



## ORDINARY MEETING OF COUNCIL

To be held on

Thursday, 27 January 2022

4pm

at

Armidale Council Chambers

**ATTACHMENTS**

INDEX

<b>5</b>	<b>CONFIRMATION OF MINUTES</b>	
<b>5.1</b>	<b>Confirmation of the Minutes of the Ordinary Council Meeting held on 12 January 2022</b>	
	<b>Attachment 1:</b> Draft Minutes - 12 January 2022 .....	4
<b>8</b>	<b>LEADERSHIP FOR THE REGION</b>	
<b>8.2</b>	<b>Public Exhibition of Councillor Expenses and Facilities Policy</b>	
	<b>Attachment 1:</b> Draft Councillor Expenses and Facilities Policy - for public exhibition.....	12
	<b>Attachment 2:</b> OLG Suggested Councillor Expenses & Facilities Policy.....	26
	<b>Attachment 3:</b> Councillor Expenses and Facilities Policy - adopted 28 June 2017.....	41
<b>8.4</b>	<b>Council Actions Report January 2022</b>	
	<b>Attachment 1:</b> Action Items Report 12 Jan 2022 OCM .....	53
<b>9</b>	<b>GROWTH, PROSPERITY AND ECONOMIC DEVELOPMENT</b>	
<b>9.1</b>	<b>Presentation of Audited Financial Statements and Audit Reports Year Ended 30 June 2021</b>	
	<b>Attachment 1:</b> ARC Audited Financial Statements-2021 (GPFS, SPFS, SS) .....	60
<b>10</b>	<b>ENVIRONMENT AND INFRASTRUCTURE</b>	
<b>10.1</b>	<b>Guyra and District Pony Club inc - Expenditure of Grant Funding from Phase Two, NSW Showgrounds Stimulus Program for the Construction of a Toilet / Show Buiding.</b>	
	<b>Attachment 1:</b> AINT-2021-34848 - Report -Report - Guyra and District Pony Club Inc - Expenditure of Grant Funding From Phase Two, NSW Showgrounds Stimulus Program for Constructionion of a ToiletShower Building.....	178
<b>10.2</b>	<b>Transfer of Crown road/s ownership to Council</b>	
	<b>Attachment 1:</b> Imbandja Lane Crown Transfer Section .....	181
	<b>Attachment 2:</b> Lucas Lane transfer of ownership .....	182
<b>10.3</b>	<b>Dumaresq Dam Safety Upgrade Project - Progress update &amp; Request to increase Contract Purchase Order</b>	
	<b>Attachment 1:</b> DDSU December 2021 Monthly Report Final.....	183
<b>11</b>	<b>OUR PEOPLE AND COMMUNITY</b>	
<b>11.1</b>	<b>Aboriginal Cultural Centre and Keeping Place - Community responses to proposed funding sources for unbudgeted Council grant.</b>	
	<b>Attachment 1:</b> Community feedback to ACCKP funding post public exhibition.....	287

**11.2 Community Plan - Key Pillar Working Groups**

<b>Attachment 1:</b>	Draft Terms of Reference for KPWG .....	291
<b>Attachment 2:</b>	Report - Review of Council Committees - Results of Public Exhibition.....	293
<b>Attachment 3:</b>	Action Sheet - Review of Council Committees - Results of Public Exhibition .....	302
<b>Attachment 4:</b>	ARC Council Committee Review - Report Final .....	304
<b>Attachment 5:</b>	Report - Council Committees - Review.....	347

**12 COMMITTEE REPORTS**

**12.1 Traffic Advisory Committee - Minutes of the meeting held 7 December 2022**

<b>Attachment 1:</b>	Minutes - Traffic Advisory Committee - 07 December 2021.....	353
<b>Attachment 2:</b>	Agenda - Traffic Advisory Committee - 07 December 2021.....	357



## ORDINARY MEETING OF COUNCIL

Held on

Wednesday, 12 January 2022

4pm

at

Armidale Council Chambers

**PRESENT:** Councillor Sam Coupland, Councillor Paul Gaddes, Councillor Jon Galletly, Councillor Susan McMichael, Councillor Steven Mephram, Councillor Debra O'Brien, Councillor Margaret O'Connor, Councillor Paul Packham, Councillor Todd Redwood, Councillor Dorothy Robinson and Councillor Bradley Widders.

**IN ATTENDANCE:** Mr James Roncon (General Manager), Mr Darren Schaefer (Acting Chief Officer Corporate and Strategy), Mr Daniel Boyce (Chief Officer Sustainable Development), Mr Alex Manners (Chief Officer Assets and Services), Ms Simone Mooketsi (Manager Governance and Strategy), Ms Jessica Bower (Executive Officer) and Ms Melissa Hault (Executive Officer).

MINUTES

Armidale Regional Council  
 Ordinary Council Meeting  
 Wednesday, 12 January 2022

Page 2

## Index

<b>1. CIVIC AFFIRMATION AND ACKNOWLEDGEMENT OF COUNTRY</b>	
<b>2. STATEMENT IN RELATION TO LIVE STREAMING OF COUNCIL MEETINGS</b>	
<b>3. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS</b>	
<b>4. DISCLOSURES OF INTEREST</b>	
<b>5. CONFIRMATION OF MINUTES</b>	
5.1 Confirmation of the Minutes of the Ordinary Council Meeting held on 24 November 2021 .....	3
<b>6. MAYORAL MINUTE</b>	
<b>7. NOTICES OF MOTION</b>	
<b>8. LEADERSHIP FOR THE REGION</b>	
8.1 Oath or Affirmation of Office by Councillors .....	3
8.2 Election of the Mayor and Deputy Mayor .....	4
8.3 Delegation of Authority to the General Manager .....	5
8.4 Delegation of Authority to the Mayor .....	5
8.5 Casual Vacancy in the Office of Councillor .....	6
8.6 Armidale Regional Council Code of Conduct .....	6
8.7 Revised Code of Meeting Practice .....	6
8.8 Councillor and Staff Interaction Policy .....	7
8.9 Ordinary Council Meeting Cycle for 2022 .....	8
<b>9. GROWTH, PROSPERITY AND ECONOMIC DEVELOPMENT</b>	
<b>10. ENVIRONMENT AND INFRASTRUCTURE</b>	
<b>11. OUR PEOPLE AND COMMUNITY</b>	
<b>12. COMMITTEE REPORTS</b>	
<b>13. MATTERS OF AN URGENT NATURE</b>	
<b>14. QUESTIONS ON NOTICE</b>	

Armidale Regional Council  
 Ordinary Council Meeting  
 Wednesday, 12 January 2022 Page 3

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

Cr O'Brien delivered the Civic Affirmation.

Cr Widders delivered the Acknowledgement of Country.

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

The General Manager delivered the statement.

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

**4. DISCLOSURES OF INTEREST - NIL**

**5. CONFIRMATION OF MINUTES**

**5.1 Confirmation of the Minutes of the Ordinary Council Meeting held on 24**

**November 2021**

*Ref: AINT/2021/37979 (ARC16/0001-6)*

1/22

**RESOLVED**

That the Minutes of the Ordinary Council meeting held on 24 November 2021 be taken as read and accepted as a true record of the Meeting.

**Moved Cr Robinson**

**Seconded Cr O'Brien**

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

**6. MAYORAL MINUTE - NIL**

**7. NOTICES OF MOTION - NIL**

**8. LEADERSHIP FOR THE REGION**

**8.1 Oath or Affirmation of Office by Councillors**

*Ref: AINT/2021/43131 (ARC21/4520)*

2/22

**RESOLVED**

That all Councillors take an oath or affirmation of office, as required by section 233A of the *Local Government Act 1993*.

That it be noted that the following Councillors took the Oath of Office, before the General Manager, prior to the first Ordinary Meeting of the new Council, on 12 January 2022:

- Cr Susan McMichael
- Cr Sam Coupland
- Cr Jon Galletly
- Cr Paul Gaddes
- Cr Margaret Iris O'Connor
- Cr Todd Redwood

That it be noted that the following Councillors took the Affirmation of Office, before the General Manager, prior to the first Ordinary Meeting of the new Council, on 12 January 2022:

Armidale Regional Council  
 Ordinary Council Meeting  
 Wednesday, 12 January 2022 Page 4

- Cr Bradley Craig Widders
- Cr Paul Dennis Packham
- Cr Dorothy Robinson
- Cr Debra O'Brien
- Cr Steven Colin Michael Mepham

**Moved Cr Galletly                      Seconded Cr Robinson**

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

**8.2 Election of the Mayor and Deputy Mayor** *Ref: AINT/2021/43135 (ARC21/4520)*

3/22

**MOVED**

That Council:

- a. Resolve that the ballot be by open ballot voting.
- b. The General Manager, as Returning Officer, call for nominations for the election of Mayor for the period of 12 January 2022 to September 2023.
- c. The General Manager, as Returning Officer, call for nominations for the election of Deputy for the period of 12 January 2022 to September 2023.
- d. That each Mayoral and Deputy Mayoral candidates publicly accepting their nomination, be given up to 5 minutes to address Council in support of their nomination and answer questions.

**Moved Cr Robinson                      Seconded Cr Coupland**

**Amendment**

That Council:

- a. Resolve that the ballot be by closed ballot voting.
- b. The General Manager, as Returning Officer, call for nominations for the election of Mayor for the period of 12 January 2022 to September 2023.
- c. The General Manager, as Returning Officer, call for nominations for the election of Deputy for the period of 12 January 2022 to September 2023.
- d. That each Mayoral and Deputy Mayoral candidates publicly accepting their nomination, be given up to 5 minutes to address Council in support of their nomination and answer questions.

**Moved Cr O'Connor                      Seconded Cr Robinson**

*DIVISION              The result being:-*

*FOR:                      Crs D O'Brien, M O'Connor, P Packham and D Robinson*

*AGAINST:              Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mepham, T Redwood and B Widders*

*The amendment on being put to the vote was LOST 4 votes to 7.*

Armidale Regional Council  
Ordinary Council Meeting  
Wednesday, 12 January 2022

Page 5

**The original motion on being put to the vote was CARRIED.**

The General Manager, acting as Returning Officer, called for nominations for the office of Mayor for 12 January 2022 to September 2023. There were two nominations received, that of Cr Coupland and Cr O'Brien.

The Returning Officer declared Cr Coupland elected as the Mayor, with eight votes to three votes, for the 2022-2023 term.

The General Manager, acting as Returning Officer, called for nominations for the office of Deputy Mayor 12 January 2022 to September 2023. There were two nominations received, that of Cr Redwood and Cr O'Brien.

The Returning Officer declared Cr Redwood elected as Deputy Mayor, with eight votes to three votes, for the 2022-2023 term.

**8.3 Delegation of Authority to the General Manager** *Ref: AINT/2021/43967 (ARC21/4520)*

4/22

**RESOLVED**

That Council delegate the functions to the General Manager as described in the Instrument of Delegation attached to this Report, pursuant to Section 377 of the *Local Government Act 1993*.

**Moved Cr Galletly**

**Seconded Cr McMichael**

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

**8.4 Delegation of Authority to the Mayor**

*Ref: AINT/2021/44765 (ARC21/4520)*

5/22

**RESOLVED**

That Council delegate the functions to the Mayor as described in the Instrument of Delegation attached to this Report.

**Moved Cr Robinson**

**Seconded Cr Gaddes**

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

Armidale Regional Council  
 Ordinary Council Meeting  
 Wednesday, 12 January 2022 Page 6

**8.5 Casual Vacancy in the Office of Councillor** *Ref: AINT/2021/43640 (ARC21/4520)*

6/22

**RESOLVED**

That Council pursuant to section 291A(1)(b) of the *Local Government Act 1993* (the Act) Armidale Regional Council declares that casual vacancies occurring in the office of a Councillor within 18 months after the last ordinary election of councillors for the Council on 4 December 2021 are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act and directs the General Manager to notify the election manager of the Council's decision within 7 days of the decision.

**Moved Cr Robinson**                      **Seconded Cr O'Connor**

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

**8.6 Armidale Regional Council Code of Conduct** *Ref: AINT/2021/44649 (ARC21/4520)*

7/22

**RESOLVED**

That Council acknowledge the Armidale Regional Council Code of Conduct, and note a review will be completed within 12 months of the Local Government elections.

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

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

**8.7 Revised Code of Meeting Practice** *Ref: AINT/2021/43838 (ARC21/4520)*

8/22

**RESOLVED in 2 parts.****Part 1**

That Council:

- a. Endorse the draft Code of Meeting Practice be placed on public exhibition for a period of 28 days, commencing on 17 January 2022 and concluding on the 15 February 2022 with a report provided to council following the consultation period.
- b. Resolve to utilise clause 15.15 under "Expulsion from Meetings" (highlighted in the attachment).

*DIVISION            The result being:-*

*FOR:                    Crs Coupland, S McMichael, P Packham, D Robinson, D O'Brien, M O'Connor and S Mepham*

*AGAINST:            Crs B Widders, J Galletly and T Redwood*

*The Mayor declared the amendment on being put to the vote carried.*

Armidale Regional Council  
 Ordinary Council Meeting  
 Wednesday, 12 January 2022

Page 7

9/22

**Part 2**

**RESOLVED**

That Council amend 4.13 of the draft Code of Meeting Practice to read from 3 minutes to 5 minutes:

- 4.13. Each speaker will be allowed 5 minutes to address the council. This time is to be strictly enforced by the chairperson.

**Moved Cr Robinson**

**Seconded Cr McMichael**

*DIVISION      The result being:-*

*FOR:            Crs Coupland, S McMichael, P Packham, D Robinson, D O'Brien, M O'Connor and S Mepham and T Redwood*

*AGAINST:      Crs B Widders and J Galletly*

*The Mayor declared the amendment on being put to the vote carried.*

10/22

**8.8 Councillor and Staff Interaction Policy**

*Ref: AINT/2021/44383 (ARC21/4520)*

**RESOLVED**

That Council:

- a. Endorse the Councillor and Staff Interaction Policy for public exhibition commencing 17 January 2022 for a period of 28 days concluding 14 February 2022, noting no amendments have been recommended to the current policy.

**Moved Cr Robinson**

**Seconded Cr McMichael**

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

Armidale Regional Council  
 Ordinary Council Meeting  
 Wednesday, 12 January 2022 Page 8

**8.9 Ordinary Council Meeting Cycle for 2022** *Ref: AINT/2021/40108 (ARC16/0001-6)*

11/22

**RESOLVED**

- a. That the Ordinary Council Meeting cycle for the remainder of the 2021-2022 financial year be scheduled for the fourth Wednesday of each month as follows:
- Wednesday 23 February 2022, in Guyra
  - Wednesday 23 March 2022, in Armidale
  - Wednesday 27 April 2022 in Armidale
  - Wednesday 25 May 2022 in Guyra
  - Wednesday 22 June 2022 in Armidale.
- b. That the time for the Ordinary Council meetings to commence is 4pm.

**Moved Cr Galletly**

**Seconded Cr Robinson**

*DIVISION The result being:-*

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

*AGAINST: Cr D O'Brien*

*The Mayor declared the motion CARRIED.*

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

**10. ENVIRONMENT AND INFRASTRUCTURE - NIL**

**11. OUR PEOPLE AND COMMUNITY - NIL**

**12. COMMITTEE REPORTS - NIL**

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

**14. QUESTIONS ON NOTICE - NIL**

There being no further business the Mayor declared the meeting closed at 5:05pm.

# Councillor Expense and Facilities Policy

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

## 1. PURPOSE

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties.

It ensures accountability and transparency, and seeks to align Councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2021*, and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
<b>Reimbursable Expenses</b>		
General travel expenses	\$3,000 per Councillor \$6,000 for the Mayor	Per year
Interstate, overseas and long distance intrastate travel expenses	\$15,000 total for all Councillors	Per year
Accommodation and meals	As per the NSW <i>Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009</i> , adjusted annually	Per meal/night
Meals after scheduled Ordinary Council Meetings	\$8,500 total for all Councillors	Per year
Professional development	\$2,000 per Councillor	Per year
Conferences and seminars	\$11,000 total for all Councillors	Per year
ICT expenses*	\$3,000 per Councillor	In the first year
	\$500 per Councillor	Every year thereafter
Carer expenses	\$4,000 per Councillor	Per year
Home office expenses	\$300 per Councillor	Per year
<b>Council Provided Facilities</b>		
Corporate Clothing	\$500 per Councillor	Per term
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	Not relevant
Reserved parking space at Council offices	Provided to the Mayor	Not relevant
Furnished office	Provided to the Mayor	Not relevant

Expense or facility	Maximum amount	Frequency
Laptop computer and accessories* (Council purchased and maintained)	\$3,000 per Councillor	Per term
Laptop data sim	Provided to all Councillors	Not relevant
Mobile phone (Council purchased and maintained)	\$2,500 provided to the Mayor	Per term
Mobile phone data sim	Provided to the Mayor	Not relevant

\*Councillors may elect to receive a Council provided laptop computer and accessories and will not be reimbursed for an equivalent electronic device where a Council provided device has been issued.

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense that is the responsibility of the Councillor.

Councillors must provide claims for reimbursement within three (3) months of an expense being incurred. Claims made after this time cannot be approved.

## 2. APPLICATION

The policy applies to the Mayor, Councillors and accompanying persons.

## 3. POLICY INTENT

### PART A – INTRODUCTION

#### 1. Introduction

- 1.1 The provision of expenses and facilities enables Councillors to fulfil their civic duties as the elected representatives of Armidale Regional Council.
- 1.2 The community is entitled to know the extent of expenses paid to Councillors, as well as the facilities provided.
- 1.3 The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.
- 1.4 Council staff are empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.
- 1.5 Expenses and facilities provided by this policy are in addition to fees paid to Councillors. The minimum and maximum fees a council may pay each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.
- 1.6 In relation to point 1.5 and in accordance with the Australian Taxation Office Interpretive Decision 2007/205, Council may enter into an arrangement with a Councillor under which the Councillor agrees to forego all or part of their annual fee in exchange for the Council making contributions to a complying superannuation fund on their behalf.

#### 2. Policy Objectives

The main objectives of this policy are to:

- Enable the reasonable and appropriate reimbursement of expenses incurred by Councillors while undertaking their civic duties.

- Enable facilities of a reasonable and appropriate standard to be provided to Councillors to support them in undertaking their civic duties.
- Ensure accountability and transparency in reimbursement of expenses and provision of facilities to Councillors.
- Ensure facilities and expenses provided to Councillors meet community expectations.
- Support a diversity of representation.
- Fulfil Council's statutory responsibilities.

### 3. Principles

Council commits to the following principles:

- **Proper conduct:** Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions.
- **Reasonable expenses:** Providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor.
- **Participation and access:** Enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor.
- **Equity:** There must be equitable access to expenses and facilities for all Councillors.
- **Appropriate use of resources:** Providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations.
- **Accountability and transparency:** Clearly stating and reporting on the expenses and facilities provided to Councillors.

### 4. PRIVATE OR POLITICAL BENEFIT

- 4.1 Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2 Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council meeting will run later than expected.
- 4.3 Such incidental private use does not require a compensatory payment back to Council.
- 4.4 Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Council facilities does occur, Councillors must reimburse Council.
- 4.5 Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
  - Production of election material
  - Use of Council resources and equipment for campaigning
  - Use of official Council letterhead, publications, websites or services for political benefit
  - Fundraising activities of political parties or individuals, including political fundraising events.

## PART B – EXPENSES

### 5. GENERAL EXPENSES

- 5.1 All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 5.2 Expenses not explicitly addressed in this policy will not be paid or reimbursed.

## 6. SPECIFIC EXPENSES

### General travel arrangements and expenses

- 6.1 All travel by Councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2 Each Councillor may be reimbursed up to a total of \$3,000 per year, and the Mayor may be reimbursed a total of \$6,000 per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
- For public transport fares
  - For the use of private vehicle or hire car
  - For parking costs for Council and other meetings
  - For tolls
  - By Cabcharge or equivalent
  - For documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3 Allowances for the use of a private vehicle, outside a 10km radius of the Armidale Regional Council Administration building, will be reimbursed at the rate contained in the Local Government (State) Award.
- 6.4 Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

### Interstate, overseas and long distance intrastate travel expenses

- 6.5 This section includes reference to long distance intrastate travel. At Armidale Regional Council long distance intrastate travel is travel that is estimated to take more than four hours from the Councillor's residence.
- 6.6 In accordance with Section 4, Council will scrutinise the value and need for Councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the Council and the local community. This includes travel to sister and friendship cities.
- 6.7 Total interstate, overseas and long distance intrastate travel expenses for all Councillors will be capped at a maximum of \$15,000 per year. This amount will be set aside in Council's annual budget.
- 6.8 Councillors seeking approval for any interstate and long distance intrastate travel must submit a business case to, and obtain the approval of, the General Manager prior to travel.
- 6.9 Councillors seeking approval for any overseas travel must submit a request to, and obtain the approval of, a full Council meeting prior to travel.
- 6.10 The case should include:
- objectives to be achieved in travel, including an explanation of how the travel aligns with current Council priorities and business, the community benefits which will accrue as a result and its relevance to the exercise of the Councillor's civic duties;
  - who is to take part in the travel;

- duration and itinerary of travel; and
  - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11 For interstate and long distance intrastate journeys of less than three hours the class of air travel is to be economy class.
- 6.12 For interstate journeys by air of more than three hours, the class of air travel may be premium economy where it is available.
- 6.13 For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14 Bookings for approved air travel are to be made through the General Manager's office.
- 6.15 For travel that is reimbursed as Council business, Councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

**Travel Expenses not paid by Council**

- 6.16 Council will not pay any traffic or parking fines or administrative charges for toll road accounts.

**Accommodation and meals**

- 6.17 Council will reimburse costs for accommodation and meals (when meals are not provided) while Councillors are undertaking prior approved travel or professional development outside the Armidale Regional Council local government area.
- 6.18 The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW *Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009*<sup>1</sup>, adjusted annually.
- 6.19 The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the General Manager, being mindful of Clause 6.18.
- 6.20 Councillors will not be reimbursed for alcoholic beverages.

**Refreshments for Council related meetings**

- 6.21 Appropriate refreshments may be available for Council meetings, Council Committee meetings, Councillor briefings, approved meetings and engagements, and official Council functions as approved by the General Manager.
- 6.22 At the General Manager's discretion, meals and non-alcoholic refreshments will be provided at an offsite location following each scheduled Ordinary Council Meeting to the value of \$8,500 per year for all Councillors.
- 6.23 As an indicative guide for the standard of refreshments to be provided at Council related meetings, the General Manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

<sup>1</sup> <http://www.ircgazette.justice.nsw.gov.au/irc/ircgazette.nsf/webviewdate/C8621>

**Professional development**

- 6.24 Council will set aside \$2,000 per Councillor annually in its budget to facilitate professional development of Councillors through programs, training, education courses and membership of professional bodies.
- 6.25 In the first year of a new Council term, Council will provide a comprehensive induction program for all Councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.26 Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.27 Approval for professional development activities is subject to a prior written request to the General Manager outlining the:
- details of the proposed professional development;
  - relevance to Council priorities and business; and
  - relevance to the exercise of the Councillor's civic duties.
- 6.28 In assessing a Councillor request for a professional development activity, the General Manager must consider the factors set out in Clause 6.27, as well as the cost of the professional development in relation to the Councillor's remaining budget.

**Conferences and seminars**

- 6.29 Council is committed to ensuring its Councillors are up to date with contemporary issues facing council and the community, and local government in NSW.
- 6.30 Council will set aside a total amount of \$11,000 annually in its budget to facilitate Councillor attendance at conferences and seminars. This allocation is for all Councillors. The General Manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 6.31 Approval to attend a conference or seminar is subject to a written request to the General Manager. In assessing a Councillor request, the General Manager must consider factors including the:
- relevance of the topics and presenters to current Council priorities and business and the exercise of the Councillor's civic duties; and
  - cost of the conference or seminar in relation to the total remaining budget.
- 6.32 Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the General Manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.17-6.20.

**Local Government NSW Annual Conference**

- 6.33 Councillors will be permitted to attend the Local Government NSW Annual Conference. Council will reimburse the cost of registration fees and where the conference is outside the local government area, the cost of travel, accommodation and meals not covered by the conference registration, subject to the provisions in 'Accommodation and meals'.
- 6.34 For the Local Government NSW Annual Conference only, Council will meet the costs of the official conference dinner for an accompanying person of a Councillor.

**Information and communications technology (ICT) expenses**

- 6.35 Council will provide, or reimburse Councillors for expenses associated with, appropriate ICT devices and services up to a limit of \$3,000 in the first year and \$500 per annum thereafter for each Councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.
- 6.36 Reimbursements will be made only for communications devices and services used for Councillors to undertake their civic duties, such as:
- receiving and reading Council business papers
  - relevant phone calls and correspondence
  - diary and appointment management.
- 6.37 Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a Councillor, within the maximum limit.

**Special requirement and carer expenses**

- 6.38 Council encourages wide participation and interest in civic office. It will seek to ensure Council premises and associated facilities are accessible, including provision for sight or hearing impaired Councillors and those with other disabilities.
- 6.39 Transportation provisions as outlined in this policy, will also assist Councillors who may be unable to drive a vehicle.
- 6.40 In addition to the provisions above, the General Manager may authorise the provision of reasonable additional facilities and expenses in order to allow a Councillor with a disability to perform their civic duties.
- 6.41 Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to re-imbursment of carer's expenses up to a maximum of \$4,000 per annum for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.42 Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.43 In the event of caring for an adult person, Councillors will need to provide suitable evidence to the General Manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

**Home office expenses**

- 6.44 Each Councillor may be reimbursed up to \$300 per year for costs associated with the maintenance of a home office, such as minor items of consumable stationery and printer ink cartridges.

**7. INSURANCES**

- 7.1 In accordance with Section 382 of the Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.
- 7.2 Insurance protection is only provided if a claim arises out of or in connection with the Councillor's performance of his or her civic duties, or exercise of his or her functions as a Councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3 Council shall pay the insurance policy excess in respect of any claim accepted by Council's insurers, whether defended or not.
- 7.4 Appropriate travel insurances will be provided for any Councillors traveling on approved interstate and overseas travel on Council business.

**8. LEGAL ASSISTANCE**

- 8.1 Council may, if required, indemnify or reimburse the reasonable legal expenses of:
- a Councillor defending an action arising from the performance in good faith of a function under the Act provided that the outcome of the legal proceedings is favourable to the Councillor
  - a Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the Councillor
  - a Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.
- 8.2 In the case of a conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the General Manager to a conduct reviewer or conduct review panel to make formal enquiries into that matter in accordance with Council's Code of Conduct and makes a finding substantially favourable to the Councillor.
- 8.3 Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.
- 8.4 Council will not meet the legal costs:
- of legal proceedings initiated by a Councillor under any circumstances
  - of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation

- for legal proceedings that do not involve a Councillor performing their role as a Councillor.
- 8.5 Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council meeting prior to costs being incurred.

## PART C – FACILITIES

### 9. GENERAL FACILITIES FOR ALL COUNCILLORS

#### Facilities

- 9.1 Council will provide the following facilities to Councillors to assist them to effectively discharge their civic duties:
- a Councillor common room appropriately furnished to include telephone, photocopier, printer, desks, computer terminals, pigeon holes and appropriate refreshments (excluding alcohol)
  - personal protective equipment for use during site visits
  - a name badge which may be worn at official functions, indicating that the wearer holds the office of a Councillor and/or Mayor or Deputy Mayor
  - a corporate clothing package up to \$500 per term, incorporating a jacket, tie/ scarf and shirt/blouse
- 9.2 The provision of facilities will be of a standard deemed by the General Manager as appropriate for the purpose.

#### Stationery

- 9.4 Council will provide Councillors with an electronic letterhead template, to be used only for correspondence associated with civic duties
- 9.5 Council may from time to time provide stationery or branded items for Councillor use.

#### Administrative support

- 9.6 Council will provide administrative support to Councillors to assist them with their civic duties only. Administrative support may be provided by staff in the General Manager's office or by a member of Council's administrative staff as arranged by the General Manager or their delegate.
- 9.7 As per Section 4, Council staff are expected to assist Councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

### 10. ADDITIONAL FACILITIES FOR THE MAYOR

- 10.1 Council will provide to the Mayor a maintained motor vehicle to a similar standard of other Council vehicles, with a fuel card. The vehicle will be supplied for use in attending official business and professional development and attendance at the Mayor's office.
- 10.2 The Mayor must keep a log book setting out the date, distance and purpose of all travel. This must include any travel for private benefit. The log book must be submitted to Council on a monthly basis.

- 10.3 The Mayoral Allowance will be reduced to cover the cost of any private use recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.
- 10.4 A parking space at Council's offices will be reserved for the Mayor's Council-issued vehicle for use on official business, professional development and attendance at the Mayor's office.
- 10.5 Council will provide the Mayor with a furnished office incorporating a computer configured to Council's standard operating environment, telephone and meeting space.
- 10.6 In performing his or her civic duties, the Mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the General Manager.
- 10.7 The number of exclusive staff provided to support the Mayor and Councillors will not exceed the number of full time equivalents identified in the adopted organisational structure and as provided in the adopted budget.
- 10.8 As per Section 4, staff in the Mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.

## 11 APPROVAL, PAYMENT AND REIMBURSEMENT ARRANGEMENTS:

- 11.1 Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 11.2 Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3 Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
  - local travel relating to the conduct of official business
  - carer costs
  - ICT expenditure.
- 11.4 Final approval for payments made under this policy will be granted by the General Manager or their delegate.
- 11.5 All requests for reimbursement will be reviewed by two staff members and payment will be authorised by a staff member with the appropriate financial delegation.
- 11.6 The General Manager will provide a system for the request of reimbursements for Councillors. This will include a form whereby Councillors will be required to specifically identify the clause within this policy to which the request relates.

### Direct payment

- 11.7 Council may approve and directly pay expenses. Requests for direct payment must be submitted to the General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

### Reimbursement

- 11.8 All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the General Manager.

**Advance payment**

- 11.9 Council may provide a Debit Card to Councillors attending approved conferences, seminars or professional development.
- 11.10 Requests for Debit Card use must be submitted to the General Manager for assessment against this policy with sufficient information and time to allow for the claim to be assessed and processed.
- 11.11 Councillors must fully reconcile all expenses against the Debit Card within 14 days of incurring the cost and/or returning home. This includes providing to Council:
- a full reconciliation of all expenses including appropriate receipts and/or tax invoices; and
  - reimbursement of any amount of the advance payment not spend in attending to official business or professional development.

**Notification**

- 11.12 If a claim is approved, Council will make payment directly or reimburse the Councillor through accounts payable, in accordance with Council's standard payment timeframes for all suppliers.
- 11.13 If a claim is refused, Council will inform the Councillor in writing that the claim has been refused and the reason for the refusal.

**Reimbursement to Council**

- 11.14 If Council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:
- Council will invoice the Councillor for the expense; and
  - the Councillor will reimburse Council for that expense within 14 days of the invoice date.
- 11.15 If the Councillor cannot reimburse Council within 14 days of the invoice date, they are to submit a written explanation to the General Manager. The General Manager may elect to deduct the amount out of the Councillor's allowance.

**Timeframe for reimbursement**

- 11.16 Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

**12 DISPUTES**

- 12.1 If the Councillor disputes a determination under this policy, the Councillor should discuss the matter with the General Manager.
- 12.2 If the Councillor and the General Manager cannot resolve the dispute, the Councillor may submit a notice of motion to a Council meeting seeking to have the dispute resolved.

### 13 RETURN OR RETENTION OF FACILITIES

All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or Mayor ceasing to hold office or at the cessation of their civic duties.

### 14 PUBLICATION

This policy will be published on Council's website.

### 15 REPORTING

Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.

### 16 AUDITING

The operation of this policy, including claims made under the policy, will be included in Council's audit program.

### 17 FINANCIAL IMPLICATIONS

Implementation of this policy is estimated to cost approximately \$180,000 per annum in direct costs and is provided for in Council's adopted budget.

### 18 BREACHES

- 18.1 Suspected breaches of this policy are to be reported to the General Manager.
- 18.2 In accordance with the Code of Conduct this Councillor Expenses and Facilities Policy is a policy of Council and must not be contravened.
- 18.3 Alleged breaches of this policy shall be dealt with by the following processes outlines for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

### 19 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 procurement 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.

## 20 LEGISLATIVE REQUIREMENTS

The policy has been prepared in accordance with the *Local Government Act 1993* and *Local Government (General) Regulation 2021*, and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

## 21 REVIEW

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

## 22 RESPONSIBLE OFFICER

Council's Executive Officer is responsible for:

- Processing claims and requests including facilitating staff review and approval or requests
- Reporting as outlined in section 15
- Reporting suspected breaches
- Implementing communications, education and monitoring strategies for the Mayor and Councillors
- Keeping the policy current.

## 23 RELATED PROCEDURES

Related Council policies:

- Code of Conduct

APPROVAL AND REVIEW		
<b>Responsible Business Unit</b>	Organisational & Corporate Services	
<b>Responsible Officer</b>	Executive Officer	
<b>Date/s adopted</b>	<i>Council Executive</i> [updated by policy owner]	<i>Council</i> [DD Mmmm YYYY]
<b>Date/s of previous adoptions</b>	28 June 2017	
<b>Date of next review</b>	[Two years from last adoption]	
<b>TRIM Reference</b>	AINT/2021/44340	

## APPENDIX I: DEFINITIONS

The following definitions apply throughout this policy.

Term	Definition
Accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a Councillor
Appropriate refreshments	Means food and beverages, excluding alcohol, provided by Council to support Councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
Clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the Mayor
General Manager	Means the General Manager of Council and includes their delegate or authorised representative
ICT	Means Telecommunications and Information Communications and Technology
Incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
Long distance intrastate travel	Means travel to other parts of NSW that is estimated to take more than four hours from the Councillor's residence
Maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in the table at clause 1
NSW	New South Wales
Official business	Means functions that the Mayor or Councillors are required or invited to attend to fulfil their legislated role and responsibilities for Council or result in a direct benefit for Council and/or for the local government area, and includes: <ul style="list-style-type: none"> <li>• meetings of Council and committees of the whole</li> <li>• meetings of committees facilitated by Council</li> <li>• civic receptions hosted or sponsored by Council</li> <li>• meetings, functions, workshops and other events to which attendance by a Councillor has been requested or approved by Council</li> </ul>
Professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Councillor or the Mayor
Regulation	Means the <i>Local Government (General) Regulation 2021</i> (NSW)
Year	Means the financial year, that is the 12 month period commencing on 1 July each year

# Councillor Expenses and Facilities Policy

## Suggested template

### Notes for users

This template for a Councillor Expenses and Facilities Policy is provided as a suggested format for councils in response to requests for guidance on better practice. The template has been prepared to be consistent with the Local Government Act 1993 and Local Government (General) Regulations 2005. If there are any inconsistencies, the Act and Regulations take precedence.

The template has been designed to be amended to suit local needs and circumstances. It is recognised that the provisions in the policy template will not all be appropriate for every council.

Areas where councils will need to incorporate specific direction are highlighted and indicated in [square brackets]. This note to users and all highlighted sections should be deleted during preparation of the draft policy.

Councils using this template will need to include maximum expenditure limits for specific expenses and facilities. Councils will tailor these limits to their own context and community expectations. Councils may wish to benchmark against similar councils to determine these limits.

Once exhibited and adopted, the policy should be made publicly available on the council website.

## Contents

### **Policy summary**

#### **Part A – Introduction**

1. Introduction
2. Policy objectives
3. Principles
4. Private or political benefit

#### **Part B – Expenses**

5. General expenses
6. Specific expenses
7. Insurances
8. Legal assistance

#### **Part C – Facilities**

9. General facilities for Councillors
10. Additional facilities for the Mayor

#### **Part D – Processes**

11. Approval, payment and reimbursement arrangements
12. Disputes
13. Return or retention of facilities
14. Publication
15. Reporting
16. Auditing
17. Breaches

#### **Part E – Appendix**

Appendix I – Related legislation, guidance and policies

Appendix II – Definitions

## Policy summary

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties.

It ensures accountability and transparency, and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation), and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel expenses	\$[insert] per councillor \$[insert] for the Mayor	Per year
Interstate, overseas and long distance intrastate travel expenses	\$[insert] total for all councillors	Per year
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	Per meal/night
Professional development	\$[insert] per councillor	Per year
Conferences and seminars	\$[insert] total for all councillors	Per year
ICT expenses	\$[insert] per councillor	Per year
Carer expenses	\$[insert] per councillor	Per year
Home office expenses	\$[insert] per councillor	Per year
Postage stamps	[insert]	Per year
Christmas or festive cards	[insert] per councillor [insert] for the mayor	Per year
Access to facilities in a Councillor common room [where applicable Clause 9.1]	Provided to all councillors	Not relevant
Council vehicle and fuel card [where applicable Clause 10]	Provided to the mayor	Not relevant
Reserved parking space at Council offices	Provided to the mayor	Not relevant
Furnished office [where applicable Clause 10]	Provided to the mayor	Not relevant
Number of exclusive staff supporting Mayor and Councillors [where applicable Clause 10]	Provided to the mayor and councillors	Not relevant

Additional costs incurred by a councillor in excess of these limits are considered a personal expense that is the responsibility of the councillor.

Councillors must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

---

## Part A – Introduction

---

### 1. Introduction

- 1.1. The provision of expenses and facilities enables councillors to fulfil their civic duties as the elected representatives of [insert name] council.
- 1.2. The community is entitled to know the extent of expenses paid to councillors, as well as the facilities provided.
- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to councillors to assist them in fulfilling their civic duties.
- 1.4. Council staff are empowered to question or refuse a request for payment from a councillor when it does not accord with this policy.
- 1.5. Expenses and facilities provided by this policy are in addition to fees paid to councillors. The minimum and maximum fees a council may pay each councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

### 2. Policy objectives

- 2.1. The objectives of this policy are to:
  - enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
  - enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
  - ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
  - ensure facilities and expenses provided to councillors meet community expectations
  - support a diversity of representation
  - fulfil the council's statutory responsibilities.

### 3. Principles

- 3.1. Council commits to the following principles:
  - **Proper conduct:** councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
  - **Reasonable expenses:** providing for councillors to be reimbursed for expenses reasonably incurred as part of their role as councillor
  - **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as acCouncillor
  - **Equity:** there must be equitable access to expenses and facilities for all councillors
  - **Appropriate use of resources:** providing clear direction on the appropriate use of council resources in accordance with legal requirements and community expectations
  - **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to councillors.

## 4. Private or political benefit

- 4.1. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
- 4.2. Private use of council equipment and facilities by councillors may occur from time to time. For example, telephoning home to advise that a council meeting will run later than expected.
- 4.3. Such incidental private use does not require a compensatory payment back to council.
- 4.4. Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the council.
- 4.5. Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:
  - production of election material
  - use of council resources and equipment for campaigning
  - use of official council letterhead, publications, websites or services for political benefit
  - fundraising activities of political parties or individuals, including political fundraising events.

---

## Part B – Expenses

---

### 5. General expenses

- 5.1. All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
- 5.2. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

### 6. Specific expenses

#### General travel arrangements and expenses

- 6.1. All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2. Each councillor may be reimbursed up to a total of \$[insert] per year, and the mayor may be reimbursed up to a total of \$[insert] per year, for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
  - for public transport fares
  - for the use of a private vehicle or hire car
  - for parking costs for Council and other meetings
  - for tolls
  - by Cabcharge card or equivalent
  - for documented ride-share programs, such as Uber, where tax invoices can be issued.
- 6.3. Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.
- 6.4. Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

### Interstate, overseas and long distance intrastate travel expenses

[For councils in metropolitan areas, this section includes reference to long distance intrastate travel. Councils in regional, rural and remote areas may wish to delete these references].

- 6.5. [Councils located on state borders may wish to include the following clause: Given Council's location [on or near] an interstate border, travel to [insert state name] will be considered as general travel. Arrangements and expenses for this travel will be governed by Clauses 6.1-6.4].
- 6.6. In accordance with Section 4, Council will scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the council and the local community. This includes travel to sister and friendship cities.
- 6.7. Total interstate, overseas and long distance intrastate travel expenses for all councillors will be capped at a maximum of \$[insert] per year. This amount will be set aside in Council's annual budget.
- 6.8. Councillors seeking approval for any interstate and long distance intrastate travel must submit a case to, and obtain the approval of, the general manager prior to travel.
- 6.9. Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full council meeting prior to travel.
- 6.10. The case should include:
- objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor's civic duties
  - who is to take part in the travel
  - duration and itinerary of travel
  - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11. For interstate and long distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.
- 6.12. For interstate journeys by air of more than three hours, the class of air travel may be premium economy.
- 6.13. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14. Bookings for approved air travel are to be made through the general manager's office.
- 6.15. For air travel that is reimbursed as council business, councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

### Travel expenses not paid by Council

- 6.16. Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

### Accommodation and meals

- 6.17. [Rural and regional councils may wish to include the following clause:] In circumstances where it would introduce undue risk for a councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the general manager. This includes where a meeting finishes later than 9.00pm or starts earlier than 7.00am and the councillor lives more than 50 kilometres from the meeting location.
- 6.18. Council will reimburse costs for accommodation and meals while councillors are undertaking prior approved travel or professional development outside [insert relevant region e.g. metropolitan Sydney/the Hunter/the Murray].

- 6.19. The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.20. The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the general manager, being mindful of Clause 6.19.
- 6.21. Councillors will not be reimbursed for alcoholic beverages.

### **Refreshments for council related meetings**

- 6.22. Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the general manager.
- 6.23. As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

### **Professional development**

- 6.24. Council will set aside \$[insert] per councillor annually in its budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.
- 6.25. In the first year of a new council term, Council will provide a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.26. Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor's civic duties, the councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.27. Approval for professional development activities is subject to a prior written request to the general manager outlining the:
- details of the proposed professional development
  - relevance to council priorities and business
  - relevance to the exercise of the councillor's civic duties.
- 6.28. In assessing a councillor request for a professional development activity, the general manager must consider the factors set out in Clause 6.27, as well as the cost of the professional development in relation to the councillor's remaining budget.

### **Conferences and seminars**

- 6.29. Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.
- 6.30. Council will set aside a total amount of \$[insert] annually in its budget to facilitate councillor attendance at conferences and seminars. This allocation is for all councillors. The general manager will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 6.31. Approval to attend a conference or seminar is subject to a written request to the general manager. In assessing a councillor request, the general manager must consider factors including the:
- relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties
  - cost of the conference or seminar in relation to the total remaining budget.
- 6.32. Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the general manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees.

Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18-6.21.

### **Information and communications technology (ICT) expenses**

[Clauses 6.35-6.37 relate to the contemporary practice of providing a total expenses cap which each councillor can use flexibly to meet the ICT needs associated with his or her civic duties. Where a council prefers to provide ICT devices directly to councillors, alternative clauses can be substituted.]

- 6.33. Council will provide or reimburse councillors for expenses associated with appropriate ICT devices and services up to a limit of \$[insert] per annum for each councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.
- 6.34. Reimbursements will be made only for communications devices and services used for councillors to undertake their civic duties, such as:
- receiving and reading council business papers
  - relevant phone calls and correspondence
  - diary and appointment management.
- 6.35. Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.

### **Special requirement and carer expenses**

- 6.36. Council encourages wide participation and interest in civic office. It will seek to ensure council premises and associated facilities are accessible, including provision for sight or hearing impaired councillors and those with other disabilities.
- 6.37. Transportation provisions outlined in this policy will also assist councillors who may be unable to drive a vehicle.
- 6.38. In addition to the provisions above, the general manager may authorise the provision of reasonable additional facilities and expenses in order to allow a councillor with a disability to perform their civic duties.
- 6.39. Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses up to a maximum of \$[insert] per annum for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.40. Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.41. In the event of caring for an adult person, councillors will need to provide suitable evidence to the general manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

### **Home office expenses**

- 6.42. Each councillor may be reimbursed up to \$[insert] per year for costs associated with the maintenance of a home office, such as minor items of consumable stationery and printer ink cartridges.

## **7. Insurances**

[Council to insert relevant and accurate text reflecting their own policy. Some wording is suggested below and may be used if it fits with council's policy]

- 7.1. In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.

- 7.2. Insurance protection is only provided if a claim arises out of or in connection with the councillor's performance of his or her civic duties, or exercise of his or her functions as a councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
- 7.3. Council shall pay the insurance policy excess in respect of any claim accepted by council's insurers, whether defended or not.
- 7.4. Appropriate travel insurances will be provided for any councillors travelling on approved interstate and overseas travel on council business.

## 8. Legal assistance

- 8.1. Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
  - a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor
  - a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor
  - a councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.
- 8.2. In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.
- 8.3. Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a councillor acted corruptly would not be covered by this section.
- 8.4. Council will not meet the legal costs:
  - of legal proceedings initiated by a councillor under any circumstances
  - of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
  - for legal proceedings that do not involve a councillor performing their role as a councillor.
- 8.5. Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a council meeting prior to costs being incurred.

---

## Part C – Facilities

---

### 9. General facilities for all councillors

#### Facilities

- 9.1. Council will provide the following facilities to councillors to assist them to effectively discharge their civic duties:

- [where relevant, include the following point:] a councillor common room appropriately furnished to include telephone, photocopier, printer, desks, computer terminals, pigeon holes and appropriate refreshments (excluding alcohol)
  - access to shared car parking spaces while attending council offices on official business
  - personal protective equipment for use during site visits
  - a name badge which may be worn at official functions, indicating that the wearer holds the office of a councillor and/or mayor or deputy mayor.
- 9.2. Councillors may book meeting rooms for official business in a specified council building at no cost. Rooms may be booked through a specified officer in the mayor's office or other specified staff member.
- 9.3. The provision of facilities will be of a standard deemed by the general manager as appropriate for the purpose.

### Stationery

- 9.4. Council will provide the following stationery to councillors each year:
- letterhead, to be used only for correspondence associated with civic duties
  - business cards
  - up to [insert] ordinary postage stamps
  - up to [insert] Christmas or festive cards per year for councillors and [insert] for the mayor.
- 9.5. As per Section 4, stamps shall only be used to support a councillor's civic duties. Councillor mail will only be posted using the stamps provided. Any stamps not used will not be carried over to the next year's allocation.

### Administrative support

- 9.6. Council will provide administrative support to councillors to assist them with their civic duties only. Administrative support may be provided by staff in the mayor's office or by a member of council's administrative staff as arranged by the general manager or their delegate.
- 9.7. As per Section 4, council staff are expected to assist councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

## 10. Additional facilities for the mayor

- 10.1. [Where a vehicle is provided to the mayor, include Clauses 10.1-10.4] Council will provide to the mayor a maintained vehicle to a similar standard of other council vehicles, with a fuel card. The vehicle will be supplied for use on business, professional development and attendance at the mayor's office.
- 10.2. The mayor must keep a log book setting out the date, distance and purpose of all travel. This must include any travel for private benefit. The log book must be submitted to council on a monthly basis.
- 10.3. The mayoral allowance will be reduced to cover the cost of any private travel recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.
- 10.4. A parking space at council's offices will be reserved for the mayor's council-issued vehicle for use on official business, professional development and attendance at the mayor's office.
- 10.5. [Where relevant, include the following clause] Council will provide the mayor with a furnished office incorporating a computer configured to council's standard operating environment, telephone and meeting space.
- 10.6. In performing his or her civic duties, the mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the general manager.
- 10.7. The number of exclusive staff provided to support the mayor and councillors will not exceed [insert number] full time equivalents.

- 10.8. As per Section 4, staff in the mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.

---

## Part D – Processes

---

### 11. Approval, payment and reimbursement arrangements

- 11.1. Expenses should only be incurred by councillors in accordance with the provisions of this policy.
- 11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
- local travel relating to the conduct of official business
  - carer costs
  - [where councils have a total expenses cap for ICT devices and services, insert the following point:] ICT expenditure.
- 11.4. Final approval for payments made under this policy will be granted by the general manager or their delegate.

#### Direct payment

- 11.5. Council may approve and directly pay expenses. Requests for direct payment must be submitted to the manager [insert relevant council division] for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

#### Reimbursement

- 11.6. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the manager [insert relevant council division].

#### Advance payment

- 11.7. Council may pay a cash advance for councillors attending approved conferences, seminars or professional development.
- 11.8. The maximum value of a cash advance is \$[insert] per day of the conference, seminar or professional development to a maximum of \$[insert].
- 11.9. Requests for advance payment must be submitted to the manager [insert relevant council division] for assessment against this policy using the prescribed form with sufficient information and time to allow for the claim to be assessed and processed.
- 11.10. Councillors must fully reconcile all expenses against the cost of the advance within one month of incurring the cost and/or returning home. This includes providing to council:
- a full reconciliation of all expenses including appropriate receipts and/or tax invoices
  - reimbursement of any amount of the advance payment not spent in attending to official business or professional development.

#### Notification

- 11.11. If a claim is approved, council will make payment directly or reimburse the councillor through accounts payable.
- 11.12. If a claim is refused, council will inform the councillor in writing that the claim has been refused and the reason for the refusal.

### Reimbursement to council

11.13. If council has incurred an expense on behalf of a councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:

- council will invoice the councillor for the expense
- the councillor will reimburse council for that expense within 14 days of the invoice date.

11.14. If the councillor cannot reimburse council within 14 days of the invoice date, they are to submit a written explanation to the general manager. The general manager may elect to deduct the amount from the councillor's allowance.

### Timeframe for reimbursement

11.15. Unless otherwise specified in this policy, councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

## 12. Disputes

12.1. If a councillor disputes a determination under this policy, the councillor should discuss the matter with the general manager.

12.2. If the councillor and the general manager cannot resolve the dispute, the councillor may submit a notice of motion to a council meeting seeking to have the dispute resolved.

## 13. Return or retention of facilities

13.1. All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a councillor or mayor ceasing to hold office or at the cessation of their civic duties.

13.2. Should a councillor desire to keep any equipment allocated by council, then this policy enables the councillor to make application to the general manager to purchase any such equipment. The general manager will determine an agreed fair market price or written down value for the item of equipment.

13.3. The prices for all equipment purchased by councillors under Clause 13.2 will be recorded in Council's annual report.

## 14. Publication

14.1. This policy will be published on council's website.

## 15. Reporting

15.1. Council will report on the provision of expenses and facilities to councillors as required in the Act and Regulations.

15.2. Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

## 16. Auditing

16.1. The operation of this policy, including claims made under the policy, will be included in council's audit program and an audit undertaken at least every two years.

## 17. Breaches

- 17.1. Suspected breaches of this policy are to be reported to the general manager.
- 17.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

---

## **PART E – Appendices**

---

### Appendix I: Related legislation, guidance and policies

**Relevant legislation and guidance:**

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.

**Related Council policies:**

- Code of Conduct
- [insert others as relevant]

## Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by council to support councillors undertaking official business
Act	Means the <i>Local Government Act 1993</i> (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of council who is not suspended, including the mayor
General Manager	Means the general manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales
official business	Means functions that the mayor or councillors are required or invited to attend to fulfil their legislated role and responsibilities for council or result in a direct benefit for council and/or for the local government area, and includes: <ul style="list-style-type: none"> <li>• meetings of council and committees of the whole</li> <li>• meetings of committees facilitated by council</li> <li>• civic receptions hosted or sponsored by council</li> <li>• meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council</li> </ul>
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the <i>Local Government (General) Regulation 2005</i> (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year



# Councillors Expenses and Facilities Policy

## Policy Summary

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties.

It ensures accountability and transparency, and seeks to align Councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the Local Government Act 1993 and Local Government (General) Regulation 2005, and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed. The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	Maximum amount	Frequency
General travel expenses	\$3,000 per Councillor \$6,000 for the Mayor	Per year
Interstate, overseas and long distance intrastate travel expenses	\$15,000 total for all Councillors	Per year
Accommodation and meals	<a href="#">As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually</a>	Per meal/night
Professional development	\$2,000 per Councillor	Per year
Conferences and seminars	\$11,000 total for all Councillors	Per year
ICT expenses	\$2,000 per Councillor	Per year
Carer expenses	\$4,000 per Councillor	Per year
Home office expenses	\$300 per Councillor	Per year
Corporate Clothing	\$500 per Councillor	Per term
Access to facilities in a Councillor room	Provided to all Councillors	Not relevant
Council vehicle and fuel card	Provided to the Mayor	Not relevant
Reserved parking space at Council offices	Provided to the Mayor	Not relevant
Furnished office	Provided to the Mayor	Not relevant

Additional costs incurred by a Councillor in excess of these limits are considered a personal expense that is the responsibility of the Councillor.

Councillors must provide claims for reimbursement within three (3) months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council meeting every six months and published in full on Council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

This policy will commence on the declaration of the first election of councillors to the Armidale Regional Council.

## Part A – Introduction

### 1. Introduction

- 1.1. The provision of expenses and facilities enables Councillors to fulfil their civic duties as the elected representatives of Armidale Regional Council.
- 1.2. The community is entitled to know the extent of expenses paid to Councillors, as well as the facilities provided.
- 1.3. The purpose of this policy is to clearly state the facilities and support that are available to Councillors to assist them in fulfilling their civic duties.
- 1.4. Expenses and facilities provided by this policy are in addition to fees paid to Councillors. [The minimum and maximum fees a council may pay each Councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range].
- 1.5. Council staff are empowered to question or refuse a request for payment from a Councillor when it does not accord with this policy.

### 2. Policy objectives

The objectives of this policy are to:

- enable the reasonable and appropriate reimbursement of expenses incurred by Councillors while undertaking their civic duties.
- enable facilities of a reasonable and appropriate standard to be provided to Councillors to support them in undertaking their civic duties.
- ensure accountability and transparency in reimbursement of expenses and provision of facilities to Councillors.
- ensure facilities and expenses provided to Councillors meet community expectations.
- support a diversity of representation.
- fulfil Council's statutory responsibilities.

### 3. Principles

Council commits to the following principles:

- **Proper conduct:** Councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions.
- **Reasonable expenses:** Providing for Councillors to be reimbursed for expenses reasonably incurred as part of their role as Councillor.
- **Participation and access:** Enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor.
- **Equity:** There must be equitable access to expenses and facilities for all Councillors.
- **Appropriate use of resources:** Providing clear direction on the appropriate use of Council resources in accordance with legal requirements and community expectations.
- **Accountability and transparency:** Clearly stating and reporting on the expenses and facilities provided to Councillors.

4. Private or political benefit:
  - 4.1. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.
  - 4.2. Private use of Council equipment and facilities by Councillors may occur from time to time. For example, telephoning home to advise that a Council meeting will run later than expected.
  - 4.3. Such incidental private use does not require a compensatory payment back to Council.
  - 4.4. Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of Council facilities does occur, Councillors must reimburse Council.
  - 4.5. Campaigns for re-election are considered to be a private interest. The following are examples of what is considered to be a private interest during a re-election campaign:
    - production of election material
    - use of Council resources for campaigning
    - use of official Council letterhead, publications, websites or services for political benefit
    - fundraising activities of political parties or individuals, including political fundraising events.

## Part B – Expenses

5. General Expenses
  - 5.1. All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.
  - 5.2. Expenses not explicitly addressed in this policy will not be paid or reimbursed.
6. Specific expenses

### **General travel arrangements and expenses**

- 6.1. All travel by Councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.
- 6.2. Each Councillor may be reimbursed up to a total of \$3,000 per year for travel expenses incurred while undertaking official business or professional development or attending approved conferences and seminars within NSW. This includes reimbursement:
  - for public transport fares
  - for the use of a private vehicle or hire car
  - for parking costs for Council and other meetings
  - for tolls
  - for documented ride-share programs, such as Uber.
  - by Cabcharge or equivalent.
- 6.3. Allowances for the use of a private vehicle, outside a 10km radius of the Armidale Regional Council Administration building, will be reimbursed at the rate contained in the Local Government (State) Award.
- 6.4. Councillors seeking to be reimbursed for use of a private vehicle must keep a log book recording the date, distance and purpose of travel being claimed. Copies of the relevant log book contents must be provided with the claim.

**Interstate, overseas and long distance intrastate travel expenses**

- 6.5. This section includes reference to long distance intrastate travel. At Armidale Regional Council long distance intrastate travel is travel that is estimated to take more than four hours from the Councillor's residence.
- 6.6. In accordance with Section 4, Council will scrutinise the value and need for Councillors to undertake overseas travel. Councils should avoid interstate, overseas and long distance intrastate trips unless direct and tangible benefits can be established for the Council and the local community. This includes travel to sister and friendship cities.
- 6.7. Total interstate, overseas and long distance intrastate travel expenses for all Councillors will be capped at a maximum of \$15,000 per year. This amount will be set aside in Council's annual budget.
- 6.8. Councillors seeking approval for any interstate and long distance intrastate travel must submit a business case to, and obtain the approval of, the CEO prior to travel.
- 6.9. Councillors seeking approval for any overseas travel must submit a request to, and obtain the approval of, a full Council meeting prior to travel.
- 6.10. The request should include:
  - objectives to be achieved in travel, including an explanation of how the travel aligns with current Council priorities and business, the community benefits which will accrue as a result and its relevance to the exercise of the Councillor's civic duties.
  - who is to take part in the travel
  - duration and itinerary of travel
  - a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.
- 6.11. For interstate and long distance intrastate journeys of less than three hours the class of air travel is to be economy class.
- 6.12. For interstate journeys by air of more than three hours, the class of air travel may be premium economy where it is available.
- 6.13. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.
- 6.14. Bookings for approved air travel are to be made by Council staff on behalf of the Councillor.
- 6.15. For travel that is reimbursed as Council business, frequent flyer points will not accrue to Councillors. This is considered a private benefit.

**Travel expenses not paid by Council**

- 6.16. Council will not pay any traffic or parking fines or administrative charges for toll road accounts.

**Accommodation and meals**

- 6.17. Council will reimburse costs for accommodation and meals (when meals are not provided) while Councillors are undertaking prior approved travel or professional development.
- 6.18. The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.
- 6.19. The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the CEO, being mindful of Clause 6.18.
- 6.20. Councillors will not be reimbursed for the purchase of alcoholic beverages.

**Refreshments for Council related meetings**

- 6.21. Appropriate refreshments may be available for Council meetings, Council Committee meetings, Councillor briefings, approved meetings and engagements, and official Council functions as approved by the CEO.
- 6.22. As an indicative guide for the standard of refreshments to be provided at Council related meetings, the CEO must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

**Professional development**

- 6.23. Council will set aside \$2,000 per Councillor annually in its budget to facilitate professional development of Councillors through programs, training, education courses and membership of professional bodies.
- 6.24. In the first year of a new Council term, Council will provide a comprehensive induction program for all Councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.
- 6.25. Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the Councillor's civic duties, the Councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.
- 6.26. Approval for professional development activities is subject to a prior written request to the CEO outlining the:
  - details of the proposed professional development
  - relevance to Council priorities and business, and
  - relevance to the exercise of the Councillor's civic duties.
- 6.27. In assessing a Councillor request for a professional development activity, the CEO must consider the factors set out in Clause 6.26, as well as the cost of the professional development in relation to the Councillor's remaining budget.

**Conferences and seminars**

- 6.28. Council is committed to ensuring its Councillors are up to date with contemporary issues facing council and the community, and local government in NSW.
- 6.29. Council will set aside a total amount of \$11,000 annually in its budget to facilitate Councillor registration fees for attendance at conferences and seminars, excluding the Local Government NSW Annual Conference. This allocation is for all Councillors. The CEO will ensure that access to expenses relating to conferences and seminars is distributed equitably.
- 6.30. Approval to attend a conference or seminar is subject to a written request to the CEO. In assessing a Councillor request, the CEO must consider factors including the:
  - relevance of the topics and presenters to current Council priorities and business and the exercise of the Councillor's civic duties
  - cost of the conference or seminar in relation to the total remaining budget.
- 6.31. Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the CEO. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.19-6.22.

**Local Government NSW Annual Conference**

- 6.32. Councillors will also be permitted to attend the Local Government NSW Annual Conference. Council will reimburse the cost of registration fees and where the conference is outside the local government area, the cost of travel, accommodation and meals not covered by the conference registration, subject to the provisions in 'Accommodation and meals'.
- 6.33. For the Local Government NSW Annual Conference only, Council will meet the costs of the official conference dinner for an accompanying person of a Councillor.

**ICT expenses**

- 6.34. Council will provide, or reimburse Councillors for expenses associated with, appropriate ICT devices and services up to a limit of \$2,000 per annum for each Councillor. This may include mobile phones and tablets, mobile phone and tablet services and data, and home internet costs.
- 6.35. Reimbursements will be made only for communications devices and services used for Councillors to undertake their civic duties, such as:
- receiving and reading Council business papers
  - relevant phone calls and correspondence
  - diary and appointment management.
- 6.36. Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a Councillor, within the maximum limit.

**Special requirement and carer expenses**

- 6.37. Council encourages wide participation and interest in civic office. It will seek to ensure Council premises and associated facilities are accessible, including provision for sight or hearing impaired Councillors and those with other disabilities.
- 6.38. Transportation provisions as outlined in this policy, such as access to Cabcharges, will also assist Councillors who may be unable or unwilling to drive a vehicle.
- 6.39. In addition to the provisions above, the CEO may authorise the provision of reasonable additional facilities and expenses in order to allow a Councillor with a disability to perform their civic duties.
- 6.40. Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to re-imbusement of carer's expenses up to a maximum of \$4,000 per annum for attendance at official business, plus reasonable travel from the principal place of residence.
- 6.41. Child care expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.
- 6.42. In the event of caring for an adult person, Councillors will need to provide suitable evidence to the CEO that reimbursement is applicable. This may take the form of advice from a medical practitioner.

**Home office expenses**

- 6.43. Each Councillor may be reimbursed up to \$300 per year for costs associated with the maintenance of a home office, such as minor items of consumable stationery and printer ink cartridges.

**7. Insurances**

- 7.1. In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.

- 7.2. Insurance protection is only provided if a claim arises out of or in connection with the Councillor's performance of his or her civic duties, or exercise of his or her functions as a Councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.
  - 7.3. Council shall pay the insurance policy excess in respect of any claim accepted by Council's insurers, whether defended or not.
  - 7.4. Appropriate travel insurances will be provided for any Councillors traveling on approved interstate and overseas travel on Council business.
8. Legal assistance
- 8.1. Council may, if requested, indemnify or reimburse the reasonable legal expenses of:
    - a Councillor defending an action arising from the performance in good faith of a function under the Local Government Act
    - a Councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act
    - a Councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the Councillor.
  - 8.2. In the case of a conduct complaint made against a Councillor, legal costs will only be made available where the matter has been referred by the CEO to a conduct reviewer or conduct review panel to make formal enquiries into that matter in accordance with Council's Code of Conduct.
  - 8.3. Legal expenses incurred in relation to proceedings arising out of the performance by a Councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a Councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a Councillor acted corruptly would not be covered by this section.
  - 8.4. Council will not meet the legal costs:
    - of legal proceedings initiated by a Councillor under any circumstances
    - of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
    - for legal proceedings that do not involve a Councillor performing their role as a Councillor.
  - 8.5. Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a Council meeting prior to costs being incurred.

## Part C – Facilities

### 9. General facilities for all Councillors:

#### Facilities

- 9.1. Council will provide the following facilities to Councillors to assist them to effectively discharge their civic duties:
  - a Councillor common room appropriately furnished to include telephone, photocopier, printer, desks, computer terminals, pigeon holes and appropriate refreshments (excluding alcohol)
  - a name badge which may be worn at official functions, indicating that the wearer holds the office of a Councillor and/or Mayor or Deputy Mayor
  - a corporate clothing package up to \$500 per term, incorporating a jacket, tie/scarf and shirt/blouse
- 9.2. The provision of facilities will be of a standard deemed by the CEO as appropriate for the purpose.
- 9.3. Council may from time to time provide additional facilities for Councillor use, such as protective safety equipment for use during site visits.

#### Stationery

- 9.4. Council will provide Councillors with an electronic letterhead template, to be used only for correspondence associated with civic duties
- 9.5. Council may from time to time provide stationery or branded items for Councillor use.

