Donation Disclosures, and prior to each Item being discussed: The Declaration Form can be downloaded at [Disclosures and Declarations of Interest at Meetings](#).



TRAFFIC ADVISORY COMMITTEE

Held on

Tuesday, 4 April 2023

10am

at

Via Email

In attendance

Committee Members:

Cr Susan McMichael (Chair)
Mr Hans Hietbrink (Rep. Member for Northern Tablelands)
Snr Sgt Paul Caldwell (NSW Police)
Ms Mel Jones & Ms Lucy Garbutt (TfNSW)

Council Staff:

Mr Sam Jacobson (Manager Development and Regulatory Services)
Mr Graham Earl (ARC Technical Officer)
Mr Ian Chetcuti (Ranger)

Others:

Nil

MINUTES

Armidale Regional Council
Traffic Advisory Committee
Tuesday, 4 April 2023

Page 2

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

CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 7 MARCH 2023

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

4.1 Action from previous meeting held 7 March 2023. Ref: AINT/2023/05786 (ARC16/0168-8)

RESOLVED

That the Committee note the below actions from the previous meeting;

- a) Endorse the temporary road closures of Faulkner Street Armidale from Dumaresq Street to Beardy Street and the connecting intersections with Moore Street, East Mall and Rusden Street roundabout for the Armidale 2023 Anzac Day March and Commemoration Service to be held on Tuesday 25 April 2023.
Noted
- b) Endorse the rolling road closure of Bradley Street Guyra from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the service for the annual Anzac Day Dawn Service will occur on Tuesday, 25 April 2023 between 5.30 am and 7.00 am, in accordance with the provided traffic control plan.
Noted
- c) Endorse the rolling road closures of Bradley Street from MacKenzie Street to the Southern side of the Hall will allow the crowd to gather outside the Soldier's Memorial Hall at 163 Bradley Street for the annual Anzac Day March held on Tuesday, 25 April 2023 between 10.00am and 12.30pm, in accordance with the provided traffic control plan.
Noted
- d) That Council note the endorsement of the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the Armidale & New England Show that was held from 6:30pm Thursday 2 March until 10pm on Sunday 5 March 2023.
Noted and completed
- e) Endorse the requested road closures and route options for the 2023 Autumn Festival Parade Route of :

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Traffic Advisory Committee
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- i. Dangar and Faulkner Street Armidale including Tingcombe Lane, from Barney Street to Rusden Street be closed from 7am for the staging of the Autumn Festival Parade.
- ii. Faulkner Street between Dumaresq and Kirkwood Streets will be closed from 7am and remain closed for the duration of the Autumn Festival Parade.
- iii. Route Option A –
The closure of Faulkner Street Armidale, from Barney Street to Kirkwood Street disassembling in Faulkner between Civic and Curtis Park.
- iv. Route Option B –
The closure of Faulkner Street Armidale, from Barney to Rusden Street, turning left into Rusden Street, right into Dangar Street following into Moore Street, left into Faulkner disassembling in Faulkner between Civic and Curtis Park.
Noted
- f) Endorse the Special Event Transport Management Plan for the Armidale Cycling Club's 2023 Weekly Race and the use of the Armidale Regional local roads, of Boorolong Road, Dangarsleigh Road/Enmore Road, Bundarra Road and Long Swamp Road.
Noted

The Committee noted the actions.

5. Special Events

5.1 Special Event Transport Management Plan: SUFL Carnival (known as the Jack Vallance Memorial Carnival). *Ref: AINT/2023/05595 (ARC16/0168-8)*

RESOLVED

That Council approve the requested road closures of Taylor Street from Dumaresq Street to Donnelly Street and Kirkwood Street between Taylor Street and Douglas Street from 7.30am until 6pm on Sunday 4 June 2023 for the Jack Vallance Memorial Junior Carnival.

The Motion on being put to the vote was CARRIED unanimously

6. Correspondence

6.1 Proposed Changes to Parking Layout - Dangar Street at St Marys School. *Ref: AINT/2023/05595 (ARC16/0168-8)*

RESOLVED

That Council endorse change of parking layout in Dangar Street between Barney Street and Rusden St, Armidale adjacent to the emergency vehicle access in for St Marys School, be changed from a Bus Zone to No Parking.

The Motion on being put to the vote was CARRIED unanimously

7. General Business

There being no further business the Chairman declared the meeting closed at COB 4 April.



AUDIT, RISK AND IMPROVEMENT COMMITTEE

Held on

Tuesday, 7 March 2023
11 am - 2 pm

at

Council Function Room

PRESENT: Mr Phil Thomas (Chairperson), Mr Jason Masters and Mr Michael O'Connor

IN ATTENDANCE: Mr James Roncon (ARC – General Manager), Mr Darren Schaefer (ARC – Chief Officer Corporate & Community), Mr Alex Manners (ARC – Chief Officer Assets and Services), Ms Annie Harris (ARC - Executive Manager People and Culture), Ms Ann Newsome (ARC – Chief Financial Officer), Mr Brad Munns (ARC - Financial Accountant), Ms Simone Mooketsi (ARC - Manager Governance & Strategy), Hannu Akerman (ARC – Coordinator IT Network and Support), Richard Cadet (ARC – Manager Information Services), Michael Turner (ARC – WHS Manager), Trevor Stuart (ARC – Business Improvement Officer), Delex Xavier (OCM – Manager), Judy Malpas (OCM – Partner)

MINUTES

Armidale Regional Council
Audit, Risk and Improvement Committee
Tuesday, 7 March 2023 Page 2

1. APOLOGIES
NIL

2. CONFIRMATION OF PREVIOUS MINUTES -

CONFIRMATION OF THE MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 30 NOVEMBER 2022

RECOMMENDATION:

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

Accepted

3. DECLARATIONS OF INTEREST

MICHAEL O'CONNOR – ARIC MEMBER - BATHRUST REGIONAL COUNCIL

4. APPROVAL FOR MANAGEMENT TO BE PRESENT

APPROVED

5. ADMINISTRATION REPORTS

Audit Risk and Improvement Committee - Minutes of 22 November 2022

Meeting

Ref: AINT/2023/03823 (ARC22/5007)

RECOMMENDATION:

That the Minutes of the Audit Risk and Improvement Committee meeting held on 20 September 2022 be noted.

NOTED

5.1 Agenda - matching Charter Requirements - 7 March 2023*Ref: AINT/2023/03835 (ARC23/57)*

2. OFFICERS' RECOMMENDATION:

That the Committee note the detailed Agenda, matching to the Charter Requirements.

NOTED

5.2 ARIC Action Items Report March 2023

Ref: AINT/2023/03825 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC note the report summarising the actions taken on action items arising from previous

Armidale Regional Council
 Audit, Risk and Improvement Committee
 Tuesday, 7 March 2023

Page 3

ARIC meetings.

Noted.

General agreement that a reasonable timeframe is required for all items.

Item 6 and Item 7 on hold pending outcome of assessment of TechOne and Pulse for suitability.

Item 22 - Cyber Security: update on Cyber Security work program provided.

Action: Consider undertaking an assessment against the 'Essential Eight' maturity model following completion of planned changes and improvement to IT systems.

5.3 Fraud Prevention Internal Audit Final Report - Feb 2023 *Ref: AINT/2023/03956 (ARC23/577)*

1. Purpose

The Review of Fraud Prevention (Selected Areas) Internal Audit was conducted by O'Connor Marsden & Associates (OCM) between October and December 2022. The objective of this Internal Audit was to review Fraud Prevention Processes pertaining to:

1. Timesheets (including overtime and allowances)
2. Leave Management
3. Credit Cards
4. Fuel Cards.

The Internal Audit Report including recommendations and draft management responses is attached for the Committee's review and noting.

Judy Malpas (OCM) and Delex Xavier (OCM) presented the Review of Fraud Prevention (Selected Areas) Internal Audit report and a summary of findings.

Discussion held regarding hours worked by employees over Christmas period –storms and floods. Annie Harris (ARC) advised that fatigue management processes are in place and a debrief session was held to discuss the event.

Annie Harris advised that a forensic audit of the payroll system is to be undertaken by an external provider.

ACTION:

Change due dates for completion of agreed management actions to December 2023 based on a risk assessment.

5.4 Internal Audit Report - Fuel Cards - Jan2023

Ref: AINT/2023/04077 (ARC23/5778)

1. Purpose

This internal audit was undertaken to review the use of fuel cards by ARC employees and to identify opportunities for improvement of monitoring and administration processes.

That ARIC:

Armidale Regional Council
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- a. Note the content of the fuel card audit report.

Noted

Recommendations were considered by the ELT on 15 February, 2023. The current status of recommendations is included in agenda item 5.12 - Status of Outstanding Audit Recommendations.

Action: Include due dates against recommendations on all Internal Audit reports.

5.5 Culture Audit Report February 2023

Ref: AINT/2023/04147 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC:

- a. Note the content of the February 2023 Culture Audit Report.
- b. Note the positive change in Council's culture as compared with the results of the April 2021 Culture Audit Report.
- c. Continue to support Council in its culture change journey.

Noted

James Roncon provided a summary of the Culture Audit report.

Committee members noted the excellent achievement.

5.6 2022 WHS Self- Audit

Ref: AINT/2023/03836 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC:

- a. Note the outcome of the self-audit.
- b. Note the presentation content.
- c. Note that a series of improvement actions will be prepared as an outcome of the self-audit and added to the open audit recommendations register prior to the June ARIC meeting.

Noted

Michael Turner presented the StateCover self-assessment report.

22 action items were identified.

ARC is working with StateCover to develop a plan of action.

Action:

Advise monitoring method at next meeting.

Armidale Regional Council
Audit, Risk and Improvement Committee
Tuesday, 7 March 2023

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5.7 GIPA (Information Access Review)

Ref: AINT/2023/04345 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC note the verbal report.