#### Administrative support

- 9.6. Council will provide administrative support to Councillors to assist them with their civic duties only. Administrative support may be provided by staff in the Mayor's office or by a member of Council's administrative staff as arranged by the CEO or their delegate.
- 9.7. As per Section 4, Council staff are expected to assist Councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

### 10. Additional facilities for the Mayor

- 10.1. Council will provide to the Mayor a maintained motor vehicle to a similar standard of other Council vehicles, with a fuel card. The vehicle will be supplied for use in attending official business and professional development and attendance at the Mayor's office.
- 10.2. The Mayor must keep a log book setting out the date, distance and purpose of all travel. This must include any travel for private benefit. The log book must be submitted to Council on a monthly basis.
- 10.3. The Mayoral Allowance will be reduced to cover the cost of any private use recorded in the log book, calculated on a per kilometre basis by the rate set by the Local Government (State) Award.
- 10.4. A parking space at Council's offices will be reserved for the Mayor's Council-issued vehicle for use on official business, professional development and attendance at the Mayor's office.
- 10.5. Council will provide the Mayor with a furnished office incorporating a computer configured to Council's standard operating environment, telephone and meeting space.
- 10.6. In performing his or her civic duties, the Mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the CEO.
- 10.7. The number of exclusive staff provided to support the Mayor and Councillors will not exceed the number of full time equivalents identified in the adopted organisational structure and as provided in the adopted budget.

- 10.8. As per Section 4, staff in the Mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.

## 11. Part D – Processes

Approval, payment and reimbursement arrangements:

- 11.1. Expenses should only be incurred by Councillors in accordance with the provisions of this policy.
- 11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.
- 11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:
  - local travel relating to the conduct of official business
  - carer costs
  - ICT expenditure.
- 11.4. Final approval for payments made under this policy will be granted by the CEO or their delegate.
- 11.5. All requests for reimbursement will be reviewed by two staff members and payment will be authorised by a staff member with the appropriate financial delegation.
- 11.6. The CEO will provide a system for the request of reimbursements for Councillors. This will include a form whereby Councillors will be required to specifically identify the clause within this policy to which the request relates.

### Direct payment

- 11.7. Council may approve and directly pay expenses. Requests for direct payment must be submitted through the appropriate system for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

### Reimbursement

- 11.8. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted through the appropriate system.

### Advance payment

- 11.9. Council may provide a Debit Card to Councillors attending approved conferences, seminars or professional development.
- 11.10. Requests for Debit Card use must be submitted to the CEO for assessment against this policy with sufficient information and time to allow for the claim to be assessed and processed.
- 11.11. Councillors must fully reconcile all expenses against the Debit Card within 14 days of incurring the cost and/or returning home.

**Reimbursement to Council**

11.12. If Council has incurred an expense on behalf of a Councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:

- Council will invoice the Councillor for the expense
- the Councillor will reimburse Council for that expense within 14 days of the invoice date.

11.13. If the Councillor cannot reimburse Council within 14 days of the invoice date, they are to submit a written explanation to the CEO. The CEO may elect to deduct the amount out of the Councillor's allowance.

**Timeframe for reimbursement**

11.14. Unless otherwise specified in this policy, Councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

**12. Disputes**

12.1 If the Councillor disputes a determination under this policy, the Councillor should discuss the matter with the CEO.

12.2 If the Councillor and the CEO cannot resolve the dispute, the Councillor may submit a notice of motion to Council seeking to have the dispute resolved.

**13 Return or retention of facilities**

13.1 All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a Councillor or Mayor ceasing to hold office.

**14 Publication**

14.1 This policy will be published on Council's website.

**15 Reporting**

15.1 Council will report on the provision of expenses and facilities to Councillors as required in the Act and Regulations.

15.2 Detailed reports on the provision of expenses and facilities to Councillors will be publicly tabled at a Council meeting every six months and published in full on Council's website. These reports will include expenditure summarised by individual Councillor and as a total for all Councillors.

**16 Auditing**

The operation of this policy, including claims made under the policy, will be included in Council's audit program and an audit undertaken at least every two years.

**17 Breaches**

17.1 Suspected breaches of this policy are to be reported to the CEO.

17.2 In accordance with the Code of Conduct this Councillor Expenses and Facilities Policy is a policy of Council and must not be contravened.

17.3 Alleged breaches of this policy shall be dealt with by the following processes outlines for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

## Part E – Appendices

Appendix I: Related legislation, guidance and policies

**Relevant legislation and guidance:**

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 Legal Assistance for Councillors and Council Employees.

**Related Council policies:**

- Code of Conduct

## Authorisation

Adopted by council: 28 June 2017

## Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
Accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a Councillor
Appropriate refreshments	Means food and beverages, excluding alcohol, provided by Council to support Councillors undertaking official business
Act	Means the Local Government Act 1993 (NSW)
Annual Conference	Means Local Government NSW Annual Conference
Chief Executive Officer	Means the CEO of Council and includes their delegate or authorised representative
Clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of Council who is not suspended, including the Mayor
ICT	Means Telecommunications and Information Communications and Technology
Incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
Long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
Maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales
Official business	Means functions that the Mayor or Councillors are required or invited to attend to fulfil their legislated role and responsibilities for Council or result in a direct benefit for Council and/or for the local government area, and includes: <ul style="list-style-type: none"> <li>• meetings of Council and committees of the whole</li> <li>• meetings of committees facilitated by Council</li> <li>• civic receptions hosted or sponsored by Council</li> <li>• meetings, functions, workshops and other events to which attendance by a Councillor has been requested or approved by Council</li> </ul>
Professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a Councillor or the Mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)
Year	Means the financial year, that is the 12 month period commencing on 1 July each year

# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022



Meeting Date	Res #	Detail	Officer	Notes
12/01/2022	2/22	<p><b>RESOLVED</b></p> <p>That all Councillors take an oath or affirmation of office, as required by section 233A of the <i>Local Government Act 1993</i>.</p> <p>That it be noted that the following Councillors took the Oath of Office, before the General Manager, prior to the first Ordinary Meeting of the new Council, on 12 January 2022:</p> <ul style="list-style-type: none"> <li>• Cr Susan McMichael</li> <li>• Cr Sam Coupland</li> <li>• Cr Jon Galletly</li> <li>• Cr Paul Gaddes</li> <li>• Cr Margaret Iris O'Connor</li> <li>• Cr Todd Redwood</li> </ul> <p>That it be noted that the following Councillors took the Affirmation of Office, before the General Manager, prior to the first Ordinary Meeting of the new Council, on 12 January 2022:</p> <ul style="list-style-type: none"> <li>• Cr Bradley Craig Widders</li> <li>• Cr Paul Dennis Packham</li> <li>• Cr Dorothy Robinson</li> <li>• Cr Debra O'Brien</li> <li>• Cr Steven Colin Michael Mephram</li> </ul> <p><b>Moved Cr Galletly                      Seconded Cr Robinson</b></p> <p><b>The Motion on being put to the vote was CARRIED unanimously.</b></p>	Schaefer, Darren	<p><b>19 Jan 2022 8:46am Schaefer, Darren - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 12/01/2022.</p>

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

Current as at 19/01/2022 - Page 1

# ACTIONS TRACKING SUMMARY SHEET

Ordinary and Extraordinary Council Meetings 2022



Meeting Date	Res #	Detail	Officer	Notes
12/01/2022	3/22	<p><b>MOVED</b></p> <p>That Council:</p> <ul style="list-style-type: none"> <li>a. Resolve that the ballot be by open ballot voting.</li> <li>b. The General Manager, as Returning Officer, call for nominations for the election of Mayor for the period of 12 January 2022 to September 2023.</li> <li>c. The General Manager, as Returning Officer, call for nominations for the election of Deputy for the period of 12 January 2022 to September 2023.</li> <li>d. That each Mayoral and Deputy Mayoral candidates publicly accepting their nomination, be given up to 5 minutes to address Council in support of their nomination and answer questions.</li> </ul> <p><b>Moved Cr Robinson                      Seconded Cr Coupland</b></p> <p><b>Amendment</b></p> <p>That Council:</p> <ul style="list-style-type: none"> <li>a. Resolve that the ballot be by closed ballot voting.</li> <li>b. The General Manager, as Returning Officer, call for nominations for the election of Mayor for the period of 12 January 2022 to September 2023.</li> <li>c. The General Manager, as Returning Officer, call for nominations for the election of Deputy for the period of 12 January 2022 to September 2023.</li> <li>d. That each Mayoral and Deputy Mayoral candidates publicly accepting their nomination, be given up to 5 minutes to address Council in support of their nomination and answer questions.</li> </ul> <p><b>Moved Cr O'Connor                      Seconded Cr Robinson</b></p>	Schaefer, Darren	<p><b>19 Jan 2022 8:47am Schaefer, Darren - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 12/01/2022.</p>

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

Current as at 19/01/2022 - Page 2

<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022</p>				
Meeting Date	Res #	Detail	Officer	Notes
		<p><i>DIVISION      The result being:-</i></p> <p><i>FOR:            Crs D O'Brien, M O'Connor, P Packham and D Robinson</i></p> <p><i>AGAINST:      Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mepham, T Redwood and B Widders</i></p> <p><i>The amendment on being put to the vote was LOST 4 votes to 7.</i></p> <p><b>The original motion on being put to the vote was CARRIED.</b></p> <p>The General Manager, acting as Returning Officer, called for nominations for the office of Mayor for 12 January 2022 to September 2023. There were two nominations received, that of Cr Coupland and Cr O'Brien.</p> <p>The Returning Officer declared Cr Coupland elected as the Mayor, with eight votes to three votes, for the 2022-2023 term.</p> <p>The General Manager, acting as Returning Officer, called for nominations for the office of Deputy Mayor 12 January 2022 to September 2023. There were two nominations received, that of Cr Redwood and Cr O'Brien.</p> <p><b>The Returning Officer declared Cr Redwood elected as Deputy Mayor, with eight votes to three votes, for the 2022-2023 term.</b></p>		
12/01/2022	4/22	<p><b>RESOLVED</b></p> <p>That Council delegate the functions to the General Manager as described in the Instrument of Delegation attached to this Report, pursuant to Section 377 of the <i>Local Government Act 1993</i>.</p>	Schaefer, Darren	<p><b>19 Jan 2022 8:48am Schaefer, Darren - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 12/01/2022.</p>

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

Current as at 19/01/2022 - Page 3

<h1 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h1> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022</p>				
Meeting Date	Res #	Detail	Officer	Notes
		<p><b>Moved Cr Galletly                      Seconded Cr McMichael</b></p> <p><b>The Motion on being put to the vote was CARRIED unanimously.</b></p>		
12/01/2022	5/22	<p><b>RESOLVED</b></p> <p>That Council delegate the functions to the Mayor as described in the Instrument of Delegation attached to this Report.</p> <p><b>Moved Cr Robinson                      Seconded Cr Gaddes</b></p> <p><b>The Motion on being put to the vote was CARRIED unanimously.</b></p>	Schaefer, Darren	<p><b>19 Jan 2022 8:48am Schaefer, Darren - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 12/01/2022.</p>
12/01/2022	6/22	<p><b>RESOLVED</b></p> <p>That Council pursuant to section 291A(1)(b) of the <i>Local Government Act 1993</i> (the Act) Armidale Regional Council declares that casual vacancies occurring in the office of a Councillor within 18 months after the last ordinary election of councillors for the Council on 4 December 2021 are to be filled by a countback of votes cast at that election for the office in accordance with section 291A of the Act and directs the General Manager to notify the election manager of the Council's decision within 7 days of the decision.</p> <p><b>Moved Cr Robinson                      Seconded Cr O'Connor</b></p> <p><b>The Motion on being put to the vote was CARRIED unanimously.</b></p>	Schaefer, Darren	<p><b>19 Jan 2022 10:17am Schaefer, Darren - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 19/01/2022.</p>
12/01/2022	7/22	<p><b>RESOLVED</b></p> <p>That Council acknowledge the Armidale Regional Council Code of Conduct, and note a review will be completed within 12 months of the Local Government elections.</p>	Schaefer, Darren	<p><b>19 Jan 2022 8:48am Schaefer, Darren - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 12/01/2022.</p>

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

Current as at 19/01/2022 - Page 4

<h2 style="text-align: center;">ACTIONS TRACKING SUMMARY SHEET</h2> <p style="text-align: center;">Ordinary and Extraordinary Council Meetings 2022</p>				
Meeting Date	Res #	Detail	Officer	Notes
		<p><b>Moved Cr Widders                      Seconded Cr Robinson</b></p> <p><b>The Motion on being put to the vote was CARRIED unanimously.</b></p>		
12/01/2022	8/22	<p><b>RESOLVED in 2 parts.</b></p> <p><b>Part 1</b></p> <p>That Council:</p> <p style="padding-left: 20px;">a. Endorse the draft Code of Meeting Practice be placed on public exhibition for a period of 28 days, commencing on 17 January 2022 and concluding on the 15 February 2022 with a report provided to council following the consultation period.</p> <p style="padding-left: 20px;">b. Resolve to utilise clause 15.15 under “Expulsion from Meetings” (highlighted in the attachment).</p> <p><i>DIVISION            The result being:-</i></p> <p><i>FOR:                    Crs Coupland, S McMichael, P Packham, D Robinson, D O’Brien, M O’Connor and S Mepham</i></p> <p><i>AGAINST:            Crs B Widders, J Galletly and T Redwood</i></p> <p><i>The Mayor declared the amendment on being put to the vote carried.</i></p>	Schaefer, Darren	<p><b>19 Jan 2022 8:49am Schaefer, Darren - Completion</b></p> <p>Action completed by Hault, Melissa - Item actioned and Code of Meeting Practice now on Public Exhibition.</p>
12/01/2022		<p><b>RESOLVED</b></p> <p>That Council:</p>	Schaefer, Darren	<p><b>19 Jan 2022 8:52am Schaefer, Darren - Completion</b></p> <p>Action completed by Hault, Melissa - Item actioned and policy now on public exhibition.</p>

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

Current as at 19/01/2022 - Page 5

ACTIONS TRACKING SUMMARY SHEET		ARMIDALE Regional Council		
Ordinary and Extraordinary Council Meetings 2022				
Meeting Date	Res #	Detail	Officer	Notes
		<p>a. Endorse the Councillor and Staff Interaction Policy for public exhibition commencing 17 January 2022 for a period of 28 days concluding 14 February 2022, noting no amendments have been recommended to the current policy.</p> <p><b>Moved Cr Robinson                      Seconded Cr McMichael</b></p> <p><b>The Motion on being put to the vote was CARRIED unanimously.</b></p>		
12/01/2022		<p><b>RESOLVED</b></p> <p>a. That the Ordinary Council Meeting cycle for the remainder of the 2021-2022 financial year be scheduled for the fourth Wednesday of each month as follows:</p> <ul style="list-style-type: none"> <li>• Wednesday 23 February 2022, in Guyra</li> <li>• Wednesday 23 March 2022, in Armidale</li> <li>• Wednesday 27 April 2022 in Armidale</li> <li>• Wednesday 25 May 2022 in Guyra</li> <li>• Wednesday 22 June 2022 in Armidale.</li> </ul> <p>b. That the time for the Ordinary Council meetings to commence is 4pm.</p> <p><b>Moved Cr Galletly                      Seconded Cr Robinson</b></p> <p><i>DIVISION                      The result being:-</i></p> <p><i>FOR:                      Crs S Coupland, P Gaddes, J Galletly, S McMichael, S Mephram, M O'Connor, P Packham, T Redwood, D Robinson and B Widders</i></p> <p><i>AGAINST:                      Cr D O'Brien</i></p> <p><i>The Mayor declared the motion CARRIED.</i></p>	Bower, Jessica	<p><b>19 Jan 2022 8:52am Bower, Jessica - Completion</b></p> <p>Action completed by Hoult, Melissa - Item actioned 18/01/2022.</p>

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

Current as at 19/01/2022 - Page 6

<h1>ACTIONS TRACKING SUMMARY SHEET</h1> <p>Ordinary and Extraordinary Council Meetings 2022</p>	
---	---

Meeting Date	Res #	Detail	Officer	Notes

\*Note: THIS INFORMATION IS GENERATED FROM INFOCOUNCIL. DO NOT UPDATE THIS SPREADSHEET AS YOUR CHANGES WILL BE LOST.

# Armidale Regional Council

ANNUAL FINANCIAL STATEMENTS  
for the year ended 30 June 2021

---

*rich heritage vibrant future*



# Armidale Regional Council

## GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2021

---

*rich heritage vibrant future*



## Armidale Regional Council

### General Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
<b>1. Understanding Council's Financial Statements</b>	<b>3</b>
<b>2. Statement by Councillors and Management</b>	<b>4</b>
<b>3. Primary Financial Statements:</b>	
Income Statement	5
Statement of Comprehensive Income	6
Statement of Financial Position	7
Statement of Changes in Equity	8
Statement of Cash Flows	9
<b>4. Notes to the Financial Statements</b>	<b>10</b>
<b>5. Independent Auditor's Reports:</b>	
On the Financial Statements (Sect 417 [2])	85
On the Financial Statements (Sect 417 [3])	88

#### Overview

Armidale Regional Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

135 Rusden Street  
Armidale NSW 2350

Council's guiding principles are detailed in Chapter 3 of the LGA and includes:

- principles applying to the exercise of functions generally by council,
- principles to be applied when making decisions,
- principles of community participation,
- principles of sound financial management, and
- principles for strategic planning relating to the development of an integrated planning and reporting framework.

A description of the nature of Council's operations and its principal activities are provided in Note B1-2.

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: [www.armidale.nsw.gov.au](http://www.armidale.nsw.gov.au).

## Armidale Regional Council

### General Purpose Financial Statements

for the year ended 30 June 2021

### Understanding Council's Financial Statements

---

#### Introduction

Each year NSW local governments are required to present audited financial statements to their council and community.

#### What you will find in the Statements

The financial statements set out the financial performance, financial position and cash flows of Council for the financial year ended 30 June 2021.

The format of the financial statements is standard across all NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and requirements as set down by the Office of Local Government.

#### About the Councillor/Management Statement

The financial statements must be certified by senior staff as 'presenting fairly' the Council's financial results for the year and are required to be adopted by Council – ensuring both responsibility for and ownership of the financial statements.

#### About the Primary Financial Statements

The financial statements incorporate five "primary" financial statements:

##### 1. The Income Statement

Summarises Council's financial performance for the year, listing all income and expenses. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

##### 2. The Statement of Comprehensive Income

Primarily records changes in the fair value of Council's Infrastructure, property, plant and equipment.

##### 3. The Statement of Financial Position

A 30 June snapshot of Council's financial position indicating its assets, liabilities and "net wealth".

##### 4. The Statement of Changes in Equity

The overall change for the year (in dollars) of Council's "net wealth".

##### 5. The Statement of Cash Flows

Indicates where Council's cash came from and where it was spent. This statement also displays Council's original adopted budget to provide a comparison between what was projected and what actually occurred.

#### About the Notes to the Financial Statements

The Notes to the Financial Statements provide greater detail and additional information on the five primary financial statements.

#### About the Auditor's Reports

Council's financial statements are required to be audited by the NSW Audit Office.

In NSW the auditor provides 2 audit reports:

1. an opinion on whether the financial statements present fairly the Council's financial performance and position, and
2. their observations on the conduct of the audit, including commentary on the Council's financial performance and financial position.

#### Who uses the Financial Statements?

The financial statements are publicly available documents and must be presented at a Council meeting between seven days and five weeks after the date of the audit report.

The public can make submissions to Council up to seven days subsequent to the public presentation of the financial statements.

Council is required to forward an audited set of financial statements to the Office of Local Government.

Armidale Regional Council  
General Purpose Financial Statements  
for the year ended 30 June 2021

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 24 November 2021.



Cr Ian Tiley  
Mayor  
24 November 2021



Cr Debra O'Brien  
Deputy Mayor  
24 November 2021



James Roncon  
General Manager  
24 November 2021



Kelly Stidworthy  
Responsible Accounting Officer  
24 November 2021

Armidale Regional Council | Income Statement | For the year ended 30 June 2021

## Armidale Regional Council

## Income Statement

for the year ended 30 June 2021

Original unaudited budget 2021 \$ '000		Notes	Actual 2021 \$ '000	Actual 2020 \$ '000
	<b>Income from continuing operations</b>			
34,859	Rates and annual charges	B2-1	35,117	33,409
20,856	User charges and fees	B2-2	24,991	18,091
3,214	Other revenue	B2-3	3,181	2,786
13,326	Grants and contributions provided for operating purposes	B2-4	15,780	16,979
18,661	Grants and contributions provided for capital purposes	B2-4	13,984	23,025
959	Interest and investment income	B2-5	628	1,376
–	Other income	B2-6	726	872
91,875	<b>Total income from continuing operations</b>		<b>94,407</b>	96,538
	<b>Expenses from continuing operations</b>			
25,480	Employee benefits and on-costs	B3-1	24,549	23,750
18,703	Materials and services	B3-2	26,277	27,581
1,302	Borrowing costs	B3-3	1,562	2,000
18,079	Depreciation, amortisation and impairment for non-financial assets	B3-4	21,956	19,693
11,933	Other expenses	B3-5	2,814	1,924
–	Net losses from the disposal of assets	B4-1	1,731	1,454
75,497	<b>Total expenses from continuing operations</b>		<b>78,889</b>	76,402
16,378	<b>Net operating result from continuing operations</b>		<b>15,518</b>	20,136
	<b>Loss on boundary adjustment</b>			
–	Loss on boundary adjustment	D3-1	–	(42,966)
16,378	<b>Net result for the year</b>		<b>15,518</b>	(22,830)
(2,283)	Net operating result for the year before grants and contributions provided for capital purposes		1,534	(2,889)

The above Income Statement should be read in conjunction with the accompanying notes.

Armidale Regional Council | Statement of Comprehensive Income | For the year ended 30 June 2021

## Armidale Regional Council

### Statement of Comprehensive Income

for the year ended 30 June 2021

	Notes	2021 \$ '000	2020 \$ '000
<b>Net operating result for the year – from Income Statement</b>		<b>15,518</b>	<b>(22,830)</b>
<b>Other comprehensive income:</b>			
Amounts which will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	<u>75,707</u>	<u>7,314</u>
<b>Total items which will not be reclassified subsequently to the operating result</b>		<b>75,707</b>	<b>7,314</b>
Amounts which will be reclassified subsequently to the operating result when specific conditions are met			
Other movements		<u>-</u>	<u>(32)</u>
<b>Total items which will be reclassified subsequently to the operating result when specific conditions are met</b>		<b>-</b>	<b>(32)</b>
<b>Total other comprehensive income for the year</b>		<b><u>75,707</u></b>	<b><u>7,282</u></b>
<b>Total comprehensive income for the year attributable to Council</b>		<b><u>91,225</u></b>	<b><u>(15,548)</u></b>

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Armidale Regional Council | Statement of Financial Position | For the year ended 30 June 2021

**Armidale Regional Council**  
**Statement of Financial Position**  
as at 30 June 2021

	Notes	2021 \$ '000	Restated 2020 <sup>1</sup> \$ '000	Restated 1 July 2019 <sup>1</sup> \$ '000
<b>ASSETS</b>				
<b>Current assets</b>				
Cash and cash equivalents	C1-1	21,927	20,856	11,040
Investments	C1-2	59,379	51,295	58,236
Receivables	C1-4	11,200	9,175	12,357
Inventories	C1-5	2,235	1,027	846
Contract assets and contract cost assets	C1-6	3,338	3,073	-
Other		697	606	171
Non-Current assets classified as 'held for sale'	C1-7	-	1,359	921
<b>Total current assets</b>		<b>98,776</b>	<b>87,391</b>	<b>83,571</b>
<b>Non-current assets</b>				
Receivables	C1-4	284	312	327
Inventories	C1-5	1,013	-	-
Infrastructure, property, plant and equipment <sup>1</sup>	C1-8	965,752	899,636	902,250
Right of use assets	C2-1	240	279	-
Non-current assets classified as 'held for sale'	C1-7	612	-	-
<b>Total non-current assets <sup>1</sup></b>		<b>967,901</b>	<b>900,227</b>	<b>902,577</b>
<b>Total assets <sup>1</sup></b>		<b>1,066,677</b>	<b>987,618</b>	<b>986,148</b>
<b>LIABILITIES</b>				
<b>Current liabilities</b>				
Payables	C3-1	9,038	8,437	7,431
Income received in advance	C3-1	-	-	505
Contract liabilities	C3-2	6,852	7,245	-
Lease liabilities	C2-1	27	26	-
Borrowings	C3-3	2,988	2,831	2,962
Employee benefit provisions	C3-4	7,153	7,329	7,434
<b>Total current liabilities</b>		<b>26,058</b>	<b>25,868</b>	<b>18,332</b>
<b>Non-current liabilities</b>				
Lease liabilities	C2-1	241	253	-
Borrowings	C3-3	17,944	20,946	23,801
Employee benefit provisions	C3-4	350	383	380
Provisions	C3-5	14,295	23,604	4,183
<b>Total non-current liabilities</b>		<b>32,830</b>	<b>45,186</b>	<b>28,364</b>
<b>Total liabilities</b>		<b>58,888</b>	<b>71,054</b>	<b>46,696</b>
<b>Net assets <sup>1</sup></b>		<b>1,007,789</b>	<b>916,564</b>	<b>939,452</b>
<b>EQUITY</b>				
Accumulated surplus <sup>1</sup>	C4-1	900,999	885,481	915,683
IPPE revaluation reserve	C4-1	106,790	31,083	23,769
<b>Council equity interest <sup>1</sup></b>		<b>1,007,789</b>	<b>916,564</b>	<b>939,452</b>
<b>Total equity <sup>1</sup></b>		<b>1,007,789</b>	<b>916,564</b>	<b>939,452</b>

(1) Restated - Refer to Note G4-1.

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Armidale Regional Council | Statement of Changes in Equity | For the year ended 30 June 2021

## Armidale Regional Council

## Statement of Changes in Equity

for the year ended 30 June 2021

	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
		\$ '000	\$ '000	\$ '000	Restated \$ '000	Restated \$ '000	Restated \$ '000
Opening balance at 1 July		843,221	31,083	874,304	873,423	23,769	897,192
Correction of prior period errors	G4.1	42,260	-	42,260	42,260	-	42,260
Changes due to AASB 1058 and AASB 15 adoption		-	-	-	(7,340)	-	(7,340)
<b>Restated opening balance</b>		<b>885,481</b>	<b>31,083</b>	<b>916,564</b>	<b>908,343</b>	<b>23,769</b>	<b>932,112</b>
Net operating result for the year		15,518	-	15,518	(22,830)	-	(22,830)
<b>Net operating result for the period</b>		<b>15,518</b>	<b>-</b>	<b>15,518</b>	<b>(22,830)</b>	<b>-</b>	<b>(22,830)</b>
<b>Other comprehensive income</b>							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-8	-	75,707	75,707	-	7,314	7,314
Other movement		-	-	-	(32)	-	(32)
<b>Other comprehensive income</b>		<b>-</b>	<b>75,707</b>	<b>75,707</b>	<b>(32)</b>	<b>7,314</b>	<b>7,282</b>
<b>Total comprehensive income</b>		<b>15,518</b>	<b>75,707</b>	<b>91,225</b>	<b>(22,862)</b>	<b>7,314</b>	<b>(15,548)</b>
<b>Closing balance at 30 June <sup>1</sup></b>		<b>900,999</b>	<b>106,790</b>	<b>1,007,789</b>	<b>885,481</b>	<b>31,083</b>	<b>916,564</b>

(1) Restated - Refer to Note G4-1.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Armidale Regional Council | Statement of Cash Flows | For the year ended 30 June 2021

## Armidale Regional Council

## Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021 \$ '000		Notes	Actual 2021 \$ '000	Actual 2020 \$ '000
<b>Cash flows from operating activities</b>				
<i>Receipts:</i>				
34,859	Rates and annual charges		35,185	33,429
20,856	User charges and fees		26,503	19,397
959	Investment and interest revenue received		773	1,944
31,987	Grants and contributions		29,191	31,469
–	Bonds, deposits and retention amounts received		–	40
3,214	Other		4,738	4,991
<i>Payments:</i>				
(25,480)	Employee benefits and on-costs		(24,956)	(23,001)
(18,703)	Materials and services		(28,619)	(25,338)
(1,302)	Borrowing costs		(1,971)	(1,456)
(11,933)	Other		(4,556)	(9,455)
34,457	<b>Net cash flows from operating activities</b>	G1-1a	<b>36,288</b>	<b>32,020</b>
<b>Cash flows from investing activities</b>				
<i>Receipts:</i>				
3,225	Sale of investment securities		–	–
–	Redemption of term deposits		46,000	79,000
1,268	Sale of infrastructure, property, plant and equipment		1,874	2,870
–	Deferred debtors receipts		28	15
<i>Payments:</i>				
–	Purchase of investment securities		(12,069)	(59)
–	Acquisition of term deposits		(42,042)	(72,000)
(40,048)	Purchase of infrastructure, property, plant and equipment		(23,819)	(29,044)
–	Payment of Real Estate Development costs		(2,333)	–
(35,555)	<b>Net cash flows from investing activities</b>		<b>(32,361)</b>	<b>(19,218)</b>
<b>Cash flows from financing activities</b>				
<i>Payments:</i>				
(2,830)	Repayment of borrowings		(2,845)	(2,986)
–	Principal component of lease payments		(11)	–
(2,830)	<b>Net cash flows from financing activities</b>		<b>(2,856)</b>	<b>(2,986)</b>
(3,928)	<b>Net change in cash and cash equivalents</b>		<b>1,071</b>	<b>9,816</b>
12,585	Cash and cash equivalents at beginning of year		20,856	11,040
8,657	<b>Cash and cash equivalents at end of year</b>	C1-1	<b>21,927</b>	<b>20,856</b>
49,760	plus: Investments on hand at end of year	C1-2	59,379	51,295
58,417	<b>Total cash, cash equivalents and investments</b>		<b>81,306</b>	<b>72,151</b>

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Armidale Regional Council

### Contents for the notes to the Financial Statements for the year ended 30 June 2021

<b>A About Council and these financial statements</b>	<b>13</b>
A1-1 Basis of preparation	13
<b>B Financial Performance</b>	<b>16</b>
<b>B1 Functions or activities</b>	<b>16</b>
B1-1 Functions or activities – income, expenses and assets	16
B1-2 Components of functions or activities	17
<b>B2 Sources of income</b>	<b>18</b>
B2-1 Rates and annual charges	18
B2-2 User charges and fees	19
B2-3 Other revenue	20
B2-4 Grants and contributions	21
B2-5 Interest and investment income	24
B2-6 Other income	25
<b>B3 Costs of providing services</b>	<b>26</b>
B3-1 Employee benefits and on-costs	26
B3-2 Materials and services	27
B3-3 Borrowing costs	28
B3-4 Depreciation, amortisation and impairment of non-financial assets	29
B3-5 Other expenses	30
<b>B4 Gains or losses</b>	<b>31</b>
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	31
<b>B5 Performance against budget</b>	<b>32</b>
B5-1 Material budget variations	32
<b>C Financial position</b>	<b>34</b>
<b>C1 Assets we manage</b>	<b>34</b>
C1-1 Cash and cash equivalents	34
C1-2 Financial investments	34
C1-3 Restricted cash, cash equivalents and investments	36
C1-4 Receivables	37
C1-5 Inventories	38

## Armidale Regional Council

### Contents for the notes to the Financial Statements for the year ended 30 June 2021

C1-6 Contract assets and Contract cost assets	38
C1-7 Non-current assets classified as held for sale	39
C1-8 Infrastructure, property, plant and equipment	40
<b>C2 Leasing activities</b>	<b>44</b>
C2-1 Council as a lessee	44
C2-2 Council as a lessor	47
<b>C3 Liabilities of Council</b>	<b>48</b>
C3-1 Payables	48
C3-2 Contract Liabilities	48
C3-3 Borrowings	49
C3-4 Employee benefit provisions	51
C3-5 Provisions	52
<b>C4 Reserves</b>	<b>54</b>
C4-1 Nature and purpose of reserves	54
<b>D Council structure</b>	<b>55</b>
<b>D1 Results by fund</b>	<b>55</b>
D1-1 Income Statement by fund	55
D1-2 Statement of Financial Position by fund	56
<b>D2 Interests in other entities</b>	<b>57</b>
D2-1 Unconsolidated structured entities	57
<b>D3 Discontinued operations</b>	<b>59</b>
D3-1 Boundary adjustment	59
<b>E Risks and accounting uncertainties</b>	<b>60</b>
E1-1 Risks relating to financial instruments held	60
E2-1 Fair value measurement	64
E3-1 Contingencies	69
<b>F People and relationships</b>	<b>72</b>
<b>F1 Related party disclosures</b>	<b>72</b>
F1-1 Key management personnel (KMP)	72
F1-2 Councillor and Mayoral fees and associated expenses	73
<b>F2 Other relationships</b>	<b>74</b>
F2-1 Audit fees	74
<b>G Other matters</b>	<b>75</b>
G1-1 Statement of Cash Flows information	75
G2-1 Commitments	76
G3-1 Events occurring after the reporting date	77
<b>G4 Changes from prior year statements</b>	<b>77</b>
G4-1 Correction of errors	77
<b>G5 Statement of developer contributions as at 30 June 2021</b>	<b>78</b>
G5-1 Summary of developer contributions	78

continued on next page ...

Page 11 of 94

**A1-1 Basis of preparation (continued)**

---

G5-2 Developer contributions by plan	79
<b>G6 Statement of performance measures</b>	<b>80</b>
G6-1 Statement of performance measures – consolidated results	80
G6-2 Statement of performance measures by fund	81
<b>H Additional Council disclosures (unaudited)</b>	<b>82</b>
H1-1 Statement of performance measures – consolidated results (graphs)	82
H1-2 Council information and contact details	84

## A About Council and these financial statements

### A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 24 November 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (NSW)* and Regulations, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Unless otherwise indicated, all amounts disclosed in the financial statements are actual amounts. Specific budgetary amounts have been included for comparative analysis (to actuals) in the following reports and notes:

- Income statement
- Statement of cash flows
- Note B5-1 - Material budget variations

and are clearly marked.

Where relevant, comparative information has been reclassified to align with current year treatment.

#### COVID-19

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a "Global Pandemic" on 11 March 2020, has impacted global financial markets. Travel restrictions have been implemented by many countries.

Council operations, in particular the airport, have experienced a downturn in revenue due to COVID-19. The assets associated with these operations are not considered to be impaired as they are valued at depreciated replacement cost and not linked to valuation methods dependent on cash flows or income. Council is not aware of any post balance sheet date events which would result in separate disclosures or adjustments to the 30 June 2021 financial results. Hence, 30 June 2021 financial statements were prepared on a going concern basis.

#### Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain financial assets and liabilities and certain classes of infrastructure, property, plant and equipment.

#### Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

#### Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-8
- ii. estimated landfill and quarry remediation provisions – refer Note C3-5
- iii. employee benefit provisions – refer Note C3-4.

continued on next page ...

Page 13 of 94

## A1-1 Basis of preparation (continued)

### Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

### Monies and other assets received by Council

#### The Consolidated Fund

In accordance with the provisions of Section 409(1) of the Local Government Act 1993 (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service

#### The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

### Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

### Volunteer services

Council acknowledges the important contribution that volunteers make in the provision of some of Council's community services. Volunteer services are not formally costed or recorded in the financial records, as the quantum of volunteer services is not considered to represent a material part of Council's service delivery nor impact on results.

### New accounting standards and interpretations issued not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

## A1-1 Basis of preparation (continued)

---

### New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2020:

- AASB 1059 Service Concession Arrangements: Grantor and associated amendments
- AASB 2018- 6 Amendments to Australian Accounting Standards – Definition of a business
- AASB 2018 – 7 Amendments to Australian Accounting Standards – Definition of material
- AASB 2019 – 3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform
- AASB 2019 -5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia
- AASB 2019 – 7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP / GFS Reconciliations
- AASB 2020 – 4 Amendments to Australian Accounting Standards – Covid-19 Related Rent Concessions

None of the above Standards had a material impact on Council's reported financial position, financial performance and/or associated financial statement disclosures.

## B Financial Performance

### B1 Functions or activities

#### B1-1 Functions or activities – income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets <sup>1</sup>	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	Restated \$ '000
<b>Functions or activities</b>										
Growth, Prosperity, and Economic Development	47,037	60,012	44,805	46,032	2,232	13,980	13,549	25,997	-	-
People and Community	5,603	3,959	13,360	12,439	(7,757)	(8,480)	4,329	2,477	112,006	113,522
Leadership for the Region	25,404	21,584	8,897	9,155	16,507	12,429	5,247	6,026	99,483	86,534
Environment and Infrastructure	16,363	10,983	11,827	8,776	4,536	2,207	6,639	5,504	855,188	787,562
<b>Total functions and activities</b>	<b>94,407</b>	<b>96,538</b>	<b>78,889</b>	<b>76,402</b>	<b>15,518</b>	<b>20,136</b>	<b>29,764</b>	<b>40,004</b>	<b>1,066,677</b>	<b>987,618</b>

(1) Restated - Refer to Note G4-1.

## B1-2 Components of functions or activities

---

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

### **Growth, Prosperity, and Economic Development**

Includes tourism, economic development, private works and industrial development promotion.

### **People and Community**

Includes public halls and community facilities, parks, gardens and recreation facilities, swimming pools, community development and support including aboriginal services, youth services, aged and disabled services. Also includes libraries, museums and other cultural facilities as well as bush fire and emergency services.

### **Leadership for the Region**

Includes civic governance and executive, finance and human resources services, risk management and occupational health and safety, ranger services, fleet and depot services and customer services.

### **Environment and Infrastructure**

Includes urban and rural sealed and unsealed roads, bridges, footpaths, kerb and gutter, parking areas, airports, water and sewerage operations, cemeteries, footpaths and cycleways, street lighting, waste management and catchment management. Also includes development control, strategic planning, environmental management and animal control.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B2 Sources of income****B2-1 Rates and annual charges**

	2021 \$ '000	2020 \$ '000
<b>Ordinary rates</b>		
Residential	11,167	10,895
Farmland	4,853	4,771
Mining	62	64
Business	2,653	2,579
Less: pensioner rebates (mandatory)	(328)	(328)
<b>Rates levied to ratepayers</b>	<b>18,407</b>	<b>17,981</b>
Pensioner rate subsidies received	160	145
<b>Total ordinary rates</b>	<b>18,567</b>	<b>18,126</b>
<b>Annual charges</b>		
<small>(pursuant to s.496, s.496A, s.496B, s.501 &amp; s.611)</small>		
Domestic waste management services	5,226	4,289
Water supply services	2,595	2,335
Sewerage services	5,841	5,837
Drainage	466	466
Waste management services (non-domestic)	2,659	2,568
Less: pensioner rebates (Council policy)	(420)	(420)
<b>Annual charges levied</b>	<b>16,367</b>	<b>15,075</b>
Pensioner subsidies received:		
– Water	67	78
– Sewerage	63	81
– Domestic waste management	53	49
<b>Total annual charges</b>	<b>16,550</b>	<b>15,283</b>
<b>Total rates and annual charges</b>	<b>35,117</b>	<b>33,409</b>

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

**Accounting policy**

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

**B2-2 User charges and fees**

	2021 \$ '000	2020 \$ '000
<b>Specific user charges</b>		
(per s.502 - specific 'actual use' charges)		
Water supply services	7,664	5,268
Sewerage services	109	98
Drainage services	67	60
Waste management services (non-domestic)	4,132	2,983
Other	–	41
<b>Total specific user charges</b>	<b>11,972</b>	<b>8,450</b>
<b>Other user charges and fees</b>		
<b>(i) Fees and charges – statutory and regulatory functions (per s.608)</b>		
Inspection services	156	132
Planning and building regulation	233	241
Private works – section 67	370	587
Regulatory/ statutory fees	130	93
Registration fees	75	86
Regulatory fees	162	177
Section 10.7 certificates (EP&A Act)	110	70
Section 603 certificates	145	73
<b>Total fees and charges – statutory/regulatory</b>	<b>1,381</b>	<b>1,459</b>
<b>(ii) Fees and charges – other (incl. general user charges (per s.608))</b>		
Aerodrome	524	1,542
Aged care	–	2
Cemeteries	227	227
Child care	610	531
Leaseback fees – Council vehicles	100	103
Quarry revenues	440	381
Transport for NSW works (state roads not controlled by Council)	9,406	5,134
Swimming centres	158	198
Other	173	64
<b>Total fees and charges – other</b>	<b>11,638</b>	<b>8,182</b>
<b>Total user charges and fees</b>	<b>24,991</b>	<b>18,091</b>
<b>Timing of revenue recognition for user charges and fees</b>		
User charges and fees recognised over time	9,406	5,134
User charges and fees recognised at a point in time	15,585	7,823
<b>Total user charges and fees</b>	<b>24,991</b>	<b>12,957</b>

**Accounting policy**

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases, the customer is required to pay at the time of receiving the service or pay a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged and where considered to be material, the fee is recognised on a straight-line basis over the expected term of the income stream.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

**B2-3 Other revenue**

	2021 \$ '000	2020 \$ '000
Fines – parking	271	344
Legal fees recovery – rates and charges (extra charges)	37	64
Commissions and agency fees	6	34
Insurance claims recoveries	89	154
Sales – general	412	134
Items for resale	205	389
Sales – cattle	1,216	776
Rebates	747	619
Other	198	272
<b>Total other revenue</b>	<b>3,181</b>	<b>2,786</b>

**Timing of revenue recognition for other revenue**

Other revenue recognised over time	–	–
Other revenue recognised at a point in time	3,181	2,786
<b>Total other revenue</b>	<b>3,181</b>	<b>2,786</b>

**Accounting policy for other revenue**

Where the revenue is earned for the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B2-4 Grants and contributions**

	Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
<b>General purpose grants and non-developer contributions (untied)</b>				
<b>General purpose (untied)</b>				
<b>Current year allocation</b>				
Financial assistance – general component	2,106	2,118	–	–
Financial assistance – local roads component	1,227	1,226	–	–
<b>Payment in advance - future year allocation</b>				
Financial assistance – general component	2,253	2,243	–	–
Financial assistance – local roads component	1,317	1,302	–	–
<b>Amount recognised as income during current year</b>	<b>6,903</b>	<b>6,889</b>	<b>–</b>	<b>–</b>
<b>Special purpose grants and non-developer contributions (tied)</b>				
<b>Cash contributions</b>				
<b>Previously specific grants:</b>				
<b>Pensioners' rates subsidies:</b>				
Water supplies	77	1,484	1,403	2,712
Sewerage services	55	–	–	–
Aged care	210	106	–	–
Bushfire and emergency services	485	40	–	24
Child care	199	137	–	–
Community care	4	6	385	31
Economic development	415	–	–	–
Employment and training programs	23	5	–	–
Environmental programs	–	11	–	–
Heritage and cultural	6	9	–	–
Library	138	142	–	–
LIRS subsidy	55	67	–	–
Noxious weeds	411	–	–	–
NSW rural fire services	345	1,135	–	6
Recreation and culture	264	557	1,389	405
Storm/flood damage	43	–	4,491	–
Airport	–	–	3,340	5,945
Waste Management	4	–	49	75
Street lighting	85	85	–	–
Transport (roads to recovery)	2,145	2,145	–	–
Transport (other roads and bridges funding)	32	3	817	1,018
Other specific grants	2,249	2,649	–	1,458
<b>Previously contributions:</b>				
Bushfire services	220	234	–	6
Community services	245	60	–	–
Other councils – joint works/services	111	71	–	–
Recreation and culture	–	25	–	–
Roads and bridges	–	–	–	40
Transport for NSW contributions (regional roads, block grant)	1,036	960	184	184
Sewerage (excl. section 64 contributions)	–	–	–	515
Tourism	16	23	–	–
Other contributions	–	136	–	–
<b>Total special purpose grants and non-developer contributions – cash</b>	<b>8,873</b>	<b>10,090</b>	<b>12,058</b>	<b>12,419</b>

continued on next page ...

Page 21 of 94

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B2-4 Grants and contributions (continued)**

	Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
<b>Non-cash contributions</b>				
Land	-	-	39	-
NSW State Government - Crown Land	-	-	227	8,152
NSW State Government - RFS Assets	-	-	-	1,426
<b>Total other contributions – non-cash</b>	<b>-</b>	<b>-</b>	<b>266</b>	<b>9,578</b>
<b>Total special purpose grants and non-developer contributions (tied)</b>	<b>8,873</b>	<b>10,090</b>	<b>12,324</b>	<b>21,997</b>
<b>Total grants and non-developer contributions</b>	<b>15,776</b>	<b>16,979</b>	<b>12,324</b>	<b>21,997</b>
<b>Comprising:</b>				
- Commonwealth funding	10,690	9,153	1,799	1,026
- State funding	4,493	3,945	10,486	9,190
- Other funding	593	3,881	39	11,781
	<b>15,776</b>	<b>16,979</b>	<b>12,324</b>	<b>21,997</b>

**Developer contributions**

	Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
<b>Developer contributions:</b>				
<b>(s7.4 &amp; s7.11 - EP&amp;A Act, s64 of the LGA):</b>				
<b>Cash contributions</b>				
S 7.4 – contributions using planning agreements	4	-	28	-
S 7.11 – contributions towards amenities/services	-	-	6	182
S 7.12 – fixed development consent levies	-	-	344	315
S 64 – water supply contributions	-	-	569	352
S 64 – sewerage service contributions	-	-	498	179
Other developer contributions	-	-	215	-
<b>Total developer contributions – cash</b>	<b>4</b>	<b>-</b>	<b>1,660</b>	<b>1,028</b>
<b>Total developer contributions</b>	<b>4</b>	<b>-</b>	<b>1,660</b>	<b>1,028</b>
<b>Total contributions</b>	<b>4</b>	<b>-</b>	<b>1,660</b>	<b>1,028</b>
<b>Total grants and contributions</b>	<b>15,780</b>	<b>16,979</b>	<b>13,984</b>	<b>23,025</b>
<b>Timing of revenue recognition for grants and contributions</b>				
Grants and contributions recognised over time	3,647	4,691	5,068	11,722
Grants and contributions recognised at a point in time	12,133	12,288	8,916	11,303
<b>Total grants and contributions</b>	<b>15,780</b>	<b>16,979</b>	<b>13,984</b>	<b>23,025</b>

continued on next page ...

Page 22 of 94

## B2-4 Grants and contributions (continued)

### Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

	Operating 2021 \$ '000	Operating 2020 \$ '000	Capital 2021 \$ '000	Capital 2020 \$ '000
<b>Unspent grants</b>				
Unspent funds at 1 July	5,143	5,116	2,827	1,881
<b>Add:</b> Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	6	1,023	8	105
<b>Add:</b> Funds received and not recognised as revenue in the current year	1,396	685	2,412	2,026
<b>Less:</b> Funds recognised as revenue in previous years that have been spent during the reporting year	(349)	-	-	-
<b>Less:</b> Funds received in prior year but revenue recognised and funds spent in current year	(2,231)	(1,681)	(2,311)	(1,185)
<b>Unspent grants at 30 June</b>	<b>3,965</b>	<b>5,143</b>	<b>2,936</b>	<b>2,827</b>
<b>Unspent contributions</b>				
Unspent funds at 1 July	139	111	6,766	6,190
<b>Add:</b> contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	154	76	1,706	1,139
<b>Add:</b> contributions received and not recognised as revenue in the current year	189	50	-	-
<b>Add:</b> contributions recognised as income in the current period obtained in respect of a future rating identified by Council for the purpose of establishing a rate	(76)	(79)	(90)	(185)
<b>Less:</b> contributions recognised as revenue in previous years that have been spent during the reporting year	(63)	(19)	-	(378)
<b>Unspent contributions at 30 June</b>	<b>343</b>	<b>139</b>	<b>8,382</b>	<b>6,766</b>

### Accounting policy

#### Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement and include events and the provision of particular services. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

#### Capital grants

continued on next page ...

Page 23 of 94

## B2-4 Grants and contributions (continued)

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

### Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

### Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

## B2-5 Interest and investment income

	2021 \$ '000	2020 \$ '000
<b>Interest on financial assets measured at amortised cost</b>		
– Overdue rates and annual charges (incl. special purpose rates)	28	107
– Cash and investments	581	1,262
– Deferred debtors	19	7
<b>Total interest and investment income (losses)</b>	<b>628</b>	<b>1,376</b>
<b>Interest and investment income is attributable to:</b>		
<b>Unrestricted investments/financial assets:</b>		
Overdue rates and annual charges (general fund)	25	82
General Council cash and investments	92	219
<b>Restricted investments/funds – external:</b>		
Development contributions		
– Section 7.11, Section 7.12	74	122
Water fund operations	253	586
Sewerage fund operations	184	352
Other externally restricted assets	–	15
<b>Total interest and investment income</b>	<b>628</b>	<b>1,376</b>

### Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## B2-6 Other income

	Notes	2021 \$ '000	2020 \$ '000
<b>Rental income</b>			
<b>Other lease income</b>			
Council owned property		726	872
<b>Total Other lease income</b>		<b>726</b>	<b>872</b>
<b>Total rental income</b>	C2-2	<b>726</b>	<b>872</b>
<b>Total other income</b>		<b>726</b>	<b>872</b>

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B3 Costs of providing services****B3-1 Employee benefits and on-costs**

	2021 \$ '000	2020 \$ '000
Salaries and wages	18,882	18,333
Employee termination costs	710	949
Travel expenses	85	83
Employee leave entitlements (ELE)	3,604	3,618
Superannuation	2,230	2,241
Workers' compensation insurance	612	472
Fringe benefit tax (FBT)	20	23
Payroll tax	69	144
Training costs (other than salaries and wages)	172	170
Protective clothing	103	82
Other	30	20
<b>Total employee costs</b>	<b>26,517</b>	<b>26,135</b>
Less: capitalised costs	(1,968)	(2,385)
<b>Total employee costs expensed</b>	<b>24,549</b>	<b>23,750</b>
Number of 'full-time equivalent' employees (FTE) at year end	269	272

**Accounting policy**

Employee benefit expenses are recorded when the service has been provided by the employee.

*Retirement benefit obligations*

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

*Superannuation plans*

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B3-2 Materials and services**

	Notes	2021 \$ '000	2020 \$ '000
Raw materials and consumables		17,006	14,349
Contractor and consultancy costs		25,625	30,237
Audit Fees	F2-1	150	113
<b>Previously other expenses:</b>			
Councillor and Mayoral fees and associated expenses	F1-2	352	376
Advertising		115	64
Bank charges		137	121
Computer software charges		725	568
Electricity and heating		873	1,016
Insurance		1,153	1,018
Postage		166	183
Printing and stationery		226	113
Street lighting		602	454
Subscriptions and publications		108	186
Telephone and communications		432	460
Valuation fees		110	98
Travel expenses		–	–
Items for resale		848	398
Promotion and publicity		241	213
Security		129	90
Licences		334	178
Training costs (other than salaries and wages)		–	–
Other expenses		1,358	771
<b>Legal expenses:</b>			
– Legal expenses: planning and development		22	36
– Legal expenses: debt recovery		11	35
– Legal expenses: other		132	653
Expenses from leases of low value assets		–	165
<b>Total materials and services</b>		<b>50,855</b>	<b>51,895</b>
Less: capitalised costs		(24,578)	(24,314)
<b>Total materials and services</b>		<b>26,277</b>	<b>27,581</b>

**Accounting policy**

Expenses are recorded on an accruals basis as the Council receives the goods or services.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B3-3 Borrowing costs**

	Notes	2021 \$ '000	2020 \$ '000
<b>(i) Interest bearing liability costs</b>			
Interest on leases	C2-1c	16	1
Interest on loans		1,279	1,445
<b>Total interest bearing liability costs</b>		<b>1,295</b>	<b>1,446</b>
<b>Total interest bearing liability costs expensed</b>		<b>1,295</b>	<b>1,446</b>
<b>(ii) Other borrowing costs</b>			
Amortisation of discount of Landfill & Quarry remediation liabilities	C3-5	267	554
<b>Total other borrowing costs</b>		<b>267</b>	<b>554</b>
<b>Total borrowing costs expensed</b>		<b>1,562</b>	<b>2,000</b>

**Accounting policy**

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B3-4 Depreciation, amortisation and impairment of non-financial assets**

	Notes	2021 \$ '000	2020 \$ '000
<b>Depreciation and amortisation</b>			
Plant and equipment	C1-8	2,015	1,965
Office equipment	C1-8	83	183
<b>Infrastructure:</b>			
– Buildings	C1-8	3,194	2,149
– Other structures		153	142
– Roads		4,165	4,392
– Bridges		681	775
– Footpaths		258	262
– Stormwater drainage		646	630
– Water supply network		3,422	3,163
– Sewerage network		2,112	2,082
– Airport infrastructure		373	370
Right of use assets	C2-1a	39	–
<b>Other assets:</b>			
– Heritage collections	C1-8	9	9
– Other	C1-8	1,065	853
<b>Reinstatement, rehabilitation and restoration assets:</b>			
– Landfill and quarry assets	C1-8	1,620	619
<b>Total gross depreciation and amortisation costs</b>		<b>19,835</b>	<b>17,594</b>
<b>Total depreciation and amortisation costs</b>		<b>19,835</b>	<b>17,594</b>
<b>Impairment / revaluation decrement of IPPE</b>			
<b>Infrastructure:</b>			
– Roads	C1-8	27	215
– Capital work in progress	C1-8	1,461	730
– Bulk earthworks (non-depreciable)	C1-8	443	948
Non-current assets held for sale		–	206
Inventory - Land held for resale		190	–
<b>Total gross IPPE impairment / revaluation decrement costs</b>		<b>2,121</b>	<b>2,099</b>
<b>Total IPPE impairment / revaluation decrement costs charged to Income Statement</b>		<b>2,121</b>	<b>2,099</b>
<b>Total depreciation, amortisation and impairment for non-financial assets</b>		<b>21,956</b>	<b>19,693</b>

**Accounting policy****Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

**Impairment of non-financial assets**

Council assets held at fair value:

- that are not held primarily for their ability to generate net cash flow, and
- that are deemed to be specialised,

are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value. An impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

continued on next page ...

Page 29 of 94

### B3-4 Depreciation, amortisation and impairment of non-financial assets (continued)

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

### B3-5 Other expenses

	Notes	2021 \$ '000	2020 \$ '000
<b>Impairment of receivables</b>			
Other		191	72
<b>Total impairment of receivables</b>	C1-4	<b>191</b>	<b>72</b>
<b>Other</b>			
Contributions/levies to other levels of government		1,938	1,436
Donations, contributions and assistance to other organisations (Section 356)		685	416
<b>Total other</b>		<b>2,623</b>	<b>1,852</b>
<b>Total other expenses</b>		<b>2,814</b>	<b>1,924</b>

#### Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B4 Gains or losses****B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

	Notes	2021 \$ '000	2020 \$ '000
<b>Operational Land &amp; Building assets</b>			
Proceeds from disposal – property		1,174	2,052
Less: carrying amount of property assets sold/written off		<u>(1,136)</u>	<u>(1,147)</u>
<b>Gain (or loss) on disposal</b>		<u>38</u>	<u>905</u>
<b>Plant and equipment assets</b>			
Proceeds from disposal – plant and equipment		700	818
Less: carrying amount of plant and equipment assets sold/written off	C1-8	<u>(684)</u>	<u>(504)</u>
<b>Gain (or loss) on disposal</b>		<u>16</u>	<u>314</u>
<b>Infrastructure assets</b>			
Proceeds of disposal of Infrastructure assets		–	–
Less: carrying amount of infrastructure assets sold/written off	C1-8	<u>(1,785)</u>	<u>(2,673)</u>
<b>Gain (or loss) on disposal</b>		<u>(1,785)</u>	<u>(2,673)</u>
<b>Gain (or loss) on disposal of term deposits</b>			
Proceeds from disposal/redemptions/maturities – term deposits		46,000	79,000
Less: carrying amount of term deposits sold/redeemed/matured		<u>(46,000)</u>	<u>(79,000)</u>
<b>Gain (or loss) on disposal</b>		<u>–</u>	<u>–</u>
<b>Net gain (or loss) on disposal of assets</b>		<u>(1,731)</u>	<u>(1,454)</u>

**Accounting policy**

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

## B5 Performance against budget

### B5-1 Material budget variations

Council's original budget was adopted by the Council on 29 July 2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

**Material variations of more than 10%** between original budget and actual results or where the variance is considered material by nature are explained below.

**Variation Key:** **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
<b>REVENUES</b>				
<b>Rates and annual charges</b>	34,859	35,117	258	1% <b>F</b>
<b>User charges and fees</b>	20,856	24,991	4,135	20% <b>F</b>
Positive material variations to budget have occurred for state government contracted roadwork and waste operations revenue. These have been offset by negative material variations for airport operations and water usage charges.				
<b>Other revenues</b>	3,214	3,181	(33)	(1)% <b>U</b>
<b>Operating grants and contributions</b>	13,326	15,780	2,454	18% <b>F</b>
Council received additional grant funding for local roads and community infrastructure and a range of other programs during the year. There has also been recognition of previously received merger grant revenue resulting from the application of new revenue accounting standards.				
<b>Capital grants and contributions</b>	18,661	13,984	(4,677)	(25)% <b>U</b>
Council deferred the Kempsey Road Big Hill grant funded project (\$2.8m) due to extensive storm and flood damage and several other grant funded projects did not progress as far as anticipated as when the original budget was determined.				
<b>Interest and investment revenue</b>	959	628	(331)	(35)% <b>U</b>
Revenue from interest on investments has been negatively impacted by the economic downturn resulting from the pandemic and other factors.				
<b>Other income</b>	-	726	726	∞ <b>F</b>
Other income represents lease revenues that were budgeted for as other revenues.				
<b>EXPENSES</b>				
<b>Employee benefits and on-costs</b>	25,480	24,549	931	4% <b>F</b>
<b>Materials and services</b>	18,703	26,277	(7,574)	(40)% <b>U</b>
The unfavourable variation is largely explained by a favourable variance against other expenses. The change in the local government accounting code has resulted in a large amount of previously recognised 'other expenses' now shown as 'materials and services'. The combined impact of these 2 categories is an overall favourable budget variation of 12%. Predominantly, this has arisen in waste operations with surplus funds transferred to waste reserves for the purpose of funding future landfill rehabilitation.				
<b>Borrowing costs</b>	1,302	1,562	(260)	(20)% <b>U</b>
The variation relates to landfill rehabilitation discount amortisation, which has previously not been budgeted for.				
<b>Depreciation, amortisation and impairment of non-financial assets</b>	18,079	21,956	(3,877)	(21)% <b>U</b>
Major budget variances are caused by actual depreciation for unsealed roads higher than budget by \$1.6m and depreciation				

continued on next page ...

Page 32 of 94

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**B5-1 Material budget variations (continued)**

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
associated with landfill remediation higher than budget by \$1m.				
<b>Other expenses</b> Refer to commentary for 'materials and services'.	11,933	2,814	9,119	76% <b>F</b>
<b>Net losses from disposal of assets</b> Loss from disposal of assets was not budgeted for.	-	1,731	(1,731)	∞ <b>U</b>

**STATEMENT OF CASH FLOWS**

<b>Cash flows from operating activities</b> The favourable variance relates to user charges and fee income exceeding budget, partly offset by lower than budgeted grant income and higher than budgeted operating expenditure.	34,457	36,288	1,831	5% <b>F</b>
<b>Cash flows from investing activities</b> The favourable variance reflects a lower than originally forecast progression of some capital projects due to a range of factors including storm and flood damage impacting planned works.	(35,555)	(32,361)	3,194	(9)% <b>F</b>
<b>Cash flows from financing activities</b>	(2,830)	(2,856)	(26)	1% <b>U</b>

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C Financial position****C1 Assets we manage****C1-1 Cash and cash equivalents**

	2021 \$ '000	2020 \$ '000
Cash and cash equivalents		
Cash on hand and at bank	21,927	20,856
<b>Total cash and cash equivalents</b>	<b>21,927</b>	<b>20,856</b>

**Reconciliation of cash and cash equivalents**

Total cash and cash equivalents per Statement of Financial Position	21,927	20,856
<b>Balance as per the Statement of Cash Flows</b>	<b>21,927</b>	<b>20,856</b>

**Accounting policy**

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

**C1-2 Financial investments**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
<b>Debt securities at amortised cost</b>				
Medium term deposits	59,379	-	51,295	-
<b>Total</b>	<b>59,379</b>	<b>-</b>	<b>51,295</b>	<b>-</b>
<b>Total financial investments</b>	<b>59,379</b>	<b>-</b>	<b>51,295</b>	<b>-</b>
<b>Total cash assets, cash equivalents and investments</b>	<b>81,306</b>	<b>-</b>	<b>72,151</b>	<b>-</b>

**Accounting policy**

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

**Financial assets**

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

**Classification**

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

**Amortised cost**

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and

continued on next page ...

Page 34 of 94

## C1-2 Financial investments (continued)

---

- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Council's financial assets measured at amortised cost, comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position, Term Deposits (with maturities of less than 365 days) and the NSW Government T-Corp Investment Management Funds (Cash Fund and Short Term Income Fund, which are considered to have a short - medium term investment horizon).

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C1-3 Restricted cash, cash equivalents and investments**

	2021 Current \$ '000	2020 Current \$ '000
Total cash, cash equivalents and investments	<b>81,306</b>	<b>72,151</b>
<b>attributable to:</b>		
External restrictions	61,086	59,991
Internal restrictions	16,813	10,020
Unrestricted	3,407	2,140
	<b>81,306</b>	<b>72,151</b>

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

**Details of restrictions****External restrictions – included in liabilities**

Specific purpose unexpended grants – general fund	6,852	7,245
Specific purpose unexpended loans – general	2,228	2,700
NIRW grant from EPA	726	1,087
<b>External restrictions – included in liabilities</b>	<b>9,806</b>	<b>11,032</b>

**External restrictions – other**

External restrictions included in cash, cash equivalents and investments above comprise:

Developer contributions – general	3,253	2,749
Developer contributions – water fund	2,871	2,277
Developer contributions – sewer fund	2,258	1,740
Transport for NSW contributions	154	76
Specific purpose unexpended grants (recognised as revenue) – general fund	1,058	725
Water fund	20,375	22,317
Sewer fund	17,253	16,183
Domestic waste management	2,377	1,362
Deposits, Retentions & Bonds	1,492	–
Trust Fund	–	1,467
Other Contributions	189	63
<b>External restrictions – other</b>	<b>51,280</b>	<b>48,959</b>

**Total external restrictions**

<b>61,086</b>	<b>59,991</b>
---------------	---------------

**Internal restrictions**

Council has internally restricted cash, cash equivalents and investments as follows:

Plant and vehicle replacement	2,302	885
Infrastructure replacement	5,349	3,317
Employees leave entitlement	3,904	4,053
Carry over works	1,400	1,136
Economic Development	1,131	–
Other	2,727	629
<b>Total internal restrictions</b>	<b>16,813</b>	<b>10,020</b>

**Total restrictions**

<b>77,899</b>	<b>70,011</b>
---------------	---------------

Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C1-4 Receivables**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
<b>Purpose</b>				
Rates and annual charges	1,945	–	2,006	–
Interest and extra charges	166	–	186	–
User charges and fees	2,276	–	1,327	–
Private works	2,707	–	3,508	–
Accrued revenues				
– Interest on investments	241	–	366	–
Deferred debtors	–	284	–	312
Government grants and subsidies	–	–	85	–
Net GST receivable	815	–	651	–
Other debtors	3,599	–	1,438	–
<b>Total</b>	<b>11,749</b>	<b>284</b>	<b>9,567</b>	<b>312</b>
<b>Less: provision of impairment</b>				
Rates and annual charges	(258)	–	(156)	–
User charges and fees	(291)	–	(236)	–
<b>Total provision for impairment – receivables</b>	<b>(549)</b>	<b>–</b>	<b>(392)</b>	<b>–</b>
<b>Total net receivables</b>	<b>11,200</b>	<b>284</b>	<b>9,175</b>	<b>312</b>

	2021 \$ '000	2020 \$ '000
<b>Movement in provision for impairment of receivables</b>		
Balance at the beginning of the year (calculated in accordance with AASB 139)	392	449
Less Debts written off during the year	(191)	(72)
Add additional provision for impairment in the current year	348	15
<b>Balance at the end of the year</b>	<b>549</b>	<b>392</b>

**Accounting policy**

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

**Impairment**

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis. When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information. Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1. When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings. None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## C1-5 Inventories

	Notes	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
<b>(i) Inventories at cost</b>					
Real estate for resale	(a)	1,071	1,013	-	-
Stores and materials		561	-	539	-
Cattle stock		603	-	488	-
<b>Total inventories</b>		<b>2,235</b>	<b>1,013</b>	<b>1,027</b>	<b>-</b>

	Notes	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
<b>(a) Details of real estate for resale</b>					
Residential Land		-	194	-	-
Airport Business Park Development		1,071	819	-	-
<b>Total real estate for resale</b>		<b>1,071</b>	<b>1,013</b>	<b>-</b>	<b>-</b>

## Accounting policy

**Raw materials and stores, work in progress and finished goods**

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

**Land held for resale**

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

No borrowings have been taken out for this development.

## C1-6 Contract assets and Contract cost assets

	Notes	2021 \$ '000	2020 \$ '000
Contract assets	C1-6	3,338	3,073
<b>Total contract assets and contract cost assets</b>		<b>3,338</b>	<b>3,073</b>

## Contract assets

	2021 Current \$ '000	2020 Current \$ '000
Contract Asset (AASB 15)	2,918	441
Accrued Income (AASB 1058)	420	2,632
<b>Total contract assets</b>	<b>3,338</b>	<b>3,073</b>

**Significant changes in contract assets**

While the overall movement in contract assets is not significant, the increase in AASB15 Contract Assets relates to accrued revenue recognised for NSW Rural Fires Services Act 1997 Section 44 and other natural disaster claims. The decrease in AASB1058 Contract Assets relates to accrued revenue recognised for the Airport Business Park project in the prior period.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C1-7 Non-current assets classified as held for sale**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Land & Buildings	–	612	1,359	–
<b>Total non-current assets classified as held for sale</b>	<b>–</b>	<b>612</b>	<b>1,359</b>	<b>–</b>

**Details of assets and disposal groups**

The property formerly used as the Kolora Aged Care facility in Guyra was sold with settlement effected in August 2020. At 30 June 2020, the carrying value of the property was written down to its recoverable amount, indicated by the contract price, less disposal costs. Additional Land and Building assets (The Croft property and associated buildings, adjacent to the Airport Business Park Development) have been marked as available for sale. The property is recorded at cost, as representative of lower of cost or net market value.

**Reconciliation of non-current assets 'held for sale'**

	2021 Assets 'held for sale' \$ '000	2020 Assets 'held for sale' \$ '000
<b>Opening balance</b>	<b>1,359</b>	921
Add Land & Buildings transferred from Operational Land & Building category	612	644
Less Transfer to Inventories - Real estate for resale	(464)	–
Less Properties Sold	(895)	–
Less Impairment	–	(206)
<b>Balance still unsold after 12 months:</b>	<b>612</b>	<b>1,359</b>
<b>Closing balance of held for sale non-current assets and operations</b>	<b>612</b>	<b>1,359</b>

**Accounting policy**

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continued use and are measured at the lower of their carrying amount and fair value less costs to sell.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## C1-8 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period									At 30 June 2021 <sup>2</sup>		
	Gross carrying amount <sup>2</sup> Restated \$ '000	Accumulated depreciation and impairment <sup>2</sup> Restated \$ '000	Net carrying amount Restated \$ '000	Additions renewals <sup>1</sup> \$ '000	Additions new assets \$ '000	Carrying value of disposals \$ '000	Depreciation expense \$ '000	Impairment loss / revaluation decrements (recognised in P/L) \$ '000	Adjustments and transfers \$ '000	Tfns from/(to) real estate assets for sale and inventory \$ '000	Revaluation decrements to equity (ARR) \$ '000	Revaluation increments to equity (ARR) \$ '000	Gross carrying amount <sup>2</sup> \$ '000	Accumulated depreciation and impairment <sup>2</sup> \$ '000	Net carrying amount <sup>2</sup> \$ '000
Capital work in progress	21,741	-	21,741	-	4,707	(65)	-	(1,461)	1	(1,870)	-	-	23,053	-	23,053
Plant and equipment	24,074	(12,645)	11,429	-	2,114	(684)	(2,015)	-	15	-	-	-	24,018	(13,159)	10,859
Office equipment	5,235	(5,044)	191	-	-	-	(83)	-	16	-	-	-	5,235	(5,111)	124
<b>Land:</b>															
- Operational land	24,962	-	24,962	-	30	(150)	-	-	39	(245)	-	513	25,149	-	25,149
- Community land	27,516	-	27,516	-	-	-	-	-	227	-	(635)	-	27,108	-	27,108
- Land under roads (post 30/6/08)	657	-	657	-	-	-	-	-	1	-	-	67	725	-	725
<b>Infrastructure:</b>															
- Buildings	118,483	(56,723)	61,760	544	19	(85)	(3,194)	-	(28)	(399)	-	-	118,233	(59,616)	58,617
- Other structures	10,878	(4,270)	6,608	278	1,892	-	(153)	-	-	-	-	-	13,048	(4,423)	8,625
- Roads <sup>2</sup>	225,440	(68,482)	156,958	70	4,662	-	(4,165)	(27)	(1)	-	-	44,706	251,171	(48,968)	202,203
- Bridges <sup>2</sup>	55,217	(20,274)	34,943	121	729	(1,634)	(681)	-	(8,636)	-	-	8,327	49,547	(16,378)	33,169
- Footpaths	14,219	(6,872)	7,347	-	109	-	(258)	-	-	-	-	927	12,200	(4,075)	8,125
- Bulk earthworks (non-depreciable)	142,100	-	142,100	-	-	-	-	(443)	1	-	-	1,469	143,127	-	143,127
- Stormwater drainage <sup>2</sup>	139,866	(48,348)	91,518	-	1,218	-	(646)	-	8,638	-	-	17,930	172,756	(54,098)	118,658
- Water supply network	241,378	(78,110)	163,268	65	574	-	(3,422)	-	-	-	-	1,502	244,289	(82,302)	161,987
- Sewerage network	136,138	(38,197)	97,941	2,535	521	-	(2,112)	-	-	-	-	901	140,477	(40,691)	99,786
- Airport infrastructure	9,545	(2,568)	6,977	-	5,563	-	(373)	-	-	-	-	-	15,108	(2,941)	12,167
<b>Other assets:</b>															
- Heritage collections	130	(78)	52	-	-	-	(9)	-	-	-	-	-	130	(87)	43
- Artworks	112	-	112	-	-	-	-	-	(1)	-	-	-	112	(1)	111
- Other	30,174	(5,919)	24,255	342	480	-	(1,065)	-	(1)	-	-	-	30,996	(6,985)	24,011
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>															
- Landfill & quarry assets	23,343	(4,042)	19,301	-	-	-	(1,620)	-	(9,576)	-	-	-	13,767	(5,662)	8,105
<b>Total infrastructure, property, plant and equipment <sup>2</sup></b>	<b>1,251,208</b>	<b>(351,572)</b>	<b>899,636</b>	<b>3,955</b>	<b>22,618</b>	<b>(2,618)</b>	<b>(19,796)</b>	<b>(1,931)</b>	<b>(9,305)</b>	<b>(2,514)</b>	<b>(635)</b>	<b>76,342</b>	<b>1,310,249</b>	<b>(344,497)</b>	<b>965,752</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Restated - Refer Note G4-1

continued on next page ...

Page 40 of 94

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## C1-8 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period									At 30 June 2020 <sup>2</sup>		
	Gross carrying amount <sup>2</sup> Restated \$ '000	Accumulated depreciation and impairment <sup>2</sup> Restated \$ '000	Net carrying amount Restated \$ '000	Additions renewals <sup>1</sup> \$ '000	Additions new assets \$ '000	Carrying value of disposals \$ '000	Depreciation expense \$ '000	Impairment loss / revaluation decrements (recognised in P/L) \$ '000	WIP transfers \$ '000	Adjustments and transfers \$ '000	Revaluation decrements to equity (ARR) \$ '000	Revaluation increments to equity (ARR) \$ '000	Gross carrying amount <sup>2</sup> Restated \$ '000	Accumulated depreciation and impairment <sup>2</sup> Restated \$ '000	Net carrying amount <sup>2</sup> Restated \$ '000
Capital work in progress	26,106	–	26,106	–	23,832	–	–	(730)	(27,467)	–	–	–	21,741	–	21,741
Plant and equipment	19,790	(9,598)	10,192	2,279	1,427	(504)	(1,965)	–	–	–	–	–	24,074	(12,645)	11,429
Office equipment	5,236	(4,891)	345	29	–	–	(183)	–	–	–	–	–	5,235	(5,044)	191
<b>Land:</b>															
– Operational land	21,312	–	21,312	–	–	(695)	–	–	–	(644)	–	4,989	24,962	–	24,962
– Community land	19,882	–	19,882	–	8,152	(460)	–	–	–	–	(59)	–	27,516	–	27,516
– Land under roads (post 30/6/08)	721	–	721	–	–	(64)	–	–	–	–	–	–	657	–	657
<b>Infrastructure:</b>															
– Buildings	120,498	(55,334)	65,164	50	136	(1,652)	(2,149)	–	211	–	–	–	118,483	(56,723)	61,760
– Other structures	10,410	(3,971)	6,439	132	14	(20)	(142)	–	185	–	–	–	10,878	(4,270)	6,608
– Roads <sup>2</sup>	249,479	(70,173)	179,306	1,962	29	(21,383)	(4,392)	(215)	1,652	–	–	–	225,440	(68,482)	156,958
– Bridges <sup>2</sup>	59,412	(21,833)	37,579	313	–	(2,906)	(775)	–	732	–	–	–	55,217	(20,274)	34,943
– Footpaths	14,703	(6,785)	7,918	18	48	(375)	(262)	–	–	–	–	–	14,219	(6,872)	7,347
– Bulk earthworks (non-depreciable)	152,653	–	152,653	–	–	(9,605)	–	(948)	–	–	–	–	142,100	–	142,100
– Stormwater drainage <sup>2</sup>	141,929	(48,302)	93,627	202	–	(3,042)	(630)	–	1,361	–	–	–	139,866	(48,348)	91,518
– Water supply network	230,050	(76,337)	153,713	–	–	(1,782)	(3,163)	–	13,056	–	–	1,443	241,378	(78,110)	163,268
– Sewerage network	141,667	(37,855)	103,812	–	–	(4,731)	(2,082)	–	–	–	–	941	136,138	(38,197)	97,941
– Airport infrastructure	9,334	(1,987)	7,347	–	–	–	(370)	–	–	–	–	–	9,545	(2,568)	6,977
<b>Other assets:</b>															
– Heritage collections	130	(70)	60	–	–	–	(9)	–	–	–	–	–	130	(78)	52
– Artworks	112	–	112	–	–	–	–	–	–	–	–	–	112	–	112
– Other	19,685	(4,775)	14,910	–	–	(72)	(853)	–	10,270	–	–	–	30,174	(5,919)	24,255
<b>Reinstatement, rehabilitation and restoration assets (refer Note C3-5):</b>															
– Tip assets	3,984	(2,931)	1,053	–	–	–	(619)	–	–	18,867	–	–	23,343	(4,042)	19,301
<b>Total infrastructure, property, plant and equipment <sup>2</sup></b>	<b>1,247,093</b>	<b>(344,842)</b>	<b>902,251</b>	<b>4,985</b>	<b>33,638</b>	<b>(47,291)</b>	<b>(17,594)</b>	<b>(1,893)</b>	<b>–</b>	<b>18,223</b>	<b>(59)</b>	<b>7,373</b>	<b>1,251,208</b>	<b>(351,572)</b>	<b>899,636</b>

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

(2) Restated - Refer to Note G4-1.

continued on next page ...

Page 41 of 94

## C1-8 Infrastructure, property, plant and equipment (continued)

### Accounting policy

#### Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

#### Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

<b>Plant and equipment</b>	Years	<b>Other equipment</b>	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	<b>Buildings</b>	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
		<b>Stormwater assets</b>	
<b>Water and sewer assets</b>		Drains	80 to 100
Dams and reservoirs	80 to 100	Culverts	50 to 80
Bores	20 to 40	Flood control structures	80 to 100
Reticulation pipes: PVC	70 to 80		
Reticulation pipes: other	25 to 75		
Pumps and telemetry	15 to 20		
		<b>Other infrastructure assets</b>	
<b>Transportation assets</b>		Bulk earthworks	Infinite
Sealed roads: surface	20	Swimming pools	50
Sealed roads: structure	50	Unsealed roads	20
Unsealed roads	20	Other open space/recreational assets	20
Bridge: concrete	100	Other infrastructure	20
Bridge: other	50		
Road pavements	60		
Kerb, gutter and footpaths	40		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

#### Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

continued on next page ...

Page 42 of 94

## C1-8 Infrastructure, property, plant and equipment (continued)

---

### Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

### Crown reserves

Crown reserves under Council's care and control are recognised as assets of the Council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Where the Crown reserves are under a lease arrangement they are accounted for under AASB 16 Leases, refer to Note C2-1.

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

### Rural Fire Service assets

Under Section 119 of the *Rural Fire Services Act 1997 (NSW)*, "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

For the year ended 30 June 2020, Council amended its accounting policy and recognised the Rural Fire Service fleet assets as assets of the Council in these financial statements.

However, pursuant to the Council's Rural Fire District Agreement with the Commissioner of the NSW Rural Fire Service, the Council has transferred substantially all of the rights and obligations in respect to all fire fighting equipment vested in the Council to the Commissioner for the foreseeable future. In accordance with the requirements of the Australian Accounting Standards and the Code of Accounting Practice, Council has not recognised any new rural firefighting plant and equipment assets that have been "vested" in Council during the 2021 financial year, in these financial statements .

The Council has however continued to recognise Rural Fire Service land and buildings in this set of financial statements with a view to adjusting them next year consistent with the treatment of rural fire fighting equipment.

#### *Council's accounting policy in relation to the recognition of RFS Fleet assets*

For the year ended 30 June 2020, Council has recognised the contribution of RFS Fleet assets to its Balance Sheet with a corresponding entry as a capital contribution. No new Rural Fire Service fleet assets for the 2021 financial year have been recognised.

## Infrastructure, property, plant and equipment – current year impairments

---

Council has recognised impairment losses on certain Infrastructure, Property, Plant and Equipment during the reporting period, as disclosed in Note B3-4.

## C2 Leasing activities

### C2-1 Council as a lessee

Council has leases over a range of assets including land and buildings, and some office equipment. Information relating to the leases in place and associated balances and transactions is provided below.

#### Terms and conditions of leases

##### Buildings

Council leases land and buildings as part of access arrangements and for the provision of services. The leases are generally between 2 to 99 years and some include a renewal option to allow Council to renew the lease. The leases contain an annual pricing mechanism based on either fixed increases or CPI movements at each anniversary of the lease inception.

##### Office and IT equipment

Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The current photocopier lease which expired at 30 June 2020, has been extended and is currently undergoing a tender selection process. Payments are fixed with a variable component based upon usage.

#### (a) Right of use assets

	Plant & Equipment \$ '000	Ready to use \$ '000	Various Property, Plant & Equipment \$ '000	Total \$ '000
<b>2021</b>				
Opening balance at 1 July	–	–	279	279
Depreciation/Other movement	–	–	(39)	(39)
<b>Balance at 30 June</b>	<b>–</b>	<b>–</b>	<b>240</b>	<b>240</b>
<b>2020</b>				
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	–	–	313	313
Depreciation/Other movement	–	–	(34)	(34)
<b>Balance at 30 June</b>	<b>–</b>	<b>–</b>	<b>279</b>	<b>279</b>

continued on next page ...

Page 44 of 94

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C2-1 Council as a lessee (continued)****(b) Lease liabilities**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Lease liabilities	27	241	26	253
<b>Total lease liabilities</b>	<b>27</b>	<b>241</b>	<b>26</b>	<b>253</b>

**(i) Maturity analysis**

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year \$ '000	1 – 5 years \$ '000	> 5 years \$ '000	Total \$ '000	Total per Statement of Financial Position \$ '000
<b>2021</b>					
Cash flows	27	74	730	831	268
<b>2020</b>					
Cash flows	27	87	746	860	279

**(c) Income Statement**

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

	2021 \$ '000	2020 \$ '000
Interest on lease liabilities	16	1
Depreciation of right of use assets	39	-
Expenses relating to low-value leases	-	165
	<b>55</b>	<b>166</b>

**(d) Statement of Cash Flows**

Total cash outflow for leases	28	27
	<b>28</b>	<b>27</b>

**(e) Leases at significantly below market value – concessionary / peppercorn leases**

Council has a number of leases at significantly below market for land and buildings which are used for:

- community services
- historical purposes

The leases are generally between 3 and 5 years and require payments of a maximum amount of \$1,000 per year. The use of the right-to-use asset is restricted by the lessors to specified community services and other purposes which Council either facilitates or provides, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

continued on next page ...

Page 45 of 94

## C2-1 Council as a lessee (continued)

---

### Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

### Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

### Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

## C2-2 Council as a lessor

### Operating leases

	2021	2020
	\$ '000	\$ '000

#### (i) Assets held as property, plant and equipment

Council provides operating leases on Council buildings for the purpose of achieving improved community service provision outcomes, the amounts below relate to operating leases on assets disclosed in C1-8.

Lease income (excluding variable lease payments not dependent on an index or rate)	726	872
<b>Total income relating to operating leases for Council assets</b>	<b>726</b>	<b>872</b>

#### (ii) Maturity analysis of undiscounted lease payments to be received after reporting date for all operating leases:

Maturity analysis of future lease income receivable showing the undiscounted lease payments to be received after reporting date for operating leases:

< 1 year	683	695
1–2 years	645	631
2–3 years	213	567
3–4 years	191	155
4–5 years	175	125
> 5 years	2,345	748
<b>Total undiscounted lease payments to be received</b>	<b>4,252</b>	<b>2,921</b>

### Accounting policy

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards incidental to ownership of the asset have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

If the lease contains lease and non-lease components, the non-lease components are accounted for in accordance with AASB 15 *Revenue from Contracts with Customers*.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

### C3 Liabilities of Council

#### C3-1 Payables

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
<b>Payables</b>				
Goods and services – operating expenditure	4,453	–	1,987	–
Accrued expenses:				
– Borrowings	109	–	120	–
– Salaries and wages	653	–	851	–
– Other expenditure accruals	661	–	1,863	–
Security bonds, deposits and retentions	40	–	40	–
NIRW grant from EPA	726	–	1,087	–
Trust	1,455	–	1,453	–
Prepaid rates	941	–	1,036	–
<b>Total payables</b>	<b>9,038</b>	<b>–</b>	<b>8,437</b>	<b>–</b>
<b>Total payables</b>	<b>9,038</b>	<b>–</b>	<b>8,437</b>	<b>–</b>

#### Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

#### Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

#### C3-2 Contract Liabilities

	Notes	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
<b>Grants and contributions received in advance:</b>					
Unexpended capital grants (to construct Council controlled assets)	(i)	3,946	–	2,828	–
Unexpended operating grants (received prior to performance obligation being satisfied)	(ii)	2,717	–	4,354	–
Unexpended operating contributions (received prior to performance obligation being satisfied)	(ii)	189	–	63	–
<b>Total grants received in advance</b>		<b>6,852</b>	<b>–</b>	<b>7,245</b>	<b>–</b>
<b>Total contract liabilities</b>		<b>6,852</b>	<b>–</b>	<b>7,245</b>	<b>–</b>

#### Notes

(i) Council has received funding to construct assets including sporting facilities, bridges, library and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 and AASB 1058 being satisfied since the performance obligations are ongoing.

continued on next page ...

Page 48 of 94

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C3-2 Contract Liabilities (continued)****Revenue recognised that was included in the contract liability balance at the beginning of the period**

	2021 \$ '000	2020 \$ '000
<b>Grants and contributions received in advance:</b>		
Capital grants (to construct Council controlled assets)	2,312	1,681
Operating grants (received prior to performance obligation being satisfied)	2,232	98
Capital contributions (to construct Council controlled assets)	–	1,105
Operating contributions (received prior to performance obligation being satisfied)	63	378
<b>Total revenue recognised that was included in the contract liability balance at the beginning of the period</b>	<b>4,607</b>	<b>3,262</b>

**Significant changes in contract liabilities**

The decrease in unexpended operating grants predominantly relates to the expenditure of merger funding during the reporting period and associated recognition of revenue.

**Accounting policy**

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

**C3-3 Borrowings**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Loans – secured <sup>1</sup>	2,988	17,944	2,831	20,946
<b>Total borrowings</b>	<b>2,988</b>	<b>17,944</b>	<b>2,831</b>	<b>20,946</b>

(1) Loans are secured over the general rating income of Council.

Disclosures of liability interest rate risk exposures, fair value disclosures and security can be found in Note E.

**(a) Changes in liabilities arising from financing activities**

	2020		Non-cash movements				2021
	Opening Balance \$ '000	Cash flows \$ '000	Acquisition \$ '000	Fair value changes \$ '000	Acquisition due to change in accounting policy \$ '000	Other non-cash movement \$ '000	Closing balance \$ '000
Loans – secured	23,777	(2,845)	–	–	–	–	20,932
Lease liability (Note C2-1b)	279	(11)	–	–	–	–	268
<b>Total liabilities from financing activities</b>	<b>24,056</b>	<b>(2,856)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>21,200</b>

	2019		Non-cash movements				2020
	Opening Balance \$ '000	Cash flows \$ '000	Acquisition \$ '000	Fair value changes \$ '000	Acquisition due to change in accounting policy \$ '000	Other non-cash movement \$ '000	Closing balance \$ '000
Loans – secured	26,763	(2,986)	–	–	–	–	23,777
Lease liability (Note C2-1b)	–	279	–	–	–	–	279
<b>Total liabilities from financing activities</b>	<b>26,763</b>	<b>(2,707)</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>24,056</b>

continued on next page ...

Page 49 of 94

## C3-3 Borrowings (continued)

## (b) Financing arrangements

	2021 \$ '000	2020 \$ '000
<b>Total facilities</b>		
Bank overdraft facilities <sup>1</sup>	1,000	1,000
Credit cards/purchase cards	210	210
<b>Total financing arrangements</b>	<b>1,210</b>	<b>1,210</b>
<b>Drawn facilities</b>		
– Credit cards/purchase cards	22	34
<b>Total drawn financing arrangements</b>	<b>22</b>	<b>34</b>
<b>Undrawn facilities</b>		
– Bank overdraft facilities	1,000	1,000
– Credit cards/purchase cards	188	176
<b>Total undrawn financing arrangements</b>	<b>1,188</b>	<b>1,176</b>

## Additional financing arrangements information

**Breaches and defaults**

During the current and prior year, there were no defaults or breaches of any of the loans.

**Security over loans**

Land, buildings and other property held by Council, along with the general rating income of Council is provided as security for loans.

**Unused limits and facilities**

Council has access to an unused overdraft with a limit of \$1,000,000.

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

**Accounting policy**

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**C3-4 Employee benefit provisions**

	2021 Current \$ '000	2021 Non-current \$ '000	2020 Current \$ '000	2020 Non-current \$ '000
Annual leave	2,120	–	2,247	–
Long service leave	4,846	350	4,910	383
Other leave – Accrued leave	187	–	172	–
<b>Total employee benefit provisions</b>	<b>7,153</b>	<b>350</b>	<b>7,329</b>	<b>383</b>

**Current employee benefit provisions not anticipated to be settled within the next twelve months**

	2021 \$ '000	2020 \$ '000
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	4,518	4,774
	<b>4,518</b>	<b>4,774</b>

**Description of and movements in provisions**

	ELE provisions			Total \$ '000
	Annual leave \$ '000	Long service leave \$ '000	Other employee benefits \$ '000	
<b>2021</b>				
At beginning of year	2,247	5,293	172	7,712
Leave Taken	(1,671)	(612)	(1,564)	(3,847)
Leave Accrued	1,544	515	1,579	3,638
Total ELE provisions at end of year	<b>2,120</b>	<b>5,196</b>	<b>187</b>	<b>7,503</b>
<b>2020</b>				
At beginning of year	2,159	5,500	155	7,814
Leave Taken	(1,609)	(350)	(1,659)	(3,618)
Leave Accrued	1,697	143	1,676	3,516
Total ELE provisions at end of year	<b>2,247</b>	<b>5,293</b>	<b>172</b>	<b>7,712</b>

**Accounting policy**

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

**Short-term obligations**

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

**Other long-term employee benefit obligations**

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

**On-costs**

continued on next page ...

Page 51 of 94

### C3-4 Employee benefit provisions (continued)

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

### C3-5 Provisions

	2021 Current \$ '000	2021 Non-Current \$ '000	2020 Current \$ '000	2020 Non-Current \$ '000
<b>Asset remediation/restoration:</b>				
Asset remediation/restoration (future works)	–	14,295	–	23,604
<b>Sub-total – asset remediation/restoration</b>	<b>–</b>	<b>14,295</b>	<b>–</b>	<b>23,604</b>
<b>Total provisions</b>	<b>–</b>	<b>14,295</b>	<b>–</b>	<b>23,604</b>

### Description of and movements in provisions

	Other provisions	
	Asset remediation \$ '000	Net carrying amount \$ '000
<b>2021</b>		
At beginning of year	23,604	23,604
Changes to provision:		
– Revised discount rate	(665)	(665)
Unwinding of discount	267	267
Rehabilitation performed	(90)	(90)
Reduction in Provision	(8,821)	(8,821)
Total other provisions at end of year	14,295	14,295
<b>2020</b>		
At beginning of year	4,183	4,183
– Revised discount rate	214	214
Unwinding of discount	(554)	(554)
Additional provisions	19,761	19,761
Reduction in Provision	–	–
Total other provisions at end of year	23,604	23,604

### Nature and purpose of provisions

#### Landfill and Quarry remediation

Council has a legal and public obligation to make, restore, rehabilitate and reinstate council landfill sites and quarries in-line with relevant licencing agreements.

During the 2019/20 Financial year, Council made a significant adjustment to the provision to restore, rehabilitate and restate Council's landfill sites.

Council engaged an external consultant to visit Council's three (3) landfill sites (Long Swamp Road Landfill, the former Guyra Landfill and the new Waterfall Way Regional Landfill). The consultant provided updated rehabilitation costs for all three landfill sites and a rehabilitation model for Council to use to value the Rehabilitation provision in accordance with required Accounting Standards. The comprehensive model resulted in an increase in the Landfill Rehabilitation Provision from \$3.8 million at 30 June 2019 to \$22.4 million at 30 June 2020. At 30 June 2019, an internal review was completed by Council staff based upon using the phytocap rehabilitation method for the Long Swamp Road Landfill only. During 2020, degradation of the capping at the Guyra Landfill site was identified so further rehabilitation is required. The Waterfall Way Regional Landfill site was licensed by the EPA to accept landfill from 1 July 2020, so this is a new addition to the Landfill Rehabilitation Provision.

continued on next page ...

Page 52 of 94

### C3-5 Provisions (continued)

Council notes that the phytocap method of rehabilitation is only in testing phase with a limited number of councils in NSW. The EPA have not yet provided approval for Council to use phytocap technology so a full capping methodology was applied in valuing the Landfill Rehabilitation Provision at 30 June 2020.

During the 2020/21 financial year, Council's Waste Engineer conducted a detailed review of costings in the Rehabilitation Model and determined savings in several input costs and capping procedures, while still retaining the EPA approved capping methodology. The identified savings amounted to approximately \$8.8 million for the year ended 30 June 2021.

For Council's Quarry Rehabilitation Provision, during the 2019/20 financial year, Council performed an annual internal review of the provision and determined an additional \$1.0 million was required to rehabilitate the quarry sites. This resulted in a total Quarry Rehabilitation Provision of \$1.2 million at 30 June 2020. Apart from the impact of inflation on costs, no other changes were identified during the annual review of the Quarry Rehabilitation Provision at 30 June 2021.

Any changes to these provisions will be reflected in future Financial Statements.

#### Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

#### Provisions for close-down and restoration, and environmental clean-up costs – landfills and quarries

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

## C4 Reserves

### C4-1 Nature and purpose of reserves

---

#### **Infrastructure, property, plant and equipment revaluation reserve**

The infrastructure, property, plant and equipment revaluation reserve is used to record increments / decrements of non-current asset values due to their revaluation.

Refer to the Statement of Changes in Equity for the rollforward of the Accumulated Surplus and Revaluation Reserve from 2020 to 2021 and comparatives for the prior year.

## D Council structure

### D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

#### D1-1 Income Statement by fund

	General 2021 \$ '000	Water 2021 \$ '000	Sewer 2021 \$ '000
<b>Income from continuing operations</b>			
Rates and annual charges	26,862	2,502	5,753
User charges and fees	17,000	7,787	204
Interest and investment revenue	191	253	184
Other revenues	1,890	36	1,255
Grants and contributions provided for operating purposes	15,648	77	55
Grants and contributions provided for capital purposes	11,514	1,972	498
Other income	726	-	-
<b>Total income from continuing operations</b>	<b>73,831</b>	<b>12,627</b>	<b>7,949</b>
<b>Expenses from continuing operations</b>			
Employee benefits and on-costs	21,338	1,980	1,231
Materials and services	18,476	4,610	3,191
Borrowing costs	1,249	313	-
Depreciation, amortisation and impairment of non-financial assets	16,240	3,517	2,199
Other expenses	2,793	21	-
Net losses from the disposal of assets	1,731	-	-
<b>Total expenses from continuing operations</b>	<b>61,827</b>	<b>10,441</b>	<b>6,621</b>
<b>Operating result from continuing operations</b>	<b>12,004</b>	<b>2,186</b>	<b>1,328</b>
<b>Net operating result for the year</b>	<b>12,004</b>	<b>2,186</b>	<b>1,328</b>
<b>Net operating result attributable to each council fund</b>	<b>12,004</b>	<b>2,186</b>	<b>1,328</b>
<b>Net operating result for the year before grants and contributions provided for capital purposes</b>	<b>490</b>	<b>214</b>	<b>830</b>

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## D1-2 Statement of Financial Position by fund

	General 2021 \$ '000	Water 2021 \$ '000	Sewer 2021 \$ '000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	21,927	–	–
Investments	16,622	23,246	19,511
Receivables	8,650	2,321	229
Inventories	1,632	–	603
Contract assets and contract cost assets	3,028	310	–
Other	697	–	–
<b>Total current assets</b>	<b>52,556</b>	<b>25,877</b>	<b>20,343</b>
<b>Non-current assets</b>			
Receivables	284	–	–
Inventories	1,013	–	–
Infrastructure, property, plant and equipment	682,659	178,265	104,828
Right of use assets	240	–	–
Non-current assets classified as held for sale	612	–	–
<b>Total non-current assets</b>	<b>684,808</b>	<b>178,265</b>	<b>104,828</b>
<b>TOTAL ASSETS</b>	<b>737,364</b>	<b>204,142</b>	<b>125,171</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Payables	8,841	197	–
Contract liabilities	6,852	–	–
Lease liabilities	27	–	–
Borrowings	2,707	281	–
Employee benefit provision	7,153	–	–
<b>Total current liabilities</b>	<b>25,580</b>	<b>478</b>	<b>–</b>
<b>Non-current liabilities</b>			
Lease liabilities	241	–	–
Borrowings	13,999	3,945	–
Employee benefit provision	350	–	–
Provisions	14,295	–	–
<b>Total non-current liabilities</b>	<b>28,885</b>	<b>3,945</b>	<b>–</b>
<b>TOTAL LIABILITIES</b>	<b>54,465</b>	<b>4,423</b>	<b>–</b>
<b>Net assets</b>	<b>682,899</b>	<b>199,719</b>	<b>125,171</b>
<b>EQUITY</b>			
Accumulated surplus	592,331	189,824	118,844
Revaluation reserves	90,568	9,895	6,327
<b>Council equity interest</b>	<b>682,899</b>	<b>199,719</b>	<b>125,171</b>
<b>Total equity</b>	<b>682,899</b>	<b>199,719</b>	<b>125,171</b>

## D2 Interests in other entities

### D2-1 Unconsolidated structured entities

Council did not consolidate the following structured entities:

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

#### 1. New England Weeds Authority

New England Weeds Authority (NEWA), is the registered trading name of The New England Tablelands Noxious Plants County Council. NEWA is a single purpose Council which is a Local Control Authority for priority and invasive weeds under the NSW Biosecurity Act, 2015. The present area of operation of NEWA is the local government areas of Armidale Regional, Walcha, Uralla Shire, and Glen Innes Severn (under a Memorandum of Understanding). These Councils are located in the Northern Tablelands region of New South Wales.

The County Council's governance is in accordance with the Local Government Act 1993 (LGA 1993) with the County Council first proclaimed in 1947.

NEWA is funded by contributions from its four Constituent Councils, grants and private works. Each Constituent Council has delegated its Noxious weeds control function to NEWA and contributes in accordance with NEWA's proclamation. NEWA's governing body consists of five Councillors elected by each of the Constituent Councils.

NEWA leases property from Council for office accommodation, parking and storage of chemicals under a month-to-month lease agreement (2020: 5 year lease agreement 1 July 2015 - 30 June 2020). Council also provides servicing of vehicles owned by NEWA at cost. Management assessed the impact of the NEWA's operations to be insignificant to the financial statements of Council.

#### Nature of risks relating to the Unconsolidated Structured Entity

NEWA is a separately constituted and proclaimed County Council. The proclamation determined the contribution of each participating Council. These contributions are the total financial support required of each Constituent Council.

Council has no further obligations should NEWA become insolvent. As a proclaimed entity of the State of NSW, any additional funding obligations remain with the State.

#### Non-contractual financial support provided

Council did not provide any non contractual support to NEWA.

#### Current intention to provide financial support

Council will continue to provide a contribution to NEWA in accordance with NEWA's proclamation. Council's contribution for the 2021/2022 year is \$239,575 including GST (2020/2021: \$205,000 including GST).

#### 2. New England Regional Art Museum (NERAM)

New England Regional Art Museum (NERAM) is a not for profit company limited by guarantee, and a Charitable Trust which has received endorsed deductible gift recipient status. NERAM is an organisation built with a combination of state and local government funding and community contributions. Council does not hold any ownership interest in NERAM.

NERAM's income is derived from several sources, including a 20 year funding agreement with Council (38%), NSW government (5%), with the balance made up from membership fees, art classes, commercial sponsorship and fundraising.

The 20 year funding agreement commenced on 15 April 2009 at \$265,000 per annum plus GST, indexed at Councils rate peg increase at each anniversary date. The funding agreement is due to expire on 14 April 2028. Under the funding agreement, Council also provides 'in kind' support for building maintenance, up to a capped amount of \$10,000 per annum indexed with CPI each year, on the building that NERAM occupies and leases from Council under a separate lease agreement.

Council has assessed the impact of the organisation's operations to be insignificant to the financial statements of Council.

#### Nature of risks relating to the Unconsolidated Structured Entity

Council provides 38% of funding for NERAM. As a public company limited by guarantee, the organisation is responsible for its own funding, while it may not exist without Council's ongoing support. Council makes 4 quarterly payments to NERAM in accordance with the funding agreement.

The main assets of NERAM are artworks. The nature of the Hinton and Coventry Trust prevent sale and usage of funds to fund operations. The assets and liabilities of NERAM are not considered significant to the financial statements of Council.

Income received by Council relating to the Structured Entity

continued on next page ...

Page 57 of 94

**D2-1 Unconsolidated structured entities (continued)**

	2021 \$ '000	2020 \$ '000
– Rental Income	(11)	(11)
Assets in Council's Statement of Financial Position relating to the Structured Entity	6,711	7,061
<b>Net assets in Council's Statement of Financial Position</b>	<b>6,711</b>	<b>7,061</b>
<b>Difference – net asset/(net exposure) relating to the Structured Entity:</b>	<b>6,711</b>	<b>7,061</b>

**Non-contractual financial support provided**

Council did not provide any non contractual support to NERAM.

**Current intention to provide financial support**

Council's current position is to maintain support and contributions in accordance with the 20 year funding agreement which commenced on 15 April 2009 and concludes on 14 April 2028.

Under the funding agreement, the commencement funding amount is \$265,000 per annum plus GST, increased on each anniversary date by what is commonly referred to as the rate pegging percentage for Council. Council's contribution for the 2021/22 year is estimated at \$371,734 plus GST.

Council also provides 'in kind' support to NERAM in terms of a lease of the building and maintenance of the land upon which NERAM is located, capped at a dollar value of \$10,000 per annum indexed to CPI.

**3. New England Joint Organisation (NEJO)**

The New England Joint Organisation ("NEJO") was established on 11 May 2018 and is a separately constituted entity pursuant to Part 7 (Sections 400O to 400ZH) of the Local Government Act (NSW) 1993, as amended, and the Local Government (General) Regulation 2008.

The principal purpose of the NEJO is to establish strategic regional priorities and to provide regional leadership to the geographical area for which it serves, and to identify and take up opportunities for intergovernmental cooperation on matters relating to the joint organisation area.

The NEJO comprises seven voting member councils: Armidale Regional Council, Glen Innes Severn Council, Inverell Shire Council, Moree Plains Shire Council, Narrabri Shire Council, Tenterfield Shire Council and Uralla Shire Council.

The Board of the NEJO consists of the Mayors of each Member Council, who are entitled to one (1) vote at Meetings, and a non-voting representative of the NSW Government, who is the Regional Director of the Department of Premier and Cabinet.

The Chairperson is to be elected by the voting representatives of the Board from one (1) of the Mayoral representatives. The Chairperson does not have a casting vote.

A decision of the Board is supported by a majority at which a quorum is present.

Armidale Regional Council, as a member of the NEJO, has a one-seventh voting right in respect to the decisions of the Board.

Decision making is based on majority votes, so Council does not have control, joint control or significant influence over relevant activities of the organisation.

In accordance with the NEJO's Charter, each member is required to contribute annual fees towards the operation of the organisation. In the 2020/2021 year, the contribution made by Council was \$31,152 (2019/2020 \$7,900). The contribution by Council for the 2021/2022 financial year has been set at \$28,886 in the 2021/2022 NEJO Operational Plan.

The net operating result for the year ended 30 June 2021 was \$81,000 (2020: \$46,486). Council is not entitled to any share or distribution of the NEJO net operating result.

### D3 Discontinued operations

#### D3-1 Boundary adjustment

	2021	2020
	\$ '000	\$ '000

The Local Government (Armidale and Inverell - Alteration of Boundaries) Proclamation 2019 was effective from 1 July 2019. The object of the Proclamation is to alter the boundaries between the local government areas of Armidale Regional Council and Inverell Shire Council, so that the localities known as Tingha, Bassendean, Howell, Stanborough, Bundarra, Georges Creek, New Valley and The Basin (collectively referred to as Tingha) which comprise approximately 800 square kilometres, and which previously lay within the Armidale Regional Council local government area adjacent to that boundary, became part of the Inverell Shire Council local government area.

The transfer of assets from Armidale Regional Council included roads, land and buildings, water and sewer infrastructure assets and some other minor miscellaneous assets. These assets were transferred to Inverell Shire Council on 1 July 2019 for nil consideration.

The written down value of the assets transferred is as follows:

Asset Category	\$'000
Operational Land	351
Community Land	23
Land Under Roads	62
Buildings	1,030
Other Structures	19
Roads	19,096
Bridges	2,815
Footpaths	355
Bulk Earthworks	9,605
Stormwater Drainage	3,028
Water Supply	1,782
Sewerage	4,731
Other	69
<b>Total Assets</b>	<b>42,966</b>

Assets transferred to Inverell Shire Council	-	(42,966)
<b>Boundary adjustment</b>		
Expenses	-	-

## E Risks and accounting uncertainties

### E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

	Carrying value 2021 \$ '000	Carrying value 2020 \$ '000	Fair value 2021 \$ '000	Fair value 2020 \$ '000
<b>Financial assets</b>				
<b>Measured at amortised cost</b>				
Cash and cash equivalents	21,927	20,856	21,927	20,856
Receivables	11,484	9,487	11,484	9,487
Investments				
– Debt securities at amortised cost	59,379	51,295	59,379	51,295
<b>Total financial assets</b>	<b>92,790</b>	<b>81,638</b>	<b>92,790</b>	<b>81,638</b>
<b>Financial liabilities</b>				
Payables	9,038	8,437	8,097	7,401
Loans/advances	20,932	23,777	20,932	23,777
<b>Total financial liabilities</b>	<b>29,970</b>	<b>32,214</b>	<b>29,029</b>	<b>31,178</b>

Fair value is determined as follows:

- **Cash and cash equivalents, receivables, payables** – are estimated to be the carrying value that approximates market value.
- **Borrowings and held-to-maturity investments** – are based upon estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles, unless quoted market prices are available.
- Financial assets classified (i) 'at fair value through profit and loss' or (ii) 'available-for-sale' – are based upon quoted market prices (in active markets for identical investments) at the reporting date or independent valuation.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital.

Council's finance area manages the cash and Investments portfolio with the assistance of independent advisors.

Council has an investment policy which complies with the Local Government Act 1993 and Ministerial Investment order 625. This policy is regularly reviewed by Council and its staff and an investment report is tabled before Council on a monthly basis setting out the portfolio breakup and its performance as required by Local Government regulations.

The risks associated with the instruments held are:

- **Price risk** – the risk that the capital value of Investments may fluctuate due to changes in market prices, whether the changes are caused by factors specific to individual financial instruments or their issuers or are caused by factors affecting similar instruments traded in a market.
- **Interest rate risk** – the risk that movements in interest rates could affect returns and income.
- **Liquidity risk** – the risk that Council will not be able to pay its debts as and when they fall due.

continued on next page ...

Page 60 of 94

## E1-1 Risks relating to financial instruments held (continued)

- **Credit risk** – the risk that the investment counterparty will not complete their obligations particular to a financial instrument, resulting in a financial loss to Council – be it of a capital or income nature.

Council manages these risks (amongst other measures) by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees.

Council also seeks advice from independent advisers before placing any funds in cash equivalents and investments.

### (a) Market risk – interest rate and price risk

	2021 \$ '000	2020 \$ '000
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	594	513
Impact of a 10% movement in price of investments		
– Equity / Income Statement	5,938	5,130

continued on next page ...

Page 61 of 94

## E1-1 Risks relating to financial instruments held (continued)

### (b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

The level of outstanding receivables is reported to Council and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

### Credit risk profile

#### Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

	Not yet overdue \$ '000	< 1 year overdue \$ '000	1 - 2 years overdue \$ '000	2 - 5 years overdue \$ '000	> 5 years overdue \$ '000	Total \$ '000
<b>2021</b>						
Gross carrying amount	–	1,336	284	258	67	1,945
<b>2020</b>						
Gross carrying amount	–	1,411	230	253	112	2,006

#### Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

	Not yet overdue \$ '000	0 - 30 days overdue \$ '000	31 - 60 days overdue \$ '000	61 - 90 days overdue \$ '000	> 91 days overdue \$ '000	Total \$ '000
<b>2021</b>						
Gross carrying amount	7,376	1,895	80	51	686	10,088
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	42.40%	2.88%
<b>ECL provision</b>	–	–	–	–	291	291
<b>2020</b>						
Gross carrying amount	5,601	1,274	246	131	621	7,873
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	38.00%	3.00%
<b>ECL provision</b>	–	–	–	–	236	236

continued on next page ...

Page 62 of 94

## E1-1 Risks relating to financial instruments held (continued)

### (c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

	Weighted average interest rate %	Subject to no maturity \$ '000	payable in: ≤ 1 Year \$ '000	1 - 5 Years \$ '000	> 5 Years \$ '000	Total cash outflows \$ '000	Actual carrying values \$ '000
<b>2021</b>							
Trade/other payables	0.00%	40	8,057	-	-	8,097	8,097
Loans and advances	5.57%	-	4,138	16,565	5,491	26,194	20,932
<b>Total financial liabilities</b>		<b>40</b>	<b>12,195</b>	<b>16,565</b>	<b>5,491</b>	<b>34,291</b>	<b>29,029</b>
<b>2020</b>							
Trade/other payables	0.00%	40	7,361	-	-	7,401	7,401
Loans and advances	5.71%	-	4,237	19,276	6,900	30,413	23,777
<b>Total financial liabilities</b>		<b>40</b>	<b>11,598</b>	<b>19,276</b>	<b>6,900</b>	<b>37,814</b>	<b>31,178</b>

### Loan agreement breaches

No breaches of any loan agreements occurred during the year.

## E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

– Infrastructure, property, plant and equipment

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

**Level 1:** Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

**Level 2:** Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

**Level 3:** Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

\$ '000	Notes	Fair value measurement hierarchy							
		Date of latest valuation		Level 2 Significant observable inputs <sup>1</sup>		Level 3 Significant unobservable inputs <sup>1</sup>		Total <sup>1</sup>	
		2021	2020	2021	2020	2021	2020	2021	2020
<b>Recurring fair value measurements</b>									
<b>Infrastructure, property, plant and equipment</b> C1-8									
Plant and equipment		30/06/20	30/06/20	–	–	10,859	11,429	10,859	11,429
Office equipment		30/06/20	30/06/20	–	–	124	191	124	191
Operational Land		30/06/19	30/06/19	25,149	24,962	–	–	25,149	24,962
Community Land		30/06/19	30/06/19	–	–	27,108	27,516	27,108	27,516
Land Under Roads		30/06/19	30/06/19	–	–	725	657	725	657
Buildings (specialised and non-specialised)		30/06/18	30/06/18	58,617	61,760	–	–	58,617	61,760
Other structures		13/05/16	13/05/16	–	–	8,625	6,608	8,625	6,608
Roads <sup>1</sup>		30/06/21	13/05/16	–	–	202,203	156,958	202,203	156,958
Bridges <sup>1</sup>		30/06/21	13/05/16	–	–	33,169	34,943	33,169	34,943
Footpaths		30/06/21	13/05/16	–	–	8,125	7,347	8,125	7,347
Bulk earthworks (non-depreciable)		30/06/21	13/05/16	–	–	143,127	142,100	143,127	142,100
Stormwater drainage <sup>1</sup>		30/06/21	13/05/16	–	–	118,658	91,518	118,658	91,518
Water supply network		30/06/17	30/06/17	–	–	161,987	163,268	161,987	163,268
Sewerage network		30/06/17	30/06/17	–	–	99,786	97,941	99,786	97,941
Airport infrastructure		30/06/17	30/06/17	–	–	12,167	6,977	12,167	6,977
Heritage collections		13/05/16	13/05/16	–	–	43	52	43	52
Other		13/05/16	13/05/16	–	–	111	112	111	112
Artworks		13/05/16	13/05/16	–	–	24,011	24,255	24,011	24,255
Tip assets		30/06/21	30/06/20	–	–	8,105	19,301	8,105	19,301
<b>Total infrastructure, property, plant and equipment <sup>1</sup></b>				<b>83,766</b>	<b>86,722</b>	<b>858,933</b>	<b>791,173</b>	<b>942,699</b>	<b>877,895</b>

(1) Restated - Refer to Note G4-1.

### Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

#### Infrastructure, property, plant and equipment (IPPE)

##### Plant and equipment, and office equipment – Level 3

continued on next page ...

Page 64 of 94

## E2-1 Fair value measurement (continued)

Valuation Techniques – Depreciated historic cost. The nature and value of plant and equipment and office equipment recognises that depreciated historic cost is a representation of fair value. Observable inputs - Available market data to assess the replacement cost of the asset. Unobservable inputs - Estimates of useful life and residual value.

### Operational Land – Level 2

This asset class comprises all of Council's land classified as Operational Land under the NSW Local Government Act 1993. Valuation Techniques – at 30 June 2020, valuation information was obtained from the NSW Valuer-General and their valuations undertaken at 1 July 2019 for rating purposes. Operational land was previously valued by an external independent valuer at 30 June 2018. Where the valuation information obtained from the NSW Valuer-General indicated an increment or decrement in the value, the increment/decrement was recorded to represent a more current reflection of value. The valuation undertaken by the external independent valuer at 30 June 2018 involved the analysis of sales evidence of other properties within the region and adjustment for differences between key attributes of the properties. Observable inputs - Valuation information obtained from the NSW Valuer-General and sales evidence of price per square metre of land.

### Community Land and Land under roads – Level 3

Valuations of all of Council's Community Land and Council-managed land were based on either the Unimproved Capital Value (UCV) provided by the NSW Valuer-General or an average unit rate based on the UCV for similar properties where the Valuer-General did not provide a UCV having regard to the highest and best use for this land. As these rates were not considered to be observable market evidence they have been classified as Level 3.

At 30 June 2020, valuation information was obtained from the NSW Valuer-General and their valuations undertaken at 1 July 2019 for rating purposes. Community Land was previously recorded at fair value following the engagement of an external, independent and qualified valuer to determine the fair value of Community Land at 30 June 2018.

### Buildings - Level 3

The approach taken with buildings, estimated the replacement cost of each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. While all buildings were physically inspected and the unit rates based on square metres could be supported from market evidence (Level 2), other inputs (such as obsolescence) require extensive professional judgement, and impact significantly on the final determination of fair value. In forming valuations of each building, the market to which the asset could be sold in was taken into account and compared back against the cost. Many of the buildings that council owns are specific purpose and valued using current replacement cost approach, and as such, these assets were classified as having been valued using Level 3 valuation inputs.

Buildings were recorded at fair value following the engagement of an external, independent and qualified valuer to determine the fair value of Buildings at 30 June 2018.

### Transport Assets - Roads, bridges, footpaths, bulk earthworks, stormwater drainage assets – Level 3

Valuation Techniques – Depreciated Replacement Cost.

Due to the specialised nature of Local Government Assets, observable market inputs are often unavailable. The cost approach has been adopted for Council's Transport Assets and deemed level 3. These assets were valued at 30 June 2021, by Australis Asset Advisory Group with the previous valuation at 13 May 2016. The cost approach to valuation involves the following process:

- The fair value is a reflection of gross value (replacement cost) less accumulated depreciation.
- Actual construction cost data was used to establish unit rates and applied to the asset's attributes to determine the gross value
- A sample of assets were inspected to arrive at a condition score. This is applied along with the asset age to determine the remaining useful life.
- Roads were categorised into appropriate groupings such as Sealed and Unsealed.
- The network was broken into segments linked to defining geographical features
- Assets were disaggregated into significant components which exhibit different patterns of consumption (useful lives) i.e. seal, pavement, subbase, earthworks.

Observable inputs - Construction costs used to assess the replacement cost of the asset. For example Seal cost per m<sup>2</sup>, Pavement construction per m<sup>2</sup>, gravel cost.

Unobservable inputs - Estimates of useful life, condition and residual value.

Transport Assets were last revalued by councils prior to merger using internal and credible external valuers at 30 June 2015. In bringing in these assets into the Merged Armidale Regional Council, the assets underwent additional desk revaluation with the help of the independent, external valuer at 13 May 2016.

### Water supply network and Sewerage network – Level 3

Valuation Techniques – Cost Approach Method.

## E2-1 Fair value measurement (continued)

Due to the specialised nature of Local Government Assets observable market inputs are often unavailable. The cost approach has been adopted for Council Water and Sewer deemed level 3 and was applied as part of 30 June 2017 fair value process. This involves the following process:

- Council engaged independent external valuer, to perform a comprehensive revaluation of its water and sewerage supply network assets
- Council used data published in the NSW Reference Rates Manual as published by the Office of Water, assets's condition assessment and observation and asset useful life for Valuation of Water & Sewerage Assets

Unobservable inputs - Estimates of useful life, condition and residual value.

Water and Sewerage Infrastructure Assets were revalued at 30 June 2017 by an independent, external valuer.

### Landfill/Tip assets – reinstatement, rehabilitation and restoration – Level 3

Valuation Techniques - cost inputs, unit rates, useful life, asset condition, dimensions and specifications.

At the time a landfill site becomes full and the site is required to be closed, there are significant costs associated with the rehabilitation of the site.

During the year ended 30 June 2020, Council engaged an external consultant to provide a Rehabilitation Provision model for all three of Council's landfill sites. The model enabled Council to arrive at a revalued cost of rehabilitation work to be completed on Council's landfill sites. A significant increase in the rehabilitation provision is recorded at 30 June 2020 with a corresponding adjustment to the value of the Landfill asset.

During the year ended 30 June 2021, Council's in-house Waste Engineer performed an annual review of the Rehabilitation Model including a detailed review of input costings. Savings were determined in several input costs and capping procedures, while still retaining the EPA approved full capping methodology.

### Heritage collections, artworks and other assets – Level 3

Valuation Technique – Depreciated Cost Approach. The depreciated cost of the asset category is considered a close proxy for fair value.

Due to the specialised nature of Local Government Assets observable market inputs are often unavailable. The depreciated cost approach has been adopted for this asset class and deemed level 3. This involves the following process:

- The fair value is a reflection of gross value less accumulated depreciation. Published project and cost data applied to the asset's attributes is used to determine the gross value (replacement cost)
- Age and asset condition is applied to determine the level of depreciation.
- Major assets were disaggregated into significant components which exhibit different patterns of consumption (useful lives).

Observable inputs - Available market data to assess the replacement cost of the asset.

Unobservable inputs - Estimates of useful life, and condition.

Heritage collections, Artworks and Other Assets were recorded at fair value from merged councils which engaged external, independent valuers to determine the fair value at 13 May 2016.

## E2-1 Fair value measurement (continued)

## Fair value measurements using significant unobservable inputs (level 3)

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

	Operational land		Community land		Buildings		Infrastructure assets <sup>1</sup>		Other assets		Total	
	2021	2020	2021	2020	2021	2020	2021	2020 Restated	2021	2020	2021	2020 Restated
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
<b>Opening balance</b>	<b>24,962</b>	21,312	<b>27,516</b>	19,882	<b>61,760</b>	65,164	<b>732,572</b>	758,024	<b>31,085</b>	11,762	<b>877,895</b>	876,144
<b>Total gains or losses for the period</b>												
Recognised in other comprehensive income – revaluation surplus	513	4,989	(635)	(58)	–	–	75,829	2,384	–	–	75,707	7,315
<b>Other movements</b>												
Transfers from/(to) another asset class	(206)	(644)	227	–	(427)	211	2	27,256	–	–	(404)	26,823
Other Movements	–	–	–	–	–	–	–	–	(9,546)	–	(9,546)	–
Purchases (GBV)	30	–	–	8,152	563	186	19,159	2,720	2,114	22,603	21,866	33,661
Disposals (WDV)	(150)	(695)	–	(460)	(85)	(1,652)	(1,634)	(43,980)	(684)	(504)	(2,553)	(47,291)
Depreciation and impairment	–	–	–	–	(3,194)	(2,149)	(13,345)	(13,832)	(3,727)	(2,776)	(20,266)	(18,757)
<b>Closing balance</b>	<b>25,149</b>	24,962	<b>27,108</b>	27,516	<b>58,617</b>	61,760	<b>812,583</b>	732,572	<b>19,242</b>	31,085	<b>942,699</b>	877,895

(1) Restated - Refer to Note G4-1.

continued on next page ...

Page 67 of 94

## E2-1 Fair value measurement (continued)

---

### Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

## E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

### LIABILITIES NOT RECOGNISED

#### 1. Guarantees

##### (i) Defined benefit superannuation contribution plans

Council contributes to a Defined Benefit Superannuation Plan under the Local Government Superannuation Scheme, named Active Super (formerly The Local Government Superannuation Scheme – Pool B) ("the Scheme"). The Scheme is a defined benefit superannuation plan that has been deemed to be a 'multi-employer fund' for the purposes of AASB119 Employee Benefits, for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

##### *Description of the funding arrangements.*

Pooled employers are required to pay standard employer contributions and additional lump sum contributions to the Scheme.

The standard employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current standard employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Member; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

\* For the year ended 30 June 2021, for 180 Point Members, Employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits. From 1 July 2021, the required contribution rate increases to 7.5% in line with the increase in the Superannuation Guarantee contribution level.

The additional lump sum contribution for each Pooled Employer is a share of the total additional contributions of \$40 million per annum from 1 July 2019 for 2 years to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2019. These additional lump sum contributions for past service are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

##### *Description of the extent to which Council can be liable to the Scheme for other Council's obligations under the terms and conditions of the multi-employer Scheme*

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

There is no relief under the Scheme's trust deed for employers to relinquish their defined benefit obligations. Under limited circumstances, an employer may withdraw from the Scheme when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Scheme's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme (Active Super) and recognised as an expense for the year ended 30 June 2021 was \$383,469. The last valuation of the Scheme was performed by Mr Richard Boyfield, FIAA on 30 June 2020, and relates to the period ended 30 June 2020.

continued on next page ...

Page 69 of 94

## E3-1 Contingencies (continued)

Council's expected contribution to the Scheme for the next annual reporting period is \$322,139.

The estimated employer reserves in the Scheme for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,468.7	106.2%

\* excluding member accounts and reserves in both assets and liabilities.

The share of this surplus that is broadly attributed to Council is estimated to be in the order of 0.60% as at 30 June 2021.

Council's share of the surplus cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for any deficiency or gain for any surplus is recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct any future deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

\* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group. Please note the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Scheme's Actuary, the final end of year review will be completed by December 2021.

### (ii) Statewide Mutual

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the Mutual depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the Mutual pool and the result of insurance claims within each of the Mutual years.

The future realisation and finalisation of claims incurred but not reported to 30 June 2021 may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

### (iii) StateCover Mutual Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover Mutual Limited is a public company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

### (iv) Other guarantees

During the 2018/19 year, Council provided two bank guarantees for \$10,000 each relating to easements over an independent party's land. The bank guarantees remain in place as at 30 June 2021.

In May 2021, Council resolved to act as Guarantor for the Armidale City Gymnastics Club Incorporated, for a \$150,000 loan from an independent lender. The borrowings are planned to expand the facilities of the Club and the application is supported by a business case including financial projections.

continued on next page ...

Page 70 of 94

## E3-1 Contingencies (continued)

---

Council has provided no other guarantees other than those listed above.

### 2. Other liabilities

#### (i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

#### (ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

### 3. Contingent liabilities

#### (i) Contingent Remediation Work

Council has one site where future potential remediation work may be required to comply with environmental requirements.

The former Armidale Gas Works site, may require certain land and waterway rehabilitation work. Council continues to test and monitor the site for contamination and leaching. At this stage, there is no present obligation for Council to incur costs of remediation. Council continues to work with the relevant authorities to monitor the site. Should the ongoing testing and monitoring indicate leaked contamination and leaching, remediation may be required to further rehabilitate the site.

The Guyra recycling centre and waste transfer station, previously used as the Guyra Landfill, was previously disclosed as potentially requiring remediation and therefore as a contingent liability. During the 2020 financial year, in consultation with the environmental regulator, Council determined the site requires remediation work and the costs associated with this work have been recognised as a provision for rehabilitation, and included in Note C3-5 above.

## ASSETS NOT RECOGNISED

### (i) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

## F People and relationships

### F1 Related party disclosures

#### F1-1 Key management personnel (KMP)

Key management personnel (KMP) of the council are those persons having the authority and responsibility for planning, directing and controlling the activities of the council, directly or indirectly.

The aggregate amount of KMP compensation included in the Income Statement is:

	2021 \$ '000	2020 \$ '000
<b>Compensation:</b>		
Short-term benefits	1,213	1,311
Post-employment benefits	66	84
Other long-term benefits	53	36
Termination benefits	631	-
<b>Total</b>	<b>1,963</b>	<b>1,431</b>

#### Other transactions with KMP and their related parties

Other transactions that occur between KMP and their related parties and Council, as part of Council delivering a public service objective (e.g. access by KMP to use library facilities or Council swimming pools), occur on an arm's length basis, with no additional benefits being provided to KMP over and above those benefits provided to the public.

There are no other disclosures to be made by KMP.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**F1-2 Councillor and Mayoral fees and associated expenses**

	2021 \$ '000	2020 \$ '000
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	46	42
Councillors' fees	80	212
Interim Administrator fees	110	-
Other Councillors' expenses (including Mayor)	37	122
Temporary Advisor / Financial Controller	79	-
<b>Total</b>	<b>352</b>	<b>376</b>

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**F2 Other relationships****F2-1 Audit fees**

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

During the year, the following fees were incurred for services provided by the auditor of Council, related practices and non-related audit firms

**(i) Audit and other assurance services**

Audit and review of financial statements (NSW Auditor-General)	128	100
Other Assurance services including acquittal audits (other Audit service providers)	22	13
<b>Total audit fees</b>	<b>150</b>	<b>113</b>

## G Other matters

### G1-1 Statement of Cash Flows information

#### (a) Reconciliation of net operating result to cash provided from operating activities

	2021 \$ '000	2020 \$ '000
<b>Net operating result from Income Statement</b>	<b>15,518</b>	<b>(22,830)</b>
<b>Adjust for non-cash items:</b>		
Depreciation and amortisation	19,835	17,594
Net losses/(gains) on disposal of assets	1,731	1,454
Adoption of AASB 15/1058	–	(7,340)
Other movement	–	(32)
Loss on Boundary Adjustment	–	42,966
Crown Land devolved by NSW State Government to Council	–	(8,152)
RFS Fleet assets contributed to Council	–	(1,427)
Non-cash adjustment to Landfill asset	–	891
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Revaluation decrements / impairments of IPP&E direct to P&L	2,121	2,099
Unwinding of discount rates on reinstatement provisions	(398)	(340)
<b>+/- Movement in operating assets and liabilities and other cash items:</b>		
Decrease/(increase) in receivables	(2,182)	3,239
Increase/(decrease) in provision for impairment of receivables	157	(57)
Decrease/(increase) in inventories	(137)	(181)
Decrease/(increase) in other current assets	(91)	(435)
Decrease/(increase) in contract assets	(265)	(3,073)
Increase/(decrease) in payables	2,466	(933)
Increase/(decrease) in accrued interest payable	(11)	(10)
Increase/(decrease) in other accrued expenses payable	(1,400)	1,407
Increase/(decrease) in other liabilities	(454)	37
Increase/(decrease) in contract liabilities	(393)	7,245
Increase/(decrease) in provision for employee benefits	(209)	(102)
<b>Net cash provided from/(used in) operating activities from the Statement of Cash Flows</b>	<b>36,288</b>	<b>32,020</b>

#### (b) Non-cash investing and financing activities

The following non-cash investing activities occurred:

1. During the 2020/21 financial year, Council was devolved one Crown Land parcel from the NSW State Government. Council has attributed the 2019 Valuer General value of \$227,000 (2020: \$8,152,000). The NSW Valuer General conducts valuations each 3 years with the last valuation conducted as at 1 July 2019. Council has recognised the parcel of land in the Community Land asset class in Note C1-8. A corresponding credit as a Non-cash Capital contribution is recognised in Note B2-4. Consistent accounting treatment has been applied from financial year 2019/20.

2. During the 2019/20 financial year, Council recognised Rural Fire Service (RFS) fleet assets based upon capital funding contributions made by the Rural Fire Service. The cost of the fleet assets recognised at 1 July 2019 is \$4,115,000 less accumulated depreciation of \$2,688,000, giving a written down value of \$1,427,000. Due to a change in accounting policy, no new RFS fleet assets were recognised during the 2020/21 financial year.

## G2-1 Commitments

### Capital commitments (exclusive of GST)

	2021 \$ '000	2020 \$ '000
--	-----------------	-----------------

Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:

#### Property, plant and equipment

Plant and equipment	316	568
Bridges	695	1,680
Airport Business Park	-	1,519
Playground equipment	-	643
Parks	-	250
Swimming Pools	343	-
Other	-	288
Dumaresq Dam Wall	3,209	-
Roads	2,308	-
Buildings	69	-
Airport Infrastructure	1,106	-
Landfill	108	-
<b>Total commitments</b>	<b>8,154</b>	<b>4,948</b>

#### These expenditures are payable as follows:

Within the next year	8,154	4,948
<b>Total payable</b>	<b>8,154</b>	<b>4,948</b>

#### Sources for funding of capital commitments:

Externally restricted reserves	7,177	4,380
Internally restricted reserves	977	568
<b>Total sources of funding</b>	<b>8,154</b>	<b>4,948</b>

#### Details of capital commitments

For each of the commitments, tenders have been called and orders placed prior to year end, with an expectation of delivery early during the 2021/22 financial year.