Noted

A draft report is due to ELT 14 March for review.

5.8 Terms of Reference - Internal Audit - Record Management and Privacy - OCM*Ref: AINT/20.*

RECOMMENDATION:

That the Committee note the Terms of Reference documents for the next Internal Audit Review being conducted on Records Management and Privacy by O'Connor Marsden (OCM).

Noted

ARIC recommends including email capture and records retrieval in the scope of audit. Simone Mooketsi advised that a self assessment is currently being undertaken using the State Records NSW Tool - Records Management Assessment Tool. this is due for completion 31 March, 2023.

5.9 Internal Audit Plan - Calendar of Proposed Reviews 2023-2024*Ref: AINT/2023/04047 (ARC.*

2. OFFICERS' RECOMMENDATION:

That ARIC note:

- a. The status of the Annual Internal Audit Plan 2023
- b. A suggested list of items subject to future prioritisation into 2024.

Noted

Request made from ARC for tree audit service providers.

5.10 Terms of Reference - Internal Audit - Procurement *Ref: AINT/2023/04126 (ARC23/5778)*

RECOMMENDATION:

That the Committee note the proposed Terms of Reference for the next planned Internal Audit Review being conducted on Procurement.

NOTED

Armidale Regional Council
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5.11 Terms of Reference - Internal Audit – Volunteer Management Ref:
AINT/2023/04228(ARC23/5778)

RECOMMENDATION:

That the Committee note the proposed Terms of Reference for the next planned Internal Audit Review being conducted on Volunteer Management.

Noted

The extent of the terms of reference may result in a long drawn out audit process and report – consider tightening up the terms of reference.

Action: provide revised terms of reference through circulation.

5.12 Status of Outstanding Audit Recommendations - March 2023 Ref: AINT/2023/04000 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That the Committee note the status of the Outstanding Audit Recommendations as at March 2023.

Noted

5.13 Update on external accreditation and compliance audits Ref: AINT/2023/04221 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC note the status of the external audit accreditations required of Council.

Noted

This agenda item has been added to enable the capture and monitoring of external audits required for accreditation of services or as a regulatory requirements.

5.14 Risk Management - Status update

Ref: AINT/2023/04354 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC note the status update of the Council's Risk Management Roadmap 2020-2023 and its implementation.

Noted

Armidale Regional Council
 Audit, Risk and Improvement Committee
 Tuesday, 7 March 2023

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5.15 ICT Steering Committee Minutes (summary) *Ref: AINT/2023/04249 (ARC23/5778)*

RECOMMENDATION:

That the Committee note the summary of the ICT Steering Committee minutes for the meeting held 16 February, 2023.

NOTED

5.16 Fraud and Corruption Prevention - Verbal update *Ref: AINT/2023/04151 (ARC23/5778)*

2. OFFICERS' RECOMMENDATION:

That ARIC note the verbal update of Council's Fraud and Corruption Prevention activities.

5.17 2022-23 Second Quarter Budget Review *Ref: AINT/2023/03826 (ARC23/5778)*

2. OFFICERS' RECOMMENDATION:

That ARIC:

- a. Note the 2022-2023 Second Quarter Budget Review.
- b. Note the proposed revised 2022-2023 budget produces an unrestricted cash forecast of \$4.993 million
- c. Note the proposed revised 2022-2023 operating surplus/ (deficit) budget as per the table below:

Fund	Operating Surplus / (Deficit) ('000)	Operating Surplus / (Deficit) ('000)	Operating Surplus / (Deficit) ('000)
	ORIGINAL	QBR 1	QBR 2
General	(\$3,193)	(\$4,708)	(\$4,899)
Water	\$1,285	\$1,632	\$1,637
Sewerage	\$912	\$1,739	\$1,765
Consolidated Result	(\$996)	(\$1,337)	(\$1,496)

- d. Note the amendments adopted by Council at the 22 February 2023 to the 2022/23 budget in accordance with the Quarterly Budget Review Statement for the period 1 October 2022 to 31 December 2022 tabled in the attachments.

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Audit, Risk and Improvement Committee
Tuesday, 7 March 2023

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Noted

5.18 Operational Plan - Status update

Ref: AINT/2023/04169 (ARC23/5778)

2. OFFICERS' RECOMMENDATION:

That ARIC note the status update of the Council's Operational Plan and its implementation.

Noted

Next Operational Plan update to be provided at June meeting.

5.19 Update on proposed SRV and Integrated Planning & Reporting process.*Ref: AINT/2023/04.*

2. OFFICERS' RECOMMENDATION:

That ARIC note the status update of the SRV application and IP&R.

Noted

A small number of requests for information were provided. These were responded to within two working days.

No further correspondence received.

The 2023/24 Operational Plan and Budget are being prepared for multiple SRV decision scenarios.

6. GENERAL BUSINESS

6.1 Superannuation for ARIC members – Simone Mooketsi acknowledged receipt of information request.

Action: Response to be provided.

There being no further business the Chairperson declared the meeting closed at (1.32pm).