### G3-1 Events occurring after the reporting date

No other matters have arisen subsequent to balance date that would require these financial statements to be amended.

## G4 Changes from prior year statements

### G4-1 Correction of errors

During 2020-21, Council engaged a qualified external valuer to value Council's Transport Infrastructure Assets (roads, bridges, footpaths, bulk earthworks and stormwater drainage assets). The valuation process identified existing assets not previously recognised in the financial asset registers, and assets historically recognised which were not controlled by council or no longer existed. In correcting these omissions, adjustments totalling \$42.26 million have been made to the Infrastructure, property, plant and equipment and Accumulated Surplus line items in the Statement of Financial Position.

The errors identified above have been corrected by restating the balances at the beginning of the earliest period presented (1 July 2019) and taking the adjustment through to accumulated surplus at that date. Comparatives have been changed to reflect the correction of errors. The impact on each line item is shown in the tables below.

#### Changes to the opening Statement of Financial Position at 1 July 2019

##### Statement of Financial Position

	Original Balance 1 July, 2019 \$ '000	Impact Increase/ (decrease) \$ '000	Restated Balance 1 July, 2019 \$ '000
Infrastructure, property, plant and equipment	859,990	42,260	902,250
<b>Total assets</b>	<b>943,888</b>	<b>42,260</b>	<b>986,148</b>
<b>Net Assets</b>	<b>897,192</b>	<b>42,260</b>	<b>939,452</b>
Accumulated Surplus	873,423	42,260	915,683
<b>Total equity</b>	<b>897,192</b>	<b>42,260</b>	<b>939,452</b>

#### Adjustments to the comparative figures for the year ended 30 June 2020

##### Statement of Financial Position

	Original Balance 30 June, 2020 \$ '000	Impact Increase/ (decrease) \$ '000	Restated Balance 30 June, 2020 \$ '000
Infrastructure, property, plant and equipment	857,376	42,260	899,636
<b>Total assets</b>	<b>945,358</b>	<b>42,260</b>	<b>987,618</b>
<b>Net Assets</b>	<b>874,304</b>	<b>42,260</b>	<b>916,564</b>
Accumulated Surplus	843,221	42,260	885,481
<b>Total equity</b>	<b>874,304</b>	<b>42,260</b>	<b>916,564</b>

## G5 Statement of developer contributions as at 30 June 2021

## G5-1 Summary of developer contributions

	Opening balance at 1 July 2020 \$ '000	Contributions received during the year		Interest and investment income earned \$ '000	(Expenditure) & Other Adjustments during year \$ '000	Internal borrowings \$ '000	Held as restricted asset at 30 June 2021 \$ '000	Cumulative balance of internal borrowings (to)/from \$ '000
		Cash \$ '000	Non-cash \$ '000					
Drainage	46	-	-	1	-	-	47	-
Roads	982	-	-	10	-	-	992	-
Traffic facilities	18	-	-	-	-	-	18	-
Parking	33	-	-	-	-	-	33	-
Open space	335	-	-	3	-	-	338	-
Community facilities	53	-	-	1	-	-	54	-
Other	8	-	-	-	-	-	8	-
Bushfire	1	-	-	-	-	-	1	-
Street Trees	86	6	-	1	-	-	93	-
<b>S7.11 contributions – under a plan</b>	<b>1,562</b>	<b>6</b>	<b>-</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>1,584</b>	<b>-</b>
<b>S7.12 levies – under a plan</b>	<b>1,138</b>	<b>344</b>	<b>-</b>	<b>12</b>	<b>(91)</b>	<b>-</b>	<b>1,403</b>	<b>-</b>
<b>Total S7.11 and S7.12 revenue under plans</b>	<b>2,700</b>	<b>350</b>	<b>-</b>	<b>28</b>	<b>(91)</b>	<b>-</b>	<b>2,987</b>	<b>-</b>
S7.4 planning agreements	55	31	-	-	(31)	-	55	-
S64 contributions	4,011	1,067	-	45	-	-	5,123	-
Contributions not under any plan	-	216	-	1	-	-	217	-
<b>Total contributions</b>	<b>6,766</b>	<b>1,664</b>	<b>-</b>	<b>74</b>	<b>(122)</b>	<b>-</b>	<b>8,382</b>	<b>-</b>

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## G5-2 Developer contributions by plan

	Opening balance at 1 July 2020 \$ '000	Contributions received during the year		Interest and investment income earned \$ '000	(Expenditure) & Other Adjustments during year \$ '000	Internal borrowings \$ '000	Held as restricted asset at 30 June 2021 \$ '000	Cumulative balance of internal borrowings (to)/from \$ '000
		Cash \$ '000	Non-cash \$ '000					
<b>CONTRIBUTION PLAN</b>								
Drainage	46	-	-	1	-	-	47	-
Roads	982	-	-	10	-	-	992	-
Traffic facilities	18	-	-	-	-	-	18	-
Bridges	33	-	-	-	-	-	33	-
Open space	335	-	-	3	-	-	338	-
Community facilities	53	-	-	1	-	-	54	-
Bushfire	1	-	-	-	-	-	1	-
Street Trees	86	6	-	1	-	-	93	-
Other	8	-	-	-	-	-	8	-
<b>Total</b>	<b>1,562</b>	<b>6</b>	<b>-</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>1,584</b>	<b>-</b>

## S7.12 Levies – under a plan

<b>CONTRIBUTION PLAN</b>								
Other	1,138	344	-	12	(91)	-	1,403	-
<b>Total</b>	<b>1,138</b>	<b>344</b>	<b>-</b>	<b>12</b>	<b>(91)</b>	<b>-</b>	<b>1,403</b>	<b>-</b>

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

**G6 Statement of performance measures****G6-1 Statement of performance measures – consolidated results**

\$ '000	Amounts 2021	Indicator 2021	Indicators 2020 2019		Benchmark
<b>1. Operating performance ratio</b>					
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	5,577	6.93%	1.00%	1.09%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	80,423				
<b>2. Own source operating revenue ratio</b>					
Total continuing operating revenue excluding all grants and contributions <sup>1</sup>	64,643	68.47%	58.56%	65.51%	> 60.00%
Total continuing operating revenue <sup>1</sup>	94,407				
<b>3. Unrestricted current ratio</b>					
Current assets less all external restrictions	34,227	2.41x	2.64x	2.40x	> 1.50x
Current liabilities less specific purpose liabilities	14,210				
<b>4. Debt service cover ratio</b>					
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	26,974	6.11x	4.08x	4.47x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	4,418				
<b>5. Rates and annual charges outstanding percentage</b>					
Rates and annual charges outstanding	1,853	4.98%	5.74%	5.46%	< 10.00%
Rates and annual charges collectable	37,218				
<b>6. Cash expense cover ratio</b>					
Current year's cash and cash equivalents plus all term deposits	81,306	15.50	13.91	12.57	> 3.00
Monthly payments from cash flow of operating and financing activities	5,246	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

Armidale Regional Council | Notes to the Financial Statements 30 June 2021

## G6-2 Statement of performance measures by fund

\$ '000	General Indicators <sup>3</sup>		Water Indicators		Sewer Indicators		Benchmark
	2021	2020	2021	2020	2021	2020	
<b>1. Operating performance ratio</b>							
Total continuing operating revenue excluding capital grants and contributions less operating expenses <sup>1,2</sup>	<b>7.27%</b>	6.72%	<b>2.01%</b>	(41.80)%	<b>11.14%</b>	14.15%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>							
<b>2. Own source operating revenue ratio</b>							
Total continuing operating revenue excluding capital grants and contributions <sup>1</sup>	<b>63.21%</b>	54.12%	<b>83.77%</b>	64.75%	<b>93.04%</b>	91.20%	> 60.00%
Total continuing operating revenue <sup>1</sup>							
<b>3. Unrestricted current ratio</b>							
Current assets less all external restrictions	<b>2.41x</b>	2.64x	<b>48.13x</b>	∞	∞	∞	> 1.50x
Current liabilities less specific purpose liabilities							
<b>4. Debt service cover ratio</b>							
Operating result before capital excluding interest and depreciation/impairment/amortisation <sup>1</sup>	<b>5.18x</b>	4.07x	<b>7.01x</b>	(1.11)x	∞	158.90x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
<b>5. Rates and annual charges outstanding percentage</b>							
Rates and annual charges outstanding	<b>5.51%</b>	6.36%	<b>1.81%</b>	3.32%	<b>3.80%</b>	4.24%	< 10.00%
Rates and annual charges collectable							
<b>6. Cash expense cover ratio</b>							
Current year's cash and cash equivalents plus all term deposits	<b>8.83</b>	6.30	<b>44.71</b>	142.45	<b>53.87</b>	57.61	> 3.00
Monthly payments from cash flow of operating and financing activities	<b>mths</b>	mths	<b>mths</b>	mths	<b>mths</b>	mths	mths

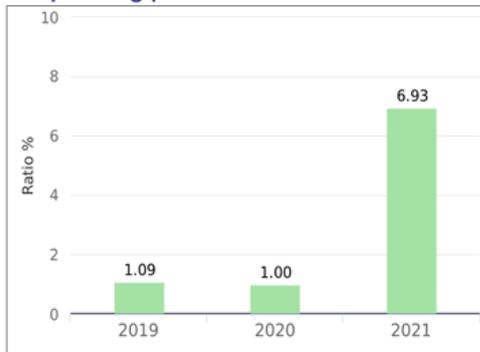
(1) - (2) Refer to Notes at Note G6-1 above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

## H Additional Council disclosures (unaudited)

### H1-1 Statement of performance measures – consolidated results (graphs)

#### 1. Operating performance ratio



**Purpose of operating performance ratio**

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

**Commentary on 2020/21 result**

**2020/21 ratio 6.93%**

This ratio is positively impacted by the recognition of once off operational grant revenue and previously received merger grant revenue due to the change in revenue accounting standards.

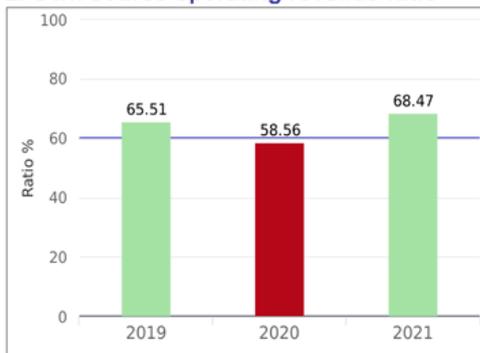
Council has also introduced stringent budget management controls and reduced non-essential operational expenditure in order to improve its financial position.

Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark  
Ratio is outside benchmark

#### 2. Own source operating revenue ratio



**Purpose of own source operating revenue ratio**

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

**Commentary on 2020/21 result**

**2020/21 ratio 68.47%**

This ratio is positively impacted by an increase in revenue associated with user charges and fees.

Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark  
Ratio is outside benchmark

#### 3. Unrestricted current ratio



**Purpose of unrestricted current ratio**

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

**Commentary on 2020/21 result**

**2020/21 ratio 2.41x**

Taking into account restricted assets and liabilities, this ratio is at an approximately similar level to the previous year and reflects Council's efforts to maintain its financial position.

Benchmark: — > 1.50x

Source of benchmark: Code of Accounting Practice and Financial Reporting

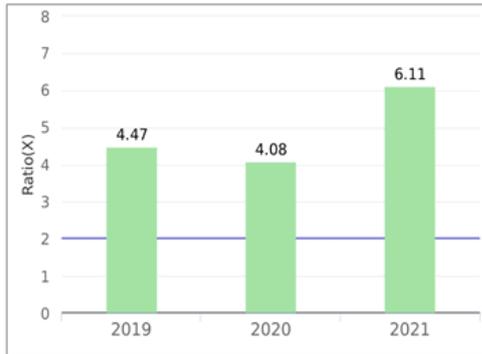
Ratio achieves benchmark  
Ratio is outside benchmark

continued on next page ...

Page 82 of 94

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 6.11x

This ratio has been positively impacted by the operating result and reflects improved operating cash capacity. The large infrastructure backlog and range of liabilities, such as landfill and quarry rehabilitation, will see this capacity utilised in future years to provide funding to address these critical issues.

Benchmark: — > 2.00x

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 4.98%

This ratio has improved from the previous year and has been historically impacted by amended debt recovery policy positions implemented to respond to the Covid-19 pandemic impact on ratepayers.

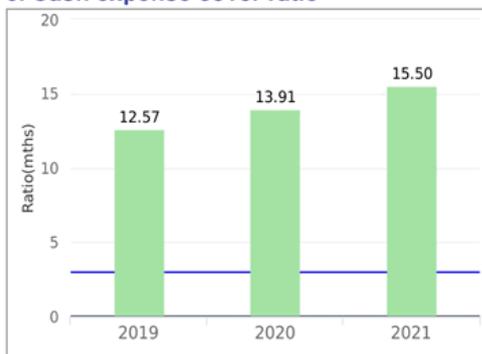
Benchmark: — < 10.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 15.50 mths

The consolidated cash expense cover ratio includes water and sewerage funds and, as a result, reflects a higher than benchmark ratio due to the requirement to hold significant capital cash reserves to support the essential infrastructure-based services supported by those funds.

Benchmark: — > 3.00mths

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

## H1-2 Council information and contact details

---

**Principal place of business:**

135 Rusden Street  
Armidale NSW 2350

**Contact details****Mailing Address:**

PO Box 75A  
Armidale NSW 2350

**Telephone:** 1300 136 833

**Opening hours:**

8:30am - 5:00pm  
Monday to Friday

**Internet:** [www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au)

**Email:** [council@armidale.nsw.gov.au](mailto:council@armidale.nsw.gov.au)

**Officers****General Manager**

James Roncon

**Responsible Accounting Officer**

Kelly Stidworthy

**Public Officer**

Simone Mooketsi

**Auditors**

Audit Office of New South Wales  
GPO Box 12  
SYDNEY NSW 2001

**Elected members****Mayor**

Ian Tiley

**Councillors**

Debra O'Brien (Deputy Mayor)  
Andrew Murat  
Dorothy Robinson  
Jon Galletly  
Margaret O'Connor  
Peter Bailey

**Other information**

**ABN:** 39 642 954 203



## INDEPENDENT AUDITOR'S REPORT

### Report on the general purpose financial statements

#### Armidale Regional Council

To the Councillors of Armidale Regional Council

### Opinion

I have audited the accompanying financial statements of Armidale Regional Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
  - have been prepared, in all material respects, in accordance with the requirements of this Division
  - are consistent with the Council's accounting records
  - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Other Information**

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at [www.aasb.gov.au/auditors-exposition](http://www.aasb.gov.au/auditors-exposition). This description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Chris Harper  
Director, Financial Audit

Delegate of the Auditor General for New South Wales

23 December 2021  
SYDNEY



Mr James Roncon  
General Manager  
Armidale Regional Council  
PO Box 75A  
ARMIDALE NSW 2350

Contact: Chris Harper  
Phone no: 02 9275 7374  
Our ref: D2126337/1685

23 December 2021

Dear Mr Roncon

**Report on the Conduct of the Audit  
for the year ended 30 June 2021  
Armidale Regional Council**

I have audited the general purpose financial statements (GPFS) of Armidale Regional Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

### **SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS**

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

#### **Rural fire-fighting equipment not recognised in the financial statements**

Council did not record all rural fire-fighting equipment in the financial statements.

Rural fire-fighting equipment, specifically the red fleet vehicles, is controlled by the Council and should be recognised in their financial statements. This is supported by the requirements of the *Rural Fires Act 1997* and service agreements between councils and the NSW Rural Fire Service (RFS).

The Department of Planning, Industry and Environment (inclusive of the Office of Local Government) confirmed in the 'Report on Local Government 2020' (tabled in Parliament on 27 May 2021) their view that rural fire-fighting equipment is not controlled by the RFS.

#### **Council's preparedness for the audit**

The following issues with Council's audit workpapers impacted the timely and efficient completion of the audit:

- key supporting documentation and accounting position papers were provided to the audit team after the commencement of the audit. This included the treatment of a material prior period error relating to the revaluation of Council's transport network infrastructure assets
- audit workpapers not prepared to the standard expected by audit, including:

- financial statement balances not reconciling to initial workpapers provided to the audit team
- variances in the reconciliation between the financial statements and the fixed asset register for several asset classes
- an error in the contract liability workpaper
- errors and omissions in financial statement balances and disclosures.

## INCOME STATEMENT

### Operating result

	2021	2020*	Variance
	\$m	\$m	%
Rates and annual charges revenue	35.1	33.4	↑ 5.1
Grants and contributions revenue	29.8	40.0	↓ 25.5
Operating result from continuing operations	15.5	20.1	↓ 22.9
Net operating result before capital grants and contributions	1.5	(2.9)	↑ 151.7

\* The 2020 comparatives have been restated to correct a prior period error as a result of identified errors in the fixed asset register. Note G4-1 of the financial statements provides details of the prior period error.

The Council's operating result from continuing operations (\$15.5 million including depreciation and amortisation expense of \$22.0 million) was \$4.6 million lower than the 2019–20 result. This is mainly due to:

- \$9.0 million decrease in grants and contributions received for capital purposes related to Council recognising non-cash contributions in 2019-20 of \$9.6 million for Crown land and rural fire-fighting equipment assets
- \$2.3 million increase in depreciation and amortisation expense due to the revaluation of landfill assets in 2019-20.

Offset by:

- \$6.9 million increase in user charges and fees revenue due mainly to increased works undertaken for Transport for NSW of \$4.0 million on a state-controlled road (Waterfall Way) and increases in water supply charges of \$2.4 million
- \$1.7 million increase in rates and annual charges revenue due mainly to the normal rate peg allowance increases and waste management charges
- \$1.3 million decrease in materials and service expenses due to a decrease in contractor and consultancy costs from 2019-20.

The net operating result before capital grants and contributions of \$1.5 million was \$4.4 million higher than the 2019-20 result. This is mainly due to the increase in user charges and fees offset by an increase in depreciation and amortisation expense as discussed above.

Rates and annual charges revenue (\$35.1 million) increased by \$1.7 million (5.1 per cent) in 2020–21 due mainly to the normal rate peg allowance increases and domestic waste management charges relating to the new Waterfall Way landfill operation.

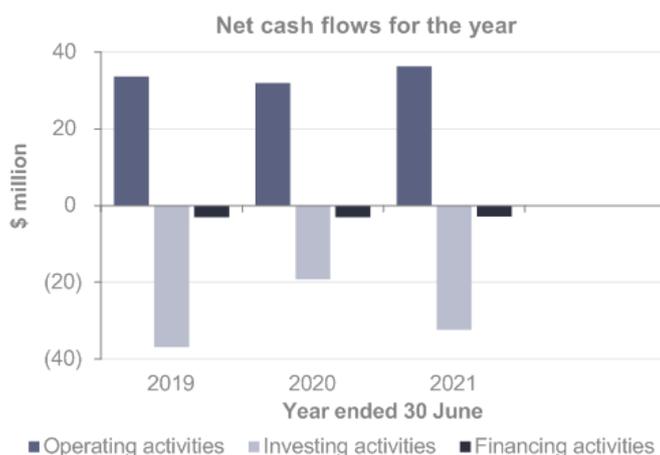
Grants and contributions revenue (\$29.8 million) decreased by \$10.2 million (25.5 per cent) in 2020–21 due to the recognition of rural fire-fighting equipment assets and Crown land non-cash capital contributions in 2019-20.

## STATEMENT OF CASH FLOWS

Cashflows from operating activities increased by \$4.3 million mainly due to increased cash inflows for user fees and charges.

Cash outflows from investing increased by \$13.1 million due to a net increase in investments and lower capital expenditure on Infrastructure, Property, Plant and Equipment (IPPE).

Cash from financing activities remained consistent with the prior year.



## FINANCIAL POSITION

### Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
<b>Total cash, cash equivalents and investments</b>	<b>81.3</b>	<b>72.1</b>	• Major external restrictions include water, sewer and domestic waste operations, as well as grants for specific purposes, unexpended loans and developer contributions.
Restricted cash and investments:			• Major internal restrictions include employee provisions, infrastructure replacement and plant and equipment replacement reserves. The main increase related to an increase in the infrastructure replacement, plant and equipment replacement reserve and other reserves.
• External restrictions	61.1	60.0	
• Internal restrictions and unrestricted	20.2	12.1	

## PERFORMANCE

### Performance measures

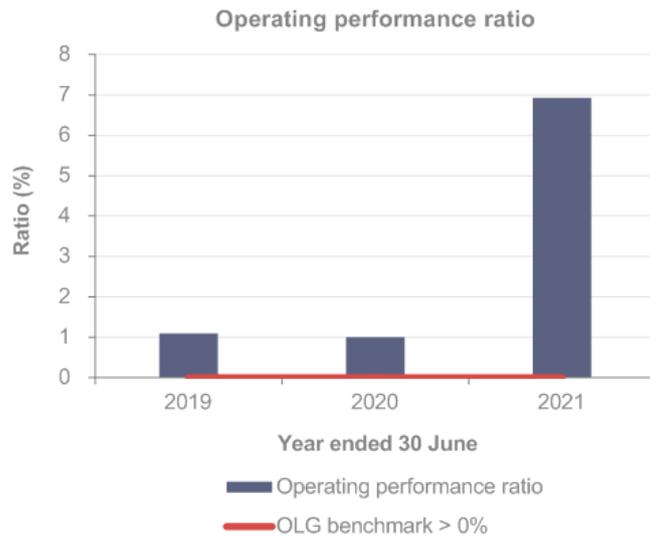
The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

**Operating performance ratio**

The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

Council exceeded the OLG benchmark for the current reporting period.

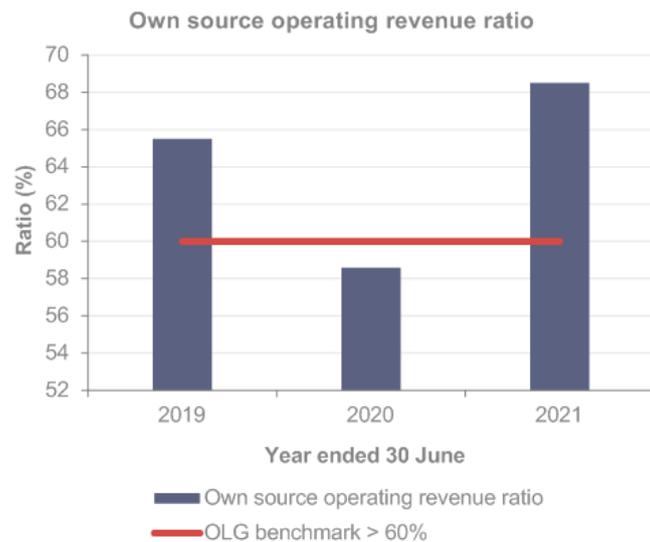
In response to the Performance Improvement Order, Council reviewed its costs and performed more capital works to meet funding agreement requirements.



**Own source operating revenue ratio**

The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.

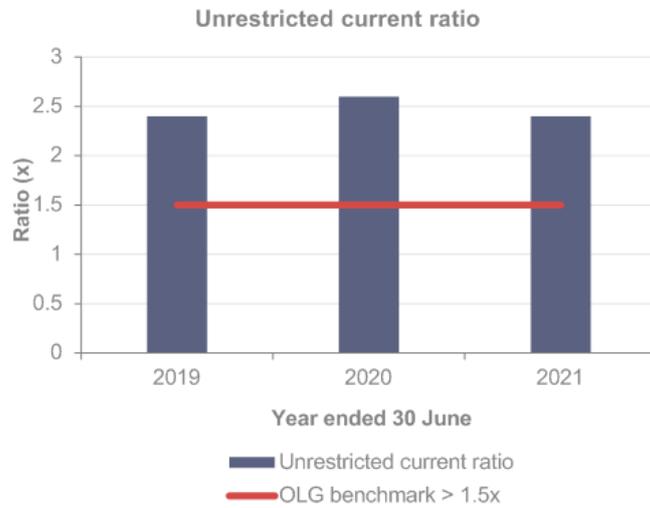
Council exceeded the OLG benchmark for the current reporting period. This is an improvement on prior year where Crown land and rural fire-fighting equipment assets were recognised as capital contributions in 2019-20.



**Unrestricted current ratio**

The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

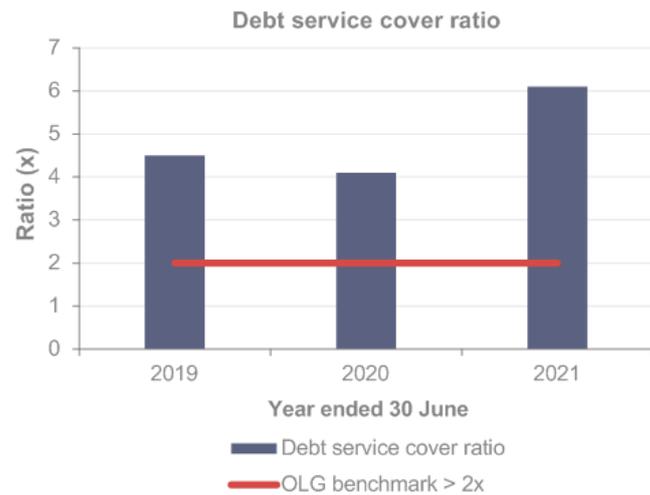
The Council exceeded the OLG benchmark for the current reporting period. The ratio is consistent with prior years.



**Debt service cover ratio**

The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

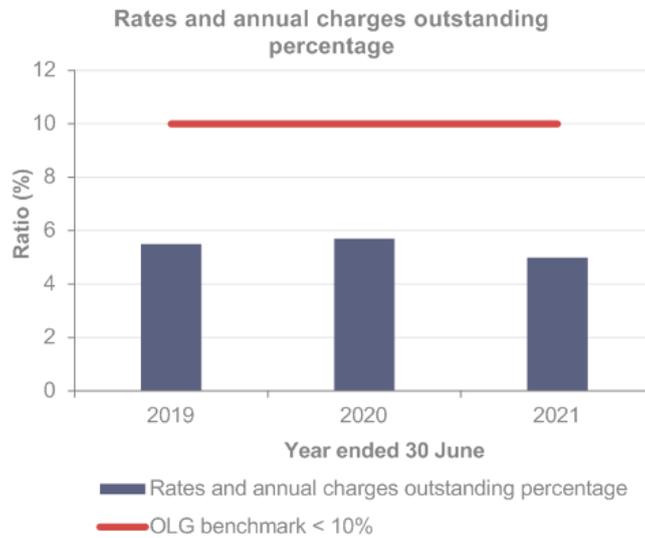
The Council exceeded the OLG benchmark for the current reporting period. The ratio improved due to lower capital grants and contributions this year.



**Rates and annual charges outstanding percentage**

The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

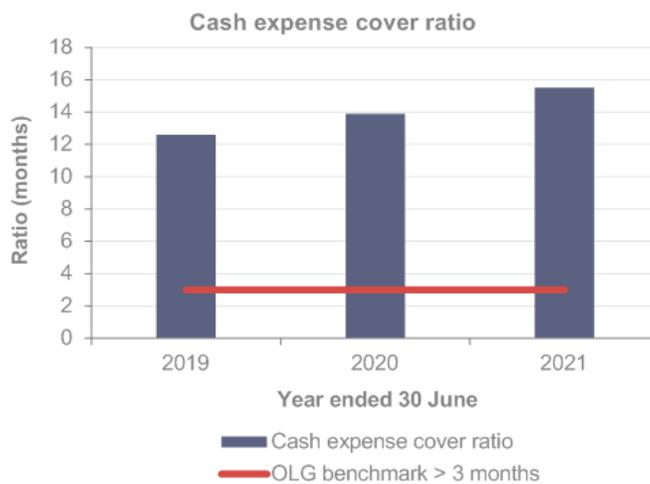
The Council exceeded the OLG benchmark for the current reporting period. The ratio is consistent with prior years.



**Cash expense cover ratio**

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.

The Council exceeded the OLG benchmark for the current reporting period. The ratio is consistent with prior years.



**Infrastructure, property, plant and equipment renewals**

Infrastructure, Property, Plant and Equipment (IPPE) renewal expenditure was \$4.0 million. This decreased by \$1.0 million compared to 2019–20 due to Council decreasing its renewal works to focus on additions in accordance with its infrastructure management plans and funding agreements. Renewal expenditure was below depreciation for the year by \$14.2 million.

## OTHER MATTERS

### Impact of new accounting standards

#### AASB 1059 'Service Concession Arrangements: Grantors'

The Council did not identify any service concession arrangements as part of adopting this standard.

### Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Chris Harper  
Director, Financial Audit

Delegate of the Auditor General for New South Wales

cc: Mr Phil Thomas, Chair of the Audit, Risk and Improvement Committee  
Mr Damien Connor, Chief Officer Corporate and Strategy  
Ms Kelly Stidworthy, Manager Financial Services  
Mr Geoff Allen, Principal, Forsyths  
Ms Kiersten Fishburn, Secretary of the Department of Planning, Industry and Environment

# Armidale Regional Council

SPECIAL PURPOSE FINANCIAL STATEMENTS  
for the year ended 30 June 2021

---

*rich heritage vibrant future*



## Armidale Regional Council

### Special Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
<b>Statement by Councillors and Management</b>	<b>3</b>
<b>Special Purpose Financial Statements:</b>	
Income Statement of water supply business activity	4
Income Statement of sewerage business activity	5
Statement of Financial Position of water supply business activity	6
Statement of Financial Position of sewerage business activity	7
<b>Note – Significant Accounting Policies</b>	<b>8</b>
<b>Auditor’s Report on Special Purpose Financial Statements</b>	<b>10</b>

#### Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.
 

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).
- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

**Armidale Regional Council**  
**Special Purpose Financial Statements**  
 for the year ended 30 June 2021

Statement by Councilors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records,
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 24 November 2021.



Cr Ian Tilley  
 Mayor  
 24 November 2021



Cr Debra O'Brien  
 Deputy Mayor  
 24 November 2021



James Ronbon  
 General Manager  
 24 November 2021



Kelly Eriworthy  
 Responsible Accounting Officer  
 24 November 2021

Armidale Regional Council | Income Statement of water supply business activity | For the year ended 30 June 2021

## Armidale Regional Council

## Income Statement of water supply business activity

for the year ended 30 June 2021

	2021 \$ '000	2020 \$ '000
<b>Income from continuing operations</b>		
Access charges	2,502	2,252
User charges	7,650	5,296
Fees	137	82
Interest	253	586
Grants and contributions provided for non-capital purposes	77	1,484
Other income	36	71
<b>Total income from continuing operations</b>	<b>10,655</b>	<b>9,771</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	1,980	2,293
Borrowing costs	313	328
Materials and services	4,610	7,980
Depreciation, amortisation and impairment	3,517	3,233
Debt guarantee fee (if applicable)	–	135
Other expenses	21	21
<b>Total expenses from continuing operations</b>	<b>10,441</b>	<b>13,990</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>214</b>	<b>(4,219)</b>
Grants and contributions provided for capital purposes	1,972	3,027
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>2,186</b>	<b>(1,192)</b>
Loss on boundary adjustment	–	(1,782)
<b>Surplus (deficit) from all operations before tax</b>	<b>2,186</b>	<b>(2,974)</b>
Less: corporate taxation equivalent [based on result before capital]	(56)	–
<b>Surplus (deficit) after tax</b>	<b>2,130</b>	<b>(2,974)</b>
<b>Plus accumulated surplus</b>	<b>187,638</b>	<b>190,477</b>
<b>Plus adjustments for amounts unpaid:</b>		
– Debt guarantee fees	–	135
– Corporate taxation equivalent	56	–
<b>Closing accumulated surplus</b>	<b>189,824</b>	<b>187,638</b>
<b>Return on capital %</b>	<b>0.3%</b>	<b>(2.2)%</b>
<b>Subsidy from Council</b>	<b>2,129</b>	<b>5,429</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	2,130	(2,974)
Less: capital grants and contributions (excluding developer contributions)	(1,403)	(3,027)
<b>Surplus for dividend calculation purposes</b>	<b>727</b>	<b>–</b>
<b>Potential dividend calculated from surplus</b>	<b>364</b>	<b>–</b>

Armidale Regional Council | Income Statement of sewerage business activity | For the year ended 30 June 2021

## Armidale Regional Council

## Income Statement of sewerage business activity

for the year ended 30 June 2021

	2021 \$ '000	2020 \$ '000
<b>Income from continuing operations</b>		
Access charges	5,753	5,767
User charges	109	98
Liquid trade waste charges	67	60
Fees	28	29
Interest	184	352
Grants and contributions provided for non-capital purposes	55	-
Other income	1,255	889
<b>Total income from continuing operations</b>	<b>7,451</b>	<b>7,195</b>
<b>Expenses from continuing operations</b>		
Employee benefits and on-costs	1,231	1,288
Materials and services	3,191	2,729
Depreciation, amortisation and impairment	2,199	2,160
<b>Total expenses from continuing operations</b>	<b>6,621</b>	<b>6,177</b>
<b>Surplus (deficit) from continuing operations before capital amounts</b>	<b>830</b>	<b>1,018</b>
Grants and contributions provided for capital purposes	498	694
<b>Surplus (deficit) from continuing operations after capital amounts</b>	<b>1,328</b>	<b>1,712</b>
Loss on boundary adjustment	-	(4,731)
<b>Surplus (deficit) from all operations before tax</b>	<b>1,328</b>	<b>(3,019)</b>
Less: corporate taxation equivalent [based on result before capital]	(216)	(280)
<b>Surplus (deficit) after tax</b>	<b>1,112</b>	<b>(3,299)</b>
<b>Plus accumulated surplus</b>	<b>117,516</b>	<b>120,535</b>
<b>Plus adjustments for amounts unpaid:</b>		
- Corporate taxation equivalent	216	280
<b>Closing accumulated surplus</b>	<b>118,844</b>	<b>117,516</b>
<b>Return on capital %</b>	<b>0.8%</b>	<b>1.0%</b>
<b>Subsidy from Council</b>	<b>732</b>	<b>-</b>
<b>Calculation of dividend payable:</b>		
Surplus (deficit) after tax	1,112	(3,299)
Less: capital grants and contributions (excluding developer contributions)	-	(694)
<b>Surplus for dividend calculation purposes</b>	<b>1,112</b>	<b>-</b>
<b>Potential dividend calculated from surplus</b>	<b>556</b>	<b>-</b>

Armidale Regional Council | Statement of Financial Position of water supply business activity | For the year ended 30 June 2021

## Armidale Regional Council

## Statement of Financial Position of water supply business activity

as at 30 June 2021

	2021 \$ '000	2020 \$ '000
<b>ASSETS</b>		
<b>Current assets</b>		
Contract assets and contract cost assets	310	–
Investments	23,246	24,594
Receivables	2,321	1,382
<b>Total current assets</b>	<b>25,877</b>	<b>25,976</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	178,265	174,723
<b>Total non-current assets</b>	<b>178,265</b>	<b>174,723</b>
<b>Total assets</b>	<b>204,142</b>	<b>200,699</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Payables	47	9
Income received in advance	150	170
Borrowings	281	263
<b>Total current liabilities</b>	<b>478</b>	<b>442</b>
<b>Non-current liabilities</b>		
Borrowings	3,945	4,227
<b>Total non-current liabilities</b>	<b>3,945</b>	<b>4,227</b>
<b>Total liabilities</b>	<b>4,423</b>	<b>4,669</b>
<b>Net assets</b>	<b>199,719</b>	<b>196,030</b>
<b>EQUITY</b>		
Accumulated surplus	189,824	187,638
Revaluation reserves	9,895	8,392
<b>Total equity</b>	<b>199,719</b>	<b>196,030</b>

Armidale Regional Council | Statement of Financial Position of sewerage business activity | For the year ended 30 June 2021

**Armidale Regional Council****Statement of Financial Position of sewerage business activity**

as at 30 June 2021

	2021 \$ '000	2020 \$ '000
<b>ASSETS</b>		
<b>Current assets</b>		
Investments	19,511	17,923
Receivables	229	288
Inventories	603	488
<b>Total current assets</b>	<b>20,343</b>	<b>18,699</b>
<b>Non-current assets</b>		
Infrastructure, property, plant and equipment	104,828	104,243
<b>Total non-current assets</b>	<b>104,828</b>	<b>104,243</b>
<b>Total assets</b>	<b>125,171</b>	<b>122,942</b>
<b>Net assets</b>	<b>125,171</b>	<b>122,942</b>
<b>EQUITY</b>		
Accumulated surplus	118,844	117,516
Revaluation reserves	6,327	5,426
<b>Total equity</b>	<b>125,171</b>	<b>122,942</b>

## Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2005 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

### National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

### Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

#### Category 1 – business activities with gross operating turnover more than \$2 million

<b>a. Water Supplies</b>	Comprising the whole of the operations and assets of water supply systems. As the total annual operating revenues are greater than \$2,000,000, it is defined as a category 1 "Business Unit".
<b>b. Sewerage Service</b>	Comprising the whole of the operations and assets of the sewer reticulation and treatment system. As the total annual operating revenues are greater than \$2,000,000, it is defined as a category 1 "Business Unit".

### Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs. However, where Council does not pay some taxes, which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in special purpose financial statements. For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

	Notional rate applied %
Corporate tax rate	26% (19/20 27.5%)
Land tax	the first \$755,000 of combined land values attracts 0%. For the combined land values in excess of \$755,000 up to \$4,616,000 the rate is \$100 + 1.6%. For the remaining combined land value that exceeds \$4,616,000 a premium marginal rate of 2.0% applies.
Payroll tax	4.85% on the value of taxable salaries and wages in excess of \$1,200,000.

continued on next page ...

Page 8 of 12

## Note – Significant Accounting Policies (continued)

In accordance with the Department of Planning, Industry & Environment ("DPIE") – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DPIE – Water guidelines as a 'dividend for taxation equivalent', may be applied for any purpose allowed under the Local Government Act, 1993.

Achievement of substantial compliance to the DPIE – Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

### Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 26% (19/20 27.5%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 26% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

### Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

### Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

#### (i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

#### (ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

#### (iii) Dividends

Council is not required to pay dividends to either itself as owner of a range of businesses, or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with the DPIE – Water guidelines and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2021 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Best Practice Management of Water Supply and Sewer Guidelines, a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are submitted to DPIE – Water.



## INDEPENDENT AUDITOR'S REPORT

### Report on the special purpose financial statements

#### Armidale Regional Council

To the Councillors of Armidale Regional Council

### Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Armidale Regional Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant accounting policies note.

The Declared Business Activities of the Council are:

- water supply
- sewerage.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant accounting policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### **Emphasis of Matter - Basis of Accounting**

Without modifying my opinion, I draw attention to the Significant accounting policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

### **Other Information**

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

### **The Councillors' Responsibilities for the Financial Statements**

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented.
- about any other information which may have been hyperlinked to/from the financial statements.



Chris Harper  
Director, Financial Audit

Delegate of the Auditor General for New South Wales

23 December 2021  
SYDNEY

# Armidale Regional Council

SPECIAL SCHEDULES  
for the year ended 30 June 2021

---

*rich heritage vibrant future*



## Armidale Regional Council

### Special Schedules

for the year ended 30 June 2021

---

Contents	Page
<b>Special Schedules:</b>	
Permissible income for general rates (Merger Councils)	3
Report on infrastructure assets as at 30 June 2021	7

Armidale Regional Council | Permissible income for general rates (Merger Councils) | For the year ended 30 June 2021

## Armidale Regional Council

## Permissible income for general rates (Merger Councils)

	Notes	2020/21 Armidale Dumaresq Council \$ '000	2020/21 Guyra Shire Council \$ '000	2020/21 Armidale Regional Council \$ '000	2021/22 Armidale Regional Council \$ '000
<b>Notional general income calculation <sup>1</sup></b>					
Last year notional general income yield	a	16,156	2,630	18,786	19,267
Plus or minus adjustments <sup>2</sup>	b	17	4	21	30
<b>Notional general income</b>	c = a + b	<b>16,173</b>	<b>2,634</b>	<b>18,807</b>	<b>19,297</b>
<b>Permissible income calculation</b>					
Special variation percentage	d	0.00%	0.00%		10.50%
Or rate peg percentage	e	2.60%	2.60%		0%
Less expiring special variation amount	g	-	-	-	(1,468)
Plus special variation amount	h = d x (c + g)	-	-	-	1,872
Or plus rate peg amount	i = e x (c + g)	421	68	489	-
<b>Sub-total</b>	k = (c + g + h + i + j)	<b>16,594</b>	<b>2,702</b>	<b>19,296</b>	<b>19,701</b>
Plus (or minus) last year's carry forward total	l	55	5	60	89
<b>Sub-total</b>	n = (l + m)	<b>55</b>	<b>5</b>	<b>60</b>	<b>89</b>
<b>Total permissible income</b>	o = k + n	<b>16,649</b>	<b>2,707</b>	<b>19,356</b>	<b>19,790</b>
Less notional general income yield	p	16,567	2,700	19,267	19,796
<b>Catch-up or (excess) result</b>	q = o - p	<b>81</b>	<b>8</b>	<b>89</b>	<b>(6)</b>
<b>Carry forward to next year <sup>6</sup></b>	t = q + r + s	<b>81</b>	<b>8</b>	<b>89</b>	<b>(5)</b>

## Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



## INDEPENDENT AUDITOR'S REPORT

### Special Schedule – Permissible income for general rates

#### Armidale Regional Council

To the Councillors of Armidale Regional Council

### Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Armidale Regional Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

### Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

## Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the Local Government Act 1993, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

## The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

## Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: [www.auasb.gov.au/auditors\\_responsibilities/ar8.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar8.pdf). The description forms part of my auditor's report.

Arcadia Regional Council | 2021-22 Financial Statements | 11

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Chris Harper  
Director, Financial Audit

Delegate of the Auditor General for New South Wales

23 December 2021  
SYDNEY

Armidale Regional Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

## Armidale Regional Council

## Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost		2020/21 Required maintenance <sup>a</sup>	2020/21 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost					
		Estimated cost to bring assets to satisfactory standard	to bring to the agreed level of service set by Council					1	2	3	4	5	
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000						
Buildings	Buildings	4,755	23,521	2,490	1,265	58,617	118,233	18.0%	12.0%	50.0%	19.0%	1.0%	
	<b>Sub-total</b>	<b>4,755</b>	<b>23,521</b>	<b>2,490</b>	<b>1,265</b>	<b>58,617</b>	<b>118,233</b>	<b>18.0%</b>	<b>12.0%</b>	<b>50.0%</b>	<b>19.0%</b>	<b>1.0%</b>	
Other structures	Other Infrastructure Assets	1,053	6,018	4,530	4,292	32,636	44,044	50.0%	36.0%	2.0%	12.0%	0.0%	
	<b>Sub-total</b>	<b>1,053</b>	<b>6,018</b>	<b>4,530</b>	<b>4,292</b>	<b>32,636</b>	<b>44,044</b>	<b>50.0%</b>	<b>36.0%</b>	<b>2.0%</b>	<b>12.0%</b>	<b>0.0%</b>	
Roads	Sealed roads	852	3,399	2,650	1,816	148,226	182,321	45.0%	22.0%	9.0%	20.0%	4.0%	
	Unsealed roads	1,385	4,143	2,590	1,865	24,392	35,016	22.0%	9.0%	27.0%	35.0%	7.0%	
	Bridges	107	614	120	181	33,169	49,547	27.0%	49.0%	23.0%	1.0%	0.0%	
	Footpaths	711	2,070	180	124	8,125	12,200	62.0%	30.0%	5.0%	2.0%	1.0%	
	Other Road Assets (including Bulk earthworks)	2,553	6,119	490	216	172,714	176,962	92.0%	2.0%	2.0%	2.0%	2.0%	
	<b>Sub-total</b>	<b>5,608</b>	<b>16,345</b>	<b>6,030</b>	<b>4,202</b>	<b>386,626</b>	<b>456,046</b>	<b>60.0%</b>	<b>16.4%</b>	<b>9.1%</b>	<b>11.6%</b>	<b>2.9%</b>	
Water supply network	Water supply network	1,500	8,145	4,110	3,282	161,987	244,289	10.0%	52.0%	35.0%	3.0%	0.0%	
	<b>Sub-total</b>	<b>1,500</b>	<b>8,145</b>	<b>4,110</b>	<b>3,282</b>	<b>161,987</b>	<b>244,289</b>	<b>10.0%</b>	<b>52.0%</b>	<b>35.0%</b>	<b>3.0%</b>	<b>0.0%</b>	
Sewerage network	Sewerage network	2,308	13,190	2,300	2,104	99,786	140,477	20.0%	48.0%	23.0%	9.0%	0.0%	
	<b>Sub-total</b>	<b>2,308</b>	<b>13,190</b>	<b>2,300</b>	<b>2,104</b>	<b>99,786</b>	<b>140,477</b>	<b>20.0%</b>	<b>48.0%</b>	<b>23.0%</b>	<b>9.0%</b>	<b>0.0%</b>	
Stormwater drainage	Stormwater drainage	192	1,096	1,620	744	118,658	172,756	39.0%	42.0%	19.0%	0.0%	0.0%	
	<b>Sub-total</b>	<b>192</b>	<b>1,096</b>	<b>1,620</b>	<b>744</b>	<b>118,658</b>	<b>172,756</b>	<b>39.0%</b>	<b>42.0%</b>	<b>19.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
Other infrastructure assets	Airport Infrastructure	-	-	1,920	693	12,167	15,108	92.0%	8.0%	0.0%	0.0%	0.0%	
	<b>Sub-total</b>	<b>-</b>	<b>-</b>	<b>1,920</b>	<b>693</b>	<b>12,167</b>	<b>15,108</b>	<b>92.0%</b>	<b>8.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	
<b>Total – all assets</b>		<b>15,416</b>	<b>68,315</b>	<b>23,000</b>	<b>16,582</b>	<b>870,477</b>	<b>1,190,953</b>	<b>37.8%</b>	<b>31.3%</b>	<b>21.2%</b>	<b>8.5%</b>	<b>1.2%</b>	

(a) Required maintenance is the amount identified in Council's asset management plans.

## Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)

continued on next page ...

Page 7 of 11

## Armidale Regional Council

## Report on infrastructure assets as at 30 June 2021 (continued)

---

2	<b>Good</b>	Only minor maintenance work required
3	<b>Satisfactory</b>	Maintenance work required
4	<b>Poor</b>	Renewal required
5	<b>Very poor</b>	Urgent renewal/upgrading required

Armidale Regional Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

## Armidale Regional Council

## Report on infrastructure assets as at 30 June 2021

## Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2021	Indicator 2021	Indicators		Benchmark
			2020	2019	
<b>Buildings and infrastructure renewals ratio</b>					
Asset renewals <sup>1</sup>	<u>3,955</u>	26.98%	17.81%	45.06%	>= 100.00%
Depreciation, amortisation and impairment	<u>14,658</u>				
<b>Infrastructure backlog ratio</b>					
Estimated cost to bring assets to a satisfactory standard	<u>15,416</u>	1.80%	1.73%	5.41%	< 2.00%
Net carrying amount of infrastructure assets	<u>857,350</u>				
<b>Asset maintenance ratio</b>					
Actual asset maintenance	<u>16,582</u>	72.10%	88.54%	87.00%	> 100.00%
Required asset maintenance	<u>23,000</u>				
<b>Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	<u>68,315</u>	5.74%	6.11%	3.94%	
Gross replacement cost	<u>1,190,953</u>				

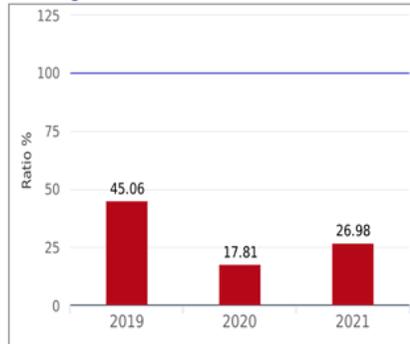
(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

## Armidale Regional Council

### Report on infrastructure assets as at 30 June 2021

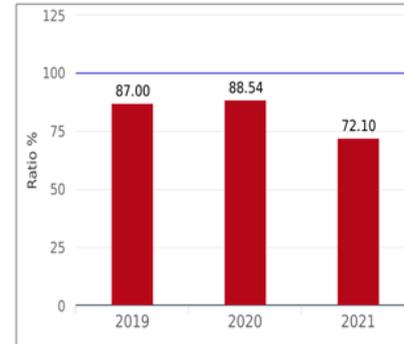
#### Buildings and infrastructure renewals ratio



Buildings and infrastructure renewals ratio	Commentary on result
	20/21 ratio 26.98%
To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.	

Benchmark: —  $\geq 100.00\%$  ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting ■ Ratio is outside benchmark

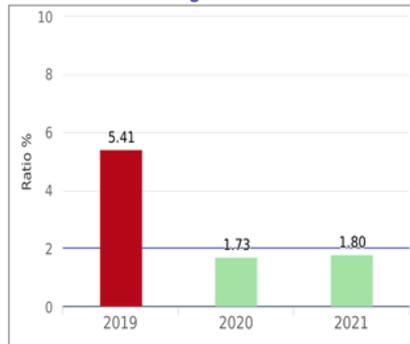
#### Asset maintenance ratio



Asset maintenance ratio	Commentary on result
	20/21 ratio 72.10%
Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the infrastructure backlog growing.	

Benchmark: —  $> 100.00\%$  ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting ■ Ratio is outside benchmark

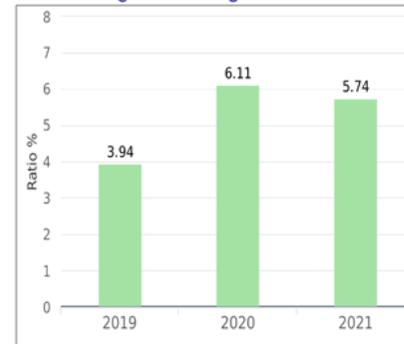
#### Infrastructure backlog ratio



Infrastructure backlog ratio	Commentary on result
	20/21 ratio 1.80%
This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.	

Benchmark: —  $< 2.00\%$  ■ Ratio achieves benchmark  
 Source of benchmark: Code of Accounting Practice and Financial Reporting ■ Ratio is outside benchmark

#### Cost to bring assets to agreed service level



Cost to bring assets to agreed service level	Commentary on result
	20/21 ratio 5.74%
This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.	

Armidale Regional Council | Report on infrastructure assets as at 30 June 2021 | For the year ended 30 June 2021

## Armidale Regional Council

## Report on infrastructure assets as at 30 June 2021

## Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2021	2020	2021	2020	2021	2020	
<b>Buildings and infrastructure renewals ratio</b>							
Asset renewals <sup>1</sup>	43.35%	27.36%	0.00%	0.00%	0.00%	0.00%	>= 100.00%
Depreciation, amortisation and impairment							
<b>Infrastructure backlog ratio</b>							
Estimated cost to bring assets to a satisfactory standard	1.95%	1.88%	0.93%	0.91%	2.31%	2.28%	< 2.00%
Net carrying amount of infrastructure assets							
<b>Asset maintenance ratio</b>							
Actual asset maintenance	67.49%	84.31%	79.85%	97.22%	91.48%	99.73%	> 100.00%
Required asset maintenance							
<b>Cost to bring assets to agreed service level</b>							
Estimated cost to bring assets to an agreed service level set by Council	5.83%	6.45%	3.33%	3.33%	9.39%	9.39%	
Gross replacement cost							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Ordinary Council

27 October 2021

<b>Item:</b>	<b>9.1</b>	<b>Ref: AINT/2021/34848</b>
<b>Title:</b>	<b>Guyra and District Pony Club Inc - Expenditure of Grant Funding from Phase Two, NSW Showgrounds Stimulus Program for the Construction of a Toilet/Shower Building</b>	
		<b>Container: ARC21/4664</b>
<b>Responsible Officer</b>	<b>General Manager</b>	
<b>Author:</b>	<b>Andrew Levingston, Manager Plant &amp; Facilities</b>	
<b>Attachments:</b>	1. Guyra Showground - Funding Offer Phase Two, NSW Showgrounds Stimulus Program	

### 1. Purpose

The purpose of this report is to seek approval for Armidale Regional Council to publicly advertise its intent to make the transfer of funds by progress payments totalling \$319,710.60 inclusive of GST to the Guyra and District Pony Club Incorporated to construct a toilet/shower block in accordance with section 356 of the *Local Government Act 1993*.

### 2. OFFICERS' RECOMMENDATION:

That Council :

- a. Give public notice for a period of 28 days in accordance with section 356 of the *Local Government Act 1993* of Armidale Regional Council's intention to transfer funds by progress payments totalling \$319,710.60 inclusive of GST to the Guyra and District Pony Club Incorporated to construct a Toilet / Shower Block.
- b. A further report be presented back to Council following the conclusion of the public notice period to address any matters raised during the exhibition period.
- c. Note that the Guyra Pony Club and local contractor will be required to adhere to a strict budget and project milestone schedule, with milestone payment claims paid in arrears.

### 3. Background

The Guyra Showground Plan of Management 2016-2026 identified the project as a priority and Council applied for funding on behalf of the Pony Club from NSW Department of Planning, Industry and Environment – Crown Lands Showgrounds, Phase Two Stimulus Program. The funding proposal 1187 – Construction of Toilet / Shower Block for Guyra and District Pony club Deed was accepted on the 12 March 2021.

### 4. Discussion

Council staff in the capacity as Crown Land Reserve Managers of the Guyra Show Ground met with the Guyra and District Pony Club committee members on the 9 September 2021. It was agreed that a report with the recommendation to transfer funds totalling \$319,710.60 inclusive of GST from Armidale Regional Council – (trustee of the funds) to Guyra and District Pony Club Incorporated be presented to Council's October 2021 ordinary meeting to provide 28 days public notice in accordance with section 356 of *the Local Government Act 1993*.

Management of the project will be the responsibility of the Guyra and District Pony Club. Acquittals and reporting as per the funding Deed will be the responsibility of Armidale Regional Council.

### 5. Implications

**5.1. Strategic and Policy Implications**

Reviewing and implementing the Guyra Show Ground Plan of Management into the ARC Delivery Program 2018-2021. This initiative has enhanced robust community relationships, strong performance and outstanding service provisions. The Priority List provided the development and implementation of the Community Strategic Plan E3.3 through its contribution to ensuring that recreation facilities meet the ongoing needs of the community.

**5.2. Risk****Reputational risk to council**

Whilst there is risk associated with the payment of funds to a community organisation to deliver projects, the calculated risk is low. The Guyra and District Pony Club Incorporated have obtained an itemised quote and project plan from a reputable local contractor. The project will require DA approval before construction starts.

Armidale Regional Council will be responsible for the acquittals and compliance with the Funding Deed requirements.

**Project Delivery Risk**

As the project is being managed by the Guyra and District Pony Club, there is limited ability for Council to mitigate risk. The measures that Council are using includes;

- The requirement for a Development Application submitted by Council to ensure due consideration to planning processes has been undertaken, and
- The implementation of a payment plan incorporating progress payments.

**5.3. Sustainability**

The Guyra Showground Plan of Management Priority List encourages sustainability by promoting more efficient and improved service delivery through collaboration between the Guyra Show Ground user groups, community and Council.

Collaborating with the Guyra Show Ground user groups to deliver community identified projects also reduces the strain on Council resources to solely manage projects in a time of limited internal resources.

**5.4. Financial**

The total cost for the project has been estimated at \$275,016 Excl. GST or \$302,517.60 including GST. The estimate was originally provided in 2019 and has since been revised in July 2021 to be up to date and relevant. A contingency of \$17,193 or approximately 5% remains and is expected to cover the costs of a Development Application in addition to any variations.

In the event that the project runs over budget, it will be the responsibility of the Guyra and District Pony Club Incorporated to source funding to cover these costs. Any leftover shall be directed to *Proposal 1186 – Construction of New Amenities Building* also covered by the Funding Offer from Crown Lands Showgrounds Stimulus Funding Program.

Council will retain all funds and release on a payment plan agreed to as part of the Deed between Council and The Guyra and District Pony Club. Any payment plan will also consider the Security of Payment Act 1999.

The full year operational expenditure budget for Facilities Maintenance of the Guyra Showground is \$34,770. The total expenditure for 2020/21 was \$19,782.75. The proportionate expenditure to the end of September 2021 is estimated at \$4,945.68.

Ordinary Council

27 October 2021

An estimate of an additional \$800.00pa has been included to allow for reasonable cleaning costs for the new facility that Council would incur after each hire. The additional hire is expected to offset the expenditure.

Budget Area:		Plant and Facilities						
Funding Source:		Planning Industry & Environment – Phase Two, NSW Show Grounds Stimulus Program (revenue)						
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget	
	Construction of Toilet/ Shower Block	\$319,710.60			\$275,016	\$302,517.60	\$17,193	
						Allowing an additional 10% on current proposal		
241000	Facilities Management – Guyra Showground  Operational budget	\$34,770 (full year budget)	\$4,945 Proportionate budget for Sep 2021	n/a	Additional \$800 for cleaning	\$35,570	\$29,825	

## 6. Consultation and Communication

The Guyra Showground Plan of Management was prepared in 2016 in accordance with the requirements of the *Local Government Act 1993* (as amended). The 10 year plan of management focuses on identifying ways to increase usage of the showground, improve the financial position of the Guyra Showground to sustain a suitable ongoing maintenance program and to formalise tenure matters. The vision of the plan of management is to ensure the Guyra Show ground remains a central community recreational and equestrian area by increasing usage by existing and new users, while preserving the values of the showground, promoting the continuation of historical uses.

In line with the s356 Public Exhibition for the transfer of funds totalling \$319,710.60 inclusive of GST to the Guyra and District Pony Club Incorporated for the construction of a toilet /shower block, the community will have the opportunity to raise any issues they may have with the proposal.

## 7. Conclusion

This report recommends that Council approve the Public Exhibition for the transfer of funds totalling \$319,710.60 inclusive of GST to the Guyra and District Pony Club Incorporated for the construction of a toilet /shower block, as required by Section 356 of the *Local Government Act 1993*.

If no matters are raised during the exhibition period concurrence to proceed with the transfer of funds is deemed to be granted.



Portion of public road Lucas Lane designated for transfer to Council is hatched in red.



# Project Monthly Report

## ARC A2019/47 – Dumaresq Dam Safety Upgrade Construction Contract

---

Report Period: December 2021

---

Prepared by: Andrew Bannink



Page: 1 of 32

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Table of Contents

1	Executive Summary.....	4
2	Project Scope .....	5
2.1	Project Background .....	5
3	Progress.....	5
3.1	General.....	5
3.2	Design .....	5
3.3	Construction .....	6
	Planned Activities: .....	7
4	Schedule .....	7
5	Contractual.....	9
5.1	Communications .....	9
5.2	Notices of Dispute.....	9
6	Financial Progress and Issues.....	9
6.1	Project Budget .....	9
6.2	Extension of Time Claims and Delay Claims.....	10
6.3	Variations .....	10
7	Quality .....	11
7.1	General.....	11
7.2	Request for Information (RFI) .....	11
7.3	Site Inspections .....	11
7.4	Non-Conformance Report.....	11
7.5	Community Consultation.....	11
8	Procurement.....	12
8.1	Supplied Material and Equipment .....	12
9	Project Risks .....	12
10	Workplace Health, Safety and Environment.....	13
10.1	Safety .....	13
10.2	Environmental.....	14
10.3	Resources Report.....	14
10.4	Subcontractors and suppliers .....	14
11	Integration of Project Elements.....	15
11.1	Commissioning and Handover .....	15
11.2	Site Management and Security .....	15
	Appendix A – Project Construction Schedule.....	16
	Appendix B – Project Communications Registers.....	17
	Appendix C – Project Notice of Dispute Register .....	18

ARC A2017/47 Dumaresq Dam Safety Upgrade

Appendix D – Claim Register .....19

Appendix E – Project Budget .....20

Appendix F – Project Notice of Delay Register.....21

Appendix G – Project Extension of Time Register.....22

Appendix H – Project Variation Register .....23

Appendix I – Project RFI Register .....24

Appendix J – Project NCR Register .....25

Appendix K – Project Risk Register .....26

Appendix L – Site Photos.....27

ARC A2017/47 Dumaresq Dam Safety Upgrade

## 1 Executive Summary

All crest anchors were stressed in December – this included the 7-day lift-off tests.

All but 10 of the toe anchors are completed with 7-day lift off tests as well. The remaining toe anchors will be completed on return of the contractor to site commencing 10<sup>th</sup> January 2022. The installation of the anchor caps continues, and the reinstatement of the anchors head concrete will commence mid-January and is expected to be completed by the end of January 2022.

All RH embankment works will commence from the 10<sup>th</sup> January 2022 and will be completed by the end January 2022 – this is the same for the outlet works.

The design team have submitted the draft design report for review and approval, this document is currently being reviewed by ARC and the Peer Reviewer with endorsement expected late December 2021 or mid-January 2022. Outstanding issues include the UNE water solution and the potential erosion protection on the LH abutment and LH section of the wall and the outlet works – both of these items will need to be completed as part of the project.

Rain continues to cause problems on site and the contractor has submitted additional notices of delay and it is expected that the submission of outstanding EOT's will be made in January.

### Schedule

The current overall construction completion date is now the 1<sup>st</sup> of February 2022 from last month's 2<sup>nd</sup> February 2022.

The final project completion date remains on 24<sup>th</sup> March 2022.

Note that the erosion control slabs for the LH abutment and LH section of wall will need to be added into the schedule once the details are known and this is likely to have an impact on the construction completion date.

### Quality

No NCR's were submitted in the month of December. The risk register was reviewed, and no changes were deemed necessary.

### Safety

There were no reportable safety incidents in the month of December.

### Environmental

There were no environmental incidents this month.

### Construction

Completion of all the crest anchor stressing, completion of 19 toe anchor stressing, completion of the dam base slab foundation (dental concrete) and the installation of the outlet downstream pipework and valve.

ARC A2017/47 Dumaresq Dam Safety Upgrade

## 2 Project Scope

### 2.1 Project Background

Dumaresq Dam was constructed in 1897 to supply water to the town of Armidale. The design featured a “plum” concrete gravity wall whereby large granite rocks or boulders were added to the concrete to bulk up the volume. The design allowed for a slender wall with no pressure relieving drainage which would normally assist in maintaining the stability of the dam wall by reducing hydrostatic pressures.

In 1971, when Malpas Dam was constructed, the dam ceased to be used as water supply to Armidale. The dam is in relatively poor condition with the concrete wall suffering from degraded concrete and the outlets are beyond repair and need to be replaced.

In 2014 Council undertook a review of the dam and after consultation with the community undertook to keep the dam wall at its original height and develop the recreational aspects of the Dumaresq Reservoir.

Since then, the detailed design of the proposed upgrading has been through a few iterations with the original designer’s proposal to strengthen the wall with mass concrete buttresses being rejected by the mandated Dam Safety NSW’s peer reviewer due to his opinion that the underlying data on which the design was based was inherently flawed. In April 2019, Council engaged GHD to review the previous design and then undertake a further detailed design based on additional investigation into the foundation plus a detailed survey of the dam site.

In September 2019, through an expression of interest process, Council selected three knowledgeable and experienced contractors to tender for the upgrading work.

In late December 2019 GHD submitted a mass buttress solution requiring approximately 10,000m<sup>3</sup> of concrete which was estimated to cost around \$15 million. Following a review of this design it was decided to change to a post tensioned solution utilizing anchor bars to bring the final cost down to a more affordable level. GHD provided a detailed design based on this concept. However, the peer reviewer concluded that there was room for a further reduction in the total cost of the work if tenderers submitted an alternative design that incorporated more efficient anchoring layouts.

Leed Engineering and Construction Pty Ltd was awarded the construction contract on the 27<sup>th</sup> of November 2020.

## 3 Progress

### 3.1 General

The project continues to move forward and has achieved a major milestone in the completion of the stressing of all crest anchors. The contractor has stressed 19/29 toe anchors and the remaining toe anchors will be completed in January. Other works include the downstream outlet pipework and valve installation and the commencement of the monitoring cables. Remaining works such as the outlets, scour, the RH embankment are planned to commence in January. (Photos in Appendix L).

### 3.2 Design

The design of the project works is completed as per last month. And the design report is under review by all parties. There are some potential variations that might require additional design

ARC A2017/47 Dumaresq Dam Safety Upgrade

work however the scopes will be reviewed by ARC and the Peer Reviewer for endorsement of the new design.

The outstanding designs are variation induced and thus will be done as and when the variations are approved – such as the LH wall erosion protection slabs etc.

The design report will cover off these additional designs in the final version under a miscellaneous design section as agreed with the Peer Reviewer.

### 3.3 Construction

Crest anchor stressing completed – including the 7 day pull-off test and 10 toe anchors remain to be stressed and tested. Installation of the crest anchor caps has commenced – this activity will continue in January and lead on the installation of the concrete once the monitoring cables are installed and tested.

RH embankment works are now planned to commence early January 2022 not December 2021.

The outlet works are planned to conclude in conclude in late January 2022 with the installation of the culverts and the security gate at the front of the valve house.

The toe apron slab will also be installed in January now that the dental concrete has been installed.

The remaining variation works such as the LH abutment erosion protection works will commence in January and coincide with the cleanup of the LH abutment and the reinstatement on the LH side of the dam.

The proposed pump station is underway with the review completed by Council and the contractors reviewing the comments and cost estimate. This is a staged approach and once the design is completed, the works may then commence dependent on council's approval.

The site works inspector was fully involved in the drilling and grouting operations and is currently fully involved in the stressing of the dam anchors commencing with the crest anchors. Frequent discussions are held with the ARC PM and the Peer Reviewer regarding progress on stressing and the stressing outcomes as well. and there are regular conversations with the Peer Reviewer and the designer to ensure best practice continues to be maintained. Records of all drilling and installation and now stressing processes are maintained as part of the design confirmation and construction sign-off and all results are uploaded for easy access to all parties.

#### 3.3.1 Current Activities:

The following activities were undertaken this month;

##### Commenced:/Continued:

- D/S erosion protection slab excavation
- Valve house foundation
- Stressing of toe anchors
- Preliminary development of the proposed pump station for alternate water supply
- Anchor capping
- Electrical works – anchor monitoring cables

ARC A2017/47 Dumaresq Dam Safety Upgrade

**Completed:**

- Anchor waterstop installation
- Delivery of anchors and associated materials and equipment
- Instrument channel excavation
- Toe anchor core cutting
- Toe anchor core removal
- Anchor block construction
- Manufacture of toe anchor donuts
- Anchor monitoring channel cutting both toe and crest
- Design of RH embankment
- Design of LH passive anchors
- Crest and toe monitoring conduit channel
- LH Passive anchors installed
- All crest anchors drilling
- All Toe anchors drilling
- All crest anchor installation (inc grouting)
- All toe anchor installation (inc. grouting)
- Crest anchor stressing (including testing)
- Toe apron slab dental concrete

**Planned Activities:**

The following activities are planned to commence in January;

- Outlet works –installation of D/S pipework
- Toe base erosion protection slab concreting and anchor installation.
- UNE pipe installation
- LH wall erosion protection slabs
- Capping of toe anchors, installation of anchor concrete to reinstate the anchor head blocks and seal the dam crest and toe
- Diving works for the outlet system and the scour pipeline
- Grouting of the scour pipeline

## 4 Schedule

The revised project construction schedule has been updated to incorporate the changes made by the inclusion of the contractor's construction schedule. In addition to the contractor's schedule, additional activities for the conclusion of the project have been updated to better reflect those activities related to the completion of the documentation to meet the new regulations.

## ARC A2017/47 Dumaresq Dam Safety Upgrade

The original design documentation was finally submitted on the 12<sup>th</sup> of March 2020, this included the resubmission of the BoQ and cost estimate after an initial review by ARC and early feedback. The response to the design documentation which included that for the Peer Reviewer was submitted back to GHD on the 31<sup>st</sup> of March 2020. A meeting was held on the 8<sup>th</sup> and 9<sup>th</sup> April to discuss ARC and the Peer Reviewers comments. GHD had spent all of May 2020 reviewing the design changes discussed in April and has submitted only 2 documents by the end of May 2020 as part of their final design documentation namely the revised cost estimate and the geo-mapping variation report.

The finalisation of the design at the end of May 2020 with the final review in the first week of June 2020 did delay the project further however the extra time taken to review the design has resulted in the completion of a major milestone. The approval of the design and all associated submitted documentation occurred on the 15<sup>th</sup> of June 2020. As part of Dams Safety NSW (DS NSW) requirements, the design documentation, together with a covering letter from ARC's Peer Reviewer, Mr. Richard Rodd, was submitted to the DS NSW on the 24<sup>th</sup> of June 2020.

For the alternate design, the DS NSW has undertaken a review of the documentation and at this stage DS NSW have informed DPIE that they endorse to the current design. The SSWP initial funding documentation was submitted in early July 2020 and approval was received by the 10<sup>th</sup> of July 2020.

In addition, now that the tender release and accompanying RFI's, the focus on the DPIE final funding submission continues. The DPIE submission was scheduled for submission on the 17<sup>th</sup> of August 2020 however this was put back to focus on the tender RFI's and concept design meetings and wait until approval before submitting the document. The document currently resides with Council waiting for a review and finalisation prior to submission to DPIE.

The award of the contract was completed on the 27<sup>th</sup> of November 2020 with the issue of the Letter of Award – three days ahead of the schedule.

The current expected construction completion date is now the 1<sup>st</sup> of February 2022 from last month's 2<sup>nd</sup> February 2022 and a project completion date remains at 24<sup>th</sup> of March 2022 – the minor change to the project construction completion date is due to changes to activities outside of construction and to changes to working calendars. This is against the current contract completion date of the 14<sup>th</sup> of January 2022. Note that several EOT's are outstanding, and this may bring the contractual completion date closer to the actual current estimated completion date- these include rain affected days and the construction of the LH wall erosion protection slabs.

The crest anchors are now complete save for the reinstatement of the installation of the caps and the placement of the concrete. All crest anchors have been stressed and tested both for the 24hr and the 7-day tests and all have passed. 10 of the toe anchor still required to be stressed – this will be done in January when the contractor returns to site after the Christmas break.

The other works complete include the dental concrete for the toe slab and the installation of the downstream pipework and valve.

The next major activities are the commencement of the RH embankment, and the installation of the outlet works. The RH embankment works have been delayed to January 2022 as poor weather has resulted in changes to the delivery schedule. The installation of the upstream intake is also delayed to January 2022. The grouting of the current scour line is also planned for January 2022.

It should be noted that the potential erosion protection works on the LH abutment and LH wall have not yet been submitted for review and the delay associated with this potential work may impact the overall delivery of the dam as these works can only be done once the anchor installation is completed and these works are not at this stage considered major. The installation of the slabs will result on a EOT being claimed for the additional works.

ARC A2017/47 Dumaresq Dam Safety Upgrade

There are several identified potential variations that are likely to be submitted over the next 2 months. Some of these variations, if approved after a review, may impact the contractual completion date but until the scope is finalised and the cost is known, only estimates will suffice. Information on the potential variations is contained in Appendix H.

A copy of the current construction schedule is attached in Appendix A.

## 5 Contractual

### 5.1 Communications

There were several official incoming and outgoing communications this month, which dealt with contractual matters and design queries. A total of 68 RFI's have been submitted in total to date with 4 RFI's submitted in December.

The majority of the RFI's were construction based and all but one (1) have been completed and closed off with the one being the review of the design report.

A copy of both the incoming and outgoing communications registers is located in Appendix B.

### 5.2 Notices of Dispute

There are no notices of dispute to date.

A copy of the dispute register is located in Appendix C.

## 6 Financial Progress and Issues

### 6.1 Project Budget

The current construction budget reflects the approved changes with the added variations and to the provisional amounts prior to acceptance and approval by ARC.

The current contract budget remains at \$6,593,131.82 Inc GST, this includes the last approved variation, No. 19 for the RH embankment earthworks. There are currently 19 approved variations to date (including the negative variation for the monitoring installation changes). No variations have been submitted in December, although there is a list of anticipated variations in the variation register which are likely to be submitted, if approved, in the month of January.

The contractor's claim for December 2021 is \$308,120.70 Ex GST, bringing the project total claimed to date as \$5,577,508.53 Ex GST. This represents approximately 93.06% of the current approved project contract total cost and 109.43% of the original contract sum.

With regard to the variations, the current approved amount for \$986,614.20 Inc GST in additional costs. It should be noted that the variations to date have been reviewed by ARC and the Peer Reviewer (where required) to ensure that they are valid, and the costs are fair and reasonable.

Further to the above, it should be noted that there are additional identified variations that will be submitted over the next 3 months for review and approval which on current estimates represent an additional estimated \$345,000.00. It should be noted that on the additional variations identified, 2 have been withdrawn, the latest one being the variation for the repair of the downstream cracks in the concrete wall. It should also be noted that the variation for the supply of equipment and maintenance for both the alternate water supply and the temporary toilets will need to be extended as these will be needed until the end of the project. The anticipated variation for the LH wall erosion control slab will be submitted by mid-January 2022 after the design has been completed.

ARC A2017/47 Dumaresq Dam Safety Upgrade

A copy of the claims register is attached in Appendix D and the project budget spreadsheet, claim approval and associated contractor invoice information is attached in Appendix E.

## 6.2 Extension of Time Claims and Delay Claims

1 NOD was submitted in December. There are currently 10 NOD's submitted in total, including the current one dealing with the delay dealing with inclement weather. There will be further delays expected due to additional delays as a result of the inclement weather experienced over the month.

11 EOT claims have been submitted to date. Additional EOT's due to inclement weather will be submitted in January. The majority of these delays are for time only.

Notices to the Contractor will be forwarded and the schedule will be updated accordingly.

The current date of contract completion remains at the 14<sup>th</sup> January 2022 with the approval of EOT 11 in November 2021.

A copy of the Notice of Delay Register is attached in Appendix F and EOT Register in Appendix G respectively.

## 6.3 Variations

No variations were submitted in December.

A cost to complete review has identified several additional variations that will be submitted over a period of 2 months. The current list of all known variations is listed below however the variations represent work that in most cases is still to be agreed to and completed. The list includes the following,

1. The final water supply solution for the UNE raw water connection (this will be refunded to ARC by UNE),
2. Upstream pipework – this pipework was changed from HPE to stainless steel,
3. Covid quarantine costs for the concrete cutters due to border restrictions and closures,
4. The alternate booster pump station for water supply to the locals,
5. LH wall erosion protection slabs – will be required,
6. The survey markers on the dam crest and survey pillars and
7. The change to the D/S valve as per Peer Reviewer discussions.
8. Additional design costs
9. The inclusion of the 24hr anchor stress test requested by the Peer Reviewer
10. Time and potential cost for additional waterproof grouting.

The previous potential variation for D/S crack repair has been withdrawn after discussions with the Peer Reviewer.

Note that estimated costs for these items are included in the comments section of the variation register as they have not been formally submitted yet.

Note that the monthly maintenance cost for the temporary toilets and the water supply pump is being handled under the submitted ARC variations 8 and 9 was estimated to the end of November – these two variations will need to be extended until the project is completed.

A copy of the variations register is attached in Appendix H.

ARC A2017/47 Dumaresq Dam Safety Upgrade

## 7 Quality

### 7.1 General

The contractor has submitted the revised and final versions of the project plans – all plans are considered live documents and will be updated should the need arise.

The submitting of documentation continues however the major portions of the project are underway, so the majority of the documentation remaining to be submitted, will be related to the outlet works and embankment works which are due to commence early January 2022.

Changes have been made to the drilling logs templates to incorporate additional information to ensure all aspects of the drilling are recorded.

Leed's ITP register is constantly updated to reflect the work being undertaken on site. ARC's site works inspector is constantly reviewing the ITP's and work method statements.

Photo records of the works are being kept by the contractor and the site works inspector does provide a daily report and ensures photos are taken on a daily basis.

All associated QA documentation is signed off as required by the ARC site works inspector and if required, discussion with the ARC Project Manager and/or Peer Reviewer.

### 7.2 Request for Information (RFI)

There were 4 RFI's submitted by the contractor for the month of December - the project total is now 68 RFI's. The register for the RFI's has been updated to track them. The outstanding RFI deals with the Design Report submitted by the contractor – this is with the Peer Reviewer for final comments.

A copy of the RFI register is attached in Appendix I.

### 7.3 Site Inspections

A site inspection by the project manager was undertaken on the 23<sup>rd</sup> December 2021 via Zoom.

The site works inspector, Mr. Andrew MacFarlane, is on site every day to ensure construction proceeds to the specification. The site works inspector provides a daily report on the works for the day.

### 7.4 Non-Conformance Report

There were no NCR's for the month of December.

There are 8 project NCR's to date.

A copy of the NCR register is attached in Appendix J.

### 7.5 Community Consultation

Community consultation is ongoing, there has been continuing issues surrounding the public walking through the site late at night or during the site closure times remains. Council has been informed, additional fencing and notices have been erected to stop this and Council has also put notices on the council web page.

The contractor will continue to monitor and escort walkers off the site as required.

The Duval Dam Buster trial run was undertaken on the 5<sup>th</sup> December, and was successful, Leed assisted with sponsorship and the awarding of the medals.

ARC A2017/47 Dumaresq Dam Safety Upgrade

## 8 Procurement

### 8.1 Supplied Material and Equipment

All materials and equipment have been secured for the project. All equipment for the potential variations such as the booster pump station will be procured once council approves the works. All other required materials and equipment will be procured on a as needs basis with council approval as required.

## 9 Project Risks

The redesign of the Dumaresq Dam Safety Upgrade has to date, not necessitated a full risk assessment however the redesign itself has by very definition introduced new risks that need to be understood and to be monitored.

The initial review of documentation identified that the consequence category of the dam was not correct and needed to be re-evaluated. In addition to this, the hydrology needed to be updated to the current 2019 Australian Rainfall and Runoff Standard. In addition, during the initial review, Dams Safety NSW (formerly DSC NSW) released their updated standards which will require all current dams to be reviewed within 2 years – this will also be included in the detailed design section so that the Council can be reassured that the dam meets the current standards.

2 additional faults were found at the initial site investigation meeting. Additional geotechnical mapping of the foundation was required to ensure that the dam foundation is correctly understood, and the design is adequate for the foundation.

The consequence category and the severity for various categories as identified in Table 2 of the ANCOLD guidelines does have an impact of the design of the upgrade. The severity level dictates the extent of the raising of the abutments on either side of the dam. ARC had concluded that the severity for the loss /repair of the dam was major – the impact of this was a potential raising of the abutments by 1.5 m and the requirement of installing a 4m high training wall on the LH abutment to prevent flood water from causing erosion on the LH downstream embankment. ARC has completed their reviewing the severity level and the review has resulted in a reduction in the liability proportion under the guidelines.

The initial risk to the project delivery is that of the completion of the design which was originally the 13<sup>th</sup> of December 2019 – was completed on the 15<sup>th</sup> of June 2020.

The two other early risks were the endorsement of the design by DS NSW and the approval of the SSWP funding subsidy for the construction works. With the approval of the funding on the 10<sup>th</sup> of July, both these risks are no longer included.

The completed foundation investigation is key to finalising the anchor design and potentially confirm the reduction in anchors for the alternate design submitted by the contractor. The contractor's submission included an alternate offer which reduced the no. of bar anchors from the accepted GHD design of 99 to 61 resulting in major cost savings. The risk of the investigation being undertaken in January was nullified and the contractor concluded the site works before Christmas.

The testing of samples was completed in February, the initial results indicate better than expected outcomes and have been confirmed by the designer now they have fully reviewed the results and the impact on the design. The final outcome from the design is that 60 No. anchors are required for the project – 39 crest anchors and 21 toe anchors.

The project register was updated in September following a project risk review by the contractor in light of the installation of the toe anchors commencing another review was undertaken in November with emphasis on the stressing component, but no changes were made – it is

## ARC A2017/47 Dumaresq Dam Safety Upgrade

envisaged that another review will take place in January prior to any commencement of major earthworks and diving operations for the U/S outlet works.

The stressing of the anchors was almost completed in total. All crest anchors have been stressed (and checked with both the 24hr and 7-day stress pull-off test) and all but 10 toe anchors are stressed.

The integrity risk to the dam is thus reduced and with the completion of the toe anchor stressing in January with the return of the contractor to site (10<sup>th</sup> January), the overall structural risk to the dam is markedly reduced.

The RH embankment works will commence on the return of the contractor on the 10<sup>th</sup> January and is scheduled for completion by the end January 2022.

The LH abutment and LH portion of the wall will require some erosion protection either by excavation and placement of dental concrete against the foundation and /or by means of placement of concrete slabs after discussions with the Peer Reviewer. The final solution has not yet been submitted however, the design is underway and should be submitted for review by mid-January for review and approval.

Additional delivery risks could result from the additional identified variations which include the erosion protection slab noted above, the one noted regarding the D/S wall crack repair has been withdrawn again after discussion with the Peer Reviewer as not required. Several additional potential variations have been identified during a cost to complete exercise – these are listed in Appendix J together with estimated costs. Whilst these costs carry a risk of cost overrun on the current project budget, the project construction completion date may also be affected.

A copy of the risk register is submitted to both DPIE and DS NSW for their information as part the monthly report to them. The risk register was reviewed however no additional information was added at this stage.

A copy of the current updated project risk register has been included for information in Appendix K.

## 10 Workplace Health, Safety and Environment

### 10.1 Safety

All site personnel will be required to be inducted. Toolboxes will be held in addition to safety alerts being presented to the site personnel as required.

There were no notifiable incidents for the month of December.

Performance Measure	Month	To Date	Target
Man Hours	1340	21480	NA
Incidents Reported	1	15	NA
Hazards Reported	0	29	NA
First Aid Injury	0	2	0
Medical Treatment Injury	0	0	0
Lost Time Injury	0	0	0
MTIFR	0	0	0
LTIFR	0	0	0

ARC A2017/47 Dumaresq Dam Safety Upgrade

## 10.2 Environmental

No incidents to report this month.

The contractor continues to monitor the water from the slot as the dam water level drops to the allowed construction level, due to inclement weather this month, the syphons have been utilised to maintain a low water level. The contractor will continue to monitor and utilise the syphons to assist in reducing the dam water level as required to allow construction to continue.

## 10.3 Resources Report

Performance Measure	Previous	Month	To Date
Contractor Man Hours	20140	1340	21480
Contractor Machine Hours	5134	425	5559

Workforce	No. Personnel
Leed Staff	2
Leed Personnel	5
ARC Personnel	1
<b>Total</b>	<b>8</b>

## 10.4 Subcontractors and suppliers

The expected list of suppliers is below – this will be updated as the contractor progresses with the construction as the contracts are finalised. Where possible local providers will be utilised.

Package/Works	Subcontractor/Supplier	Summary
Survey	New England Surveying & Engineering	
Site Hut Hire	Coats Hire	Site Buildings and facilities
Concrete	Boral	
Drilling Works	Mulligan Geotechnical	All anchor drilling and installation
Post Tension Bar Anchor Supply	DYWIDAG	All components for the anchor system and assistance in post tensioning.
Concrete Cutting	Kwik Cut	Cutting of dam crest
Cleaning	Armidale Cleaning Services	
Scaffold	Thomas Scaffolding	Supply and installation
Pipe Supply	Clover	Pipe & Fittings
Quarry Supply	Rusty Civil	
Quarry Supply	Highland Quarries	
Fencing	AFT Fencing	

## ARC A2017/47 Dumaresq Dam Safety Upgrade

Diving Works	SGS Diving	Install seating frame and bulkhead flange
Crane Hire	John Stewart Crane Hire	
Crane Hire	Tamworth Crane Services	
Crane Hire	Tamworth Crane Services	
Car Servicing	Toyota Armidale	
Accommodation	Big 4 Armidale	
Site Steel Works	Welding Rod	Remove existing winch from dam crest
Precast Forms	Rose Valley Steel Works	
Reinforcement Supply	Infra Build	
Service Location	Armidale Electrical	Pump Station Site

## 11 Integration of Project Elements

### 11.1 Commissioning and Handover

The contractor will submit his draft Operations and Maintenance Manual for review and comment towards the end of the construction period – this will include the monitoring system for the 16 monitored anchors.

### 11.2 Site Management and Security

The contractor has installed additional security fencing around the site facilities (offices, mess rooms and toilet facilities) to cut off any access down the side of the property next to the site offices and on both sides of the dam wall, with the fencing in those areas being placed into the water. In addition, the contractor has installed additional signs on the walking track and at various locations identifying restricted zones and alternate pathways. The contractor has also installed a security camera system to surveille the site office etc. and an additional surveillance camera has been installed facing the dam wall as per ARC's request.

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix A – Project Construction Schedule

Dumaresq Dam Safety Upgrade Project		Project Reporting Month: December 2021					12-Jan-22 15:35																												
Activity ID	Activity Name	Start	Finish	Planned Duration	Remaining Duration	Activity Complete	2019				2020				2021				2022																
							Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2															
							D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A
<b>Dumaresq Dam Safety Upgrade</b>							10-Oct-19 A	24-Mar-22	764	56																									
<b>Milestone Activities</b>							22-Jan-19 A	24-Mar-22	764	37																									
DDSU01	Engage Project Management	22-Jan-19 A	22-Jan-19 A	0	0	100	Engage Project Management																												
DDSU03	Engage Design Consultant	16-Apr-19 A	16-Apr-19 A	0	0	100																													
DDSU05	Commence Re-Design of Buttress Option	13-May-19 A	13-May-19 A	0	0	100																													
DDSU07	Complete Preliminary Design	15-Jun-20 A	15-Jun-20 A	0	0	100																													
DDSU11	Submit Funding Approval	03-Jul-20 A	03-Jul-20 A	0	0	100																													
DDSU15	Funding Approved	10-Jul-20 A	10-Jul-20 A	0	0	100																													
DDSU13	Complete Tender Documentation	31-Jul-20 A	31-Jul-20 A	0	0	100																													
DDSU17	Construction Contract Award	27-Nov-20 A	27-Nov-20 A	0	0	100																													
DDSU19	Construction Commences	25-Feb-21 A	25-Feb-21 A	0	0	100																													
DDSU21	Construction Complete	01-Feb-22	01-Feb-22	0	0	0																													
DDSU23	Project Documentation Complete (Contractor)	03-Feb-22	03-Feb-22	0	0	0																													
DDSU25	Works Certification Completed	10-Feb-22	10-Feb-22	0	0	0																													
DDSU27	DS NSW / DPIE Notifications Complete	16-Feb-22	16-Feb-22	0	0	0																													
DDSU29	DS NSW Construction Report Complete and Submitted ( DPIE)	22-Mar-22	22-Mar-22	0	0	0																													
DDSU31	Project Complete	24-Mar-22	24-Mar-22	0	0	0																													
<b>Re Design Works</b>							08-Apr-19 A	24-Jun-20 A	208	0																									
<b>Engagement</b>							08-Apr-19 A	16-Apr-19 A	5	0																									
DDSU1000	GHD Engaged	08-Apr-19 A	16-Apr-19 A	5	0	100	GHD Engaged																												
<b>Review Available Information</b>							29-Apr-19 A	24-Jun-19 A	25	0																									
DDSU1002	Hydrology Phase 1 Report	29-Apr-19 A	02-May-19 A	4	0	100	Hydrology Phase 1 Report																												
DDSU1012	Design Criteria / Load cases	29-Apr-19 A	03-May-19 A	5	0	100	Design Criteria / Load cases																												
DDSU1004	Geology	02-May-19 A	08-May-19 A	5	0	100	Geology																												
DDSU1006	Design Ph 2, Ph 3 and DWG s	02-May-19 A	13-May-19 A	8	0	100	Design Ph 2, Ph 3 and DWG s																												
DDSU1010	Survey	02-May-19 A	08-May-19 A	5	0	100	Survey																												
DDSU1008	Earthquake	06-May-19 A	10-May-19 A	5	0	100	Earthquake																												
DDSU1018	Site Visit - Geology / Condition of Wall etc.	20-May-19 A	20-May-19 A	1	0	100	Site Visit - Geology / Condition of Wall etc.																												
DDSU1020	Concept Design Meeting, GHD, RR, ARC, AO H	23-May-19 A	23-May-19 A	1	0	100	Concept Design Meeting, GHD, RR, ARC, AO H																												
DDSU1014	Report (Draft)	06-Jun-19 A	17-Jun-19 A	5	0	100	Report (Draft)																												
DDSU1016	Council Review / Comment	24-Jun-19 A	24-Jun-19 A	2	0	100	Council Review / Comment																												
<b>Additional Required Studies</b>							31-May-19 A	29-May-20 A	40	0																									
DDSU1035	GHD Variation Submission	31-May-19 A	05-Jun-19 A	4	0	100	GHD Variation Submission																												
DDSU1037	Variation Approval	06-Jun-19 A	12-Jun-19 A	5	0	100	Variation Approval																												
DDSU1087	Additional Geotechnical Investigation and map	14-Jun-19 A	29-May-20 A	10	0	100	Additional Geotechnical investigation and mapping																												
DDSU1086	LIDAR Survey of Downstream Area to high accuracy	24-Jun-19 A	12-Jul-19 A	20	0	100	LIDAR Survey of Downstream Area to high accuracy																												
DDSU1088	Hydrology Update, Dam Break and Consequence	24-Jun-19 A	18-Feb-20 A	15	0	100	Hydrology Update, Dam Break and Consequence																												
<b>Concept Design</b>							05-Jun-19 A	12-Aug-19 A	54	0																									
DDSU1024	Develop Concept Sketches	03-Jun-19 A	17-Jun-19 A	10	0	100	Develop Concept Sketches																												
DDSU1026	Council Review	12-Jun-19 A	17-Jun-19 A	5	0	100	Council Review																												
DDSU1028	Finalise Proposal	12-Aug-19 A	12-Aug-19 A	5	0	100	Finalise Proposal																												
DDSU1030	Council Approval	12-Aug-19 A	12-Aug-19 A	1	0	100	Council Approval																												
<b>Detailed Design</b>							15-Jul-19 A	17-Feb-20 A	121	0																									
DDSU1032	Buttress Stability Assessment	15-Jul-19 A	26-Sep-19 A	20	0	100	Buttress Stability Assessment																												
DDSU1036	Spillway and NO C Profiles	14-Aug-19 A	27-Aug-19 A	10	0	100	Spillway and NO C Profiles																												
DDSU1040	Apron Design	14-Aug-19 A	27-Sep-19 A	10	0	100	Apron Design																												
DDSU1042	Embankment Retaining Walls	14-Aug-19 A	27-Sep-19 A	15	0	100	Embankment Retaining Walls																												
DDSU1044	Embankment Stability	14-Aug-19 A	27-Sep-19 A	10	0	100	Embankment Stability																												
DDSU1034	Geotechnical Parameters	15-Aug-19 A	30-Aug-19 A	5	0	100	Geotechnical Parameters																												
DDSU1050	Buttress Ground Anchor Design	20-Aug-19 A	27-Sep-19 A	20	0	100	Buttress Ground Anchor Design																												
DDSU1048	Outlet Works	22-Aug-19 A	27-Sep-19 A	10	0	100	Outlet Works																												

█ Actual Level of Effc  
█ Actual Work  
█ Remaining Work  
█ Critical Remaining Work

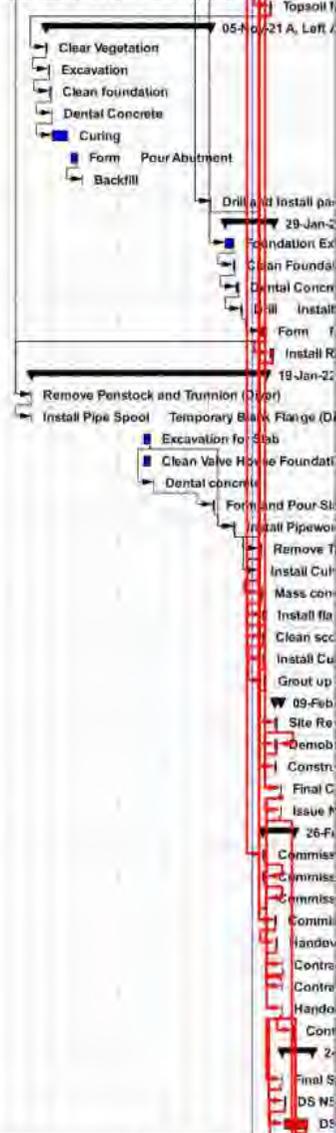
Date	Revision	Checked	Approved
01-Mar-19	Draft Project Schedule	AB	AB
19-Jul-19	Updated with New Procurement Strategy	AB	AB
31-Jul-20	Updated with final Anchor Design Solution (GHD)	AB	AB
01-Feb-21	Updated with Contractors Construction Schedule	AB	AB







Dumaresq Dam Safety Upgrade Project							Project Reporting Month: December 2021																															
Activity ID	Activity Name	Start	Finish	Planned Duration	Remaining Duration	Activity Complete	2019				2020				2021				2022																			
							O	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
DDSU5547	Topsail Placement	25-Jan-22	26-Jan-22	1	1	0																																
<b>Left Abutment Works</b>																																						
DDSU5550	Clear Vegetation	24-Mar-21 A	05-Nov-21 A	126	0	100																																
DDSU5551	Excavation	26-Mar-21 A	29-Mar-21 A	3	0	100																																
DDSU5552	Clean foundation	29-Mar-21 A	30-Mar-21 A	1	0	100																																
DDSU5553	Dental Concrete	31-Mar-21 A	31-Mar-21 A	1	0	100																																
DDSU5554	Curing	31-Mar-21 A	22-Apr-21 A	5	0	100																																
DDSU5556	Form Pour Abutment	26-Apr-21 A	06-May-21 A	7	0	100																																
DDSU5557	Backfill	12-May-21 A	12-May-21 A	1	0	100																																
DDSU5559	Drill and Install passive anchors	04-Nov-21 A	05-Nov-21 A	1	0	100																																
<b>Downstream Protection Works (Base Tie)</b>																																						
DDSU5560	Foundation Excavation	25-Nov-21 A	06-Dec-21 A	29	11	100																																
DDSU5561	Clean Foundation	06-Dec-21 A	08-Dec-21 A	3	0	100																																
DDSU5562	Dental Concrete	09-Dec-21 A	13-Dec-21 A	3	0	100																																
DDSU5564	Drill Installation of Ground Anchors	16-Dec-21 A	17-Dec-21 A	2	0	100																																
DDSU5567	Form Pour Apron Slab	13-Jan-22	20-Jan-22	7	7	0																																
DDSU5568	Install Rock Protection (If Required)	25-Jan-22	29-Jan-22	4	4	0																																
<b>Outlet Upgrade Works</b>																																						
DDSU5570	Remove Panstock and Trunnion (Diver)	03-Mar-21 A	04-Mar-21 A	2	0	100																																
DDSU5571	Install Pipe Spool Temporary Blank Flange (Diver)	04-Mar-21 A	04-Mar-21 A	1	0	100																																
DDSU5572	Excavation for Slab	05-Aug-21 A	13-Aug-21 A	4	0	100																																
DDSU5573	Clean Valve House Foundation	05-Aug-21 A	13-Aug-21 A	4	0	100																																
DDSU5574	Dental concrete	18-Aug-21 A	18-Aug-21 A	4	0	100																																
DDSU5575	Form and Pour Slab	08-Nov-21 A	10-Nov-21 A	3	0	100																																
DDSU5576	Install Pipework and Valve	06-Dec-21 A	08-Dec-21 A	2	0	100																																
DDSU5577	Remove Temp Blank Flange Install Trash Rack (Diver)	10-Jan-22	12-Jan-22	3	3	0																																
DDSU5578	Install Culverts	10-Jan-22	10-Jan-22	1	1	0																																
DDSU5585	Mass concrete to back of Culverts	11-Jan-22	15-Jan-22	4	4	0																																
DDSU5588	Install flange on U/S Scour Line	15-Jan-22	19-Jan-22	4	4	0																																
DDSU5581	Clean scour line	15-Jan-22	16-Jan-22	1	1	0																																
DDSU5579	Install Culvert Security Gates	15-Jan-22	17-Jan-22	2	2	0																																
DDSU5583	Grout up scour line	16-Jan-22	19-Jan-22	3	3	0																																
<b>Rehabilitation</b>																																						
DDSU5591	Site Rehabilitation Works	01-Feb-22	03-Feb-22	3	3	0																																
DDSU5592	Demobilisation of Site Compound	01-Feb-22	03-Feb-22	3	3	0																																
DDSU5590	Construction Completed	01-Feb-22	01-Feb-22	1	1	0																																
DDSU5593	Final Cleanup and Inspection	08-Feb-22	08-Feb-22	1	1	0																																
DDSU5599	Issue Notice for Completion to DPIE	09-Feb-22	09-Feb-22	1	1	0																																
<b>Commissioning and Handover</b>																																						
DDSU5600	Commissioning Documentation Development	15-Jan-22	20-Jan-22	5	5	0																																
DDSU5602	Commissioning Documentation Review	15-Jan-22	20-Jan-22	5	5	0																																
DDSU5604	Commissioning Documentation Approval	18-Jan-22	20-Jan-22	2	2	0																																
DDSU5606	Commissioning of Outlets and Systems	01-Feb-22	01-Feb-22	1	1	0																																
DDSU5608	Handover Documentation	02-Feb-22	03-Feb-22	2	2	0																																
DDSU5612	Contractor Site Inspection for Handover	10-Feb-22	10-Feb-22	1	1	0																																
DDSU5610	Contract Completion Documentation Finalised	10-Feb-22	10-Feb-22	1	1	0																																
DDSU5614	Handover Acceptance	10-Feb-22	10-Feb-22	1	1	0																																
DDSU5616	Contract Debrief Meeting	25-Feb-22	26-Feb-22	1	1	0																																
<b>Project Completion</b>																																						
DDSU6000	Final Site Inspection for Certification	10-Feb-22	10-Feb-22	1	1	0																																
DDSU6002	DS NSW Construction Certificate Signed	14-Feb-22	15-Feb-22	1	1	0																																
DDSU6006	DS NSW Construction Report	14-Feb-22	17-Mar-22	24	24	0																																



█ Actual Level of Effc  
█ Actual Work  
█ Remaining Work  
█ Critical Remaining Work

Date	Revision	Checked	Approved
01-Mar-19	Draft Project Schedule	AB	AB
19-Jul-19	Updated with New Procurement Strategy	AB	AB
31-Jul-20	Updated with final Anchor Design Solution (GHD)	AB	AB
01-Feb-21	Updated with Contractors Construction Schedule	AB	AB



ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix B – Project Communications Registers



l e  
l e

### Incoming Correspondence Register

No.	Date	Type	Subject	Sent To	Sender	Action By Date	In Correspondence No. / Comment	Closed O ut Date
1	1-Dec-20	Email	RFI 001 - Geotechnical Investigation Scope	A Bannink	C Leskovec	1-Dec-20	Completed	1-Dec-20
2	18-Dec-20	Email	RFI-002 - Downstream Protection	A Bannink	C Leskovec	11-Jan-21	Apron slab under design	24-Dec-21
3	18-Dec-20	Email	RFI-003 - Access to Left Hand Abutment	A Bannink	C Leskovec	12-Jan-21	Completed	24-Feb-21
4	15-Jan-21	Email	Fisheries Permit	A Bannink	C Leskovec	18-Jan-21	Completed	19-Jan-21
5	21-Jan-21	Email	Fisheries Permit	A Bannink	C Leskovec	26-Jan-21	Completed	21-Jan-21
6	27-Jan-21	Email	Request for possession of site	A Bannink	C Leskovec	28-Jan-21	Completed, access granted	28-Jan-21
7	28-Jan-21	Email	January progress claim	A Bannink	C Leskovec	29-Jan-21	Approved	28-Jan-21
8	1-Feb-21	Email	RFI 004 - Project specification in word format	A Bannink	C Leskovec	3-Feb-21	Documents sent	1-Feb-21
9	2-Feb-21	Email	January invoice	A Bannink	C Leskovec	2-Feb-21	Approved	2-Feb-21
10	5-Feb-21	Email	Notice to change provisional sum B1	A Bannink	C Leskovec	12-Feb-21	Reviewed and responded	9-Feb-21
11	12-Feb-21	Email	Design Management Plan	A Bannink	C Leskovec	12-Feb-21	Endorsed	NA
12	15-Feb-21	Email	RFI-005 - Service Information	A Bannink	C Leskovec	24-Feb-21	Completed	26-Feb-21
13	16-Feb-21	Email	CEMP Submission - Final	A Bannink	C Leskovec	24-Feb-21	Completed	NA
14	16-Feb-21	Email	QMP Submission - Final	A Bannink	C Leskovec	5-Mar-21	Completed	NA
15	17-Feb-21	Email	Notice of Variation 1 & 2	A Bannink	C Leskovec	24-Feb-21	Noted	26-Feb-21
16	23-Feb-21	Email	NSW Long Service Leave Form	A Bannink	C Leskovec	5-Mar-21	Completed	5-Mar-21
17	24-Feb-21	Email	Notification of Variation 4	A Bannink	C Leskovec	5-Mar-21	Submitted and approved	1-Apr-21
18	24-Feb-21	Email	Notification of isolation of water supply pipe timeframe	A Bannink	C Leskovec	26-Feb-21	Noted	26-Feb-21
19	24-Feb-21	Email	Notification of Variation 3	A Bannink	C Leskovec	26-Feb-21	Noted	26-Feb-21
20	24-Feb-21	Email	Notification of dewatering dam	A Bannink	C Leskovec	26-Feb-21	Noted	26-Feb-21

21	27-Feb-21	Email	Notification of Inclement Weather 27/2/2021	A Bannink	C Leskovec	5-Mar-21	Submitted and approved	1-Jun-21
22	1-Mar-21	Email	Design Submission - Anchor Layout	A Bannink	C Leskovec	12-Mar-21	Approved	16-Mar-21
23	1-Mar-21	Email	Notice of Inclement Weather	A Bannink	C Leskovec	5-Mar-21	EOT submission to be submitted to ARC	1-Mar-21
24	4-Mar-21	Email	RFI 006 - Connection to Site Power	A Bannink	C Leskovec	4-Mar-21	Approved	17-Mar-21
25	8-Mar-21	Email	February Invoice	A Bannink	C Leskovec	9-Mar-21	Approved	9-Mar-21
26	11-Mar-21	Email	RFI 007 - Foundation Investigation Report	A Bannink	C Leskovec	30-Mar-21	Approved	27-May-21
27	18-Mar-21	Email	RFI 008 - Anchor Monitoring	A Bannink	C Leskovec	30-Mar-21	Approved	22-Apr-21
28	23-Mar-21	Email	Notice of Inclement Weather	A Bannink	C Leskovec	23-Mar-21	Filed, waiting on information	23-Mar-21
29	24-Mar-21	Email	RFI 009 - Anchor Details	A Bannink	C Leskovec	30-Mar-21	Approved	6-Apr-21
30	24-Mar-21	Email	Notice of inclement Weather	A Bannink	C Leskovec	30-Mar-21	Filed	24-Mar-21
31	28-Mar-21	Email	Variation 1 - Submission	A Bannink	C Leskovec	30-Mar-21	Approved	30-Mar-21
32	28-Mar-21	Email	Variation 2 - Temporary Water Supply	A Bannink	C Leskovec	30-Mar-21	Approved	30-Mar-21
33	28-Mar-21	Email	Variation 5 - Increase to Provisional Sum for Foundation Geotechnical Investigation	A Bannink	C Leskovec	30-Mar-21	Note: Var 5 is the contractors variation number ARC does not require a variation for this as it relates to a provisional sum amount in the contract.	30-Mar-21
34	28-Mar-21	Email	RFI 010 - CMS DYWIDAG PregROUT Bar Manufacture	A Bannink	C Leskovec	9-Apr-21	Approved	15-Apr-21
35	28-Mar-21	Email	Notice of Variation 006 - Upstream Pipework	A Bannink	C Leskovec	9-Apr-21	Noted	NA
36	28-Mar-21	Email	Notice of Variation 007 - Downstream Concrete Repairs	A Bannink	C Leskovec	9-Apr-21	Noted	NA
37	28-Mar-21	Email	Notice of Variation 008 - Concrete Channel for Monitoring	A Bannink	C Leskovec	9-Apr-21	Approved	NA
38	30-Mar-21	Email	RFI 011 - Bearing Plate Calculations	A Bannink	C Leskovec	9-Apr-21	Approved	15-Apr-21
39	30-Mar-21	Email	RFI 012 - Mill Certificate Anchors	A Bannink	C Leskovec	9-Apr-21	Approved	15-Apr-21
40	30-Mar-21	Email	RFI 013 - Dental concrete AAR Results	A Bannink	C Leskovec	9-Apr-21	Issued as part of Dental concrete pour approval.	30-Mar-21
41	30-Mar-21	Email	RFI 014 - S40 Mix Design and Test Results	A Bannink	C Leskovec	9-Apr-21	Approved	21-Apr-21
42	1-Apr-21	Email	RFI 015 - Anchor Head Layout	A Bannink	C Leskovec	9-Apr-21	Approved	21-Apr-21
43	1-Apr-21	Email	March Claim	A Bannink	C Leskovec	1-Apr-21	Approved	6-Apr-21

44	1-Apr-21	Email	Variation 3 - Temporary Toilets March	A Bannink	C Leskovec	23-Apr-21	Approved	1-Apr-21
45	8-Apr-21	Email	RFI 016 - ITP Register	A Bannink	C Leskovec	15-Apr-21	Reviewed and endorsed	8-Apr-21
46	9-Apr-21	Email	RFI 017 - IFC Drawing Issue C101, C102, C103, C121	A Bannink	C Leskovec	15-Apr-21	Approved and filed	13-Apr-21
47	9-Apr-21	Email	RFI 018 - Drawings Issued for Review	A Bannink	C Leskovec	15-Apr-21	Reviewed and comments sent off	13-Apr-21
48	9-Apr-21	Email	Notice of Variation No. 9	A Bannink	C Leskovec	15-Apr-21	Noted	9-Apr-21
49	11-Apr-21	Email	Additional Tree Clearing	A Bannink	C Leskovec	15-Apr-21	Approved	11-Apr-21
50	15-Apr-21	Email	RFI 020 - LH Abutment Reinforcing steel CoC	A Bannink	C Leskovec	23-Apr-21	Approved	21-Apr-21
51	15-Apr-21	Email	Variation 8 - Crest Instrument Channel Concrete Cutting	A Bannink	C Leskovec	23-Apr-21	Approved	10-May-21
52	20-Apr-21	Email	Variation 10 - Toe Anchor concrete cutting	A Bannink	C Leskovec	7-May-21	Approved	10-May-21
53	20-Apr-21	Email	Dam Design Flood Hydrology & spillway capacity design information request	A Bannink	C Leskovec	7-May-21	GHD contacted and waiting on engineer to respond, Peer Reviewer to write letter to Designer and DS NSW.	11-Nov-21
54	26-Apr-21	Email	RFI 021 Submission on Membrane Curing Compound	A Bannink	C Leskovec	7-May-21	Approved	5-May-21
55	26-Apr-21	Email	RFI 022 Water Stop TDS	A Bannink	C Leskovec	12-May-21	Approved	5-May-21
56	26-Apr-21	Email	RFI 023 S32 Concrete Mix design	A Bannink	C Leskovec	28-Apr-21	Approved	5-May-21
57	26-Apr-21	Email	Notice of Variation 7 - Repairs to concrete wall	A Bannink	C Leskovec	12-May-21	Noted	24-Dec-21
58	27-Apr-21	Email	RFI 024 - Crest Anchor Block Construction CMS and ITP	A Bannink	C Leskovec	7-May-21	Interim approval - will need to be included in the overall anchor document	12-May-21
59	29-Apr-21	Email	Variation 11 - Provisional sum claim for design works to date.	A Bannink	C Leskovec	29-Apr-21	Approved	29-Apr-21
60	29-Apr-21	Email	Contractors April Claim	A Bannink	C Leskovec	30-Apr-21	Approved	30-Apr-21
61	5-May-21	Email	RFI 025 - Revised Toe anchor Locations	A Bannink	C Leskovec	14-May-21	Approved with Peer Reviewer comments	14-May-21
62	13-May-21	Email	RFI 026 - Revised Monitoring locations	A Bannink	C Leskovec	21-May-21	Extended discussion and change to numbering require from the Peer Reviewer - now approved	27-May-21
63	18-May-21	Email	NCR Notification - CA 11 Waterstop	A Bannink	C Leskovec	NA	Notification that the grout pour for CA 11 waterstop failed - NCR to be submitted.	21-May-21
64	18-May-21	Email	RFI 027 - Coupler and Nut Mill Certificates	A Bannink	C Leskovec	1-Jun-21	Approved - no Chinese steel in manufacture	21-May-21
65	20-May-21	Email	RFI 028 - Revised IFC Drawings	A Bannink	C Leskovec	3-Jun-21	Approved and filed	21-May-21
66	21-May-21	Email	RFI 029 - Drilling and Anchor Installation Method Statement	A Bannink	C Leskovec	4-Jun-21	Rejected	27-May-21

67	21-May-21	Email	NCR 001 - CA 01 Waterstop	A Bannink	C Leskovec	NA	NCR Submitted - new waterstop to be installed after the old one is removed and channels cleaned out - AB to approve new pour	19-May-21
68	21-May-21	Email	NCR 002 - CA 11 Waterstop	A Bannink	C Leskovec	NA	NCR Submitted - new waterstop to be installed after the old one is removed and channels cleaned out - AB approved new pour	7-Jun-21
69	21-May-21	Email	NCR 003 - CA 12 Waterstop	A Bannink	C Leskovec	NA	NCR Submitted - new waterstop to be installed after the old one is removed and channels cleaned out - AB approved new pour	7-Jun-21
70	1-Jun-21	Email	EOT 002 - Inclement Weather 23/3/2021	A Bannink	C Leskovec	30-Jun-21	EOT submission to ARC	10-Jun-21
71	1-Jun-21	Email	EOT 001 - Inclement weather 27/02/2021	A Bannink	C Leskovec	30-Jun-21	EOT submission to ARC	10-Jun-21
72	1-Jun-21	Email	May Progress Claim	A Bannink	C Leskovec	5-Jun-21	Submission of May claim.	5-Jun-21
73	2-Jun-21	Email	Notice of NCR 004 - Anchor CA19	A Bannink	C Leskovec	10-Jun-21	Notice for placement of concrete before approval	10-Jun-21
74	2-Jun-21	Email	Notification of Issue - Voids at Toe anchor TA13	A Bannink	C Leskovec	5-Jun-21	Voids detected in concrete wall at toe anchor TA13 require solution.	5-Jun-21
75	2-Jun-21	Email	Safety Incident - Fall on stairs	A Bannink	C Leskovec	NA	Employee fell on stairs - first aid only	NA
76	3-Jun-21	Email	Leed May Invoice	A Bannink	C Leskovec	ASAP	Submitted for payment	3-Jun-21
77	3-Jun-21	Email	Notice of inclement weather 3 June	A Bannink	C Leskovec	15-Jun-21	Notice for delays due to inclement weather submitted	10-Jun-21
78	3-Jun-21	Email	EOT 003 - Inclement Weather 3 June	A Bannink	C Leskovec	15-Jun-21	EOT submitted for review approval	10-Jun-21
79	4-Jun-21	Email	Use of Crosbe Grout in Anchors	A Bannink	C Leskovec	6-Jun-21	Information submitted for review and approval to use.	4-Jun-21
80	5-Jun-21	Email	RFI - 030 - Anchor Grout Trial Mix Program Submission	A Bannink	M Raleigh	17-Jun-21	Submission accepted with changes	16-Jun-21
81	6-Jun-21	Email	RFI 031 - Precast donut reinforcement change	A Bannink	C Leskovec		Changes accepted	8-Jun-21
82	6-Jun-21	Email	NCR 005 - Fresh grout washout CA11	A Bannink	M Raleigh	15-Jun-21	Waterstop to be reinstalled	7-Jun-21
83	6-Jun-21	Email	NCR 004 - Waterstop tear CA16	A Bannink	M Raleigh	15-Jun-21	Repairs made and approval for use given.	7-Jun-21
84	9-Jun-21	Email	EOT - 004 - Inclement Weather 9/6/2021	A Bannink	C Leskovec		noted and approved	10-Jun-21

85	17-Jun-21	Email	RFI 032 - RH Abutment Drawings	A Bannink	C Leskovec		Under review	1-Sep-21
86	18-Jun-21	Email	RFI 033 Hazardous Tree	A Bannink	C Leskovec	30-Jun-21	Removal approved	21-Jun-21
87	18-Jun-21	Email	Dywidag Incident	A Bannink	C Leskovec	30-Jun-21	Incident report to be submitted once Dywidag has completed investigation. Complete reort submitted.	30-Jun-21
88	20-Jun-21	Email	RFI 034 - Drilling ITP and grouting records sheets	A Bannink	C Leskovec	21-Jun-21	Review and accepted with changes	21-Jun-21
89	21-Jun-21	Email	NCR 004 - Waterstop Tear CA16	A Bannink	C Leskovec	20-Jun-21	Water test to be done to prove the waterstop working	21-Jun-21
90	21-Jun-21	Email	Notification of safety Incident	A Bannink	C Leskovec	NA	Worker blew over 0.0 and was stood down for a day	21-Jun-21
91	21-Jun-21	Email	Variation 12 submission - Management of Temporary Toilets	A Bannink	C Leskovec	25-Jun-21	Reviewed and accepted by MB, ARC	25-Jun-21
92	22-Jun-21	Email	Variation 13 Submission - Management of Temporary Pump	A Bannink	C Leskovec	25-Jun-21	Reviewed and accepted by MB, ARC	25-Jun-21
93	22-Jun-21	Email	Variation 9 submission - Timelapse Camera	A Bannink	C Leskovec	25-Jun-21	Reviewed and accepted by MB, ARC	25-Jun-21
94	22-Jun-21	Email	Notice of variation - Var 014 change to RH embankment	A Bannink	C Leskovec	NA	Notice of design changes due to tree root ingress into bank	NA
95	22-Jun-21	Email	Notice of variation - Var 015 Additional waterstop	A Bannink	C Leskovec	NA	Reviewer and design require an additional waterstop in toe anchors - contractor reviewing and pricing.	NA
96	22-Jun-21	Email	RFI -036 Downstream valve house	A Bannink	C Leskovec	8-Jul-21	Review completed and design approved.	13-Jul-21
97	22-Jun-21	Email	RFI - 037 Passive anchor drawing review	A Bannink	C Leskovec	8-Jul-21	Review completed and changes required.	13-Jul-21
98	22-Jun-21	Email	RFI 035 - Certification of Calibration, Champ Gyro Probe	A Bannink	M Raleigh	25-Jun-21	Approved	23-Jun-21
99	24-Jun-21	Email	June Progress Claim	A Bannink	C Leskovec	25-Jun-21	Resubmission with changes required	25-Jun-21
100	25-Jun-21	Email	Revised June Claim	A Bannink	C Leskovec	25-Jun-21	Accepted	25-Jun-21
101	30-Jun-21	Email	June Invoice and Stat Dec	A Bannink	C Leskovec	30-Jun-21	Invoice submitted with Stat Dec	30-Jun-21
102	30-Jun-21	Email	RFI 038 - Concrete Test Results	A Bannink	M Raleigh	3-Jul-21	Under Review	15-Aug-21
103	7-Jul-21	Email	NOD - 005	A Bannink	C Leskovec	NA	EOT for delays in drilling due to water ingress into drilled holes	NA
104	8-Jul-21	Email	Potential Pump Station for Raw Water Supply questions	A Bannink	C Leskovec	15-Jul-21	Queries regarding Councils requirements for the proposed pump station.	31-Jul-21
105	20-Jul-21	Email	NCR-006 - Grouting CA 5 without permission	A Bannink	C Leskovec	31-Jul-21	Accepted the changes to the ITP to have the site works inspector to approve for this to go ahead. Corrective action for the contractor.	20-Jul-21
106	21-Jul-21	Email	Variation 16 - Jackhammering and grinding toe anchor base	A Bannink	C Leskovec	31-Jul-21	Discussed and reviewed and submitted to client for approval. Verbal permission provided by MB.	30-Jul-21

107	27-Jul-21	Email	Updated Risk Register	A Bannink	C Leskovec	NA	Updated risk register after team review.	27-Jul-21
108	30-Jul-21	Email	Variation 17 - Change to Provisional sum - Design Costs	A Bannink	C Leskovec	13-Aug-21	Approved	20-Aug-21
109	31-Jul-21	Email	Information for Proposed Pump Station for Raw Water Supply	A Bannink	C Leskovec	13-Aug-21	Approved	20-Aug-21
110	31-Jul-21	Email	Variation 18 - Grouting of electrical conduits	A Bannink	C Leskovec	13-Aug-21	Approved	20-Aug-21
111	6-Aug-21	Email	July Monthly report	A Bannink	C Leskovec	NA	Reviewed	6-Aug-21
112	6-Aug-21	Email	July Risk Register update	A Bannink	C Leskovec	NA	Reviewed	6-Aug-21
113	10-Aug-21	Email	July Invoice from Leed	A Bannink	C Leskovec	20-Aug-21	Approved	20-Aug-21
114	13-Aug-21	Email	RFI 042 - Drawings for Review	A Bannink	C Leskovec	7-Sep-21	Approved with comments	27-Aug-21
115	15-Aug-21	Email	RFI 043 - Earthworks Specification	A Bannink	M Raleigh	7-Sep-21	Approved with comments and additional requirements	27-Aug-21
116	15-Aug-21	Email	NCR 007 - Stater bar issue CA 31 and 34	A Bannink	C Leskovec	7-Sep-21	Approved verbally after discussion with Leed and Peer Reviewer	9-Sep-21
117	15-Aug-21	Email	RFI 044 - Embankment Construction CMS	A Bannink	C Leskovec	15-Sep-21	Approved with comments	27-Aug-21
118	15-Aug-21	Email	Incident Report - near miss	A Bannink	C Leskovec	15-Aug-21	Reviewed - no action needed	15-Aug-21
119	15-Aug-21	Email	EOT 005 - Moving Drill rig from CA6 to CA 17	A Bannink	C Leskovec	7-Sep-21	Agreed with PAP - cost still to be submitted for review	8-Sep-21
120	15-Aug-21	Email	EOT 006 - Inclement weather	A Bannink	C Leskovec	7-Sep-21	Inclement weather on the 2nd August - time only - accepted in principal Leed to supply additional info.	8-Sep-21
121	15-Aug-21	Email	EOT 007 - Armidale Lockdown	A Bannink	C Leskovec	12-Sep-21	Due to covid, Armidale area put into lockdown by NSW Govt. - drillers delayed return to site	29-Sep-21
122	16-Aug-21	Email	Remobilisation of concrete cutters	A Bannink	C Leskovec	15-Sep-21	Accepted in Principal, all costs to be provided for review.	24-Aug-21
123	19-Aug-21	Email	RFI 045 - LHS Tree Removal	A Bannink	M Raleigh	25-Aug-21	Approved.	20-Aug-21
124	20-Aug-21	Email	Negative Variation 19 for monitoring system	A Bannink	C Leskovec	15-Sep-21	2 items withdrawn from the original monitoring quotation lieu of the new buried system that is required.	30-Aug-21
125	20-Aug-21	Email	Remobilisation of concrete cutters	A Bannink	C Leskovec	30-Aug-21	Estimated costs provided to ARC for information - approval in principal given by PAP - all cost to be submitted for review.	24-Aug-21
126	20-Aug-21	Email	RFI 047 - Upstream Pipework Drawings	A Bannink	C Leskovec	15-Sep-21	Drawings reviewed and approved with comments.	27-Aug-21
127	20-Aug-21	Email	RFI 048 - Pump Station Information	A Bannink	C Leskovec	NA	Information request from Leed on the proposed pump station to replace the current water supply to locals.	25-Aug-21
128	24-Aug-21	Email	Notice of Inclement Weather 24/08/2021	A Bannink	C Leskovec	17-Sep-21	Notice of bad weather to 24th August.	8-Sep-21

129	29-Aug-21	Email	RFI 049 - Use of Denso Void Filler	A Bannink	M Raleigh	15-Sep-21	Completed and denso type approved	1-Sep-21
130	30-Aug-21	Email	Notice of issue on the level of the foundation TA 01 - engineers are reviewing information	A Bannink	C Leskovec	15-Sep-21	Completed no further action required	15-Sep-21
131	1-Sep-21	Email	Completion amount	A Bannink	C Leskovec	15-Sep-21	Request for completion amount to be a BG instead of monitory deduction on claims.	3-Sep-21
132	1-Sep-21	Email	RFI 050 - Submission of Embankment Drawings for Construction	A Bannink	C Leskovec	NA	Issue of RH embankment drawings - IFC version	1-Sep-21
133	1-Sep-21	Email	RFI 049 - Use of Denso Void Filler	A Bannink	C Leskovec	7-Sep-21	Leed request withdrawal of this RFI - accepted.	1-Sep-21
134	2-Sep-21	Email	August Claim	A Bannink	C Leskovec	5-Sep-21	Reviewed, changes made and final version accepted.	13-Sep-21
135	2-Sep-21	Email	Monthly Report	A Bannink	C Leskovec	5-Sep-21	Reviewed, minor items for next month to be rectified.	2-Sep-21
136	3-Sep-21	Email	Completion Amount	A Bannink	C Leskovec	NA	Informed that BG for completion Amount being prepared.	NA
137	8-Sep-21	Email	RFI 051 - Passive Anchors	A Bannink	C Leskovec	NA	Drawings issued for construction (IFC)	NA
138	11-Sep-21	Email	August Invoice and Stat Dec	A Bannink	C Leskovec	NA	Submitted for payment	NA
139	11-Sep-21	Email	RFI 052 - Concrete and Grout Test Results to Date	A Bannink	C Leskovec	NA	Test result for review and accepted	NA
140	14-Sep-21	Email	RFI 053 - Stressing of Anchors	A Bannink	C Leskovec	20-Sep-21	Proposal rejected, anchors can only be stressed after a min 28 days - not grout strength in the first instance.	15-Sep-21
141	27-Sep-21	Email	Variation 22 - Foundation Cleaning and Inspection	A Bannink	C Leskovec	15-Oct-21	This covers the requested inspection of the LH abutment & LH walls section foundation inspection due to Wet areas - potential erosion aprons are being discussed wit the Peer Reviewer and designer.	2-Nov-21
142	27-Sep-21	Email	Extension of Time 008 Inclement Weather	A Bannink	C Leskovec	15-Oct-21	2 days claimed for inclement weather - no costs claimed - approved.	29-Sep-21
143	27-Sep-21	Email	Extension of Time 009 Relocation of Drill Rig	A Bannink	C Leskovec	15-Oct-21	1 day claimed to move crest drill rig from CA30 to CA 32 for foundation level determination - cost are associated - approved	29-Sep-21
144	27-Sep-21	Email	Extension of Time 010 Drill rig Breakdown	A Bannink	C Leskovec	15-Oct-21	8 days claimed - drill rig gear box broke down and was sent away for refurbishment- no costs - approved.	29-Sep-21
145	29-Sep-21	Email	Request for return of Bank Guarantee for Anchor supply 1	A Bannink	C Leskovec	20-Oct-21	With PAP for approval - approved	5-Oct-21

146	30-Sep-21	Email	Electricity Charge	A Bannink	C Leskovec	NA	Electricity supply to be reimbursed at the end of the project as per agreement with PAP.	NA
147	4-Oct-21	Email	September Progress Claim	A Bannink	C Leskovec	6-Oct-21	September Claim	6-Oct-21
148	4-Oct-21	Email	EOT11 - Inclement Weather	A Bannink	C Leskovec	25-Oct-21	Under Review - approved	11-Nov-21
149	5-Oct-21	Email	September Monthly Report	A Bannink	C Leskovec	NA	Contractors monthly report and supporting documentation	5-Oct-21
150	5-Oct-21	Email	Current Risk Register	A Bannink	C Leskovec	NA	Revised and updated Risk Register	NA
151	5-Oct-21	Email	TA 06 Construction Technical Advice	A Bannink	C Leskovec	NA	Designers Assessment for TA 6 foundation issues.	NA
152	6-Oct-21	Email	RFI 054 Downstream Valves	A Bannink	C Leskovec	27-Oct-21	Valve options for purchase.	7-Oct-21
153	8-Oct-21	Email	Design Set - All Drawings	A Bannink	C Leskovec	29-Oct-21	Design drawing to date for review	NA
154	8-Oct-21	Email	RFI 055 - Booster Pump Station Chlorine Query	A Bannink	C Leskovec	29-Oct-21	Chlorine at the end of the pipeline will not be regulation - ARC reviewed this and has accepted this.	11-Oct-21
155	12-Oct-21	Email	September Invoice and Statutory Declaration	A Bannink	C Leskovec	NA	Contractors invoice for payment	NA
156	12-Oct-21	Email	RFI 057 - ARC Booster Pump Station	A Bannink	C Leskovec	5-Nov-21	Booster Pump Station Layouts and PID for review	23-Nov-21
157	17-Oct-21	Email	Var 20 submission - Jackhammering and Grinding works - July - September	A Bannink	C Leskovec	12-Nov-21	Variation for the final anchor holes gridding and cutting out/jackhammering of toe anchor holes for anchor head placement.	2-Nov-21
158	18-Oct-21	Email	NCR 008	A Bannink	M Raleigh	29-Oct-21	Inspection sheet and hole video not taken, changes made to documentation and processes.	18-Oct-21
159	20-Oct-21	Email	NCR 008 - Final documentation	A Bannink	C Leskovec	5-Nov-21	Revised documentation submitted to ARC after intensive discussions with Contractor.	18-Oct-21
160	20-Oct-21	Email	Booster Pump Station Design Review	A Bannink	C Leskovec	5-Nov-21	Query on ARC response to RFI 057	20-Oct-21
161	20-Oct-21	Email	Unauthorised Entry to site	A Bannink	C Leskovec	29-Oct-21	Public noticed on dam wall in breach of the site access rules.	22-Oct-21
162	21-Oct-21	Email	Booster Pump Station - Pipe Survey	A Bannink	C Leskovec	NA	Contractor notifying ARC of his intension to under take pipeline activities.	NA
163	21-Oct-21	Email	Toe Anchor 19	A Bannink	C Leskovec	12-Nov-21	TA 19 is problematic for water proof grouting Peer Reviewer provided input (as well as the designers to fix the problem.	21-Oct-21
164	23-Oct-21	Email	Var 15	A Bannink	C Leskovec	12-Nov-21	Contractor notifies ARC of the withdrawal of Contractor variation 15 - TA waterstop installation.	23-Oct-21
165	25-Oct-21	Email	RFI 056 - Survey monitoring during stressing	A Bannink	C Leskovec	12-Nov-21	Query on amount of survey and placement of survey equipment	10-Nov-21
166	25-Oct-21	Email	RFI 057 - Use of Denso Void Filler	A Bannink	M Raleigh	5-Nov-21	Contractor requests to use DENSO type 1 - under review	1-Nov-21
167	25-Oct-21	Email	DRFI 058 - Scour Decommissioning and Clear Water Pipework Installation CMS	A Bannink	M Raleigh	5-Nov-21	CMS submitted for review	11-Nov-21
168	27-Oct-21	Email	Variation 23- Move Crest Drill rig x 4	A Bannink	C Leskovec	8-Nov-21	Variation for the moving of the drill rig for foundation level confirmation	2-Nov-21

169	27-Oct-21	Email	Variation 25 - Toe Anchor Conduit Concrete Cutting	A Bannink	C Leskovec	8-Nov-21	Cutting of the Toe anchor monitoring cable/conduit channel.	2-Nov-21
170	28-Oct-21	Email	RFI 057 - Denso void Filler	A Bannink	M Raleigh		Information provided to assist in approval process	NA
171	2-Nov-21	Email	Variation 26 - Removal of cold Joints	A Bannink	C Leskovec	29-Nov-21	Variation for the concrete removal of the cold joint section of the crest	29-Nov-21
172	4-Nov-21	Email	RFI-059 Stainless Steel Waterstop	A Bannink	M Raleigh	3-Dec-21	Change for the toe waterstop waterstop - approved	3-Dec-21
173	4-Nov-21	Email	October Claim	A Bannink	C Leskovec	3-Dec-21	Submission of October claim for review and approval	9-Nov-21
174	5-Nov-21	Email	RH Abutment works Variation 14	A Bannink	C Leskovec	6-Dec-21	Variation 14 submitted for review dealing with the Rh embankment rebuild - no attachment	2-Nov-21
175	5-Nov-21	Email	RH Abutment works	A Bannink	C Leskovec	6-Dec-21	As above but with attachment	2-Nov-21
176	8-Nov-21	Email	October monthly report	A Bannink	C Leskovec	6-Dec-21	Submission of contractors monthly report	NA
177	9-Nov-21	Email	October invoice and Stat Declaration	A Bannink	C Leskovec	7-Dec-21	Submission of monthly invoice after acceptance by the PAP	9-Nov-21
178	9-Nov-21	Email	Return of BG 2 for anchors	A Bannink	C Leskovec	7-Dec-21	BG2 for the remaining anchors now returned as they have been installed.	24-Nov-21
179	9-Nov-21	Email	RFI-060 - Design Report - draft submission	A Bannink	M Raleigh	7-Dec-21	Submission of the draft design report for review and approval.	24-Dec-21
180	18-Nov-21	Email	RFI-061 - Survey Monitoring Systems	A Bannink	M Raleigh	17-Dec-21	Variation for survey monitoring during stressing and installation of survey pillars for long term monitoring	18-Nov-21
181	18-Nov-21	Email	RFI-062 - Anchor stressing and Cap Installation CMS	A Bannink	M Raleigh	17-Dec-21	Stressing documentation, procedures and QA submitted for review.	11-Nov-21
182	19-Nov-21	Email	Anchor Stressing	A Bannink	M Raleigh	20-Dec-21	Changes to documentation	11-Nov-21
183	20-Nov-21	Email	RFI 063 - Concrete and grout test results	A Bannink	M Raleigh	21-Dec-21	Test outcomes for concrete and grout to date for anchors	NA
184	21-Nov-21	Email	Variation 14 RH embankment variation	A Bannink	M Raleigh	22-Dec-21	RH embankment clay core to be replaced due to root infestation - needs to be removed and replaced.	29-Nov-21
185	22-Nov-21	Email	RFI-062 - Anchor stressing and Cap installation CMS	A Bannink	M Raleigh	10-Jan-21	Submitted changes to document	24-Nov-21
186	22-Nov-21	Email	Notice of Inclement Weather delay	A Bannink	M Raleigh	10-Jan-21	Rain stopped works on site EOT to be submitted	TBA
187	23-Nov-21	Email	Anchor Stressing Record Sheet submission.	A Bannink	M Raleigh	10-Jan-21	Document review for team prior to works commencing.	24-Nov-21
188	24-Nov-21	Email	Notice of variation for survey information	A Bannink	C Leskovec	11-Jan-21	Survey monitoring and survey were not included in the tender.	24-Nov-21
189	30-Nov-22	Email	RFI 064 - Monitoring cable - flexible conduit, glands and resin kit.	A Bannink	M Raleigh	15-Jan-22	Change requested to sealing of monitoring cable.	24-Dec-21
190	1-Dec-22	Email	Notice of Extension of time - Inclement Weather	A Bannink	M Raleigh	15-Jan-22	Inclement weather EOT to be submitted for claim	TBA
191	1-Dec-22	Email	Boorolong Pump Station	M Brooks	C Leskovec	10-Jan-22	Description of costs associated with the design	TBA
192	2-Dec-22	Email	November Progress Claim	A Bannink	C Leskovec	5-Dec-22	For review and approval by PAP	7-Dec-22

193	4-Dec-22	Email	RFI 062 - anchor stressing and cap installation CMS	A Bannink	M Raleigh	20-Dec-22	Final documentation review	NA
194	7-Dec-22	Email	November monthly Report	A Bannink	C Leskovec	NA	NA	NA
195	7-Dec-22	Email	November Invoice & Stat Dec	A Bannink	C Leskovec	NA	NA	NA
196	9-Dec-22	Email	RFI 065 - Request for sim Card	A Bannink	M Raleigh	20-Dec-22	SIM card required to finalise system prior to testing	TBA
197	15-Dec-22	Email	RFI 065 - Crest Anchor Stressing Record Submission	A Bannink	M Raleigh	FIO	Record of stressing data to date.	NA
198	16-Dec-22	Email	Dumaresq Dam monitoring Report	A Bannink	C Leskovec	FIO	Survey data during stressing	NA
199	17-Dec-22	Email	RFI 066 - Crest Anchor Stressing Record Submission	A Bannink	M Raleigh	FIO	Change in RFI numbers	NA
200	17-Dec-22	Email	RFI 067 - Change to Dynaforce Connector to solder joint	A Bannink	M Raleigh	20-Dec-22	monitoring cable joint change	24-Dec-22
201	17-Dec-22	Email	Site Incident	A Bannink	M Raleigh	20-Dec-22	bobcat incident - slight damage no injuries	NA
202	17-Dec-22	Email	Sim Card	A Bannink	M Raleigh	20-Dec-22	Data for SIM card	15-Dec-22
203	21-Dec-22	Email	Days works	A Bannink	M Raleigh	FIO	Record of day works for the site	NA
204	22-Dec-22	Email	December Progress claim	A Bannink	C Leskovec	10-Jan-22	NA	NA
205	22-Dec-22	Email	Pump Station Design Works	A Bannink	C Leskovec	10-Jan-22	Description of associated costs	TBA
206	22-Dec-22	Email	Dumaresq Dam Boorolong Pump station - Budget Estimate	M Brooks	C Leskovec	10-Jan-22	Draft budget information and clarification	TBA
207	23-Dec-22	Email	RFI 068 Apron Slab Design for Initial Review	A Bannink	M Raleigh	10-Jan-22	Base slab - change in size - design for review and approval.	23-Dec-22



I  
l e

### Outgoing Correspondence Register

No.	Date	Type	Subject	Sent To	Sender	Action By Date	Out Correspondence No.	Comments	Closed Out Date
1	1-Dec-20	Email	RFI-001- Geotechnical Investigation Scope	C Leskovec	A Bannink	1-Dec-20		Scope updated and provided for foundation geotechnical works to be costed.	1-Dec-20
2	18-Dec-20	Phone call	RFI-002 - Downstream Protection	C Leskovec	A Bannink	12-Jan-21		Initial phone call to confirm 18 Dec. But additional discussion required in January.	TBA
3	18-Dec-20	Phone call	RFI-003 - Access to left hand embankment	C Leskovec	A Bannink	12-Jan-21		Phone call to discuss requirements 18 Dec. - discussed on site and resolved with UNE & PAP.	24-Feb-21
4	19-Jan-21	Email	Fisheries Permit - Contractor to liaise with DPI	C Leskovec	A Bannink	NA		Contractor to liaise with Fisheries as per contract.	19-Jan-21
5	20-Jan-21	Email	DS NSW Project Audit notification	C Leskovec	A Bannink	5-Feb-21		DS NSW will conduct audit on 23rd February on project QA etc.	29-Jan-21
6	21-Jan-21	Email	Fisheries Permit - Permit PN20/147	C Leskovec	A Bannink	NA		Fisheries approval of project CEMP	21-Jan-21
7	28-Jan-21	Email	Possession of Site	C Leskovec	A Bannink	NA		Possession of site granted	28-Jan-21
8	29-Jan-21	Email	Contractors January progress claim	C Leskovec	A Bannink	29-Jan-21		Acceptance of January claim	29-Jan-21
9	1-Feb-21	Email	RFI-004 - Project specification in word format	C Leskovec	A Bannink	4-Feb-21		Designer required alternate specification in word format to update for alternate design finalisation	1-Feb-21
10	2-Feb-21	Email	Contractors January Progress Claim Approval	C Leskovec	M Brooks	NA		PAP Approval of January Claim	2-Feb-21
11	9-Feb-21	Email	Approval to increase the Provisional sum B1	C Leskovec	A Bannink	12-Feb-21		Mike Brooks Approval received 9/2/21, email sent to CL	9-Feb-21
12	18-Feb-21	Email	Notice of fisheries notification of Commencement of Works	C Leskovec	A Bannink	18-Feb-21		Email to Leed confirming ARC notification to Fisheries of commencement of construction works	18-Feb-21
13	18-Feb-21	Email	Signed fisheries documentation to DPIE fisheries	David Ward - DPI	M Brooks	NA		Completed notifications to Fisheries with commencement date.	18-Feb-21
14	18-Feb-21	Email	Possession of Site	C Leskovec	M Brooks	18-Feb-21		Approval for possession of site for Leed	18-Feb-21
15	18-Feb-21	Email	Acceptance of Contract construction Program	C Leskovec	M Brooks	18-Feb-21		ARC acceptance of contractors submitted initial construction schedule.	18-Feb-21
16	18-Feb-21	Email	Notification of Authorised Persons	C Leskovec	M Brooks	18-Feb-21		Notice to Leed of ARC roles and responsibilities.	18-Feb-21
17	26-Feb-21	Email	Notice for Variation 1 & 2 for additional diver mobilisation and temporary water supply during construction.	C Leskovec	A Bannink	TBA		Confirming the in principal agreement for the variations 1 and 2	1-Apr-21
18	26-Feb-21	Email	Notice for Variation 3 - alternate toilet facilities	C Leskovec	A Bannink	TBA		Confirming the in principal agreement for variation 3 regarding the alternate toilet facilities until new toilet block is completed or construction completed.	14-Apr-21
19	26-Feb-21	Email	Notice on Variation 4 - UNE water supply	C Leskovec	A Bannink	TBA		Confirming the variation 4 will cover the final solution for UNE water supply.	20-Sep-21

20	26-Feb-21	Email	RFI-005 - Service Information	C Leskovec	A Bannink	5-Mar-21		Alternate toilet will be installed and existing toilets decommissioned during construction - Variation to contract as agreed with PAP.	26-Feb-21
21	1-Mar-21	Email	Notice of Inclement Weather	C Leskovec	A Bannink	1-Mar-21		Require information including photos etc. to review prior to approval.	10-Jun-21
22	4-Mar-21	Email	RFI 006 Connection to Site Power	C Leskovec	A Bannink	10-Mar-21		Approval granted to connect to the site power pole - just waiting on the access to keys.	4-Mar-21
23	16-Mar-21	Email	RFI 006 Design Submission	C Leskovec	A Bannink	20-Mar-21		There are 2 RFI 006 from the contractor - this one deals with the anchor layout details submitted for review	16-Mar-21
24	24-Mar-21	Email	Notice of Inclement Weather	C Leskovec	A Bannink	25-Mar-21		Discussion on site - Leed to provide details when submitting the claim.	24-Mar-21
25	29-Mar-21	Email	Notice of Variation No. 08 - Concrete for Monitoring Channel	C Leskovec	A Bannink	29-Mar-21		Notice on the change of protection for the monitoring cables - was in a steel channel bolted to wall now buried in concrete wall.	29-Mar-21
26	30-Mar-21	Email	Approval to pour dental concrete	C Leskovec	A Bannink	30-Mar-21		Approval to put the dental concrete on the LH abutment prior to workforce going out on break - inspection via video (MB also undertook a site visit).	30-Mar-21
27	1-Apr-21	Email	Anchor Layout details approved	C Leskovec	A Bannink	28-Mar-21		Approval to IFC C101, C102, C103 and C121 drawings	1-Apr-21
28	1-Apr-21	Email	Variation 1 - Additional diving works approved.	C Leskovec	A Bannink	28-Mar-21		Approved	1-Apr-21
29	1-Apr-21	Email	Variation 2 - Temporary Water Supply during construction	C Leskovec	A Bannink	28-Mar-21		Approved	1-Apr-21
30	1-Apr-21	Email	Variation 3 - Additional funds for Provisional sum B2 - foundation Geotechnical investigation	C Leskovec	A Bannink	26-Mar-21		Approved	1-Apr-21
31	7-Apr-21	Email	Leed March Claim approved	C Leskovec	A Bannink	4-Apr-21		Approved	7-Apr-21
32	8-Apr-21	Email	RFI 016 - ITP Register	C Leskovec	A Bannink	12-Apr-21		Reviewed and approved	8-Apr-21
33	9-Apr-21	Email	NOV 09 - Time Lapse Camera for Dam Wall	C Leskovec	A Bannink	NA		Noted, variation to be submitted with information	NA
34	12-Apr-21	Email	RFI 019 - Additional tree clearing	C Leskovec	A Bannink	16-Apr-21		Rejected - no further tree clearing is necessary	12-Apr-21
35	13-Apr-21	Email	IFC Drawings C101,102, 103, 121	C Leskovec	A Bannink	NA		Filed	NA
36	13-Apr-21	Email	Review Drawing C105 for IFC version	C Leskovec	A Bannink	18-Apr-21		Reviewed and approved, changes to be made, resubmitted with As-Constructed Version	13-Apr-21
37	15-Apr-21	Email	RFI 012 - Mill Certificates Anchors	C Leskovec	A Bannink	9-Apr-21		Mill Certificates indicate no Chinese Steel - Approved	15-Apr-21
38	15-Apr-21	Email	RFI 010 - CMS Dywidag pregouted Bar Manufacture	C Leskovec	A Bannink	9-Apr-21		Approved	15-Apr-21
39	21-Apr-21	Email	RFI 011 - Bearing Plate Calculations	C Leskovec	A Bannink	9-Apr-21		Approved	21-Apr-21
40	21-Apr-21	Email	RFI 020 - LHS Abutment Reinforcement and CoC	C Leskovec	A Bannink	21-Apr-21		Approved	21-Apr-21
41	21-Apr-21	Email	RFI 014 - S32 Concrete Mix and Test Results	C Leskovec	A Bannink	9-Apr-21		Approved	21-Apr-21
42	21-Apr-21	Email	RFI 015 - Anchor Head Layout	C Leskovec	A Bannink	13-Apr-21		Approved - changes made	21-Apr-21
43	22-Apr-21	Email	RFI 008 - Anchor Monitoring	C Leskovec	A Bannink	30-Mar-21		Approved for 16 anchors to be monitored - 15 in crest, 1 in toe	22-Apr-21

44	30-Apr-21	Email	Contractors April Claim Approval	C Leskovec	A Bannink	30-Apr-21		Approved	30-Apr-21
45	5-May-21	Email	RFI 021 - Submission of membrane compound	C Leskovec	A Bannink	NA		Approved for use	5-May-21
46	5-May-21	Email	RFI 022 - Waterstop TDS	C Leskovec	A Bannink	NA		Approved for use	5-May-21
47	5-May-21	Email	RFI 023 - S32 Concrete Mix Design	C Leskovec	A Bannink	NA		Approved for use	5-May-21
48	7-May-21	Email	Variation No. 8 - Concrete Channel for Anchor Monitoring (ARC Var 005)	C Leskovec	A Bannink	NA		Variation approved by PAP - confirmation of verbal approval	7-May-21
49	11-May-21	Email	NCR on Waterstop CA Anchor 1	C Leskovec	A Bannink	TBA		NCR on failed CA 1 grout pour	19-May-21
50	12-May-21	Email	ARC Variations 4,5 and 6 signed documentation	C Leskovec	A Bannink	NA		3 signed variations forwarded to Leed	12-May-21
51	21-May-21	Email	RFI 028 - Revised IFC Drawings	C Leskovec	A Bannink	NA		Approved and filed	21-May-21
52	21-May-21	Email	RFI 027 - Coupler and Nut Mill Certificates for anchors	C Leskovec	A Bannink	NA		Approved for use	21-May-21
53	26-May-21	Email	RFI 029 - Drilling and Anchor Installation CMS	C Leskovec	A Bannink	NA		Document rejected	Ongoing
54	27-May-21	Email	RFI 007 - Geotechnical Report	C Leskovec	A Bannink	NA		Document accepted with minor change	27-May-21
55	27-May-21	Email	RFI 026 - Revised monitoring locations	C Leskovec	A Bannink	NA		Peer Reviewer made changes to the monitored anchor location.	27-May-21
56	3-Jun-21	Email	Notice of Inclement Weather 3/6/2021	C Leskovec	A Bannink	ASAP		EOT to be submitted for review and approval	3-Jun-21
57	4-Jun-21	Email	Use of Crosbe Grout on anchor bars	C Leskovec	A Bannink	6-Jun-21		Approved	4-Jun-21
58	7-Jun-21	Email	NCR 04 - Waterstop tear CA 16	M Raleigh	A Bannink	7-Jun-21		Rework to repair and provide discussion on test outcome	7-Jun-21
59	7-Jun-21	Email	NCR 005 - Fresh grout washout CA 11	M Raleigh	A Bannink	7-Jun-21		Waterstop to be replaced and regouted	7-Jun-21
60	8-Jun-21	Email	RFI 031 - Precast donut reinforcement change	C Leskovec	A Bannink	10-Jun-21		Changes accepted	8-Jun-21
61	15-Jun-21	Email	RFI 030 - Anchor Grout Trial Mix Submission	M Raleigh	A Bannink	15-Jun-21		Accepted with changes	15-Jun-21
62	17-Jun-21	Email	Dywidag Incident	C Leskovec	A Bannink	17-Jun-21		Report to be provided	17-Jun-21
63	18-Jun-21	Email	RFI 032 - Hazardous Tree	C Leskovec	A Bannink	18-Jun-21		Tree to be removed	21-Jun-21
64	21-Jun-21	Email	RFI 034 - Drilling ITP and Grouting Records Sheets	C Leskovec	A Bannink	21-Jun-21		Approval provided with changes	21-Jun-21
65	21-Jun-21	Email	Safety Incident - Worker blowing over 0.00	C Leskovec	A Bannink	21-Jun-21		Noted, contractor undertaking review	21-Jun-21
66	21-Jun-21	Email	NCR 004 - Waterstop tear	C Leskovec	A Bannink	21-Jul-21		Approved	21-Jun-21
67	23-Jun-21	Email	RFI 035 - Calibration Certificate, Champ Gyro Probe	M Raleigh	A Bannink	23-Jun-21		Approved with comments	23-Jun-21

68	30-Jun-21	Email	June Claim Approval	C Leskovec	A Bannink	30-Jun-21		Claim approval forwarded to contractor to submit invoice	30-Jun-21
69	1-Jul-21	Email	Invoice and Stat Declaration submission	C Leskovec	A Bannink	3-Jul-21		Queries around invoice and stat dec.	1-Jul-21
70	5-Jul-21	Email	Potential Pump Station Information for quote	C Leskovec	A Bannink	8-Jul-21		Information pack from council on proposed pump station for Leed to quote	8-Jul-21
71	6-Jul-21	Email	RFI 034 - Drilling ITP, Drilling and Grouting Record Sheets	M Raleigh	A Bannink	6-Jul-21		Documentation approved with changes	6-Jul-21
72	8-Jul-21	Email	EOT 001 - 004 approvals	C Leskovec	A Bannink	NA		Signed approvals for EOT 001-004	8-Jul-21
73	8-Jul-21	Email	VAR 007, 008 and 009 approvals	C Leskovec	A Bannink	NA		Signed approvals for Var 007, 008, 009	8-Jul-21
74	13-Jul-21	Email	RFI 029 - Drilling and Anchor CMS	C Leskovec	A Bannink	30-Jul-21		document approved, changes need to be made and any additional inf updated on a regular basis - live document	13-Jul-21
75	13-Jul-21	Email	RFI 037 - Passive anchor drawing	C Leskovec	A Bannink	30-Jul-21		Approved with comments - changes to be made	3-Aug-21
76	13-Jul-21	Email	RFI 036 - Downstream Valve House	C Leskovec	A Bannink	30-Jul-21		Preliminary drawings reviewed and changes to be made.	TBA
77	13-Jul-21	Email	RFI 036 - Downstream Valve House	C Leskovec	A Bannink	30-Jul-21		Notification of US or Australian manufacture valves only.	13-Jul-21
78	13-Jul-21	Email	LH Abutment foundation and protection works	C Leskovec	A Bannink	30-Jul-21		Investigation of the LH abutment high end located crack region	TBA
79	13-Jul-21	Email	RFI 032 - RH embankment Drawing Review	C Leskovec	A Bannink	30-Jul-21		Changes to be made to the filters	30-Jul-21
80	15-Jul-21	Email	RFI 027 - Coupler and Nut Mill Certificates for anchors	C Leskovec	A Bannink	27-May-21		Follow up email was not received although verbal approval given	15-Jul-21
81	16-Jul-21	Email	Proposed Pump Station For Raw Water Supply	C Leskovec	A Bannink	NA		Information from client regarding building design	16-Jul-21
82	17-Jul-21	Email	RFI 032 - RH Embankment Design	C Leskovec	A Bannink	30-Jul-21		Updated review of drawings from Peer Reviewer regarding drain design	1-Sep-21
83	19-Jul-21	Email	Arup Design Report	C Leskovec	A Bannink	19-Jul-21		Contractor s design requested the ARUP Design Report	19-Jul-21
84	20-Jul-21	Email	NCR 006 - Grouting anchor prior to permission	C Leskovec	A Bannink	20-Jul-21		Anchor was grouted prior to permission or signoff - procedure to be reviewed and enhanced and followed.	20-Jul-21
85	21-Jul-21	Email	Variation 16 - Jackhammer and grind bottom anchor cores	C Leskovec	A Bannink			Review of documentation	21-Jul-21
86	26-Jul-21	Email	ITP 004 Precast anchor block Submission	M Raleigh	A Bannink	30-Jul-21		Comments and changes to be made and documentation resubmitted.	26-Jul-21
87	28-Jul-21	Email	Dam emergency plan addition for review to project DSEP	C Leskovec	A Bannink	30-Jul-21		Forwarded draft to Leed for consideration	28-Jul-21
88	2-Aug-21	Email	RFI 041 - Grout Cube Mould Size	M Raleigh	A Bannink	15-Aug-21		Approved - this will be ongoing	2-Aug-21
89	6-Aug-21	Email	RFI 040 - Grout Test Results	M Raleigh	A Bannink	15-Aug-21		Approved	6-Aug-21
90	9-Aug-21	Email	Alternate Water supply - Proposed Pump Station	C Leskovec	A Bannink	15-Aug-21		Approval to proceed with Proposed replacement water supply pump station.	15-Aug-21
91	9-Aug-21	Email	Approval to remove original wooden formwork discovered during foundation investigation	C Leskovec	A Bannink	9-Aug-21		Approval to remove the original formwork provided.	9-Aug-21
92	9-Aug-21	Email	Filling of investigative holes to ensure no rain damage to foundation until designers provide a permanent solution	C Leskovec	A Bannink	9-Aug-21		Note to Leed to ensure these works are done.	9-Aug-21
93	20-Aug-21	Email	Approval for Variation 10	C Leskovec	A Bannink	20-Aug-21		Variation approved by PAP	20-Aug-21
94	20-Aug-21	Email	Approval for Variation 11	C Leskovec	A Bannink	20-Aug-21		Variation approved by PAP	20-Aug-21
95	20-Aug-21	Email	Approval for Variation 12	C Leskovec	A Bannink	20-Aug-21		Variation approved by PAP	20-Aug-21
96	20-Aug-21	Email	RFI 045 - LHS Tree Removal	M Raleigh	A Bannink	20-Aug-21		Removal of tree in the way of drilling operations of LH abutment approved.	20-Aug-21

97	24-Aug-21	Email	RFI 046 - Change to Lifting Procedure	C Leskovec	A Bannink	30-Aug-21		Change to lifting method of anchors not approved	24-Aug-21
98	24-Aug-21	Email	Remobilisation of concrete cutters	C Leskovec	A Bannink	30-Aug-21		Approved in principal by PAP - cost to be verifiable and presented with claim	24-Aug-21
99	27-Aug-21	Email	RFI 042 - Drawings for Review	C Leskovec	A Bannink	7-Sep-21		Anchor bond length drawings reviewed and accepted with comments	24-Aug-21
100	27-Aug-21	Email	RFI 047 - upstream Pipework Drawings for review	C Leskovec	A Bannink	7-Sep-21		Accepted with comments	24-Aug-21
101	27-Aug-21	Email	RFI 043 - Earthworks specification	C Leskovec	A Bannink	7-Sep-21		Accepted with comments (Peer Reviewer comments to be provided)	24-Aug-21
102	27-Aug-21	Email	RFI 044 - Embankment Construction CMS	C Leskovec	A Bannink	7-Sep-21		Accepted but with additional requirements	24-Aug-21
103	1-Sep-21	Email	RFI 049 - Use of Denso Void Filler	C Leskovec	A Bannink	7-Sep-21		Leed Withdrawal of RFI accepted.	1-Sep-21
104	1-Sep-21	Email	Completion Amount Query	C Leskovec	A Bannink	7-Sep-21		Leed requested to issue a BG instead of reduction in funds - accepted by PAP.	3-Sep-21
105	3-Sep-21	Email	Monthly Report submission	C Leskovec	A Bannink	NA		August Monthly Report - comments returned to Leed	NA
106	3-Sep-21	Email	August Claim	C Leskovec	A Bannink	5-Sep-21		Approved	13-Sep-21
107	8-Sep-21	Email	EOT 006 - Inclement Weather	C Leskovec	A Bannink	15-Sep-21		EOT 006 approved. 2 days.	8-Sep-21
108	8-Sep-21	Email	EOT 005 - Move Drill rig CA6 to CA 17	C Leskovec	A Bannink	15-Sep-21		EOT 005 approved 4 days	8-Sep-21
109	9-Sep-21	Email	EOT 007 - Armidale lockdown	C Leskovec	A Bannink	16-Sep-21		EOT 007 under review - require additional information - approved 2 days	29-Sep-21
110	15-Sep-21	Email	RFI 053 - Stressing of Anchors	C Leskovec	A Bannink	20-Sep-21		RFI rejected - stressing only from minimum of 28days after grouting of anchor.	15-Sep-21
111	16-Sep-21	Email	Site Instruction No. 1	C Leskovec	A Bannink	16-Sep-21		Confirmation of Site Works Inspector site instruction to install anchor CA36.	16-Sep-21
112	17-Sep-21	Email	Downstream Valve Chamber	C Leskovec	A Bannink	17-Sep-21		Council will accept the risk of use of inverted culverts and the outlet structure.	17-Sep-21
113	20-Sep-21	Email	Outlet Design - UNE connection	C Leskovec	A Bannink	20-Sep-21		Confirmation of outlet design including UNE requirements	20-Sep-21
114	29-Sep-21	Email	EOT 7,8, 9 10	C Leskovec	A Bannink	29-Sep-21		Approval of EOT s 7, 8, 9 10 total of 13 days approved. EOT 7 & 9 have costs associated with them.	29-Sep-21
115	30-Sep-21	Email	Request for return of anchor BG No. 1	C Leskovec	A Bannink	29-Sep-21		Request submitted to PAP.	5-Oct-21
116	5-Oct-21	Email	Return of Anchor Bank Guarantee 1	C Leskovec	A Bannink	NA		Return of BG1 for anchors approved.	5-Oct-21
117	6-Oct-21	Email	September Claim Approval	C Leskovec	A Bannink	NA		ARC approved claim	6-Oct-21
118	7-Oct-21	Email	RFI 054 - Downstream Valves	C Leskovec	A Bannink	NA		Approval to purchase nominated valves	7-Oct-21
119	12-Oct-21	Email	EOT 006 - Inclement Weather	C Leskovec	A Bannink	NA		Formal approval of EOT claim previously provided.	12-Oct-21
120	12-Oct-21	Email	EOT 005 - Move Drill rig CA6 to CA 17	C Leskovec	A Bannink	NA		Formal approval of EOT claim previously provided.	12-Oct-21
121	12-Oct-21	Email	EOT 007 - Armidale lockdown	C Leskovec	A Bannink	NA		Formal approval of EOT claim previously provided.	12-Oct-21
122	12-Oct-21	Email	EOT 008 - Inclement Weather	C Leskovec	A Bannink	NA		Formal approval of EOT claim previously provided.	12-Oct-21
123	12-Oct-21	Email	EOT 009 - Relocation of Drill Rig	C Leskovec	A Bannink	NA		Formal approval of EOT claim previously provided.	12-Oct-21
124	12-Oct-21	Email	EOT 10 Drill Rig Breakdown	C Leskovec	A Bannink	NA		Formal approval of EOT claim previously provided.	12-Oct-21
125	26-Oct-21	Email	DRI 057 - Use of Denso Void Filler	M Raleigh	A Bannink	30-Oct-21		Request for additional material and alternate product DENSO Type 2.	1-Nov-21

126	1-Nov-21	Email	11 lost ITP s	M Raleigh	A Bannink	1-Nov-21	LEC misplaced 11 ITP s for the anchor head construction, these had been approved previously	1-Nov-21
127	1-Nov-21	Email	RFI 054 - Use of DENSO void filler	M Raleigh	A Bannink	1-Nov-21	Contractor wanting to change the void filler to denso due to supply issues with the nominated filler - approved.	1-Nov-21
128	1-Nov-21	Email	RFI numbering issues	M Raleigh	A Bannink	1-Nov-21	Double ups on RFI numbering - LEC to correct.	1-Nov-21
129	1-Nov-21	Email	RFI numbering issues RFI 055	M Raleigh	A Bannink	1-Nov-21	LEC to correct RFI numbering.	1-Nov-21
130	2-Nov-21	Email	Var 14, 15, 16 and 17 approvals	C Leskovec	A Bannink	25-Oct-21	PAP approval of variations	2-Nov-21
131	4-Nov-21	Email	EOT 11 30th September Inclement weather	C Leskovec	A Bannink	25-Nov-21	Approval of EOT 11	4-Nov-21
132	9-Nov-21	Email	October Claim approval	C Leskovec	A Bannink	6-Nov-21	Approval for LEC October Claim	9-Nov-21
133	10-Nov-21	Email	RFI 059 - Stainless steel waterstop	M Raleigh	A Bannink	25-Nov-21	Approval for change to waterstop design	3-Dec-21
134	10-Nov-21	Email	RFI 056 - Survey Monitoring during stressing	C Leskovec	A Bannink	15-Nov-21	Request for information on survey requirements during stressing as per Peer Reviewer request.	10-Nov-21
135	11-Nov-21	Email	EOT 11 response	C Leskovec	A Bannink	11-Nov-21	EOT 11 for inclement weather approved.	11-Nov-21
136	11-Nov-21	Email	RFI 054 - Downstream valves	C Leskovec	A Bannink	30-Nov-21	Review and comments on DS valves	11-Nov-21
137	11-Nov-21	Email	Anchor stressing comments	C Leskovec	A Bannink	22-Nov-21	Forward comments on anchor stressing	11-Nov-21
138	16-Nov-21	Email	RFI 054 downstream valves	M Raleigh	A Bannink	2-Dec-21	Responses to DS valves and structures	16-Nov-21
139	16-Nov-21	Email	Comments on RH embankment costs submission	C Leskovec	A Bannink	1-Dec-21	Comments on variation costs review	16-Nov-21
140	18-Nov-21	Email	Dental concrete for apron slab	C Leskovec	A Bannink	1-Dec-21	Comments from PAP on rates etc.	18-Nov-21
141	18-Nov-21	Email	RFI 061 - Survey monitoring stations	M Raleigh	A Bannink	10-Dec-21	Locations of the survey pillars and marker type	18-Nov-21
142	22-Nov-21	Email	RFI 062 - Anchor stressing and cap installation CMS	M Raleigh	A Bannink	25-Nov-21	Review of stressing and anchor capping CMS	22-Nov-21
143	22-Nov-21	Email	RFI 062 - Anchor stressing and cap installation CMS	M Raleigh	A Bannink	25-Nov-21	Review and approval from Peer Reviewer - anchor stressing to proceed	22-Nov-21
144	24-Nov-21	Email	Return of BG 2 for anchors	C Leskovec	A Bannink	30-Nov-21	Notification that approval for return was given	24-Nov-21
145	24-Nov-21	Email	Return of BG 2 confirmation	C Leskovec	A Bannink	30-Nov-21	Confirmation that PAP released BG 2	24-Nov-21
146	29-Nov-21	Email	Var 18, 19 approval	C Leskovec	A Bannink	30-Nov-21	PAP approval for VAR 17, 18.	29-Nov-21
147	7-Dec-22	Email	Approved November claim	C Leskovec	A Bannink	5-Dec-22	Approved	7-Dec-22
148	15-Dec-22	Email	Sim Card Request	M Raleigh	A Bannink	22-Dec-21	Waiting on ARC to issue	
149	19-Dec-22	Email	Anchor Crest Capping - 3 remaining anchors	M Raleigh	A Bannink	22-Dec-21	3 anchors can be capped	19-Dec-21
150	23-Dec-22	Email	December Progress claim	C Leskovec	A Bannink	10-Jan-22	Claim approval submitted to PAP for review 12/24/21	
151	23-Dec-22	Email	Response to several issues, anchor capping, scour line, monitoring cable, major cracks etc.	C Leskovec	A Bannink	24-Dec-21	Responded to outstanding RFI s, potential variations and design issues.	24-Dec-21
152	23-Dec-22	Email	RFI 068 Apron slab Initial Review	M Raleigh	A Bannink	23-Dec-21	Approved pending Peer Reviewer query	23-Dec-21
153	23-Dec-22	Email	RFI 068 Apron slab Review	M Raleigh	A Bannink	23-Dec-21	Approved	23-Dec-21

---

--	--	--	--	--	--	--	--	--	--

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix C – Project Notice of Dispute Register

 <span style="margin-left: 150px;">5</span> <span style="margin-left: 100px;">5</span> <span style="margin-left: 150px;">5</span> <span style="margin-left: 50px;">b</span>						
DN Register						
Date	Subject	Sent To	Sender	Action By Date	In Correspondence No.	Closed Out Date

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix D – Claim Register

		5 / w /				
9 / t /		9 D / t 9 D				
t	b	5	a	/	9 D	9 D / t 9 D
			W			/
			C			/
			a			/
						/
			a			/ a
			W			/ W
			W			/
						/
						/
			h			/
			b			/
			5			/
			5			

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix E – Project Budget

DUMARESO DAM SAFETY UPGRADE - PO ST TENSIO N BAR ANCHORS

Month: December 2021

Construction Project Financial Report

Contract No: A2019/47

Item No.	Activity	Quantity	Rate	Amount	Previous Quantity	Previous Claimed Amount	Current Quantity	Current Amount	Total Quantity to Date	Total Amount to Date	Comments
1	<b>MANAGEMENT</b>										
1.1	All work and obligations under the Contract not included below	1.00	LS	574,853.0	0.95	546,110.3	0.00		0.95	546,110.3	This item is claim over the period of the contract.
2	<b>SITE ESTABLISHMENT</b>										
2.1	Site Establishment and dis-establishment.	1.00	LS	468,372.9	0.70	327,861.0	0.00		0.70	327,861.0	New claim will be end of project
3	<b>FLOOD PROTECTION</b>										
3.1	Diversion, dewatering and flood protection	1.00	LS	5,250.3	1.00	5,250.3	0.00		1.00	5,250.3	Complete
4	<b>ENVIRONMENTAL MANAGEMENT</b>										
4.1	Clearing vegetation	1.00	LS	10,500.0	1.00	10,500.0	0.00		1.00	10,500.0	All vegetation removal and clearing completed
4.2	Topsoil removal and management	1.00	LS	3,838.0	1.00	3,838.0	0.00		1.00	3,838.0	Completed
4.3	Erosion and sedimentation control measures	1.00	LS	49,373.0	1.00	49,373.0	0.00		1.00	49,373.0	
4.4	Environmental Management Works	1.00	LS	14,653.9	1.00	14,653.9	0.00		1.00	14,653.9	
4.5	Site Rehabilitation	1.00	LS	3,838.0	0.40	1,535.2	0.00		0.40	1,535.2	
5	<b>EXCAVATION AND FOUNDATION</b>										
5.1	Hard rock excavation	75.00	\$190.10	14,257.5	106.60	20,264.9	0.00		106.60	20,264.9	
5.2	Backfill for toe anchor drill or access pads	55.00	\$267.90	14,734.5	55.00	14,734.5	0.00		55.00	14,734.5	Backfill completed
5.3	Foundation preparations	12.00	\$895.50	10,746.0	27.70	24,805.3	0.00		27.70	24,805.3	
5.4	Site road for toe access	0.00	\$1,006,477.90	100,647.79	0.23	231,489.92	0.00		0.23	231,489.92	This was the final cost to construct the access road to the toe and the LH abutment.
5.5	Site road maintenance	12.00	\$656.30	7,875.60	10.00	6,563.00	0.00		10.00	6,563.00	This included the cost to repair the road after the heavy rains in late March
6	<b>RIGHT HAND EMBANKMENT</b>										
6.1	Trim existing embankment	120.00	\$118.80	14,256.0	120.00	14,256.0	0.00		120.00	14,256.0	
6.2	Import and place select fill material	70.00	\$144.20	10,094.0	0.00	0.00	0.00	15,225.00	0.00	0.00	
6.3	Place select material from stockpile	80.00	\$124.10	7,448.0	0.00	0.00	0.00	0.00	0.00	0.00	
6.4	Prepare surface for topsoil	140.00	\$25.50	3,570.0	0.00	0.00	0.00	0.00	0.00	0.00	
6.5	Supply and place topsoil	14.00	\$322.10	4,509.4	0.00	0.00	0.00	0.00	0.00	0.00	
6.6	Riprap bedding	20.00	\$269.60	5,392.0	0.00	0.00	0.00	0.00	0.00	0.00	
6.7	Riprap bedding	80.00	\$307.40	24,592.0	0.00	0.00	0.00	0.00	0.00	0.00	
6.8	Block and Geotextile	150.00	\$28.00	4,200.0	0.00	0.00	0.00	0.00	0.00	0.00	
6.9	Parapet wall	45.00	\$1,198.50	53,832.5	0.00	0.00	0.00	0.00	0.00	0.00	
6.10	Grassing of embankment slope	140.00	\$1.40	196.0	0.00	0.00	0.00	0.00	0.00	0.00	
6.11	NH anchors into side wall	8.00	\$168.10	1,344.8	0.00	0.00	0.00	0.00	0.00	0.00	
6.12	Preparation of construction surfaces at existing wall	1.00	LS	1,136.71	0.00	0.00	0.00	0.00	0.00	0.00	
7	<b>PO ST TENSIO N ANCHOR DRILLING AND INSTALLATION</b>										
7.1	Hydro cutting of existing concrete parapet wall	90.00	\$2,650.70	238,563.0	90.00	238,563.0	0.00		90.00	238,563.0	
7.2	Parapet removal	30.00	\$1,007.80	30,234.0	30.00	30,234.0	0.00		30.00	30,234.0	
7.3	Concrete anchor blocks	20.00	\$304.50	6,090.0	20.00	6,090.0	0.00		20.00	6,090.0	
7.4	Establishment of drilling plant and equipment	1.00	LS	76,129.0	0.00	0.00	0.00	15,225.00	0.00	76,129.0	
7.5	Setup for drilling 150mm dia. Anchor holes	81.00	\$3,061.00	248,121.0	89.00	303,039.0	0.00		89.00	303,039.0	
7.6	Drill 150mm dia. Holes for 4 No. PIT crest anchor bars	1189.00	\$205.60	244,458.4	1125.00	231,300.0	0.00		1125.00	231,300.0	
7.7	Drill 150mm dia. Holes for 20 No. PIT toe anchor holes	580.00	\$205.50	119,190.0	605.94	124,520.6	0.00		605.94	124,520.6	
7.8	Setup and water testing of PIT anchor holes	122.00	\$1,176.10	143,484.2	109.00	128,194.9	0.00		109.00	128,194.9	
7.9	Setup for grouting anchor holes	61.00	\$255.00	15,555.0	53.00	27,825.9	0.00		53.00	27,825.9	
7.10	Waterproof grouting of PIT anchor holes	1940.00	\$45.80	88,852.0	2001.00	132,855.8	0.00		2001.00	132,855.8	
7.11	Provisional sum for rebar	832.00	\$432.20	359,590.4	1424.00	615,452.8	0.00		1424.00	615,452.8	
7.12	Supply of 47mm dia. PIT bars (crest)	1190.00	\$206.90	246,211.0	1277.59	264,333.3	0.00		1277.59	264,333.3	Complete
7.12.1	Supply of 51mm dia. PIT bars (toe)	580.00	\$285.60	165,548.0	411.61	117,558.2	0.00		411.61	117,558.2	
7.13	Install anchor bars	1770.00	\$43.30	76,641.0	1890.43	73,195.6	0.00		1890.43	73,195.6	Complete
7.14	Setup for grouting of PIT anchor bars	61.00	\$577.50	35,227.5	61.00	35,227.5	0.00		61.00	35,227.5	
7.15	Cement for grouting PIT anchor bars	901.00	\$81.80	73,521.8	2175.00	177,480.0	0.00		2175.00	177,480.0	
7.16	Stressing steel anchors	41.00	\$1,122.00	46,002.0	9.00	10,044.0	20.00	35,160.00	20.00	45,708.0	
7.17	Stressing toe anchors	20.00	\$1,215.40	24,308.0	0.00	0.00	10.00	12,154.00	10.00	12,154.00	
7.18	Cover assemblies for crest anchors	41.00	\$505.10	20,709.1	0.00	0.00	20.00	10,102.00	20.00	10,102.00	
7.19	Cover assemblies for toe anchors	20.00	\$202.30	4,046.0	0.00	0.00	0.00	0.00	0.00	0.00	
7.2	Reinforced concrete for anchor rebar	32.00	\$9,463.80	302,882.4	0.00	0.00	0.00	0.00	0.00	0.00	
7.21	Geotechnical core hole investigations	2.00	\$10,705.30	21,410.60	2.00	21,410.60	0.00		2.00	21,410.60	This item was completed in December. The report is current underway and will be claimed under item 13.2.02 - Investigative geotechnical work (foundation investigation) - design and reporting.
7.22	Crest access working platforms	1.00	LS	115,959.9	1.00	115,959.9	0.00		1.00	115,959.9	
7.23	Toe anchor installation pads	1.00	LS	14,259.9	1.00	14,259.9	0.00		1.00	14,259.9	
8	<b>OUTLET UPGRADE CIVIL</b>										
8.1	Clearing of left abutment	20.00	\$289.20	5,784.00	60.00	17,352.00	0.00		60.00	17,352.00	The final volume of material removed to ensure the LH abutment is clean and free of any loose materials.
8.2	Placement of S2015 dental concrete	10.00	\$650.50	6,505.00	14.00	9,107.00	0.00		14.00	9,107.00	This is the final volume of dental concrete required for the LH abutment foundation dental concrete
8.3	Drilling and installation of N32 anchors	12.00	\$1,316.00	15,792.00	6.00	7,896.00	0.00		6.00	7,896.00	Not Used
8.4	Placement of S1520 mass concrete	20.00	\$1,785.50	35,710.00	18.00	32,139.00	0.00		18.00	32,139.00	Works Completed no further concrete placement
9	<b>OUTLET UPGRADE MECHANICAL</b>										
9.1	US Transition removal and trash rack installation	1.00	LS	42,257.40	0.50	21,128.70	0.00		0.50	21,128.70	Transition has been removed but is still in the water. It will be removed from the water when the divers return to install the upstream pipework.
9.2	Mass concrete break out	1.00	LS	13,100.9	1.00	13,100.9	0.00		1.00	13,100.9	Works completed
9.3	Hydro-demolition of D/S dam face	8.00	\$545.90	4,367.2	13.00	7,200.4	0.00		13.00	7,200.4	
9.4	D/S valve including Ranges	1.00	LS	7,231.2	0.00	0.00	0.00	7,231.20	0.00	7,231.20	
9.5	D/S pipe works	7.00	\$594.40	4,160.8	0.00	0.00	7.00	4,160.80	7.00	4,160.80	
9.6	Install D/S N28 anchors into rock foundation	6.00	\$569.70	3,418.2	4.00	2,278.8	0.00		4.00	2,278.8	
9.7	Install D/S N28 anchors into face of dam	7.00	\$335.90	2,351.3	0.00	0.00	0.00	0.00	0.00	0.00	
9.8	S1520 mass concrete	2.00	\$4,018.40	8,036.8	0.00	0.00	0.00	0.00	0.00	0.00	
9.9	S3220 concrete slab	1.00	\$11,589.30	11,589.3	1.00	11,589.3	0.00		1.00	11,589.3	
9.10	2200mm x 2100mm x 100mm Precast concrete culvert	2.00	\$6,116.80	12,233.6	0.00	0.00	0.00	0.00	0.00	0.00	
9.11	Precast concrete culvert ancillary items	1.00	LS	4,213.3	0.00	0.00	0.00	0.00	0.00	0.00	
9.12	D/S NH anchors	8.00	\$195.70	1,565.6	0.00	0.00	0.00	0.00	0.00	0.00	
9.13	Isolating score valve outlet decommissioning	1.00	LS	41,422.9	0.00	0.00	0.00	0.00	0.00	0.00	
9.14	Security gate	1.00	LS	4,200.2	0.00	0.00	0.00	0.00	0.00	0.00	
10	<b>APPRO N SLAB</b>										
10.1	Foundation preparation	200.00	\$251.00	50,200.0	232.00	58,371.2	0.00		232.00	58,371.2	
10.2	S2015 dental concrete	20.00	\$875.80	17,516.0	21.70	19,026.5	0.00		21.70	19,026.5	
10.3	Epoxy grout junction	1.00	\$17,912.90	17,912.9	0.00	0.00	0.00		0.00	0.00	
10.4	Drill and grout anchor bars	80.00	\$198.00	15,840.0	0.00	0.00	20.00	3,960.00	20.00	3,960.00	
10.5	S3220 reinforced concrete slab	40.00	\$1,249.70	49,988.0	0.00	0.00	0.00	0.00	0.00	0.00	
11	<b>MISCELLANEOUS</b>										
11.1	Removal of existing fences and gates	1.00	LS	3,838.00	0.50	1,919.00	0.00		0.50	1,919.00	Remainder will be charged upon completion of the installation of the gates at the end of the project.
11.2	Replacement crest security fencing	1.00	LS	4,777.8	0.00	0.00	0.00	0.00	0.00	0.00	
11.3	Flood measurement board	1.00	LS	1,342.9	0.00	0.00	0.00	0.00	0.00	0.00	
12	<b>WORK AS EXECUTED</b>										
12.1	Work as executed drawings	1.00	LS	2,625.11	0.00	0.00	0.00	0.00	0.00	0.00	
12.2	Video and photographic record of works	1.00	LS	105.0	0.00	0.00	0.00	0.00	0.00	0.00	
12.3	Operation manual and construction report	1.00	LS	105.0	0.00	0.00	0.00	0.00	0.00	0.00	
13	<b>PROVISIONAL SUMS</b>										
13.1	B1 - alternate design costs as per offer	1.00		209,748.60	0.67	140,857.00	0.00		0.67	140,857.00	The contractor uses variations in his system to charge against this item - currently variation 11 as indicated below - the cost has been put against the provisional sum but will appear as a variation 11 in the register.
13.2	B2 - Investigative geotechnical work (foundation investigation) - design and reporting	1.00		19,846.00	1.00	19,846.00	0.00		1		

Variation 9 - Management of raw water temporary pump	1.00	SR	37,804.00	1.00	37,804.00	0.00		1.00	37,804.00	
Variation 10 - Grinding and Jackhammering Toe Anchor Bases	1.00	LS	61,878.00	1.00	61,878.00	0.00		1.00	61,878.00	All works completed
Variation 11 - Additional cost to date for the alternate design	1.00	SR	118,037.00	0.00	0.00	1.00	118,037.00	1.00	118,037.00	
Variation 12 - Conduit Installation and Grouting on crest	1.00	LS	159,192.00	0.00	143,272.80	0.10	15,919.20	1.00	159,192.00	
Variation 13 - Negative variation for monitoring items 13.2 and 13.3	1.00	LS	- 139,380.00	1.00	- 139,380.00	0.00		1.00	- 139,380.00	Negative variation for the metal covers on the monitoring system, items 13.2 and 13.3 on the level system
Variation 14 -Clearing and investigation of foundation	1.00	LS	6,874.00	1.00	6,874.00	0.00		1.00	6,874.00	
Variation 15 - Coing and cutting toe anchors	1.00	LS	34,926.00	1.00	34,926.00	0.00		1.00	34,926.00	
Variation 16 - Move crest drill rig 4 x	1.00	LS	36,289.00	1.00	36,289.00	0.00		1.00	36,289.00	
Variation 17 -Toe anchor conduit chase concrete cutting	1.00	LS	15,747.00	1.00	15,747.00	0.00		1.00	15,747.00	
Variation 18 - Removal of cold joint sections	1.00	LS	30,182.00	1.00	30,182.00	0.00		1.00	30,182.00	
Variation 19 - Earthworks - Right hand embankment	1.00	LS	78,212.00	0.00	0.00	0.00		0.00	0.00	
<b>Calculated TO TAL (Ex GST):</b>			<b>5,993,720.00</b>		<b>5,269,387.42</b>		<b>308,120.70</b>		<b>5,577,508.11</b>	

O riginal contract Sum (Ex GST): 5,096,834.20

Percentage Claim to Date: 93.06 of Total Contract Sum  
109.43 of O riginal contract Sum

Current Approved Budget Inc GST: 6,593,092.11

## Contract Claim Schedule - All Items

Contract No: VIJ096  
 Contract Name: ARC19/3456: Dumaresq Dam Safety Upgrade  
 Client Name: Leed Engineering and Construction Pty Ltd  
 Claim Details:

Postal Details: Armidale Regional Council  
 135 Rusden Street  
 ARMIDALE  
 NSW  
 Australia  
 2350

# leed

Claim No: 12

Claim Date: 31 Dec 2021

Schedule Code / Output Code	Schedule Rate	Schedule Unit	Schedule		Previous Claim		To Date		This Claim	
			Qty	Value	Qty	Value	Qty	Value	Qty	Value
<b>VIJ096 - Dumaresq Dam</b>										
1.1 - Work and obligations	574,853.00		1.00	574,853.00	0.95	546,110.35	0.95	546,110.35	0.00	0.00
2.1 - Site establishment and disestablishment	468,372.90		1.00	468,372.90	0.70	327,861.03	0.70	327,861.03	0.00	0.00
3.1 - Diversion, dewatering and flood protection	5,250.30		1.00	5,250.30	1.00	5,250.30	1.00	5,250.30	0.00	0.00
4.1 - Clearing vegetation	10,500.60		1.00	10,500.60	1.00	10,500.60	1.00	10,500.60	0.00	0.00
4.2 - Topsoil removal and management	3,838.00		1.00	3,838.00	1.00	3,838.00	1.00	3,838.00	0.00	0.00
4.3 - Erosion and sediment control measures	49,373.60		1.00	49,373.60	1.00	49,373.60	1.00	49,373.60	0.00	0.00
4.4 - Environmental management works	14,653.50		1.00	14,653.50	1.00	14,653.50	1.00	14,653.50	0.00	0.00
4.5 - Site rehabilitation	3,838.00		1.00	3,838.00	0.40	1,535.20	0.40	1,535.20	0.00	0.00
5.1 - Hard rock excavation	190.10		75.00	14,257.50	106.60	20,264.66	106.60	20,264.66	0.00	0.00
5.2 - Backfill for toe anchor drill or access pads	267.90		55.00	14,734.50	55.00	14,734.50	55.00	14,734.50	0.00	0.00
5.3 - Foundation preparations	895.50		12.00	10,746.00	27.70	24,805.35	27.70	24,805.35	0.00	0.00
5.4 - Site road for toe access	1,006,477.90		0.10	100,647.79	0.23	231,489.92	0.23	231,489.92	0.00	0.00
5.5 - Site road maintenance	656.30		12.00	7,875.60	10.00	6,563.00	10.00	6,563.00	0.00	0.00
6.1 - Trim existing embankment	118.80		120.00	14,256.00	120.00	14,256.00	120.00	14,256.00	0.00	0.00
6.2 - Import and place select fill material	144.20		70.00	10,094.00	0.00	0.00	0.00	0.00	0.00	0.00
6.3 - Place select fill material from stockpile	124.10		60.00	7,446.00	0.00	0.00	0.00	0.00	0.00	0.00
6.4 - Prepare surface for top soil	25.50		140.00	3,570.00	0.00	0.00	0.00	0.00	0.00	0.00
6.5 - Supply and place topsoil	322.10		14.00	4,509.40	0.00	0.00	0.00	0.00	0.00	0.00
6.6 - Riprap bedding	269.60		20.00	5,392.00	0.00	0.00	0.00	0.00	0.00	0.00
6.7 - Riprap	307.40		80.00	24,592.00	0.00	0.00	0.00	0.00	0.00	0.00
6.8 - Bidum A64 Geotextile	26.00		150.00	3,900.00	0.00	0.00	0.00	0.00	0.00	0.00
6.9 - Parapet wall	1,198.50		45.00	53,932.50	0.00	0.00	0.00	0.00	0.00	0.00
6.10 - Grassing of embankment slope	1.40		140.00	196.00	0.00	0.00	0.00	0.00	0.00	0.00
6.11 - N16 anchors into side wall	168.10		8.00	1,344.80	0.00	0.00	0.00	0.00	0.00	0.00
6.12 - Preparation of construction surface	1.00		1,136.70	1,136.70	0.00	0.00	0.00	0.00	0.00	0.00
7.1 - Hydro cutting of existing concrete parapet wall	2,650.70		90.00	238,563.00	90.00	238,563.00	90.00	238,563.00	0.00	0.00
7.2 - Parapet removal	1,007.90		90.00	90,711.00	90.00	90,711.00	90.00	90,711.00	0.00	0.00
7.3 - Concrete anchor blocks	304.50		20.00	6,090.00	20.00	6,090.00	20.00	6,090.00	0.00	0.00

wbContractClaim002 Report printed by Christopher Leskovec on 22 Dec 2021 08:28 AM

Page 1 of 4

Contract No: VIJ096		Claim No: 12		Claim Date: 31 Dec 2021						
Schedule Code / Output Code	Schedule	Schedule	Schedule		Previous Claim		To Date		This Claim	
	Rate	Unit	Qty	Value	Qty	Value	Qty	Value	Qty	Value
7.4 - Establishment of drilling plant and equipment	76,129.00		1.00	76,129.00	0.80	60,903.20	1.00	76,129.00	0.20	15,225.80
7.5 - Setup for drilling 180mm dia. anchor holes	3,061.00		61.00	186,721.00	99.00	303,039.00	99.00	303,039.00	0.00	0.00
7.6 - Drill 180mm dia. holes for 41	205.60		1,189.00	244,458.40	1,125.00	231,300.00	1,125.00	231,300.00	0.00	0.00
7.7 - Drill 180mm dia. holes for 20	205.50		580.00	119,190.00	605.94	124,520.67	605.94	124,520.67	0.00	0.00
7.8 - Setup and water testing of P/T anchor holes	1,176.10		122.00	143,484.20	109.00	128,194.90	109.00	128,194.90	0.00	0.00
7.9 - Setup for grouting anchor holes	525.00		61.00	32,025.00	53.00	27,825.00	53.00	27,825.00	0.00	0.00
7.10 - Waterproof grouting of P/T anchor holes	45.80		1,940.00	88,852.00	2,901.00	132,865.80	2,901.00	132,865.80	0.00	0.00
7.11 - Provisional Sum for redrilling	432.20		832.00	359,590.40	1,424.00	615,452.80	1,424.00	615,452.80	0.00	0.00
7.12 - Supply of 47mm dia. P/T bars (crest)	206.90		1,190.00	246,211.00	1,277.59	264,333.78	1,277.59	264,333.78	0.00	0.00
7.12.1 - Supply of 57mm dia. P/T bars (toe)	285.60		580.00	165,648.00	411.61	117,555.82	411.61	117,555.82	0.00	0.00
7.13 - Install anchor bars	43.30		1,770.00	76,641.00	1,690.43	73,195.62	1,690.43	73,195.62	0.00	0.00
7.14 - Setup for grouting P/T anchor bars	577.50		61.00	35,227.50	61.00	35,227.50	61.00	35,227.50	0.00	0.00
7.15 - Cement for grouting of P/T anchors	81.60		901.00	73,521.60	2,175.00	177,480.00	2,175.00	177,480.00	0.00	0.00
7.16 - Stressing crest anchors	1,172.00		41.00	48,052.00	9.00	10,548.00	39.00	45,708.00	30.00	35,160.00
7.17 - Stressing toe anchors	1,215.40		20.00	24,308.00	0.00	0.00	10.00	12,154.00	10.00	12,154.00
7.18 - Cover assemblies for crest anchors.	505.10		41.00	20,709.10	0.00	0.00	20.00	10,102.00	20.00	10,102.00
7.19 - Cover assemblies for toe anchors.	823.90		20.00	16,478.00	0.00	0.00	0.00	0.00	0.00	0.00
7.20 - Reinforced concrete for anchor reinstatement	9,463.80		35.00	331,233.00	0.00	0.00	0.00	0.00	0.00	0.00
7.21 - Geotechnical core hole investigations	10,705.30		2.00	21,410.60	1.00	21,410.60	1.00	21,410.60	0.00	0.00
7.22 - Crest access working platform	115,059.80		1.00	115,059.80	1.00	115,059.80	1.00	115,059.80	0.00	0.00
7.23 - Toe anchor installation pads	14,259.80		1.00	14,259.80	1.00	14,259.80	1.00	14,259.80	0.00	0.00
8.1 - Cleaning of left abutment	289.20		20.00	5,784.00	60.00	17,352.00	60.00	17,352.00	0.00	0.00
8.2 - Placement of S20/15 dental concrete	650.50		10.00	6,505.00	14.00	9,107.00	14.00	9,107.00	0.00	0.00
8.3 - Drilling and installation of N32 anchors	1,316.00		12.00	15,792.00	6.00	7,896.00	6.00	7,896.00	0.00	0.00
8.4 - Placement of S15/20 mass concrete	1,785.50		20.00	35,710.00	18.00	32,139.00	18.00	32,139.00	0.00	0.00
9.1 - U/S Trunion removal and trash rack installation	42,257.40		1.00	42,257.40	0.50	21,128.70	0.50	21,128.70	0.00	0.00
9.2 - Mass concrete break out	13,100.80		1.00	13,100.80	1.00	13,100.80	1.00	13,100.80	0.00	0.00
9.3 - Hydro-Demolishment of D/S dam face	545.90		8.00	4,367.20	13.30	7,260.47	13.30	7,260.47	0.00	0.00
9.4 - D/S valve including flanges	7,231.20		1.00	7,231.20	0.00	0.00	1.00	7,231.20	1.00	7,231.20
9.5 - D/S pipe works	594.40		7.00	4,160.80	0.00	0.00	7.00	4,160.80	7.00	4,160.80
9.6 - Install D/S N28 anchors into rock foundation	598.70		6.00	3,592.20	4.00	2,394.80	4.00	2,394.80	0.00	0.00
9.7 - Install D/S N28 anchors into face of dam	335.90		7.00	2,351.30	0.00	0.00	0.00	0.00	0.00	0.00
9.8 - S15/20 mass concrete	4,018.40		2.00	8,036.80	0.00	0.00	0.00	0.00	0.00	0.00
9.9 - S32/20 concrete slab	11,598.00		1.00	11,598.00	1.00	11,598.00	1.00	11,598.00	0.00	0.00
9.10 - 2200m x 2100m x 1200m Precast concrete culvert	6,116.80		2.00	12,233.60	0.00	0.00	0.00	0.00	0.00	0.00
9.11 - Precast concrete culvert ancillary items	4,213.30		1.00	4,213.30	0.00	0.00	0.00	0.00	0.00	0.00
9.12 - D/S N16 Anchors	195.70		8.00	1,565.60	0.00	0.00	0.00	0.00	0.00	0.00

Contract No: VIJ096		Claim No: 12		Claim Date: 31 Dec 2021						
Schedule Code / Output Code	Schedule	Schedule	Schedule		Previous Claim		To Date		This Claim	
	Rate	Unit	Qty	Value	Qty	Value	Qty	Value	Qty	Value
9.13 - Existing scour valve outlet decommissioning	41,432.00		1.00	41,432.00	0.00	0.00	0.00	0.00	0.00	0.00
9.14 - Security gate	4,200.20		1.00	4,200.20	0.00	0.00	0.00	0.00	0.00	0.00
10.1 - Foundation preparation	251.60		200.00	50,320.00	232.00	58,371.20	232.00	58,371.20	0.00	0.00
10.2 - S20/15 dental concrete	876.80		20.00	17,536.00	21.70	19,026.56	21.70	19,026.56	0.00	0.00
10.3 - Epoxy grout junction	17,912.90		1.00	17,912.90	0.00	0.00	0.00	0.00	0.00	0.00
10.4 - Drill and grout anchor bars	198.00		80.00	15,840.00	0.00	0.00	20.00	3,960.00	20.00	3,960.00
10.5 - S32/20 reinforced concrete slab	1,249.70		40.00	49,988.00	0.00	0.00	0.00	0.00	0.00	0.00
11.1 - Removal of existing fencing and gates	3,838.00		1.00	3,838.00	0.50	1,919.00	0.50	1,919.00	0.00	0.00
11.2 - Replacement crest security fencing	4,777.80		1.00	4,777.80	0.00	0.00	0.00	0.00	0.00	0.00
11.3 - Flood measurement board	1,342.00		1.00	1,342.00	0.00	0.00	0.00	0.00	0.00	0.00
12.1 - Work as executed drawings	2,625.10		1.00	2,625.10	0.00	0.00	0.00	0.00	0.00	0.00
12.2 - Video and photographic record of works	105.00		1.00	105.00	0.00	0.00	0.00	0.00	0.00	0.00
12.3 - Operation manual and construction report	105.00		1.00	105.00	0.00	0.00	0.00	0.00	0.00	0.00
13.1 - Design	7,700.00		1.00	7,700.00	0.00	0.00	0.00	0.00	0.00	0.00
13.2 - Supply of cover plates, rubber & anchors	385.60		300.00	115,680.00	300.00	115,680.00	300.00	115,680.00	0.00	0.00
13.3 - Install cover plates, rubber & anchors	79.00		300.00	23,700.00	300.00	23,700.00	300.00	23,700.00	0.00	0.00
13.4 - Supply and install conduit on dam face	40,953.00		1.00	40,953.00	0.40	16,381.20	1.00	40,953.00	0.60	24,571.80
13.5 - DYWIDAG - Modification to head block	440.00		30.00	13,200.00	16.00	7,040.00	16.00	7,040.00	0.00	0.00
13.6 - DYWIDAG - Instrumentation sensors	1,353.00		30.00	40,590.00	0.00	0.00	16.00	21,648.00	16.00	21,648.00
13.7 - DYWIDAG - Cabling	26,890.60		1.00	26,890.60	0.00	0.00	1.00	26,890.60	1.00	26,890.60
13.8 - DYWIDAG - Data logging	26,120.60		1.00	26,120.60	0.00	0.00	0.50	13,060.30	0.50	13,060.30
<b>Schedule VIJ096 Total:</b>				<b>4,867,239.49</b>	<b>4,423,867.03</b>	<b>4,598,031.53</b>	<b>174,164.50</b>			
<b>VIJ096VAR - VARIATIONS</b>										
V005 - Geotechnical Investigation Works	75,890.00		1.00	75,890.00	1.00	75,890.00	1.00	75,890.00	0.00	0.00
V001 - Additional Diving	12,012.00		1.00	12,012.00	1.00	12,012.00	1.00	12,012.00	0.00	0.00
V002 - Temporary Raw Water Connection	18,003.00		1.00	18,003.00	1.00	18,003.00	1.00	18,003.00	0.00	0.00
V011 - Design Works	140,957.00		1.00	140,957.00	1.00	140,957.00	1.00	140,957.00	0.00	0.00
V003 - TEMPORARY TOILET	29,503.00		1.00	29,503.00	1.00	29,503.00	1.00	29,503.00	0.00	0.00
V008 - Concrete cutting monitoring conduit	81,132.00		1.00	81,132.00	1.00	81,132.00	1.00	81,132.00	0.00	0.00
V010 - Toe anchor Concrete cutting	129,168.80		1.00	129,168.80	1.00	129,168.80	1.00	129,168.80	0.00	0.00
V009 - Time Lapse Camera	7,318.00		1.00	7,318.00	1.00	7,318.00	1.00	7,318.00	0.00	0.00
V012 - Temporary toilets running costs	124,145.00		1.00	124,145.00	1.00	124,145.00	1.00	124,145.00	0.00	0.00
V013 - Temporary pumping running costs	37,804.00		1.00	37,804.00	1.00	37,804.00	1.00	37,804.00	0.00	0.00
V016 - Grinding and jackhammering toe anchors base	61,678.00		1.00	61,678.00	1.00	61,678.00	1.00	61,678.00	0.00	0.00
V017 - Additional design	118,037.00		1.00	118,037.00	0.00	0.00	1.00	118,037.00	1.00	118,037.00
V018 - Conduit Installation Crest	159,192.00		1.00	159,192.00	0.90	143,272.80	1.00	159,192.00	0.10	15,919.20
V019 - Removal of items 13.2 and 13.3	(139,380.00)		1.00	(139,380.00)	1.00	(139,380.00)	1.00	(139,380.00)	0.00	0.00

Contract No: VIJ096		Claim No: 12		Claim Date: 31 Dec 2021							
Schedule Code / Output Code	Schedule	Schedule	Schedule		Previous Claim		To Date		This Claim		
	Rate	Unit	Qty	Value	Qty	Value	Qty	Value	Qty	Value	
V020 - Concrete cutters July and September	34,926.00		1.00	34,926.00	1.00	34,926.00	1.00	34,926.00	0.00	0.00	
V022 - Cleaning Foundations	6,874.00		1.00	6,874.00	1.00	6,874.00	1.00	6,874.00	0.00	0.00	
V023 - Move drill	36,289.00		1.00	36,289.00	1.00	36,289.00	1.00	36,289.00	0.00	0.00	
V025 - Toe anchors conduit chase	15,747.00		1.00	15,747.00	1.00	15,747.00	1.00	15,747.00	0.00	0.00	
V014 - Earthworks Right hand Abutment	78,212.00		1.00	78,212.00	0.00	0.00	0.00	0.00	0.00	0.00	
V026 - Removal of cold Joint sections	30,182.00		1.00	30,182.00	1.00	30,182.00	1.00	30,182.00	0.00	0.00	
<b>Schedule VIJ096VAR Total:</b>				1,057,689.80		845,521.60		979,477.80		133,956.20	
<b>Claim Total:</b>				<b>5,924,929.29</b>		<b>5,269,388.63</b>		5,577,509.33		308,120.70	
								<b>Retentions:</b>	0.00		0.00
								<b>Net Claimed:</b>	<b>5,577,509.33</b>		<b>308,120.70</b>

## Payment Claim Worksheet

Refer to Clause 58 of the CG21 General Conditions

**The Contractor :** Leed Engineering and Construction Pty Ltd  
**ABN :** 35 097 021 728  
**The Contract :** The Dumaresq Dam Safety Upgrade by Post Tensioned Bar Anchors  
**Contract Name :** Dumaresq Dam Safety Upgrade  
**Contract Number :** A2019/47  
**Month :** Dec-21

Activity	Activity Number	Value of Activity	Activity Completed	Activity Completed Value
M M	1.1	574,853.00	95	546,110.35
	2			
M	2.1	468,372.90	70	327,861.00
	3			
M	3.1	5,250.30	100	5,250.30
	4			
M	4.1	10,500.60	100	10,500.60
	4.2	3,838.00	100	3,838.00
M M	4.3	49,373.60	100	49,373.60
	4.4	14,653.50	100	14,653.50
M M I	4.5	3,838.00	40	1,535.20
	5			
M	5.1	14,257.50	142	20,264.60
M	5.2	14,734.50	100	14,734.50
M M M	5.3	10,746.00	230.83	24,805.30
M	5.4	1,006,477.90	23.00	231,489.90
M	5.5	7,875.60	83.33	6,563.00
	6			
	6.1	14,256.00	100	14,256.00
M M M	6.2	10,094.00	0	0.00
M M M	6.3	7,446.00	0	0.00
M	6.4	3,570.00	0	0.00
M M	6.5	4,509.40	0	0.00
M	6.6	5,392.00	0	0.00
M	6.7	24,592.00	0	0.00
	6.8	3,900.00	0	0.00
M M	6.9	53,932.50	0	0.00
M	6.10	196.00	0	0.00
M	6.11	1,344.80	0	0.00
M M	6.12	1,136.70	0	0.00
	7			
	7.1	238,863.00	M 100	238,563.00
M M	7.2	90,711.00	100	90,711.00
M M	7.3	6,090.00	100	6,090.00
M	7.4	76,129.00	100	76,129.00
	7.5	186,721.00	162	303,039.00
M M	7.6	244,458.40	95	231,300.00
M M	7.7	119,190.00	104	124,520.67
M M M	7.8	143,484.20	89	128,194.90
	7.9	32,025.00	87	27,825.00
M	7.10	88,852.00	150	132,865.80
	7.11	359,590.40	171	615,452.80
	7.12	246,211.00	107	264,333.70
	7.12.1	165,648.00	71	117,555.80
M M	7.13	76,641.00	96	73,195.60
	7.14	35,227.50	100	35,227.50
	7.15	73,521.60	241	177,480.00
	7.16	48,052.00	95	45,708.00
	7.17	24,308.00	50	12,154.00
M	7.18	20,709.10	49	10,102.00
M	7.19	16,478.00	0	0.00
	7.20	331,233.00	0	0.00
	7.21	21,410.60	100	21,410.60
M M	7.22	115,059.80	100	115,059.80
M	7.23	14,259.80	100	14,259.80
	8			
M	8.1	5,784.00	300	17,352.00
M	8.2	6,505.00	140	9,107.00
M M M	8.3	15,792.00	50	7,896.00
M	8.4	35,710.00	90	32,139.00
	9			
M M M	9.1 M	M 42,257.40 M	M 50	21,128.70
M	9.2	13,100.80	100	13,100.80
	9.3	4,367.20	166	7,260.40
M	9.4	7,231.20	100	7,231.20
	9.5	4,160.80	100	4,160.80



ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix F – Project Notice of Delay Register

27/2/2021	1	Notice of Delay due to Inclement Weather - storm event works had to be delayed. 1 day claimed (no cost) and approved.	A Bannink	C Leskovec	12/3/2021		10/6/2021
24/3/2021	2	Notice of Delay due to Inclement Weather - 23rd March storm event rework was required for site works to resume - no cost EO T, 7 days claimed and approved.	A Bannink	C Leskovec	9/4/2021		10/6/2021
3/6/2021	3	Notice of Delay due to Inclement Weather - 3rd June due to inclement weather, toe anchor and waterstop installation works had to cease - 1 day claimed (no cost imposition) and approved.	A Bannink	C Leskovec	28/6/2021		10/6/2021
3/6/2021	4	Notice of Delay due to Inclement Weather - 9th June temp below 5 degrees, grouting operations had to stop. 2 Days claimed (no cost) and approved.	A Bannink	C Leskovec	28/6/2021		10/6/2021
7/7/2021	5	Notice of expected delay due to the potential of all drill holes having to be regouted and redrilled - costs are included in the contract, time is not.	A Bannink	C Leskovec	TBA		TBA
16/8/2021	6	Concrete cutters delay in return and potential costs due to Qld covid Border closure and quarantine requirement	A Bannink	C Leskovec	TBA		TBA
24/8/2021	7	Inclement weather on the 24th August resulting in washed away roads and damage to site works area and equipment.	A Bannink	C Leskovec	9/27/2021		27-Sep
30/8/2021	8	Notice of an issue - TA1 foundation level much higher than expected contractor going back to designers for confirmation of solution.	A Bannink	C Leskovec	TBA		TBA
22/11/2021	9	Delay due to inclement weather on the 22nd November EO T to be submitted.	A Bannink	M Raleigh	11/30/2021		TBA
1/12/2021	10	Delay due to inclement weather on the 1st December 2021. EO T to be submitted.	A Bannink	M Raleigh	1/10/2022		TBA

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix G – Project Extension of Time Register



Date	Registrar No.	Subject	Sent To	Sender	Action By Date	In Correspondence No.	Revised Contract Completion Date	Closed O ut Date	Comments
1-Jun-21	1	EOT 001 - Inclement weather - 1 day claimed and approved - no cost claimed.	A Bannink	C Leskovec	11-Jun-21		11/15/2021	10-Jun-21	Approved
1-Jun-21	2	EOT 002 - Inclement weather due to the March storm - 7 days claimed, no costs claimed, all approved.	A Bannink	C Leskovec	11-Jun-21		11/24/2021	10-Jun-21	Approved
3-Jun-21	3	EOT 003 - Inclement weather, works stopped for 1 day, 1 day claimed, no costs claimed 1 day approved.	A Bannink	C Leskovec	11-Jun-21		11/25/2021	10-Jun-21	Approved
9-Jun-21	4	EOT 004 - Inclement weather - 2 days claimed, no costs claimed, 2 days approved.	A Bannink	C Leskovec	11-Jun-21		11/29/2021	10-Jun-21	Approved
15-Aug-21	5	EOT 005 - Move Drill rig from CA 6 - CA 17 to confirm foundation levels to allow toe cutting to be finalised 4 days claimed with costs.	A Bannink	C Leskovec	15-Sep-21		12/7/2021	8-Sep-21	Approved
15-Aug-21	6	EOT 006 - Inclement Weather - 2nd August 2021 - 2 days claim no costs.	A Bannink	C Leskovec	15-Sep-21		12/1/2021	8-Sep-21	Approved
15-Aug-21	7	EOT 007 - Armidale Lockdown 2 days claimed costs.	A Bannink	C Leskovec	15-Sep-21		12/9/2021	29-Sep-21	Approved
27-Sep-21	8	EOT 008 - Inclement weather - 2 days claimed no costs	A Bannink	C Leskovec	15-Oct-21		12/13/2021	28-Sep-21	Approved
27-Sep-21	9	EOT 009 - Relocation of drill rig from CA22 to CA30 to confirm foundation levels as per Peer Reviewer Request - 1 day claimed with costs.	A Bannink	C Leskovec	15-Oct-21		12/14/2021	28-Sep-21	Approved
27-Sep-21	10	EOT 010 - Delay claim for broken drill rig gearbox- 8 days claimed with no costs	A Bannink	C Leskovec	15-Oct-21		1/13/2022	29-Sep-21	Approved
4-Oct-21	11	EOT 011 - Inclement Weather 30th September - 1st October - 1 day claimed, no costs	A Bannink	C Leskovec	29-Oct-21		1/14/2022	4-Nov-21	Approved

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix H – Project Variation Register



5 5 w													
w/		b	s	h / D Lb/	b		g D	ttwh 95	wL Lhb	b / D Lb/	w L	D w	
b		b	s	h / D Lb/	b		g D	t s	b / D Lb/	w L	D w	w	
													t
		L											t t
		/ D	t L	c								w	—
												9	b
		/	/	a									
		/											
				/									w/
		a		a									





ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix I – Project RFI Register



	wCL	5	L	w	/	.		/	9	5	/	l	
	wCL		/		/	.		/	9	w		l	
	wCL		l	w	/	/h/	.	/	9		l	w	
	wCL		a	/	/	/	.	a	/	9			a
	wCL		5		/	.		a	/	9			a
	wCL	/	a	5	/	.		a	/	9			a
	wCL	/	.	/a	L t	aw	.	a	/	9	w		a
	wCL	w		a	/	.		a	/	9	w	ww	a
	wCL	w	a		/	.		a	/	9			a
	wCL	/	b	a	/	/	.	a	/	9			a
	wCL	w	LC/5		/	.		a	/	9		C	a
	wCL a	5		L	a	/	/	.	a	/	9	w	w <sub>W</sub>
	wCL		D	a	t	W	aw	.	W	/	9		W
	wCL	t			W	/	.	.	W	/	9		W
	wCL	w	9	5		W	/	.	W	/	9	w	W
	wCL	5	w		W	/	.	.	W	/	9	a	W
	wCL	5	L t	5	W	w /	.	.	W	/	9	/	W
	wCL	/	/		W	aw	.	.	W	/	9		W
	wCL	5			W	/	.	.	W	/	9		W
	wCL	t	5	w	W	/	.	.	W	/	9	w	W
	wCL	/	w		W	aw	.	.	W	/	9		b
	wCL	L t	t		WL	aw	.	.	/	/	9	w	W
	wCL	D	w		W	aw	.	.	W	/	9		b
	wCL	D	/			aw	.	.	/	/	9		
	wCL D	5	w			/	.	.	/	/	9		
	wCL	9				/	.	.	/	/	9		
	wCL	9	/		/a	/	.	.	/	/	9		
	wCL	w				aw	.	.	/	/	9	w	
	wCL	/		t		/	.	.	/	/	9	t	
	wCL		t	5	w	/	.	.	/	/	9	t	w
	wCL	t	L			/	.	.	/	/	9	L	w/
	wCL	5	C			aw	.	.	/	/	9	59b h	

wCL	5	9		/	.	b	/	9	LC/	wl	b
wCL	t			/	.	b	/	9	LC/		b
wCL	/	D		a w	.	b	/	9			b
wCL				/	.		/	9	w		
wCL	5		h	/	.	h	/	9	w		b
wCL	.	t	/	h	/	h	/	9	w/		h
wCL	w/.	t	h	/IL5	.	b	h	9	w/		b
wCL	5	C	h	a w	.	b	/	9			b
wCL	t	L	5	/	h	a w	.	9	/		b
wCL			b	a w	.	b	/	9	w		5
wCL	C	5	w	b	a w	.	b	h	9	/	w/
wCL			b	a w	.	5	/	9			b
wCL			b	a w	.	5	/	9	5		b
wCL	/		b	a w	.	b	/	9			b
wCL	a		b	a w	.	5	/	9	w	/	5
wCL	w	/	5	a w	.	W	h	9	/	w/	.
wCL	/		w	5	a w	.	b	/	b		b
wCL	/	5	/	5	a w	.	5	/	9		5
wCL		5	L	5	w	a w	.	5	/	9	5

59b |

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix J – Project NCR Register



Report Number	Location	Reason for Report	Description	Supporting Attachments	Date Sent	Author	Attention	Proposed Close out Date	Status	Comments	Date Closed O ut
	/	t C	/	t			/	.		/	
	/	t C	/	t			/	.		/	
	/	/	/	t			/	.		/	
	/	S	/	t			aw	.	w	/	
	/	S	/ D	t			aw	.		/	
	/	v	/ /	b			/	.		/ L 1	
	/	/					aw	.		/	
		v					aw	.	w	/	

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix K – Project Risk Register

t	w	w		L w w		t w / w	w w	
p	l	w 9	t	h w w	a / a	w t	C w	
		a	t	g	/a a 9	a t	l 9	a
		a	t l 9	g	t t	a		a
		C	L t t	t l	L	a		a
			w	l	w a w l 9 /	a t	9 t	w a 5 C
	9	9		l	9 / C 9 C w 5 /C C t b	9 9 a w / /C		a

t	w	w		L w w		t w / w		w w
p	l	w 9	t	h w	a / a	w t	C	w
				w		w		w
	l	/		l	w 5 9	l	a	l
	l	l	l	l	a L a : l	a	l	l
	l	a	5 /h h l	l	w a a 5 5 l t	l	a	l
	l	/h L5		l	/h L5 a t /h L5 C 5 /h L5 a D t / w	a	aL/	a
	v		t /	p	v L L	a	w vat	a

t	w	w		L w w		t w / w		w w
p	l	w 9	t	h w w	a / a	w t	C	w w
	v	w	b /	i	L L	t /	a	a
	v	v	C 5 b /	i	LC/5 5 t 5 5 t 5 9	a	a	a
	v	C C	b /	i	L / 5 / Y	t	a	a
	v	/ L C /	b / LC/	i	/ h 5	LC/	a	a
	v	t	b /	i	L		a	a

t	w	w		L w w		t w / w	w w
p	l	w 9	t	h w	a / a	w t	C
				w		w	w
	v	L		a	w 5	a	
	v	9	b /	i	w	a	/
	v		t /	e	v L b L L	a	w vat
	v	w	b /	i	L L t /	a	
	v	v	C S b /	i	LC/5 5 t 5 t 5 9	a	

t		w	w		L w w		t w / w		w w
p	l	w 9	t	h w	a / a	w	t	C	w
				w					w
	v	C C	b /	s i	L / 5 / Y		t		
	v	/ L C /	b / LC/	i	/ h 5		LC/		
	v	L		a	w 5				
	v	L		a	w 5				
	v	9	b /	i	w		/		
	v		b /	i	/ /		t		

t	w	w		L w w		t / w w / w		w w
p	l	w 9	t	h w w	a / a	w t	C	w w
	v			i	/ w	t		a
9	t C w	C	t /	C i	/ 9 L w /Sat	a t	/Sat	a
9	t 5	/	t /	C i	/ 9 L w /Sat	a t	/Sat	a
9	t w 9	/ i	t /	C i	/ 9 L w /Sat	a t	/Sat	a
9	t 5		t	i	/ 9 L w /Sat	a t	/Sat	a
v	/		w	i	5 5			
v	C		5	i	5		/a a	

t	w	w		L w w		t w / w		w w
p	l	w 9	t	h w	a / a	w t	C	w
				w		w		w
	9	t	t	t	/ L	a		
	9	t t	/ t	t	.	a		
	l	C lw	C	9	l l a Y l 9 5 5 5 9w D D l 9 C	a a l	h	l w a
		/ lw	C	9	l 9 5 9w 9 9w l 9w l	l a a t t	w9C	a
	lw	/	C	9	w / w / /a a	l w	5 9L	t

t	w	w		L w w		t / w w / w	w w	
p	l	w 9	t	h w w	a / a	w t	C w w	
	hw	/	C	g	5 5 a 9 t 5 5 I 9 I L I 9 I L C 5 L C L C C t C / L I 9 a a t t 9w a 9w I t 9w I t	C C I	I	
	hw			I		I	a 119 9	a
	hw		5	g	5 / t a L 9 a	I a I /a w /a t L		I
		C hw	C C	g	I 9 I t 5 I 9w	a		a
		5 hw		I C	v b	I		I
	/	hw t	C	g	/ a Y	a		a

t	w	w		L w w h w w	a / a	t / w w / w w	t	C w w w
	9	5  l w / w lw L a w  C C	C	9	5 9 5 9 l 9 9 L t t l 9 9 l 9 C 9 C 5 9 t L h 9w h 9	a t /		a
	9	lw <sup>b</sup>	C	9	L  w / 5 w/5 /  Y a  t 9  9 w	t  a  9w 9	a / /	t

t	w	w		L w w		t / w w / w	w w
p	l	w 9	t	h w w	a / a	w t	C w w w
	t	t lw		C 9	9 9 a t / a	a	
	lw	w	C	9	t t 9w w 5 9	a a	
	lw	w	C	9	t t 9w w 5 9	a a	
	/	h w / 9 lw	C	9	l 9 5 l 9 C / C t 9 9w l 9 t w	h t 9 w C v w t	

t	w	w		L w w		t w / w	w w	
p	l	w 9	t	h w	a / a	w t	C	
				w		w	w	
	/	w lw	C	9		9	w w L /a a t l 9 t	a
	/	w lw	C	9	l 9 l 9 C / C t	h 9 w t C w v t	w	a
		9 5		9	D D D D	9 a		a
	/	9		9	l 9 9	l w / t		a
	L	C	L	9	l 9 C L C 9	L t		a

5

t	w	w		L w w		t / w w / w	w w	
p	l	w 9	t	h w w	a / a	w t	C w	
	5	C	C	9	5 t 5 9 a	a	L /a 5 a	a
	5	C	C	9	w	a		a
	5	5	5/	9	5	a		a
	5	5	I	C	9 / 5	a		a
	5	5	5	I	5	a		a
/ w	C / w / w /	w		I	I 9 / / wt w C / W a C t C / w h C / w / w w / w	a	t 9 a / C	9 ? w
/ w	L / w 9			9	L / t w C / wt C / w h C / w w / w	a	h / / w h C /	a / w C
/ w	/ w			9	/ / C / w h C C	a	t a t t / w l 5 t	a
/ w	/ w			9	9 C / w h / C / w C l / / t	a w a	t a l 5 / w t	a

t		w	w	L w w		t / w w / w		w w	
p	l	w 9	t	h w w	a / a	w t	C	w w	w
/	w	5 / w	9	9	9 / w l h C	9 9	t 5 p 5	/ w t	a
/	w	/ w C		9	b a a	a			a
/	w	L / w w	w	l	/ a w / w at bl t	b a C	l g Dt 9	C a / w b	a
/	w	/ w w	t / w.	9	t l 9 / w a C / w t l 9	l 9 / w	Da Wat Da		a
/	w	a a / w h	h t L L	9 / w	Da h a	l 5	Da t C / w t		a Da t
/	w	h 5 / w	h t L	l / w	5	a	/ C		l w

t	w	w		L w w		t w w		w w
p	l	w 9	t	h w w	a / a	w / t	C	w w
	/ w	a / w	t / w	I	Da / a w bl t C / w l h C Da t	5 a C / w	l 9 9 a	a
	/ w	w / w	L t / w	9	g b / L b w l L D L / w l C / w l h	a C / w / t		a
	/ w	9 / w		I		a 9	C	a
	/ w	/ / w	5	I	w t	a		a
	/ w	C 9 / w		I	9	C a		a
	/ w	l / w	L	I	at /	5 a	/ L	a

t	w	w		L w w		t w / w		w w
p	l	w 9	t	h w	a / a	w t	C	w w
				w		w		w
/ w	5 / w	C			/	a	/ w Wat Ya C / w	a
/ w	/ w	t	/ w / w		/ w a C Wat / w l h C /	/ w a W		a bl a
/ w	a / w				Da t 9 9 a	g a L a	t L a	a
5								

t w w

w

7 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31



t	w	w
w		

7 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

t	w	w
w		

7 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31







t	w	w
w		

t	w	w
w		

t	w	w
w		

7 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

t w w

w

7 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31







t	w	w
w		

ARC A2017/47 Dumaresq Dam Safety Upgrade

## Appendix L – Site Photos

ARC A2017/47 Dumaresq Dam Safety Upgrade



Photo Showing the Result on Inclement Weather 1<sup>st</sup> December 2021



Photo of Monitoring Cable Conduit Being Installed to the Box

ARC A2017/47 Dumaresq Dam Safety Upgrade

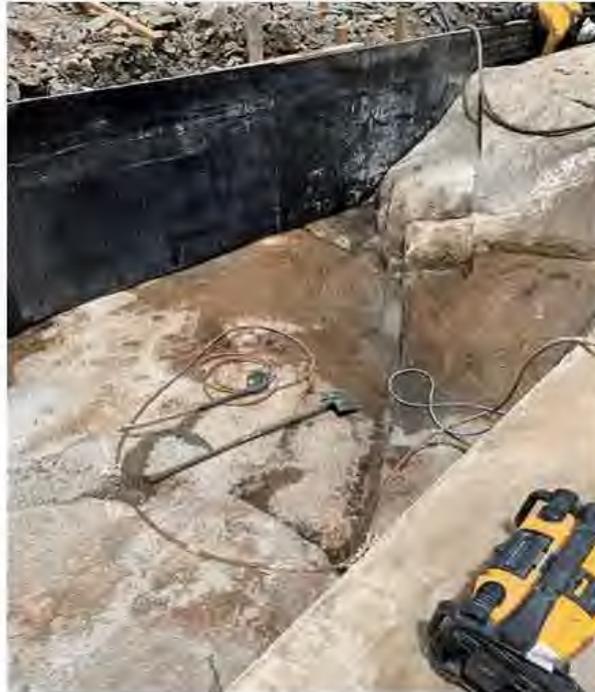


Photo Showing Toe Apron Slab Dental Concrete Preparation



Photo Showing Toe Erosion Protection Slab Dental Concrete Pour Area

ARC A2017/47 Dumaresq Dam Safety Upgrade



Photo Showing Toe Apron Slab Dental Concrete Installation

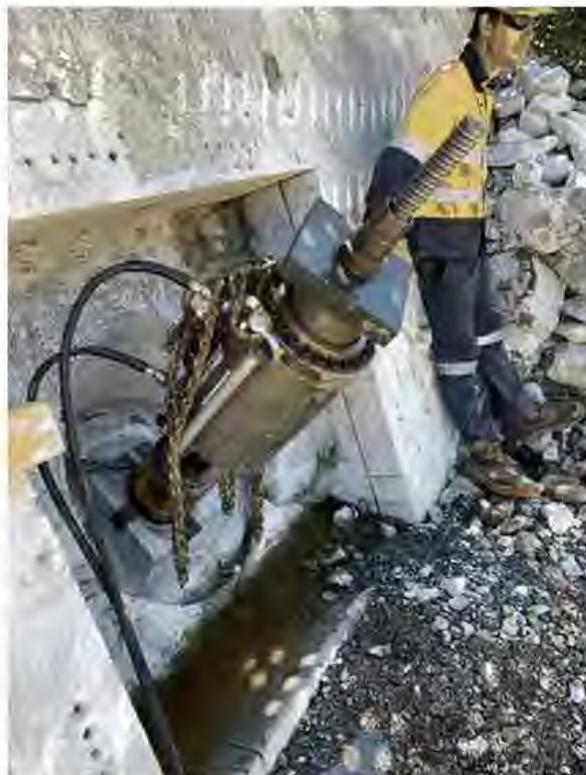


Photo Showing Stressing Jack Installed on Toe Anchor

ARC A2017/47 Dumaresq Dam Safety Upgrade



Photo Showing Installed D/S outlet Pipework and Valve



Photo Showing Green Cutting Toe Apron Dental Concrete

ARC A2017/47 Dumaresq Dam Safety Upgrade



Photo Showing Anchor Monitoring Conduit and Anchor Connection



Photo Showing Monitoring Conduit Installation

From: Gwen Killen <gwenkillen@icloud.com>  
Sent: Tuesday, 30 November 2021 9:21 AM  
To: Council <council@armidale.nsw.gov.au>  
Subject: Re funding art museum etc

Dear sir,

I wish to comment on funding . I'm against funding aboriginal keeping place . Are we not supposed to be one yet we build a aboriginal art museum right next to the art museum . Should the monies not be into one building alone incorporate both . Also the health department in Taylor again money spent there should be inclusive into hospital for all . It is the politics that are segregating us . Build for one only .

Gwen Killen

mariahitchcock OAM

BA, M.Prof.St.(Ab.Stds)Hons, T. Cert., ZMP Göttingen



Image: [soulsongart.com](http://soulsongart.com)

PO Box 4214  
West Armidale NSW 2350  
M. 0421 961 007  
E [maria.hitchcock@gmail.com](mailto:maria.hitchcock@gmail.com)  
E [saveourflora@gmail.com](mailto:saveourflora@gmail.com)  
W [www.coolnativesnursery.com](http://www.coolnativesnursery.com)  
W [wattleday.weebly.com](http://wattleday.weebly.com)  
W [waratahflannelflowersg.weebly.com](http://waratahflannelflowersg.weebly.com)  
W [correacollection.weebly.com](http://correacollection.weebly.com)  
W [saveourflora.weebly.com](http://saveourflora.weebly.com)  
W [newenglandvisions2030.weebly.com](http://newenglandvisions2030.weebly.com)

The General Manager  
Armidale Regional Council

29th November 2021

Submission

### **Proposed Funding Sources for ACCKP**

Dear James,

I have no objection to the funding sources suggested for an ACCKP grant.

I do have a couple of requests however.

- That ACCKP be required to present a proper acquittal of the funds at the end of the financial year as other community groups are required to do.
- That Council request that some of these funds be used to professionally archive the artifacts in their collection. An indigenous archivist would be preferable to undertake this task.

It seems to me that the request for funding is somewhat open-ended. It is my understanding that Daisy William failed to archive the artifacts professionally and the storage of these invaluable objects was haphazard and detrimental to their long term survival.

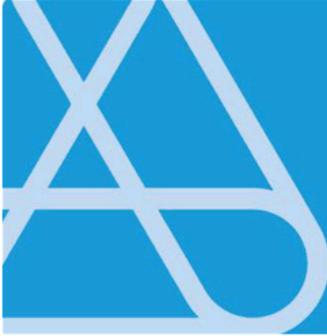
As a museum and gallery, ACCKP should be displaying these artifacts to the general public for both cultural and tourism reasons.

Yours sincerely,

Maria Hitchcock OAM







# Terms of Reference

## Key Directions working group

### Our Leadership

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

### Objectives:

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

### The Portfolio group will:

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

**Membership:**

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

**Secretariat:**

- ELT Member

**Meeting Frequency:**

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

**Conduct of Meetings:**

Guiding principles of the Portfolio Groups are as follows:

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

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

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

Extraordinary Council

10 February 2021

<b>Item:</b>	<b>10.1</b>	<b>Ref: AINT/2021/02846</b>
<b>Title:</b>	<b>Review Of Council Committees - Results of Public Exhibition</b>	<b>Container: ARC20/4323</b>
<b>Responsible Officer</b>	<b>General Manager</b>	
<b>Author:</b>	<b>Marissa Racomelara, Acting Director Organisational and Corporate Services</b>	
<b>Attachments:</b>	1. ARC Council Committee Review - Report Final	

## 1. Purpose

As a result of concerns expressed in relation the operation of Council's Community Advisory Committees in September 2020, it was resolved that a review of their structure and operation be undertaken. The draft '*Review of Council Committees*' was presented to Council on 25 November 2020 (Ref: AINT/2020/41121 (ARC20/4323), Minute 349/20). The *Review* was then placed on public exhibition until 26 January 2021.

This report briefly outlines the submissions made whilst the *Review* was on public exhibition and the changes made to the draft document as a result of the comments received.

## 2. OFFICERS' RECOMMENDATION:

**That Council Endorse the report entitled '*Review of Council Committees*' and the adoption of the following recommendations:**

### Recommendation – Community Strategic Plan Review

- Subsequent to the election of a new council in 2021, invite participation in two Community Strategic Planning Panels of 20 people that bring local community leaders (from community, business, education and the region's villages) together to work on developing a refreshed and inspiring Community Strategic Plan, that clearly articulates the needs and aspirations of the Armidale Region

### Recommendations – A Refreshed Approach – Partnership Panels

- Move away from 'Committee' terminology to the concept of Partnership Panels
- Implement a 'back to basics' name for each of the Partnership Panels
- Create refreshed charters to reflect the key priorities of the new Panels
- Aim to create Panels with a minimum of eight and no greater than 12 members
- Seek to recruit members who represent professional groups with a significant interest a Panel's topic area (members of the Access Partnership Panel may be an exception to this rule)
- The chair of the Partnership Panels should be drawn from and elected by the community members of the Panels
- Provide opportunities for leadership training to staff who will support the chair of the Partnership Panels
- Should Partnership Panels recommend the allocation of resources beyond those allocated in the annual budget, they should be subject to a report to Council considering the budgetary implications of the proposals
- Move administrative matters from the Panel Charters to a separate manual that applies to all panels, to ensure greater consistency in their management
- In partnership with the newly formed Panels, set three goals to be achieved in the first 12

**months**

12. Resist the creation of working groups that potentially raise expectations that cannot be delivered, and divert resources away from a core Partnership Panel's prioritised work plan
13. Celebrate successes with the Panels' members and the broader community as they occur, and provide ongoing feedback on progress towards goals
14. Include as a mandatory or desirable qualification, skills and/or experience in working with Partnership Panels, in the position descriptions of staff who will undertake the role of chairing or supporting their chair
15. Introduce performance measures in annual appraisals so that staff can be supported to improve their skills in engagement and leadership if necessary.

**Recommendations – Local Advisory Panels – Currently LACs**

16. Retain the existing structure of the LAC's, however, change their title to Local Advisory Panel (LAP) to bring consistency across the refreshed Advisory Panel structure
17. Promote the use of the electronic logging of customer requests (Report It and Snap, Send, Solve), so that they can be easily tracked on-line, and escalated to responsible managers when standards are not met
18. Provide information and data on works programs to the LAPs where it is available, so that they can advocate for Council and better demonstrate the equity in funding to village residents
19. Consider creating a roster for senior council staff to visit 1 - 2 of the LAP meetings each year
20. Consider an Engineer being allocated to visit each LAPs on an annual basis to listen to and explain responses to road / grading issues
21. Create a single point of contact within Council for the LAPs (see also recommendations 24 & 25).
22. Consider including a member drawn from the LAPs on the Environment & Economic Development and Tourism Partnership Panels
23. Where LAPs have transactional relationship with Council, LAPs should be required to be Incorporated Not For Profit Associations
24. Annual acquittals of the funds supplied by Council to the LAPs should be made to Council together with copies of the LAPs' Annual Reports (including financial reports) supplied to the NSW Department of Fair Trading

**Recommendation – Business Groups**

25. Create a single point of contact within Council for the Business Groups (see also Recommendation 20 & 25)

**Recommendation – Community Engagement**

26. Consider centralising accountability for community engagement activities under the auspices of a single team where advanced skills and the application of differing approaches to engagement can be nurtured (see also recommendations 20 and 24)

**Recommendations - Volunteers**

27. Celebrate the achievements of the volunteer Partnership Panels wherever possible
28. Ensure feedback is provided to volunteers on how their input has influenced decision making and, if not, provide background for reasons why, thus ensuring that members are better informed of constraints they may need to consider when providing further advice

**Recommendation Section 355 / 356 Delegation**

**29. Subject to the adoption of the proposed new model, the Partnership Panel - Sports be provided with a Section 355 / 356 delegation enabling the group to levy a charge on behalf of Council**

**Recommendation – Financial Support**

**30. That a review of the financial support provided to the former Advisory Committees be undertaken with a view to standardising governance procedures in grant making, ensuring transparency in its allocation, accountability in its application and greater recognition of Council support under the new Partnership structure.**

**3. Background**

The Community Advisory Committees are an important mechanism used to engage local residents in developing strategy and driving actions that are aligned with the goals of the Community Strategic Plan.

However, in September 2020 Council expressed some concern that the Community Advisory Committees were failing to effectively include the diverse views of the broad community. Instead, the perception was that many of the committee meetings focussed on ‘loudest voices in the room’, rather than providing forums where diverse views and ideas can be presented and debated.

As a result Council called for a review of its Community Advisory Committees to be undertaken. A key component of the specifications for the project required that an extensive engagement process be undertaken to hear the views of individual members of the Advisory Committees.

**4. Discussion**

A comprehensive engagement process was undertaken as part of the review process. A number of meetings were held with members of the specialist committees together with four forums that brought together representatives from across the Advisory Committee structure. Meetings were also held with nine village based local area advisory committees.

Specifically the engagement process included meeting with:

- Regional Growth and Place Activation Advisory Committee (RGPAAC)
- The Community Wellbeing Advisory Committee (CWAC)
- Environmental Sustainability Advisory Committee (ESAC) together with members drawn from the Climate Emergency Working Group – a sub-committee of ESAC
- The Sports Council
- Members of the former Youth Advisory Committee (ARYAC)
- Members of the Arts, Culture and Heritage Committee (ACHAC)
- Members of the former Access Advisory Committee (AAC)
- Armidale Region Aboriginal Advisory Committee (ARAAC)
- Armidale Chamber of Commerce
- Guyra & District Chamber of Commerce
- Locals 4 Locals
- Renew Armidale
- Two individual interviews were undertaken with prominent community members
  - The General Manager of the Powerhouse Hotel and

Extraordinary Council

10 February 2021

- Mr Ray Chappell, former member for the Northern Tablelands in the NSW Parliament
- Meetings with nine of the region's village based local advisory committees
- Interviews were also conducted with the key Council staff who support the operation of the Advisory Committees

Notes were taken during each of these forums and meetings and feedback provided to each of the participants. Eleven responses were received from committee members on receipt of these notes. These ranged from minor corrections and additional ideas and suggestions on opportunities to improve their operation to concerns about the committees no longer meeting and the loss of volunteer engagement and active involvement in driving the Community Strategic Plan.

The draft 'Review of Council Committees' was presented to Council on 25 November 2020 where it was resolved in part that:

- *The report "Review of Council Committees" be placed on public exhibition until 26 January 2021*

In addition to the Draft Review being placed on the 'Your Say' area of Council's web site, each of the participants in the engagement process were provided with a copy of the report and encouraged to provide further comment.

## 5. Implications

Thirteen submissions were received during the public exhibition process. The key points from the submissions can be summarised as follows:

- The Sports Council noted that their committee had been working successfully for many years and made the following comments:
  - The chair of the committee should continue to be a member selected from the community with the support of the Council staff member. It is the community members that bring the expert knowledge to the committee
  - The Sports Council already has a priority list of 15 projects that it continues to work through as funds become available. It was suggested that limiting the Sports Council to three goals over a 12 month period may limit its potential
  - Given Council's current financial position it is essential that the community be supported to attract grant funding for projects wherever possible
- Four submissions raised concerns around the loss of democracy should Councillors no longer be engaged with the Partnership Panels
- Three submissions suggested that the chair of the Committees should be selected by the members
- One submission raised concerns about the loss of working groups
- One submission raised the need to link the work of Partnership Panels more closely to the annual operational budgets of Council
- The Ben Lomond Local Advisory Committee (also representing the Ben Lomond Local Landcare Group) made a very detailed submission raising many frustrations with Council relating to funding, valuing and respecting volunteers, constant turnover in Council staff and lack of feedback / progress on projects. The Ben Lomond group would like to move towards

the concept of being a largely autonomous committee making decisions on how all Council funding is allocated in their village.

- The New England Greens Armidale and Tamworth (NEGAT) expressed concern about the suspension of the Advisory Committee meetings whilst the review was underway. NEGAT suggested that:
  - The new model recommended largely cosmetic changes to the existing committee structure
  - The existing advisory committees *be re-instated as soon as possible to address the primary concerns of committee members as expressed in the Ackroyd report to ensure volunteers are respected and valued, that their expertise, knowledge and long-term commitment to our community is recognised and that committees are appropriately managed to allow a partnership between Council and community to flourish.*
- Two submissions called for the Access Advisory Committee to be re-established

### **Comment on issues raised**

#### Sports Council

The success of the Sports Council model is acknowledged in the body of the review. A councillor has been nominated to attend Sports Council over many years, however, the chair is elected from the various members of sports groups. Other than re-branding of the committee to reflect the partnership approach across all groups the proposal by the Sports Council to keep a community member as chair and a Councillor representative as part of the Panel is supported.

#### Chairing of Partnership Panels and Councillor Involvement

The draft report recommended that a staff member chair the Partnership Panels. Community members did raise several concerns in relation to the recommendation that Councillors no longer be involved in the Partnership Panels.

The Sports Council model of Councillor attendance at the Advisory Committee meetings drawing the Chair from the community has worked well and it is suggested that this could be trialled across the Partnership Panel model.

Staff would still need to fulfil a critical role in supporting the chair, and hence the need to offer opportunities for staff training in the effective chairing of community based committees should remain.

#### Recommendations of Partnership Panels – Resourcing Implications

The potential resourcing of recommendations from actions developed by Advisory Committees was a concern expressed by staff. Should recommendations from Partnership Panels seek to allocate resources beyond those made available in annual budget allocations, then it is considered that those recommendations be subject to a further report to Council enabling full consideration of the resourcing implications of the recommendations from Panels prior to their adoption by Council.

#### Working Groups

The recommendation in the draft Review does not prohibit the establishment of working groups, but rather seeks to keep Panels focussed on a small number of achievable objectives. Ensuring the achievement of goals is critical to keeping volunteers motivated. Equally, it is important to ensure that staff and the Panels are not diverted to projects that are not

foreshadowed in the Delivery Program and resourced in the Operational Plan. There will be times when unforeseen events, opportunities or emergencies will arise that require a realignment of priorities, but it is critical that the focus of the Panels is maintained as far as possible.

#### Better Alignment with Operational Budgets

The review recommends the need to start planning for the new Community Strategic Plan and that the work of the Partnership Panels be closely aligned to this Plan subsequent to its adoption. This will further assist in more closely linking the work of the Panels to Council's operational budgets. The requirement for further reports to Council on all recommendations requiring the allocation of additional resources will further focus the work of the Panels on the adopted annual Operational Plan and budget.

#### Re-instate existing Advisory Committees

Overall, the engagement process for the Review clearly indicated a lack of confidence in, and trust with the current operation of the Advisory Committees. This is a view that was widely held, not only by the community members, but by staff and the executive of Council. These concerns are articulated in the body of the Review. Some committees were no longer meeting (Access and Youth) and the membership of one committee in addition to being unwieldy in size, actually attracted very few members. Several advisory committee members referred to an 'us and them' feeling in the operation of the existing committee structure.

As such it was considered that a refreshed structure and branding would 'draw a line in the sand' and set a framework that would foster a genuine partnership approach to engagement going forward. The new structure also addresses concerns relating to loss of some committees and the functioning of another.

Notwithstanding the above, the core advisory groups are largely determined by Local Government Act 1993 Section 402 which highlights the importance of the Community Strategic Plan and community engagement. Council must ensure that the Community Strategic Plan *addresses civic leadership, social, environmental and economic issues in an integrated manner.*

#### Ben Lomond Local Advisory Committee

A lengthy submission was made by the chair of the Ben Lomond Local Advisory Committee. The concerns raised are broadly covered in the body of the review and its recommendations. These include recommendations on better valuing the work and ideas of volunteers, providing a central point of contact within Council for the Local Advisory Panels, improving communication and closing feedback loops, keeping a list of the top three priorities for each group providing a foundation for the allocation of grant funding, and creating a group within Council to specialise in engagement practices thus building and strengthening the relationship between Council and the villages.

The suggestion of moving to more autonomous committee taking responsibility for the allocation of funding with the village is, however, not considered practicable.

The detailed comments raised by the Ben Lomond Local Advisory Committee in relation to specific projects have been forwarded to relevant staff for consideration.

#### Independent Audit, Risk and Improvement Committee

The Review recommends that the Audit, Risk and Improvement Committee (ARIC) be expanded to include a community engagement professional. This recommendation is not supported as a number of changes have been made to the ARIC since initial consultation for this review were undertaken, and these changes should result in the intended outcomes. It is suggested that the

recently adopted ARIC Charter and new membership as resolved by Council in December 2020 remain unchanged for a period of 12 months to enable assessment of outcomes.

#### Issues Flagged by Returning Councillors

The Review contains 30 recommendations that address the concerns raised by Advisory Committees in the engagement process. A brief summary of the key recommendations that relate to the issues raised by Council are provided below:

- Council has its own agenda
- Little commitment from Council to embrace anything but their own ideas
- Council doesn't listen – 'We are advised committees not advisory'
- Committees are a 'tick box' exercise, not genuine engagement
- Having a committee that you take no notice of is worse than having no committees at all'
  - The Review recommends that planning for a new Community Strategic Plan (CSP) due in 2022 starts now. The Community Strategic Plan should highlight the *community's* priorities for the region. The CSP will then drive the content of the 4 year Delivery Program and Annual Operational Plans, ensuring that Council is focussed on community priorities
  - The Review recommends creation of a group within Council that has specific responsibility for engagement. The goal is to further develop contemporary skills in high quality engagement practices that can be shared across units. The overall aim is to move consultation beyond simply giving information, to one of genuinely engaging with local communities and harnessing their local knowledge for the benefit of all
  - The review recommends the Audit Review and Improvement Committee (ARIC) include a member with engagement knowledge and skills with a view to auditing the efficacy of the engagement practices implemented by Council
  - Overall, the Review's recommendations seek to engender a culture of genuine engagement.
- Communication
  - Poor communication around the roles and expectations of the committees
  - Feedback is rarely provided to close the loop in the engagement process
    - The Review recommends a review of each groups' Terms of Reference with a focus on outcomes rather than administrative procedures
    - The Review recommends the creation of a single group within Council that has advanced skills in engagement processes and can promote consistency in providing advice on how engagement has influenced decision making
    - The review recommends greater marketing of electronic tools that assist communication and easy tracking of requests from groups once they are lodged
- Volunteers
  - Volunteers are not valued or respected
  - Council fails to harness the potential that volunteers bring to the committees
    - The Review makes several recommendations relating to these issues including:
      - Celebrating the achievements of the Partnership Panels
      - 'Closing the loop' in the engagement process by providing feedback on how volunteers' work and ideas have been included in Council's decision-making
- Management
  - Top down approach
  - Inconsistencies in management styles across the committees
  - Administration can be overly bureaucratic
    - The implementation of a refreshed Community Strategic Plan built on a quality engagement process should ensure community priorities drive the development

of the Delivery Program and Operational Plan which will in turn guide the priorities of the Partnership Panels

- The Review recommends the creation of a single group within Council that has advanced skills in engagement processes that can support a more consistent more streamlined approach to engagement across Council's Units
- The Review recommends a review of each groups' Terms of Reference with a focus on outcomes rather than overly bureaucratic administrative procedures

Where necessary, the draft Review has been amended to reflect the feedback and comments outlined above.

### 5.1. Strategic and Policy Implications

The Review does require that a number of documents be updated: These will include:

- Terms of Reference / Charter – Partnership Panels
- Guidelines For Meeting Practice - Partnership Panels
- Community Engagement Policy – updating terminology
- Funding Guidelines – Local Advisory Panels
- Job Descriptions – to include desirable / mandatory skills and qualifications in leadership / engagement
- Commence planning for the refreshed Community Strategic Plan

### 5.2. Risk

Council must comply with its responsibilities to engage with the local community under the Local Government Act 1993. Implementation of the review will ensure ongoing compliance with the Act.

### 5.3. Sustainability

The implementation of the Partnership Panel model will continue to enhance environmental, social and economic sustainability by engaging and partnering with the local community in developing new initiatives and gaining community support and action in implementing them.

### 5.4. Financial

#### Resourcing Implications

Effective engagement does require adequate resourcing. Currently the organisation does not have sufficient resources to comprehensively implement the recommendations of the review, however this should not preclude forward planning to enable relaunch of the panels in the new financial year. It is proposed to commence work on the policy documentation and preparing an Expression of interest process at the conclusion of the current round of engagement processes towards end March 2021.

Should Council resolve an alternative model or an accelerated timeline resource implications and the reduction of service levels in other areas will need to be considered.

Any financial / resourcing implications that may flow directly from recommendations made by the Partnership Panels will need to be subject to a further report to ensure achievement of the budgetary goals set by Council and the Performance Improvement Order.

Budget Area:	Governance and Communications
Funding	General Revenue

Extraordinary Council

10 February 2021

Source:							
Budget Ref: (PN)	Description	Approved Budget	Actual	Committed	Proposed	Total Forecast Expenditure	Remaining Budget
210050	Governance, Risk & Safety – Employee Costs	\$402,408	\$49,419	\$0	Ongoing – salaries & wages	\$49,419	\$352,989 Required for recruitment of staff to support Governance processes

## 6. Consultation and Communication

The engagement model used in the delivery of this project is outlined above.

## 7. Conclusion

The report titled *Review of Council's Committees* proposes a new model of engagement that seeks to build a genuine and productive partnership with the local community. It is recommended that the Review and its recommendations be adopted and a timeframe for implementation be developed.



[Open Item in Minutes](#)

---



## REVIEW OF COUNCIL COMMITTEES

David Ackroyd – January 2021



*Unleash the opportunities*

[www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au)

TRIM: AINT/2020/41105

# Armidale Regional Council

## Review of Council Committees January 2021

2021 01 29

## Acknowledgements

Armidale Regional Council would like to thank all of the groups and their members who provided their time in the preparation of this report – for your ideas and inspiration, Thank You.

## Abbreviations

ACHAC – Arts Culture and Heritage Advisory Committee

AAC – Access Advisory Committee

ARAAC – Armidale Region Aboriginal Advisory Committee

ARC – Armidale Regional Council

ARIC – Audit Review and Improvement Committee

ARYAC – Armidale Regional Youth Advisory Committee

BAC – Business Advisory Committee

CSP – Community Strategic Plan

CWAC – Community Wellbeing Advisory Committee

ESAC – Environmental Sustainability Advisory Committee

LAC – Local Area Committee (Villages)

RGPAAC – Regional Growth and Place Activation Advisory Committee

SMART – Specific, Measurable, Achievable, Realistic and Time Bound

## Contents

<b>1.0 Executive Summary .....</b>	<b>3</b>
1.1 Recommendations .....	7
<b>2.0 Introduction .....</b>	<b>9</b>
2.1 Background.....	9
2.2 Reynolds Report - Advisory Committee Review .....	9
2.3 September 2020 - A Further Committee Review.....	11
2.4 The Foundation and Principles of Public Participation in Local Government.....	12
<b>3.0 Review of Community Advisory Committees .....</b>	<b>14</b>
3.1 The Engagement Process .....	14
3.2 The Reynolds Report – Review of Recommendations and Outcomes .....	15
<b>4.0 Feedback From The Advisory Committees.....</b>	<b>17</b>
4.1 Advisory Committee Forums.....	17
4.2 Comments relating to Specific Committees.....	18
4.3 Specialist Committees .....	19
4.4 Local Advisory Committees (LACs).....	21
4.5 Local Business Groups .....	24
4.6 Engagement with Staff Who Support the Committees .....	26
<b>5.0 Analysis and Recommendations.....</b>	<b>27</b>
5.1 Refreshing the Community Strategic Plan (CSP) .....	27
5.2 Current Engagement Infrastructure / Practices.....	28
5.3 From Committees to Partnerships - A Refreshed Approach.....	29

## 1.0 Executive Summary

TRIM: AINT/2020/41105

In September 2020 Armidale Regional Council (ARC) considered that its Community Advisory Committees were failing to hear the voices of many local residents, and that instead they were paying more attention to the people with the 'loudest voices in the room'. David Ackroyd was engaged to perform a review of the Community Advisory Committees and this report is the deliverable of the project.

The purpose of the review was to document and analyse the current Advisory Committee structure and recommend a contemporary means of enabling residents to contribute to ARC's strategic decision making. A key objective of the project was to listen to the voices of both current and past members of the Advisory Committees together with key business groups and the residents in the villages that surround the city of Armidale and township of Guyra. This involved engagement with:

- Committees focussed on the Environmental, Social and Economic themes aligned to the Community Strategic Plan (CSP)
- Village based advisory groups
- Local business groups

Whilst there was some variation in the overall perceptions of the work undertaken by the Advisory Committees, common themes tended to focus negatively on their operations and outcomes:

#### Listening

- Council has its own agenda
- Council doesn't listen – 'We are advised committees not advisory'
- Committees are a 'tick box' exercise, not genuine engagement
- Little commitment from Council to embrace anything but their own ideas
- 'Having a committee that you take no notice of is worse than having no committees at all'

#### Communication

- Poor communication around the roles and expectations of the committees
- Feedback is rarely provided to close the loop in the engagement process

#### Volunteers

- Volunteers are not valued or respected
- Council fails to harness the potential that volunteers bring to the committees

#### Management

- Top down approach
- Inconsistencies in management styles across the committees
- Administration can be overly bureaucratic
- Poor / disruptive chairing of the committees by Councillors

#### Community Strategic Plan (CSP)

- Vision is very generic and does not inspire

TRIM: AINT/2020/41105

- The translation of the goals of the CSP to the Advisory Committees' Terms of Reference (ToR) is not outcome focussed, resulting in a lack of accountability and achievement
- There is a need for clearer links between the work of the Advisory Committees and the operational budget streams that are linked to the CSP

### **Local Area Committees (LAC)**

The Local Area Committees did see significant value in their role of providing advice to ARC and fostering a greater understanding of the opportunities and challenges that present themselves in the village communities. Themes around listening, feedback and harnessing the capacity of volunteers to make a real difference in people's lives were common. There was a feeling that, until recent visits by the Interim Administrator, there had been a sustained absence of a 'face' from council at meetings for several months, which had impacted on their perception of connection to the broader region.

### **Business Groups**

Consultations focussed on 4 business groups that have had a strong relationship with ARC over many years

- The Armidale and Guyra Business Chambers
- Locals 4 Locals
- Renew Armidale

These groups expressed some frustration with changes in direction relating to them joining together as a single voice, and concerns relating to the focus and management of the Regional Growth and Place Activation Committee. The lack of feedback and/or the failure to demonstrate progress with projects that volunteers had devoted significant time to were also raised.

### **From Committees to Partnerships - A Refreshed Approach**

This report proposes a new approach to engagement, that seeks to develop genuine partnerships with the local community, together with significantly improved communication and feedback from Council that values the commitment of volunteers.

TRIM: AINT/2020/41105

The proposed structure is outlined in the following table:

<b>1. Community Strategic Panels</b>	
Purpose	Broad Community Involvement in shaping the social cultural and economic life of the Armidale Region
Structure and Membership	2 X Panels of approximately 20 people meeting immediately after the next election, open to residents from Armidale, Guyra and the villages, together with business / community / cultural / recreation groups
	Members should be selected through an expression of interest process (EOI) which is widely promoted throughout the community. Members of existing community panels and previous advisory committees should be encouraged to apply and invited to submit an EOI
<b>2. Partnership Panels</b>	
Purpose	Panels providing advice and input on areas required by legislation or of ongoing strategic and operational importance
Structure and Membership	<p>Partnership Panels covering region:</p> <ul style="list-style-type: none"> <li>• Partnership Panel – Economic Development &amp; Tourism</li> <li>• Partnership Panel – Environment</li> <li>• Partnership Panel – Sports</li> <li>• Partnership Panel – Arts, Culture &amp; Heritage</li> <li>• Specialist Partnership Panel – Aboriginal Community</li> <li>• Specialist Partnership Panel – Access and Inclusion</li> <li>• Specialist Partnership Panel – Youth</li> </ul> <p>The roles, membership and meeting structure of each panel should be clearly set out in a charter adopted by ARC at the beginning of each Council term, and published on ARC's Website. On formation, the Panels should identify 3 agreed SMART (Specific, Measurable, Achievable, Relevant and Time-bound) priorities to focus the work of the group in the first 12 months.</p> <p>9 X Local Advisory Panels</p> <p>Membership should be drawn from the local villages. The charter and membership of the panels should be published on ARC's website</p>

## 1.1 Recommendations

### Recommendation – Community Strategic Plan Review

1. Subsequent to the election of a new council in 2021, invite participation in 2 Community Strategic Planning Panels of 20 people that bring local community leaders (from community, business, education and the region's villages) together to work on developing a refreshed and inspiring Community Strategic Plan, that clearly articulates the needs and aspirations of the Armidale Region

### Recommendations – A Refreshed Approach – Partnership Panels

2. Move away from 'Committee' terminology to the concept of Partnership Panels
3. Implement a 'back to basics' name for each of the Partnership Panels
4. Create refreshed charters to reflect the key priorities of the new Panels
5. Aim to create Panels with a minimum of 8 and no greater than 12 members
6. Seek to recruit members who represent professional groups with a significant interest a Panel's topic area (members of the Access Partnership Panel may be an exception to this rule)
7. The chair of the Partnership Panels should be drawn from and elected by the community members of the Panels
8. Provide opportunities for leadership training to staff who will support the chair of the Partnership Panels
9. Should Partnership Panels recommend the allocation of resources beyond those allocated in the annual budget, they should be subject to a report to Council considering the budgetary implications of the proposals
10. Move administrative matters from the Panel Charters to a separate manual that applies to all panels, to ensure greater consistency in their management
11. In partnership with the newly formed Panels, set three goals to be achieved in the first 12 months
12. Resist the creation of working groups that potentially raise expectations that cannot be delivered, and divert resources away from a core Partnership Panel's prioritised work plan
13. Celebrate successes with the Panels' members and the broader community as they occur, and provide ongoing feedback on progress towards goals
14. Include as a mandatory or desirable qualification, skills and/or experience in working with Partnership Panels, in the position descriptions of staff who will undertake the role of chairing or supporting their chair
15. Introduce performance measures in annual appraisals so that staff can be supported to improve their skills in engagement and leadership if necessary

### Recommendations – Local Advisory Panels – Currently LACs

16. Retain the existing structure of the LAC's, however, change their title to Local Advisory Panel (LAP) to bring consistency across the refreshed Advisory Panel structure
17. Promote the use of the electronic logging of customer requests (Report It and Snap, Send, Solve), so that they can be easily tracked on-line, and escalated to responsible managers when standards are not met
18. Provide information and data on works programs to the LAPs where it is available, so that they can advocate for Council and better demonstrate the equity in funding to village residents

TRIM: AINT/2020/41105

19. Consider creating a roster for senior council staff to visit 1 - 2 of the LAP meetings each year
20. Consider an Engineer being allocated to visit each LAPs on an annual basis to listen to and explain responses to road / grading issues
21. Create a single point of contact within Council for the LAPs (see also recommendations 24 & 25).
22. Consider including a member drawn from the LAPs on the Environment & Economic Development and Tourism Partnership Panels
23. Where LAPs have transactional relationship with Council, LAPs should be required to be Incorporated Not For Profit Associations
24. Annual acquittals of the funds supplied by Council to the LAPs should be made to Council together with copies of the LAPs' Annual Reports (including financial reports) supplied to the NSW Department of Fair Trading

### **Recommendation – Business Groups**

25. Create a single point of contact within Council for the Business Groups (see also Recommendation 20 & 25)

### **Recommendation – Community Engagement**

26. Consider centralising accountability for community engagement activities under the auspices of a single team where advanced skills and the application of differing approaches to engagement can be nurtured (see also recommendations 20 and 24)

### **Recommendation – Audit Review and Improvement Committee**

27. The Audit Review and Improvement Committee (ARIC) be expanded to include membership of an experienced and skilled community engagement professional

### **Recommendations - Volunteers**

28. Celebrate the achievements of the volunteer Partnership Panels wherever possible
29. Ensure feedback is provided to volunteers on how their input has influenced decision making and, if not, provide background for reasons why, thus ensuring that members are better informed of constraints they may need to consider when providing further advice

### **Recommendation Section 355 / 356 Delegation**

30. Subject to the adoption of the proposed new model, the Partnership Panel - Sports be provided with a Section 355 / 356 delegation enabling the group to levy a charge on behalf of Council

### **Recommendation – Financial Support**

31. That a review of the financial support provided to the former Advisory Committees be undertaken with a view to standardising governance procedures in grant making, ensuring

TRIM: AINT/2020/41105

transparency in its allocation, accountability in its application and greater recognition of Council support under the new Partnership structure.

## 2.0 Introduction

### 2.1 Background

Armidale Dumaresq and Guyra Councils were merged to form the Armidale Regional Council in 2016. The local government area (LGA) is centred around Armidale and, 37kms to the north, the town of Guyra (population 2000). A number of small villages form an arc around these centres. The distance from Armidale to Ebor in the east of the region is some 70kms along the Waterfall Way. The isolated settlement of Lower Creek, almost 100kms distant, a drive of almost 2 hours, is some 850 metres in elevation below Armidale, accessible only by a narrow and in places steeply sloping (the Big Hill).

The geography of the area undoubtedly provides some challenges in relation to maintaining effective connections with the village communities.

The main campus of the University Of New England (UNE) is situated just 5km northwest of the centre of Armidale.

There is a thriving community spirit in the region that has resulted in the growth of many special interest / community groups that cover a wide spectrum of issues and:

- Promote the New England Conservatorium of Music and Regional Art Museum
- Support the refugee Yazidi population that has settled in the region in recent years
- Address the challenge of global climate change through sustainable living groups that focus on wildlife and transport to combatting the problems caused by wood smoke
- Seek to preserve the built heritage of the area together with those that seek to enhance local business
- Aboriginal Land Councils have a strong presence in the area and local Aboriginal people are actively engaged in preserving and promoting culture and heritage.

Armidale Regional Council was governed by an Interim Administrator between June and December 2020. Councillors were reinstated on 12 December 2020.

### 2.2 Reynolds Report - Advisory Committee Review

#### Council Decision 24 June 2020

The decision of the Council meeting of 24 June 2020 is as follows:

TRIM: AINT/2020/41105

- a) That Council notes:
- i. That suspended former Councillors will not form part of the Advisory Committees of which they were previously members, in any capacity;
  - ii. That the external members of each Advisory Committee remain members;
  - iii. That each Advisory Committee elect a Chairperson from its members;
  - iv. That the Interim Administrator attends the meetings of each Advisory Committee when available.
- b) That Council receives the Review of Council Committees report ("Reynold's Report") prepared March 2019.
- c) That Council retain the following Advisory Committees:
- i. The Environmental Sustainability Advisory Committee ("ESAC");
  - ii. The Traffic Advisory Committee;
  - iii. The Arts, Cultural & Heritage Advisory Committee ("ACHC");
  - iv. The Sports Council Committee;
  - v. The Community Wellbeing Advisory Committee (CWAC)
  - vi. Regional Growth and Place Activation Advisory Committee (RGPAAC);
- and review the Terms of Reference of each considering the recommendations of the Reynolds Report.
- d) That Council:
- i. Undertake a review of the Charter of the Audit, Risk and Improvement Committee ("ARIC") in light of changes to the Local Government Act relating to ARIC Committee functions;
  - ii. Review and if necessary, refresh the membership of the ARIC Committee to address expertise shortfalls in light of the new requirements.

## 2.3 September 2020 - A Further Committee Review

Subsequent to the Council decision on 24 June 2020, the Interim Administrator believed the Advisory Groups and Terms of Reference agreed by Council were not working. This concern also extended to the Local Area Committees (LAC's – village based advisory groups).

There is concern that, due to myriad of community groups, it is impossible for Council to hear all voices, and it appears that the loudest have the ear of Council and the Administration. It was considered that the residents 'not in the room' had been failed by the elected body and staff were, on occasions, second-guessing needs and priorities.

Concerns with the LAC model focussed on the process of accountability back to Council. This was further complicated in some of the villages that also have Progress Associations and Committees who manage assets, such as showgrounds.

The brief for the project included:

- Formal meetings with all advisory groups and committees on a group basis
- Formal meetings with all groups prior to the introduction of the new arrangements
- A Public Meeting at the Bowling Club in Armidale and also in Guyra for 50 people who are not in the above and are not former Councillors
- A meeting in each of the Villages with the LACs and Progress Associations, RFS etc. We need a better way for LACs to work and be coordinated / facilitated by all from a central point.

Specifically, the brief required:

- Meeting with commercial/retail groups with a view to forming one organisation
- Understanding the "Reynolds Report"
- Face to face meetings with members of each Committee to obtain their views
- Meeting with the Council staff who support the Committees
- Holding discussions with others who may assist you in forming your views, particularly those groups which existed prior to the new arrangements
- Meeting in each of the Villages with LACs and Progress Associations, the RFS etc.
- Attending and participating in a public meeting chaired by the Interim Administrator
- Preparing a Report for consideration by the Interim Administrator and Acting General Manager

## 2.4 The Foundation and Principles of Public Participation in Local Government

### The Local Government Act 1993

The importance of the Community Strategic Plan and Community Engagement is stated in Section 402 of the Local Government Act 1993 which states (in part):

#### Section 402 Community Strategic Plan

*(1) Each local government area must have a community strategic plan that has been developed and endorsed by the council. A community strategic plan is a plan that identifies the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed.*

*(3) The council must ensure that the community strategic plan-*

*(a) Addresses civic leadership, social, environmental and economic issues in an integrated manner, and*

*(b) Is based on social justice principles of equity, access, participation and rights, and*

*(c) Is adequately informed by relevant information relating to civic leadership, social, environmental and economic issues, and*

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

### Armidale Regional Council's Community Engagement Policy

Armidale Regional Council's Community Engagement Policy (adopted 28/06/17) can be found in Council's Policy Register and can be viewed at the following web address:

<https://epathway.newengland.nsw.gov.au/ePathway/Production/Web/Common/Files/OpenUncFile.aspx?FileKey=1>

The Community Engagement Policy provides a framework for a consistent and best practice approach to engaging with the community across the entire Armidale Regional Council (ARC) area and its functions. The policy makes reference to the International Association for Public Participation (IAP2) Australasia. The key values of the IAP2 approach are:

1. Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
2. Public participation includes the promise that the public's contribution will influence the decision.

TRIM: AINT/2020/41105

3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

## 3.0 Review of Community Advisory Committees

### 3.1 The Engagement Process

The process for undertaking the review has included:

- A review of the Reynold's Report and its outcomes
- 4 Forums which included members drawn from the core Advisory Committees created under the structure proposed by the Reynold's Report that relate directly to the pillars of the Community Strategic Plan (CSP).
  - Regional Growth and Place Activation Advisory Committee (RGPAAC)
  - The Community Wellbeing Advisory Committee (CWAC)
- Members of the following groups were also invited to the consultation forums:
  - The Sports Council
  - Members of the former Youth Advisory Committee (ARYAC)
  - Members of the Arts, Culture and Heritage Committee (ACHAC)
- 2 topic specific forums were convened for the:
  - Environmental Sustainability Advisory Committee (ESAC) together with members drawn from the Climate Emergency Working Group – a sub-committee of ESAC
  - Members of the former Access Advisory Committee (AAC)
- A meeting with the:
  - Armidale Region Aboriginal Advisory Committee (ARAAC) was attended covering the themes discussed in the broader forums above
- Meetings with the 4 key business groups
  - Armidale Chamber of Commerce
  - Guyra & District Chamber of Commerce
  - Locals 4 Locals
  - Renew Armidale
- Interviews were conducted with the key Council staff who support the operation of the Advisory Committees
- 2 individual interviews were undertaken with prominent community members
- The regular meetings of both the Regional Growth and Place Activation Committee (RGPAAC) and the Community Wellbeing Advisory Committee (CWAC) were attended

## 3.2 The Reynolds Report – Review of Recommendations and Outcomes

### The Reynolds Report proposed the following recommendations:

- Enhance the transparency of Committee operations by having Committees and their responsibilities clearly set out on the web site
  - The three core committees (ESAC, CWAC & RGPAAC) are aligned to the Strategic Plan, are listed on Council’s web site and their responsibilities outlined
- Integrate Council’s Strategic Planning processes (e.g. CSP) to achieve best practice.
  - Whilst the titles of the three core Committees differ slightly from the pillars of the CSP, there is a strong alignment in their activities (Environmental, Economic and Social).
  - The Leadership pillar in the of the CSP is paired with the Audit Risk and Improvement Committee (ARIC). Similar to the Floodplain Management Committee and Traffic Committee, all Councils are required to constitute these groups. Whilst they are advisory groups, the members are mainly drawn from skilled professionals, providing high level specialised technical advice to Council.
- Committee processes need to be as efficient as possible to contain the impact on staff resources whilst not constraining the ability of the committee to meet as necessary.
  - A generic Terms of Reference template was developed for the Committees in an endeavour to provide greater consistency in Council’s approach to the effective and efficient management of each of the groups.
  - ESAC and RGPAAC have both applied the generic format to their Terms of Reference (ToR)
- Achieve enhanced results by having Committees co-operate on common issues
  - There is little evidence that any mechanisms have been established to systematically foster cooperation between committees on issues of common interest
- Amalgamate Committees to secure efficiencies and enhance effectiveness where appropriate
  - Amalgamation of a number of committees did occur.
    - ESAC became the peak group with an intention of forming working groups relating to air quality, water quality, and terrestrial habitat issues.
    - The RGPAAC evolved from the amalgamation of the Business Advisory Committee and the Regional Growth Advisory Committee, with the intention of establishing working groups to consider Infrastructure growth, tourism, clustering and business retention strategies, and business attraction strategies
    - Restructuring of CWAC did not occur and it continues to function as a group with a very broad remit, where the primary responsibility for direct service delivery lies with other levels of government, and Council’s role is limited to the provision of some infrastructure and lobbying support with other levels

TRIM: AINT/2020/41105

of government. CWAC has seen steadily declining attendance at its meetings.

- Despite close alignment with mandate of the CWAC, the Reynolds Report recommended that three Advisory Committees, the Armidale Regional Youth Advisory Committee, the Arts, Culture and Heritage Advisory Committee, and the Sports Council were viewed as having a 'specific focus'; that they were working appropriately and recommended no changes being warranted.
  - The Sports Council continues to operate successfully with the support of a dedicated staff member
  - The Arts, Culture and Heritage Committee is currently meeting with limited support of a council staff member, however, there is some concern relating to Council's ongoing commitment to supporting the Arts sector
  - The Armidale Regional Youth Advisory Committee no longer meets following to the resignation of the dedicated staff member who has not yet been replaced.
- The Armidale Region Aboriginal Advisory Committee had been recently reviewed and was not included in the considerations of the Reynolds Report or recognised in Council's resolution of 24 June 2020

## 4.0 Feedback from the Advisory Committees

### 4.1 Advisory Committee Forums

Four community forums were conducted that brought together a mix of members from Community Wellbeing Advisory Committee, the Regional Growth & Place Activation Advisory Committee, the Arts, Culture & Heritage Advisory Committee and the former Armidale Regional Youth Advisory Committee.

#### Common Themes Identified in the Forums

##### Strengths

- The diversity of the groups and individuals involved in the committees. Members bring in different ideas, values, views and abilities, with huge potential if it can be harnessed
- The depth of knowledge across the topic applied specifically to benefit the region
- Motivating - volunteers devote many hours to the work of the committees
- Ability to take ideas back to local communities and groups they represent to implement
- Councillor participation could be good, but also resulted in directions and personal agendas, rather than leading discussion and listening to feedback from participants

##### Communication

- Council doesn't really listen, the approach is very 'top down'
- There is no willingness to talk about issues that are 'operational' even when they relate to the strategic direction of the operational arms of Council
- There is no real intent to actively engage with the community – 'We are not Advisory Committees, we are Advised Committees'
- Not enough listening and respect paid to committee members
- We have so much potential to work in a strategic partnership with Council, but our ideas are simply dismissed

##### Feedback

- Any questions that cannot be addressed fall into a void and are never answered. We don't even get a 'no'
- Council does consult but it appears it is simply 'ticking a box', so that they can report they are engaging with the local community. Nothing ever happens with the ideas presented and we never get any feedback
- There is no transparency in how ideas generated by the committees is utilised
- Having a committee that you take no notice of is worse than having no committee at all

### Committees' Relationship to Strategic Direction

- The Community Strategic Plan does not have a vision that forcefully engages with the community and reflects what makes us different from adjoining areas. It is very much a generic 'template' taken from other areas
- The Community Strategic Plan and its translation to the committee Terms of Reference needs reviewing to provide greater opportunity to develop SMART (Smart, Measurable, Achievable, Realistic & Time bound) goals for the committees. This would empower them to remain focussed on priorities and improve the transparency in the operation of both Council and the Committees
- The relationship between the various strategic documents produced by Council (e.g. Community Strategic Plan, Delivery Program, Master Plans and the Local Strategic Planning Statements) is confusing and difficult to reconcile
- The Committees Terms of Reference need refining and agreed upon, in conjunction with the committees, to better reflect the current challenges faced by the local community
- There is a need for clearer links between the work of the Advisory Committees and the operational budget streams that are linked to the CSP

### Administration

- Inconsistent support from staff – there are regular changes to the staff members who support the chair, and different people, and different approaches across the committees in their administration and management
- Bureaucratic processes take up too much time in the meeting agenda, diverting attention from the real work of the committee
- Frequently late circulation of minutes and agendas
- Committees seem to have evolved to an 'Us and Them' contest rather being seen as a partnership
- Some Councillors who chaired the committees, politicised the meeting and came with their own agendas, in one case replacing the published meeting agenda with their own at the meeting
- Attendance became increasingly inconsistent with the groups struggling to achieve a quorum
- Needs to be a single point of contact for the Committees in Council

## 4.2 Comments relating to Specific Committees

### Regional Growth and Place Activation Advisory Committee

- In recent months COVID-19 seems to have been the sole focus of the committee – this has been good and bad; supporting small business mainly in Armidale, but it has further eroded the capacity of the committee to focus on its core objective of creating sustainable growth
- Council does not use the committee to focus on strategic issues when growth opportunities occur – e.g. tourism from NSW when state borders are closed and the potential to create an 'affordable working from home city'
- Failed to take advantage of attracting grants to assist with growth

#### Community Wellbeing Advisory Committee

- There was no real structure to the meetings
- Potential attendance could be almost 50 people – too big to manage
- Simple outcomes could take years to achieve (lighting of cycle path) – sapped motivation

### 4.3 Specialist Committees

In addition to committees required by legislation (Audit, Risk and Improvement Committee, Traffic Advisory Committee and the Floodplain Management Advisory Committee) council continues to support (or formerly supported) a number of specialist committees. These can be categorised under two headings, population / age groupings (Aboriginal people, people with disabilities and young people), and areas of activity where Council has significant investment in infrastructure (playing fields, amenity buildings, libraries and cultural facilities)

#### The Armidale Region Aboriginal Advisory Committee

The Armidale Region Aboriginal Advisory Committee (ARAAC) had been recently reviewed prior to the drafting of the Reynolds Report. As a result, the Committee was not specifically referenced in the Reynolds Report recommendations or the structure adopted by Council on the report's presentation. In line with the prior review recommendation, the ARAAC has continued to meet and provide advice to Council.

This committee is supported by the Aboriginal Community Development Officer based in the Communities area of Council. This position has a key role to play in being accountable for and further developing productive relationships with the Aboriginal Land Councils and cultural organisations, driving agreements that can assist in achieving goals related to Australia's *Closing the Gap* objectives at a local level.

Council does provide varied levels of financial support to Aboriginal groups as determined through the community grants process (total \$20,000 in 20/21). The committee provides advice to Council on the allocation of these funds. (see recommendation 30)

#### The Access Advisory Committee

The Armidale Regional Access Advisory Committee (AAC) was not considered by the Reynolds Report, and the committee has not met for some time. Former members of the AAC have expressed concern about their exclusion from the advisory committee structure.

People with disabilities have a unique capacity to apply their knowledge and experiences in the urban environment, and ensure it is accessible to all. It was noted that the ARC had been subject to

TRIM: AINT/2020/41105

a complaint to the Human Rights and Equal Opportunities Commission that could have been avoided had the AAC been consulted early in the design of upgrades to the urban infrastructure.

The committee also has a unique capacity to engage with members of their community, assisting in raising awareness of physical works that may cause short term access issues for people with disability.

### **The Armidale Regional Youth Advisory Committee (ARYAC)**

The Armidale Regional Youth Advisory Committee ceased to meet following resignation of the Youth Officer in 2019. Many Council's do support Youth Councils or Committees and recognise the value the youth perspective they provide to Council, which is often missing from committees and with elected councillors. In addition, the Committee format provides an opportunity for young people to gain valuable experience and skills in democratic structures, which can provide benefits that last a lifetime – to the young person and the broader community.

### **The Sports Council**

The Sports Council provides a conduit for the combined sporting codes to provide a single voice to Council. The partnership:

- Provides advice on ground maintenance and renovation priorities
- Prioritises the need for new ancillary facilities and upgrades
- Partners with council to secure grants
- Makes a modest levy on players on behalf of Council that is used to offset costs of new / upgraded facilities (this makes it the only Advisory Committee of Council that requires a delegation to charge a fee under Sections 355/356 of the NSW Local Government Act 1993).

A council officer provides dedicated support to the Sports Council, and has developed an excellent working relationship with the group, and is the single contact point that liaises with other groups across Council as required. This is a model that works well and assists greatly in equitably managing the distribution of significant Council resources across the sporting codes

Council's financial contribution to the maintenance of grounds and amenity buildings is substantial and forms part of the operational budget.

Council allocated \$10,000 to a sporting grant program in the 20/21 budget the allocation of which is informed by the Sports Council. (see recommendation 30)

### **Arts, Culture and Heritage Advisory Committee (ACHAC)**

The Arts Culture & Heritage Committee has continued to meet and was provided with limited administrative support post Reynolds. Arts, Culture & Heritage are as significant to the wellbeing of

TRIM: AINT/2020/41105

a community, as participation is in active sports. The Arts & Culture Strategic Plan 2017 – 2022 (<https://www.armidaleregional.nsw.gov.au/community/arts-and-culture>) clearly highlights the number of residents that are engaged in the arts, in a volunteer and paid capacity, and the economic value of the industry. The region has significant investment in arts and cultural infrastructure (libraries, museums galleries, theatres and public art), which could have a far greater presence in promoting tourism to the region. With the strategic plan this could be a Specialist Panel that could quickly progress actions and demonstrate the value of the partnership approach.

A small \$20,000 grant program was created in 2019 / 2020 with the aim of the committee advising Council on how these funds should be allocated. (See recommendation 30)

## 4.4 Local Area Committees (LACs)

The Village based, Local Area Committees form an arc of communities around the hubs of Armidale and Guyra. Many have historical or locational significance, and are linked to areas of outstanding natural beauty. Indeed, the villages are often referred to as the ‘Treasures’ of the New England region.

Ebor is a distance of some 70kms to the east of Armidale and is the entry point to the New England Region along the scenic Waterfall Way. Wollomombi is in close proximity to one of the tallest waterfalls in Australia. Hillgrove is also in close proximity to the Wollomombi Falls, the Metz Gorge and Bakers Creek Falls, and has a rich history of gold mining and a local museum. Ben Lomond to the North is the location of what was once the highest passenger railway station in Australia, and boasts the longest hand-cut railway cutting in NSW. There is growing interest in the ‘Dark Sky’ at Ben Lomond which is increasingly attracting international attention and visitors from overseas for astronomical investigation. Lower Creek lies in a stunning hidden valley over 800 vertical metres below Armidale at the base of the ‘Big Hill’ on the Kempsey Road, which was once a cattle droving route providing access to Armidale from the rich pastures in the valley.

Many of the villages have been seriously impacted by the recent drought and bush fires, and some have been flood affected in recent months. The COVID pandemic has had a wide impact on business and communities across the region. Whilst largely negative, the closure of state borders has had the benefit of increasing the visitor numbers from across NSW to some of the villages.

### Strengths of the Local Advisory Committees

- All the committees see great value in continuing to meet and providing information to Council from the individual villages on the challenges they face and the opportunities they are seeking to develop.

### Communication

TRIM: AINT/2020/41105

- Many of the committees relate back to times when a Council engineer would regularly visit their meetings and provide updates on what programs were scheduled to happen in the village, and take concerns back to Council. These visits frequently followed action or, at a minimum, feedback on the issues raised
- Communication with many of the villages has significantly declined in recent years which has impacted on the relationship with Council.
- There is concern that state and commonwealth grant funding has not found its way to the local villages, which were most impacted by drought and bushfire. Recent visits by the newly appointed Interim Administrator suggest this may be changing, and some funding is now being allocated to priority projects. However, concerns remain that there was little communication / consultation with the villages in relation to the allocation of State and Commonwealth grants. The perception is that the majority of grant expenditure is focussed on Armidale.
- There is a strong feeling that the Local Area Committees are increasingly being isolated from the regional centre of Armidale, and that some Council staff are losing touch with this important aspect of the broader region.

### Feedback

- The closing of the feedback loop is a common concern across all committees and applies equally to many individuals who provided personal evidence of letters and emails written to Council that had not received a response
- The lack of feedback results in repeated calls for information which some residents believes leads to a perception that council staff view residents in local villages are 'whingers'

### Relationship to Strategic Direction – Council's Core Business and Tourism

- The skills, motivation and involvement of the individual committees with Council varies greatly. Each of the LAC's do have a strong focus on the core responsibilities of Council (roads, rates and rubbish) in particular on the grading and safety of roads, together with the maintenance of a small community facility / fire shed, and/or mowing of sporting fields and cemeteries
- A number of the LAC's comprise highly motivated individuals and groups who have innovative ideas around further developing the tourism potential of the villages that could create growth opportunities for the entire region. These include the development of a 'Dark Sky' experience at Ben Lomond, and taking advantage of the growing interest trout fishing competitions around the river in Ebor. Expanding opportunities for overnight stays to cater for the increasing numbers of 'grey nomads' and RV vehicles has been recognised in several villages. In many instances these projects could be driven almost entirely by the local community, and the level of Council support required could be no more than providing letters of support to differing levels of government and providing basic guidance. Committees point out that these projects align directly with the Economic Development goals of the CSP.
- There is a perception that Council's approach in meeting its tourism / economic development goals is too focussed on Armidale, and is dismissive of opportunities that could be created in the villages
- Many of the village committees have developed strategic plans that broadly align with the Community Strategic Plan, and have prioritised and scaled projects should grant funding become available at short notice.

### Administration

TRIM: AINT/2020/41105

- Several of the key issues raised by the village committees focussed on Council's core responsibilities of maintaining / grading roads, rates and rubbish.
  - There is widespread concern and confusion about why rates are levied when few or even no services are provided
  - Council does not reply when requests for information on works programs are made, or issues arise after projects are completed e.g., flooding caused as a result of road grading
  - Basic projects can take many years to be completed, leaving, for example, a tennis court unable to be used for 5 years
- There is little awareness of the capacity to log requests with Council on the 'Report It' function linked to Council's web site, and no recognition of the App based 'Snap Send Solve' function. This results in difficulty for LACs and individuals in tracking where requests have been allocated and how, and if they have been resolved
- Two of the villages have negotiated arrangements with Council to share in the purchase of a lawn mower and be reimbursed for mowing some council assets in a village. These arrangements appear to work well and benefit both Council and the local community, creating an ownership of the assets (sporting grounds and cemeteries) and responsiveness to mowing needs in times of high growth, or in preparation for planned events. There is some concern about the sustainability of these arrangements, as residents undertaking these tasks age, and are not easily replaced by others in the local community
- Many of the village committees are incorporated as Not for Profit Community Organisations and are legal entities in their own right. Incorporated groups are required to provide returns to the NSW Department of Fair Trading on an annual basis. The committees regularly provide minutes of their meetings to Council in an endeavour to provide information on activities and transparency in their use of funds
- All committees identified a need for a single point of contact in Council for general advice, direction and support
- A system needs to be implemented to ensure that, when a staff member is on leave, requests are answered / triaged and that invoices are promptly processed

#### **Financial Support from Council**

- On application, Council provides a small grant of \$3,500 annually to each of the Local Area Committees aimed at facilitating minor upgrades to infrastructure, paying insurance and bringing the community together to celebrate days such as Christmas. Not all LAC's take advantage of this grant (see recommendation 30).

## 4.5 Local Business Groups

There are four locally focussed business groups meeting in the region:

- Armidale Business Chamber
- Guyra Business Chamber
- Locals 4 Locals
- Renew Armidale

Meetings were held with each of these groups. At each meeting, the idea of consolidating to form a single group / voice to Council was canvassed in the discussion.

### Consolidation to Form One Voice

- Each group advised that the idea of consolidation had been floated in the past and that progress to this goal with the formation of the Business Alliance had been made. Problems arose with perceived inequities in funding to the individual groups. Communication from Council to the group was poor. Council's focus at the time was developing a 'Masterplan' and almost all decisions put forward by the Alliance at that time were deferred pending adoption of the Master Plan
- It was pointed out that it was Council who had 'torn up' the agreement with the Business Alliance resulting in the group dissolving
- Each of the 4 organisations expressed concerns with the idea of a moving to a single group due to their differing goals and the differing profiles / locations of member businesses:
  - Locals 4 Locals focus is small business – hairdresser and coffee shop, small scale but important in the region's economy
  - Armidale Chamber has more of a focus on larger retail outlets and corporate entities, together with education, conferences and awards type activities
  - The Guyra Chamber has strong connections with the local community and endeavours to tailor events and activities to reflect the culture of the town. The significantly higher fees to join the Armidale Chamber were a further barrier with the Guyra chamber reducing fees from \$90 to \$25 during the drought, recognising the hardships confronting the community at that time
  - Renew Armidale is focussed on the Beardy St Mall area, and is involved in activities and events that endeavour to enliven the public domain together with attracting new business to vacant shops
- There is a fear that the creation of single group will result in a loss of identity and the focus on the key reason for the establishment of the individual groups
- The groups overall doubted it would be possible to create single voice at this time and that the move was a top down approach to creating a structure that Council had not supported in the past
- Armidale Chamber suggested that the only way to achieve a single voice would be through the employment of an Executive Officer who would have the time to support each aspect of

TRIM: AINT/2020/41105

the differing groups, ensuring that the focus of each was not lost in a merger. This position was advertised by the Chamber and was to be based in the ARC Business Hub. The business hub did not proceed and gaining support for funding of the position in partnership with other business groups was not forthcoming

- Rather than a single voice, the idea of a single point of contact in Council, and short monthly or bimonthly meetings / catch ups with the 4 groups was a preferred alternative

#### **Communication**

- Council itself needed to demonstrate it was willing to listen and improve its own communication with the local business community

#### **Feedback**

- No feedback was ever received on the concepts presented by the Business Alliance. Locals 4 Locals had given some considerable time to participating in a traffic study for Armidale which was undertaken by a consultant and published. No feedback on its implementation has been received to date, and no thanks ever given to volunteers who devoted time to the project
- The consensus was that Council itself needed to demonstrate it was willing to listen and improve feedback to each of the differing groups, prior to pushing them to move in a direction that had been tried and failed.

#### **Groups' Relationship to Strategic Direction**

- Growth and Economic Development is a key pillar of the Community Strategic Plan

#### **Administration**

- The Armidale Chamber noted that past meetings of the RGPAAC had been chaotic and largely negative and perceived this to be a reflection on the operation of Council as a whole. This led the Chamber to resign from the committee and align its activities with the UNE and its business promotions.
- No thanks for volunteer participation had ever been received, even on resignation
- Needs to be a single point of contact in Council for the business groups

#### **Financial Support from Council**

- Over the two year period (2017 - 2019) that the Business Alliance met \$20,000 was provided as a contribution to support its operations. This support was to be spread between the two business chambers and Locals 4 Locals. Several other ad hoc amounts have been provided to support activities from time to time. (see recommendation 30)

## 4.6 Engagement with Staff Who Support the Committees

The views of staff interviewed for this project were consistent across the committee structure.

### Councillor Involvement

- Inappropriate behaviour by Councillors that staff struggled to manage was destructive
- Councillors unaware of their role in chairing a committee or unwilling to implement them
- Involvement by Councillors (potentially as chair) can be beneficial as conduit between the committee and Council.

### Lack of Consistent Oversight Provided by Staff

- Staff supporting the committees have differing levels of skills and perceptions about their role on the committee
- More consistent support staff skilled in governance support could greatly assist in effectively managing committees

### Valuing Volunteer Commitment

- Cultivate cooperative working relationship (not us v them) for benefit of community.
- Need to focus on identification and delivery of a small number of agreed priorities consistent Council strategic planning documents and the committee ToR – ‘Do Less Better’

### Council Management

- Establish a process that ensures that new projects align with the Community Strategic Plan, and are costed and prioritised for consideration in the preparation of the Operational Plan or longer-term Delivery Program

### Terms of Reference

- Reinforce the role as *advisory* committees, i.e. not directing the allocation of Council resources nor staff activities
- Standardise template for all committees and working groups

### Membership

- Review and confirm existing membership
- Consider whether membership is based on peak body representation (preferred) or whether individuals who are experts in their field will be allowed to fill some positions.

### Administration - Back Office Preparation to Ensure Seamless Operation

- Confirm meeting frequency
- Implement meeting calendar linked to Council meeting dates.
- Organise processes (e.g. agenda preparation) and meetings to align with Council’s meeting calendar as far as possible

## 5.0 Analysis and Recommendations

### 5.1 Refreshing the Community Strategic Plan (CSP)

The Community Strategic Plan provides the foundation for every Council's engagement architecture.

The Armidale Region's *Community Strategic Plan* contains several references to engaging the local community including:

#### ***Environment and Infrastructure***

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

#### ***Leadership for the Region***

*The community is engaged and has access to local representation*

*Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency*

*Council has the strategic capacity to understand the key issues for the region both now and in the future*

The Local Government Act 1993 Section 402 (5) requires that:

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

A review of the Community Strategic Plan would normally commence with an assessment of achievements over the Council term, just prior to or immediately after the new Council has been elected. Newly elected Councillors would then be engaged in its final drafting following the election.

2021 / 2022 will see this process happening across all NSW councils and will be required in the Armidale Region. Several members of the Advisory Committees, business leaders and individuals have indicated an interest in reviewing and renewing the CSP and using the engagement process to draft a new and inspiring vision for the region.

TRIM: AINT/2020/41105

The review of the CSP and engaging with communities and business leaders is the key building block to a re-invigorated positive engagement with residents in the city of Armidale, the township of Guyra and the village communities. The critical factor is to ensure that the region's diverse voices are heard and translated into a vision that clearly articulates what makes the Region special. These distinct and unique characteristics need to drive the social, environmental and economic goals of the Plan, ensuring that its initiatives are inclusive of diverse nature of the New England Region, of Armidale, Guyra and its villages. A skilled facilitator with knowledge of the region, its geography and its population would greatly assist this process.

Workshops held in both Armidale and Guyra would maximise the potential for residents from the surrounding villages to attend and develop complementary initiatives that bring the diverse communities together in a strong and resilient partnership.

#### Recommendation

1. Subsequent to the election of a new council in 2021, invite participation in 2 Community Strategic Planning Panels of 20 people that bring local community leaders (from community, business, education and the region's villages) together to work on developing a refreshed and inspiring Community Strategic Plan, that clearly articulates the needs and aspirations of the Armidale Region

## 5.2 Current Engagement Infrastructure / Practices

The Reynolds Report contrasted the number of community committees operating within the ARC to those other regional areas. Armidale Regional Council (population 30,000) hosts 6 broadly issue based committees and 9 local - village - area committees. Orange City Council (popln 40,000) has 26 advisory committees; the city of Wagga Wagga (popln 65,000) hosts 18 Advisory Committees / Panels / Working Groups. In the smaller adjoining area of Bellingen (popln 13,000), Council hosts 23 Advisory Committees, the majority of which focus on specific buildings and parks (termed Section 355 Committees).

Whilst raw numbers of committees provide an indicator with which to compare ARC's engagement with the local community, there are significant differences in the roles and responsibilities of committees across councils. Numbers (high or low) do not translate to an example of best practice. The Reynold's Report notes that the key is that a council's committee architecture reflects the needs and aspirations of the community, and that each has a strong link to the Community Strategic Plan.

From an administration and governance perspective the Reynolds Report made a number of recommendations which have, by and large, been implemented. The governance practices are consistent with policies and procedures implemented across local government. The newly adopted Terms of Reference for each committee strongly relate to the Community Strategic Plan. However,

TRIM: AINT/2020/41105

back of house organisation of the committee process needs improvement to make it more seamless, and the feedback loop and management of expectations within the Committees does needs attention.

The behaviour of Councillors in Advisory Committee meetings has clearly had a negative impact on their operation. In addition, there is a perspective that administrative processes have been overly bureaucratic and wasted time in meetings. The willingness of Council to take on ideas, provide feedback on them, and how and if those ideas have influenced plans and policies has been very limited.

Overall, there is general consensus across committee members and council staff that the Community Advisory Committee structure is failing. This does provide an opportunity to adopt a new approach.

## 5.3 From Committees to Partnerships - A Refreshed Approach

### Partnership Panels

Council should consider discarding the 'Committee' terminology that has increasingly come to represent an 'us and them' battle and move to one of building productive partnerships (Partnership Panels) that benefit the participants, Council and the local community.

The current branding of the 3 core committees does reflect the pillars of the CSP. However, simplifying the names of the core committees to reflect their core purpose should give them more meaning and clearer direction.

A number of the existing advisory committees fit within the scope of the Community Wellbeing Advisory Committee's (CWAC) Terms of Reference. The CWAC has a large membership comprising some 28 members, although attendance in recent months has declined significantly. The committee operates very much in the space of a generalist interagency type model, that promotes information sharing and the development of projects that are largely the domain of State or Commonwealth funded community organisations. These are valuable meetings that, in other regions and metropolitan Sydney, often use council infrastructure to meet, but where the meeting agendas, chairing and minuting of the meetings are rotated amongst the members. The ownership of the Interagencies by the local groups ensures their relevance to current social issues and flexibility in responding to emerging needs.

The 5 specialist Committees that have, or continue to work in the 'community wellbeing' space are:

- Armidale Region Access Advisory Committee
- Armidale Region Aboriginal Advisory Committee
- Armidale Regional Youth Advisory Committee
- Sports Council

TRIM: AINT/2020/41105

- Arts Culture and Heritage Advisory Committee

The first three of these committees address Council's obligations in regard to Section 402 (3) (b) of the Local Government Act:

*(3) The council must ensure that the community strategic plan-*

*(b) is based on social justice principles of equity, access, participation and rights,*

The role of these three groups should not be seen simply as providing advice on the 'wellbeing' of the groups they represent, but rather their capacity to add significant value to work of the core advisory groups. The Specialist Partnership Panel Aboriginal Community, for example, can provide advice on attracting cultural tourism to the region and ensure that development on land with cultural significance is approached with respect and considered through appropriate channels. The Access Committee has a key role to play in ensuring the urban environment does not exclude people with disabilities from accessing facilities and services that most take for granted and the tourism potential of ageing grey nomads is increasingly becoming seen as a new market that has significant economic development potential. Accessible design is increasingly seen as 'just good design' that benefits everybody. And, young people make up a significant part of the community, yet their voice is seldom present on the broader committees.

Given the declining interest in the CWAC and the capacity of the Aboriginal, Access and Youth Panels to actively engage with Economic and Environmental issues which are fundamental to their overall wellbeing, it is suggested that the broad CWAC be dissolved. This format would result in the creation of the following Partnership Panel architecture:

- Partnership Panel – Economic Development and Tourism
- Partnership Panel – Environment
- Partnership Panel – Sports
- Partnership Panel – Arts, Culture and Heritage
- Specialist Partnership Panel – Aboriginal Community
- Specialist Partnership Panel – Access and Inclusion
- Specialist Partnership Panel – Youth

This model empowers the community to be engaged in partnership with Council focussing on the core ingredients of wellbeing; a thriving economy, a healthy environment together with an inclusive, caring, physically active and intellectually stimulated community.

Much of the work involved with the Aboriginal, Youth and Access and Inclusion Panels are the core business of the Communities area of Council and should not result in an increased need for resourcing overall.

TRIM: AINT/2020/41105

This Strategy would provide for the following model:

<b>1 Community Strategic Panels</b>	
Purpose	Broad Community Involvement in shaping the social cultural and economic life of the Armidale Region
Structure and Membership	2 X Panels of approximately 20 people meeting immediately after the next election, open to residents from Armidale, Guyra and the villages, together with business / community / cultural / recreation groups
	Members should be selected through an expression of interest process (EOI) which is widely promoted throughout the community. Members of existing community panels and previous advisory committees should be encouraged to apply and invited to submit an EOI
<b>2 Partnership Panels</b>	
Purpose	Specialist panels providing advice and input on areas required by legislation or of ongoing strategic and operational importance
Structure and Membership	<p>Single Panels covering the entire region:</p> <ul style="list-style-type: none"> <li>Partnership Panel - Economic Development and Tourism</li> <li>Partnership Panel - Environment</li> <li>Partnership Panel – Sports</li> <li>Partnership Panel - Arts, Culture and Heritage</li> <li>Specialist Partnership Panel - Aboriginal Community</li> <li>Specialist Partnership Panel - Access and Inclusion</li> <li>Specialist Partnership Panel - Youth</li> </ul> <p>The roles, membership and meeting structure should be clearly set out in the charter for each panel adopted by Council at the beginning of each term and published on ARC's Website. On formation each of the Panels should identify 3 agreed SMART (Specific, Measurable, Achievable, Relevant and Time-bound) priorities to focus the work of the group in the first 12 months.</p> <p>9 X Local Advisory Panels (Villages)</p> <p>Membership should be drawn from the local communities. The charter and membership of the panels should be published on ARC's website</p>

### Charters

The Panels' Terms of Reference should be changed to 'Charters' and focus on the role of the panel rather than its administration. The ToRs for each the former committees are currently heavily loaded with prescriptive administrative procedures, which focus on controlling meetings rather than seeking to mine professional expertise, skills and local knowledge.

The detailed administrative procedures are necessary at times and ensure the smooth running of challenging meetings. These rules should be placed in a manual that is common to all Panels, ensuring consistency in the approach and reducing the appearance of red tape and bureaucracy that currently dominate the ToR.

The City of Newcastle has developed a good example of such a document providing Guidelines for Meeting Practice:

<https://www.newcastle.nsw.gov.au/Newcastle/media/DocumentsHYS/Documentation-Guidelines-for-meeting-practice-Advisory-Committees-V1.pdf>

This document also includes a template to the report the performance of a committee / panel to Council on an annual basis.

### Optimal Number of Participants

Benchmarks suggest that an optimum number of members for each panel should be in the range of 8 – 12 members. This would ensure broad enough representation of diverse views and perspectives on the topic whilst still ensuring they remain productive and manageable.

### Membership

In terms of membership, it would be preferable to attract members who represent groups with a clear investment in the Panel's area of focus and its success. This would enable alternate delegates from the groups selected to attend if necessary and provide links back to the broader community that they represent. A small number of places could be made available to individuals with a detailed knowledge of, and personal commitment to the subject area. The Access and Inclusion Panel may be an exception to this rule where lived experience is a key factor that should be sought. Expressions of Interest with basic selection criteria should be called for the membership of the panels. Members should be selected based on the selection criteria by the Council member who will support the Panel, in partnership with a respected professional community member with knowledge of the panel's topic area.

TRIM: AINT/2020/41105

It is recommended that the Chair of the Partnership Panels should be drawn from the community members and elected by them mirroring the successful model that has been implemented by the Sports Council.

### **Leadership & Training**

A recurring theme through the engagement process was what that several Councillors used the Advisory Committees to set their own agendas, and failed in the task of providing leadership.

Undertaking the task of effectively leading and chairing an orderly, focussed meeting, bringing competing ideas together requires skill and diplomacy. The chair should also be cognisant of the resourcing boundaries that Council must consider if it is to ensure that recommendations made by the Panels raise expectations that Council cannot meet.

The Sports Council has developed a successful model where the chair of the group is elected from the membership drawn from the sporting clubs. The chairperson is then supported by the council staff member. A councillor is nominated by Council to attend the meetings. This model has worked well and could be trialled with the each of the Partnership Panels.

The skills of the chairperson elected will likely vary and it is crucial that the staff person supporting the person in this role has both the technical knowledge of the subject matter and also the leadership skills to support the chair in this critical role.

Continuing to nominate a councillor to attend each of the Partnership Panels will ensure that a link is sustained between elected officials and community members, a link that was considered missing in the consultation draft of this Review.

### **Setting Goals**

A common concern raised by many of the advisory committee members was a lack of achievement. To address this issue, it is suggested that at the first meeting of each of the Partnership Panels, three SMART (Specific, Measurable, Achievable, Realistic and Time-Limited) objectives be identified as priorities to focus the work of the groups in the first twelve months. This strategy will provide an opportunity to focus on priorities, ensure achievement of the objectives and clearly demonstrate the benefits that can flow from the revised partnership approach. This does not limit the groups from being more ambitious and pursuing additional goals as priorities are accomplished, but rather provides focus and increase potential for achievement – key ingredients in motivating and retaining volunteers. The Sports Council for example, has a list of strategic priorities but focusses on key priorities as grants and funding becomes available.

### **Working Groups**

A number of working groups have been established to support the work of, for example, the ESAC. These groups have produced comprehensive well researched reports with numerous recommendations. However, few of the recommendations have been progressed and little or no feedback has been provided to the volunteers who spent many hours researching and drafting them.

TRIM: AINT/2020/41105

Whilst there is an enthusiasm within the community to address the broad issues of climate change for example, the capacity of Council to follow through and implement recommendations from the growing number of working groups is limited.

The creation of working groups can raise expectations that cannot be fulfilled. This situation results in dissatisfaction with Council, frustration on the part of volunteers who participate on these groups who feel their work is not valued, and pressure on staff who must manage the competing priorities of their ongoing work commitments with that of the former Advisory Committees and its associated working groups.

In the current environment the evolution of additional working groups is not considered sustainable. As the transition to the new model proceeds, adding working groups should be resisted with a focus placed on the achieving the agreed priorities of the Partnership Panels. The hard work of these groups is valuable and should not be disregarded. Indeed, components of their reports may be identified as part of the process of identifying the top 3 priorities for the Partnership Panels as they identify the key projects they wish to pursue.

#### **Celebrate Success and Provide Feedback**

Two of the biggest causes of concern identified in the engagement process was the lack feedback on progress with initiatives and lack of achievement overall. The lack of recognition the hard work undertaken by volunteers often involving many hours work beyond simply attending meetings was raised many times.

Recognising success and celebrating it is a powerful motivator for individuals and teams. It reinforces the meaning behind why volunteers are involved and engaged in their communities, and shows appreciation for the hard work undertaken. In turn, this builds a team's self esteem and motivates the group to take the next steps in achieving subsequent goals.

Council should take every opportunity to celebrate successes, recognise it and provide feedback not simply to volunteers who make up the Panel itself, but to the broader community they represent. The aim should be to develop pride in being a member of the ARC's Partnership Panels with accomplishments driving further achievement.

#### **Recruitment and Appraisal of Staff Who Support the Panels**

The position descriptions of staff that will be performing the role of supporting the chair of a panel should include reference to this task, and desirable or even mandatory qualifications, skills and experience in working with and managing community panels should be noted. Annual appraisals should assess proficiency and achievement in this area of expertise.

#### Recommendations – A Refreshed Approach – Partnership Panels

2. Move away from 'Committee' terminology to the concept of Partnership Panels
3. Implement a 'back to basics' name for each of the Partnership Panels
4. Create refreshed charters to reflect the key priorities of the new Panels
5. Aim to create Panels with a minimum of 8 and no greater than 12 members
6. Seek to recruit members who represent professional groups with a significant interest a Panel's topic area (members of the Access Partnership Panel may be an exception to this rule)

TRIM: AINT/2020/41105

7. The chair of the Partnership Panels should be drawn from and elected by the community members of the Panels
8. Provide opportunities for leadership training to staff who will support the chair of the Partnership Panels
9. Should Partnership Panels recommend the allocation of resources beyond those allocated in the annual budget, they should be subject to a report to Council considering the budgetary implications of the proposals
10. Move administrative matters from the Panel Charters to a separate manual that applies to all panels to ensure greater consistency in their management
11. In partnership with the newly formed Panels, set three goals to be achieved in the first 12 months
12. Resist the creation of working groups that potentially raise expectations that cannot be delivered and divert resources away from a core Partnership Panel's prioritised work plan
13. Celebrate successes with the Panels' members and the broader community as they occur, and provide ongoing feedback on progress towards goals
14. Include as a mandatory or desirable qualification, skills and/or experience in working with Partnership Panels in the position descriptions of staff who will undertake the role of chairing or supporting their chair
15. Introduce performance measures in annual appraisals so that staff can be supported to improve their skills in engagement and leadership if necessary

### Local (Village) Area Committees (LAC)

The villages that form an arc around Armidale shape the character of the New England Region. They vary in distance from being a 15-minute drive to the Armidale centre to 70kms distant. The steep dirt road access to Lower Creek ensures a seclusion that is highly valued but creates many challenges, not least of which is ongoing maintenance to the road itself.

A number of Progress Associations have merged with or changed their titles to become Local Area Committees. Many have become Incorporated, Not for Profit, Organisations. Some of the smaller communities have decided not to take this path due to concerns about the costs and potentially onerous reporting requirements. Two of the Incorporated Associations have taken responsibility for functions traditionally performed by Council (lawn mowing), and are funded to undertake this work.

In the existing structure, these groups form half the total number of Advisory Committees. The Reynolds Report points out that the key factor in determining a council's committee structure is that it reflects the priorities and characteristics of the relevant council. The current structure of the Local Area Committees does achieve this goal.

Local residents in these communities overwhelmingly see significant value in their continuation.

#### Forgotten – Only Focus is Armidale

There is concern that the villages are largely forgotten by ARC, with the only resources being allocated to them being grants provided by other levels of government. Indeed, there is a feeling that the Local Area Committees have been increasingly isolated from the regional centre of

TRIM: AINT/2020/41105

Armidale, and that some Council staff are losing touch with this important aspect of the broader region.

### Single Point of Contact

Committees have expressed frustration when works / projects cause problems (flooding caused by re-grading for example) and making contact with the appropriate person when the need arises. Council itself is concerned about multiple calls being made on similar issues from different groups in the same village. Many Advisory Committees have merged with Progress Assns. to try and achieve a single voice and do endeavour to act as the focal point for the village community. In some instances, however, new groups do emerge and individuals will contact council directly.

The creation of single contact point within Council for the LACs would ensure a consistent approach to dealing with these groups, directing them back through the LACs where appropriate, or triaging the issue for allocation to staff where necessary.

The single point of contact within Council would also provide a pathway for LACs to raise diverse initiatives with the core Partnership Panels – e.g. in the area of tourism and with the Traffic Committee. Consideration of including a member from the LACs on the core Partnership Panels would add a valuable dimension to the Panels' knowledge base.

### Transparency and Accountability of LACs

Where Council has a transactional relationship with a LAC it is necessary to ensure that the group is incorporated as a Not for Profit Organisation. Incorporation provides numerous legal protections to both the LACs and Council. The NSW Department of Fair Trade requires that Incorporated Organisations are properly constituted as legal entities, and are required to supply annual reports and audited financial returns. These documents should also be supplied to Council together with acquittals of funding provided to Council.

### Recommendations – Local Area Committee

16. Retain the existing structure of the LAC's, however, change their title to Local Advisory Panel (LAP) to bring consistency across the refreshed Advisory Panel structure
17. Promote the use of the electronic logging of customer requests (Report It and Snap, Send, Solve), so that they can be easily tracked on-line and escalated to responsible managers when standards are not met
18. Provide information and data on works programs to the LAPs where it is available, so that they can advocate for Council and better demonstrate the equity in funding to village residents
19. Consider creating a roster for senior council staff to visit 1 - 2 of the LAP meetings each year
20. Consider an Engineer being allocated to visit each LAP on an annual basis to listen to and explain responses to road / grading issues

TRIM: AINT/2020/41105

21. Create a single point of contact within Council for the LAPs (see also recommendations 24 & 25)
22. Consider including a member drawn from the LAPs on the Environment and Economic Development and Tourism Partnership Panels
23. Where LAPs have transactional relationship with Council, LAPs should be required to be Incorporated Not For Profit Associations
24. Annual acquittals of the funds supplied by Council to the LAPs should be made to Council together with copies of the LAPs' Annual Reports (including financial reports) supplied to the NSW Department of Fair Trading

## Business Groups

A pillar of the Community Strategic Plan focuses on Growth, Prosperity and Economic Development. Council seeks to provide an environment that stimulates and supports sustainable economic growth and resilience for local business.

Its key link to local business is through its interaction with:

- Armidale Business Chamber
- Guyra Business Chamber
- Locals 4 Locals
- Renew Armidale

The nature of these groups differs significantly to the Advisory Panels considered above and their main role is to support the interests of their members. However, their interests do intersect with council's own strategic goals and an effective partnership is beneficial to both parties.

Financial support to the business groups in recent years has varied. In the two years between 2017 – 2019 when the individual organisations came together as a combined group, an amount of \$20,000pa was allocated to its operations. This amount was shared between the two Business Chambers and Locals 4 Locals. \$5,000 has been allocated to the Armidale Business Chamber in the 2020 / 2021 financial year.

There is a need to review the grant making process across all Council operations to ensure it has a focus on achieving outcomes aligned to the Community Strategic Plan. As far as possible, Council should not fund recurrent programs that involve an expectation of ongoing funding, but rather seek to encourage innovation through the grant making process. This concept should be applied across all areas of financial support (see recommendation 30).

The Business Alliance did participate in the Regional Growth & Place Activation Advisory Committee but resigned due to concerns with its operation. These concerns are reflected in the discussion above and recommendations relating to the broad Community Advisory Committee / Partnership Panels section of this report.

## The Single Voice

TRIM: AINT/2020/41105

The need to ensure that a 'single business voice' is presented to Council was discussed with the business groups (and, was also raised in each of the engagement forums and by the Local Advisory Committees). Whilst each of the groups understood why council saw this as a desirable goal, there was almost universal pushback to the concept. It was considered that, whilst there may be a perception within ARC that there are too many voices, groups considered that this demonstrated a strong and motivated community, that is prepared to speak up and care about differing aspects of business, for its urban spaces, its heritage buildings and the environment.

In some instances new groups had seen a need to evolve from existing structures because they represented a different base of constituents whose needs were not met by others (Locals 4 Locals and Renew Armidale for example). It was felt that it was not for the community to stop people having a voice, but rather for council to develop strategies that can harness this passion and work with it.

Overall, it was considered that the groups had no mandate to require others to come together as one voice.

An alternative strategy to the single external voice is to create a central contact point in Council where groups can be heard. Where the interests of groups do crossover, for example, in the case of groups with an interest in the Armidale Court House, they can be encouraged to join forces and advised where like groups exist and how they can gain most traction in achieving their goal.

The single contact point within Council for enquiries may provide a more productive and strategic means of triaging requests and advising groups about others with like interests.

#### Recommendation – Business Groups

25. Create a single point of contact within Council for the Business Groups (see also Recommendations 20 & 25)

## **Community Engagement**

Broad Community Engagement is a key responsibility of Council and should not rely simply of interactions with Partnership Panels. Engagement is central to making the right decisions the first time. Community Engagement in 2021 will be critical to re-building trust in the community following the period of administration.

ARC's engagement policy provides a basic commitment to engagement. Many city councils have developed Engagement Toolkits that provide clear guidance on the journey of deciding if, when and how to consult. Bendigo in Victoria has developed the following document:

[https://www.bendigo.vic.gov.au/sites/default/files/2016-11/Community\\_Engagement\\_guidelines\\_and\\_toolkit\\_2016\\_ECM3377622.pdf](https://www.bendigo.vic.gov.au/sites/default/files/2016-11/Community_Engagement_guidelines_and_toolkit_2016_ECM3377622.pdf)

TRIM: AINT/2020/41105

Blacktown Council in Sydney NSW has developed a similar document that provides easy to follow steps and work sheets that lead staff to selecting appropriate methods of engagement.

It should not be assumed that Partnership Panels are the only, or even the most appropriate form of engagement.

Given the critical ongoing role of engagement in Council's long term planning and re-building following the period of administration, ARC could consider nominating a position in the organisation that has the responsibility for driving improvement in the application of engagement tools, and mentoring the staff who support the Partnership Panels and those engaged to conduct the proposed Strategic Planning Panels in 2021.

#### Recommendation – Community Engagement

26. Consider centralising accountability for community engagement activities under the auspices of a single team where advanced skills and the application of differing approaches to engagement can be nurtured (see also recommendations 19 and 23)

## **Audit Review and Improvement Committee**

Leadership is referred to in Section 402 (3) (a) of the Local Government Act and is reflected in the region's Community Strategic Plan as one of its core pillars. The only Advisory Committee noted in the Reynolds Report which addresses the concept of Leadership is the Audit Review and Improvement Committee (ARIC - one of the statutory committees of council). The ARIC charter was reviewed and revised in September 2020 by experts from within local government. Recommendation 10.4 of that review states in part:

#### Recommendation 10.4

The standing agenda of the ARIC be updated to reflect the ARIC Charter to ensure that at each meeting each of the following items is listed and discussed:

- Strategic Planning
- Service Delivery and Performance Measurement
- Business Improvement

Each of these areas should include consideration of the efficacy of Council's engagement processes, including its process and the outcomes achieved (in line with the IAP2 principles) ensuring that engagement is not simply the provision of an 'information giving' session. The experts who undertook the ARIC review suggested that there may be a need to expand the skills available within the ARIC, to ensure that a comprehensive assessment of the effectiveness of ARC's engagement strategies can be assured.

#### Recommendation – Audit Review and Improvement Committee

TRIM: AINT/2020/41105

27. The Audit Review and Improvement Committee (ARIC) be expanded to include membership of an experienced and skilled community engagement professional

## Valuing Volunteers

The breakdown in the effective operation of the Community Advisory Committees has led many of their volunteers to feel that little value was placed on their contributions. In some instances many hours of work was devoted to compiling complex reports which have not progressed, and on which no feedback has been given. Feedback is critical to closing the loop on consultation. Even a negative response will be accepted by most people, as long as it comes with reasons as to why ideas cannot be progressed.

There is a strong feeling by members of many of the former advisory committees that Council simply uses volunteers as a 'tick box' exercise. ARC needs to work hard to change that perception.

### Recommendations – Volunteers

28. Celebrate the achievements of the volunteer Partnership Panels wherever possible
29. Ensure feedback is provided to volunteers on how their input has influenced decision making and, if not, provide background for reasons why, thus ensuring that members are better informed of constraints they may need to consider when providing further advice

## Section 355 and 356 of the NSW Local Government Act 1993

Section 355 and 356 of the Local Government Act provide Councils with the capacity to delegate certain functions to local committees and, with Council resolution, contribute money or otherwise grant financial assistance to persons (or levy fees from them) for the purpose of exercising its functions.

The only committee that would require this delegation is the Sports Council, which makes a levy on behalf of Council that contributes to grounds maintenance and facility upgrades. Two of the village based former LAC's are compensated for work they undertake on Council grounds, however, these are groups are Incorporated, Not for Profit, community organisations and are legal entities in their own right. In essence these funds are grants paid to the community organisations from ongoing budget provisions adopted in the annual budget. This does not require the provision of a section 355/356 delegation. However, the funds should be acquitted on an annual basis to ensure accountability and transparency in the process.

The Reynolds Report did note this issue and recommended the 'Section 355 Tag' be removed from a standard template that had been used to develop the former Committees' Term of Reference (ToR). The implementation of the new Terms of Reference developed subsequent to the Reynolds Report has seen the removal of the Section 355 reference from all of the reviewed ToRs.

TRIM: AINT/2020/41105

The only exception in the proposed new Partnership Model would be that the Sports Panel continues to be provided with a Section 355 / 356 delegations, enabling the ongoing levy of the ground use fee.

Many Councils across NSW have moved away from providing delegations to advisory groups for a range of reasons including the transparency of governance, the potential for pecuniary interests impacting on decision making and an increasing move to user pays models of service delivery especially in the recreation area.

#### Recommendation Section 355 / 356 Delegation

30. Subject to the adoption of the proposed new model, the Partnership Panel - Sports be provided with a Section 355 / 356 delegation enabling the group to levy a charge on behalf of Council

### **Financial Support**

Council has provided varying levels of financial support to or through the former Advisory Committees for a range of community projects. There are inconsistencies in how these funds are allocated and the programs managed, the transparency of the outcomes achieved and the recognition that Council receives from providing this support.

#### Recommendation – Financial Support

31. That a review of the financial support provided to the former Advisory Committees be undertaken with a view to standardising governance procedures in grant making, ensuring transparency in its allocation, accountability in its application and greater recognition of Council support under the new Partnership structure.

TRIM: AINT/2020/41105

\*\*\* END REPORT \*\*\*

Ordinary Council

25 November 2020

<b>Item:</b>	<b>11.2</b>	<b>Ref: AINT/2020/41121</b>
<b>Title:</b>	<b>Council Committees - Review</b>	<b>Container: ARC20/4323</b>
<b>Responsible Officer</b>	<b>Interim General Manager</b>	
<b>Author:</b>	<b>John Rayner, Interim General Manager</b>	
<b>Attachments:</b>	1. ARC Council Committee Review - Report final - David Ackroyd - 17 November 2020	

### 1. Purpose

A review of Council Committees has been undertaken and recommends a number of changes and improvements to Council's committee structure.

### 2. OFFICERS' RECOMMENDATION:

#### That Council:

- a. Receive and note the report "Review of Council Committees" by David Ackroyd.
- b. Exhibit the report "Review of Council Committees" until 26 January 2021.

### 3. Background

After receiving a report in June 2020 "Advisory Committee Review" by Ian Reynolds, Council resolved on 24 July 2020:

- a) That Council notes:
  - i. that suspended former Councillors will not form part of the Advisory Committees of which they were previously members, in any capacity;
  - ii. that the external members of each Advisory Committee remain members;
  - iii. that each Advisory Committee elect a Chairperson from its members;
  - iv. that the Interim Administrator attends the meetings of each Advisory Committee when available.
- b) That Council receives the Review of Council Committees report ("Reynolds Report") prepared March 2019.
- c) That Council retain the following Advisory Committees:
  - i. the Environmental Sustainability Advisory Committee ("ESAC");
  - ii. the Traffic Advisory Committee;
  - iii. the Arts, Cultural & Heritage Advisory Committee ("ACHC");
  - iv. the Sports Council Committee;
  - v. Regional Growth and Place Activation Advisory Committee; and
  - vi. review the Terms of Reference of each considering the recommendations of the Reynolds Report.
- d) That Council:
  - i. undertake a review of the Charter of the Audit, Risk and Improvement Committee ("ARIC") in light of changes to the Local Government Act relating to ARIC Committee functions;

Ordinary Council

25 November 2020

- ii. review and if necessary refresh the membership of the ARIC Committee to address expertise shortfalls in light of the new requirements.

Sensing and being advised that there concerns amongst committee members engagement with residents involved was seen to be a sensible approach to improving the committee system and approach.

#### 4. Discussion

David Ackroyd was engaged by Council to consult with committees focussed on the environmental, social and economic themes aligned to the Community Strategic Plan (CSP), village based advisory groups and local business groups.

Mr Ackroyd reports:

*“Whilst there was some variation in the overall perceptions of the work undertaken by the Advisory Committees, common themes tended to focus negatively on their operations and outcomes:*

##### **Listening**

- *Council has its own agenda*
- *Council doesn’t listen – ‘We are advised committees not advisory’*
- *Committees are a ‘tick box’ exercise, not genuine engagement*
- *Little commitment from Council to embrace anything but their own ideas*
- *‘Having a committee that you take no notice of is worse than having no committees at all’*

##### **Communication**

- *Poor communication around the roles and expectations of the committees*
- *Feedback is rarely provided to close the loop in the engagement process*

##### **Volunteers**

- *Volunteers are not valued or respected*
- *Council fails to harness the potential that volunteers bring to the committees*

##### **Management**

- *Top down approach*
- *Inconsistencies in management styles across the committees*
- *Administration can be overly bureaucratic*
- *Poor / disruptive chairing of the committees by Councillors*

##### **Community Strategic Plan (CSP)**

- *Vision is very generic and does not inspire*
- *The translation of the goals of the CSP to the Advisory Committees’ Terms of Reference (ToR) is not outcome focussed, resulting in a lack of accountability and achievement*
- *There is a need for clearer links between the work of the Advisory Committees and the operational budget streams that are linked to the CSP”.*

##### **Local Area Committees (LAC)**

*“The Local Area Committees did see significant value in their role of providing advice to ARC and fostering a greater understanding of the opportunities and challenges that present themselves in the village communities. Themes around listening, feedback and harnessing the capacity of volunteers to make a real difference in people’s lives were common. There was a feeling that,*

Ordinary Council

25 November 2020

until recent visits by the Interim Administrator, there had been a sustained absence of a 'face' from council at meetings for several months, which had impacted on their perception of connection to the broader region".

#### **Business Groups**

"Consultations focussed on 4 business groups that have had a strong relationship with ARC over many years

- The Armidale and Guyra Business Chambers
- Locals 4 Locals
- Renew Armidale

These groups expressed some frustration with changes in direction relating to them joining together as a single voice, and concerns relating to the focus and management of the Regional Growth and Place Activation Committee. The lack of feedback and/or the failure to demonstrate progress with projects that volunteers had devoted significant time to were also raised".

#### **From Committees to Partnerships - A Refreshed Approach**

"This report proposes a new approach to engagement, that seeks to develop genuine partnerships with the local community, together with significantly improved communication and feedback from Council that values the commitment of volunteers."

Mr Ackroyd has suggested a structure as outlined in the following table:

<b>1. Community Strategic Panels</b>	
<i>Purpose</i>	<i>Broad Community Involvement in shaping the social cultural and economic life of the Armidale Region</i>
<i>Structure and Membership</i>	<i>2 X Panels of approximately 20 people meeting immediately after the next election, open to residents from Armidale, Guyra and the villages, together with business / community / cultural / recreation groups</i>
	<i>Members should be selected through an expression of interest process (EOI) which is widely promoted throughout the community. Members of existing community panels and previous advisory committees should be encouraged to apply and invited to submit an EOI</i>
<b>2. Partnership Panels</b>	
<b>Purpose</b>	<i>Panels providing advice and input on areas required by legislation or of ongoing strategic and operational importance</i>
<b>Structure and Membership</b>	<i>Partnership Panels covering region:</i> <ul style="list-style-type: none"> <li>• <b>Partnership Panel – Economic Development &amp; Tourism</b></li> <li>• <b>Partnership Panel – Environment</b></li> <li>• <b>Partnership Panel – Sports</b></li> <li>• <b>Partnership Panel – Arts, Culture &amp; Heritage</b></li> <li>• <b>Specialist Partnership Panel – Aboriginal Community</b></li> <li>• <b>Specialist Partnership Panel – Access and Inclusion</b></li> <li>• <b>Specialist Partnership Panel – Youth</b></li> </ul>

Ordinary Council

25 November 2020

	<p><i>The roles, membership and meeting structure of each panel should be clearly set out in a charter adopted by ARC at the beginning of each Council term, and published on ARC's Website. On formation, the Panels should identify 3 agreed SMART (Specific, Measurable, Achievable, Relevant and Time-bound) priorities to focus the work of the group in the first 12 months.</i></p> <p><i>9 X Local Advisory Panels</i></p> <p><i>Membership should be drawn from the local villages. The charter and membership of the panels should be published on ARC's website</i></p>
--	--

### Recommendations

#### *Community Strategic Plan Review*

- 1. Subsequent to the election of a new council in 2021, invite participation in 2 Community Strategic Planning Panels of 20 people that bring local community leaders (from community, business, education and the region's villages) together to work on developing a refreshed and inspiring Community Strategic Plan, that clearly articulates the needs and aspirations of the Armidale Region*

#### *A Refreshed Approach – Partnership Panels*

- 2. Move away from 'Committee' terminology to the concept of Partnership Panels*
- 3. Implement a 'back to basics' name for each of the Partnership Panels*
- 4. Create refreshed charters to reflect the key priorities of the new Panels*
- 5. Aim to create Panels with a minimum of 8 and no greater than 12 members*
- 6. Seek to recruit members who represent professional groups with a significant interest a Panel's topic area (members of the Access Partnership Panel may be an exception to this rule)*
- 7. A council staff member should chair the Partnership Panels' meetings*
- 8. Provide opportunities for leadership training to staff who will chair or support the chair of the Partnership Panels*
- 9. Move administrative matters from the Panel Charters to a separate manual that applies to all panels, to ensure greater consistency in their management*
- 10. In partnership with the newly formed Panels, set three goals to be achieved in the first 12 months*
- 11. Resist the creation of working groups that potentially raise expectations that cannot be delivered, and divert resources away from a core Partnership Panel's prioritised work plan*
- 12. Celebrate the successes with the Panels' members and the broader community as they occur, and provide ongoing feedback on progress towards goals*
- 13. Include as a mandatory or desirable qualification, skills and/or experience in working with Partnership Panels, in the position descriptions of staff who will undertake the role of chairing or supporting their chair*
- 14. Introduce performance measures in annual appraisals so that staff can be supported to improve their skills in engagement and leadership if necessary*

#### *Local Advisory Panels – Currently LACs*

- 15. Partnership structure.*

Ordinary Council

25 November 2020

16. *Retain the existing structure of the LAC's, however, change their title to Local Advisory Panel (LAP) to bring consistency across the refreshed Advisory Panel structure*
17. *Promote the use of the electronic logging of customer requests (Report It and Snap, Send, Solve), so that they can be easily tracked on-line, and escalated to responsible managers when standards are not met*
18. *Provide information and data on works programs to the LAPs where it is available, so that they can advocate for Council and better demonstrate the equity in funding to village residents*
19. *Consider creating a roster for senior council staff to visit 1 - 2 of the LAP meetings each year*
20. *Consider an Engineer being allocated to visit each LAPs on an annual basis to listen to and explain responses to road / grading issues*
21. *Create a single point of contact within Council for the LAPs (see also recommendations 24 & 25).*
22. *Consider including a member drawn from the LAPs on the Environment & Economic Development and Tourism Partnership Panels*
23. *Where LAPs have transactional relationship with Council, LAPs should be required to be Incorporated Not For Profit Associations*
24. *Annual acquittals of the funds supplied by Council to the LAPs should be made to Council together with copies of the LAPs' Annual Reports (including financial reports) supplied to the NSW Department of Fair Trading*

#### *Business Groups*

25. *Create a single point of contact within Council for the Business Groups (see also Recommendation 20 & 25)*

#### *Community Engagement*

26. *Consider centralising accountability for community engagement activities under the auspices of a single team where advanced skills and the application of differing approaches to engagement can be nurtured (see also recommendations 20 and 24)*

#### *Audit Review and Improvement Committee*

27. *The Audit Review and Improvement Committee (ARIC) be expanded to include membership of an experienced and skilled community engagement professional*

#### *Volunteers*

28. *Celebrate the achievements of the volunteer Partnership Panels wherever possible*
29. *Ensure feedback is provided to volunteers on how their input has influenced decision making and, if not, provide background for reasons why, thus ensuring that members are better informed of constraints they may need to consider when providing further advice*

#### *Section 355 / 356 Delegation*

30. *Subject to the adoption of the proposed new model, the Partnership Panel - Sports be provided with a Section 355 / 356 delegation enabling the group to levy a charge on behalf of Council*

#### *Financial Support*

Ordinary Council

25 November 2020

*That a review of the financial support provided to the former Advisory Committees be undertaken with a view to standardising governance procedures in grant making, ensuring transparency in its allocation, accountability in its application and greater recognition of Council' support under the new Partnership structure".*

## **5. Implications**

### **5.1. Policy**

The review proposes changes to the way community advice is provide to the Council. If adopted there will be a change of approach and policy changes as outlined in the recommendations.

### **5.2. Risk**

Council is currently experiencing reputational risk. The proposed arrangements and support structure should, if the feedback from the community is embraced, create a more cooperative working relationship between Council and community advisors.

### **5.3. Sustainability**

The proposed arrangements will have little impact on Council's financial position, however it needs to be recognised that Council is only resourced to meet its Operational Plan and diversions from committees/panels will put pressure on the organisation to adequately respond.

### **5.4. Financial**

The recommendation to review the financial support provided to the former Advisory Committees will merge with the review of Council's grant, donations and contributions review. There may be some resourcing implications for Council, depending on the adoption of the recommendations.

## **6. Consultation and Communication**

The report has been prepared following consultation with Advisory Committees, Local Area Committees, Business Groups and others.

It is proposed that Mr Ackroyd's report be placed on public exhibition until 26 January 2021 to ensure the community can have its say on the proposals.

## **7. Conclusion**

The consultation with the individuals and committees that provide advice to Council has been comprehensive. It has resulted in a report which will bring change to the process and support for the proposed panels which will assist Council in pursuing its charter.



## TRAFFIC ADVISORY COMMITTEE

Held on

Tuesday, 7 December 2021  
10am

at

Electronically

### In attendance

**Committee Members:**

Mr Hans Hietbrink (Rep. Member for Northern Tablelands)  
Snr Sgt Paul Caldwell (NSW Police)  
Ms Wendy Wallace (TfNSW)

**Council Staff:**

Mr Graham Earl (ARC Technical Officer)  
Ms Belinda Ackling (Minute Taker)  
Mr Ian Chetcuti (Ranger)

**Others:**

Nil

MINUTES



Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 3

1. Apologies / Leave Of Absence  
Mr Stefan Wielebinski
2. Confirmation of Previous Minutes

**CONFIRMATION OF THE MINUTES OF THE TRAFFIC ADVISORY COMMITTEE MEETING HELD ON 9 NOVEMBER 2021**

**The Traffic Advisory Committee Recommends:**

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

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

3. Declarations of Interest  
Nil

4. Business Arising  
Nil

5. Special Event Reports

**5.1 Special Event Transport Management Plan Armidale Campdraft 2022***Ref: AINT/2021/4422*

**The Traffic Advisory Committee Recommends:**

That Council endorse for the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the 21, 22 & 23 January 2022, for the Annual Armidale Campdraft.

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

**5.2 Special Event Transport Management Plan Australia Day temporary road closure of Tingcombe Lane.** *Ref: AINT/2021/42578 (ARC16/0168-6)*

**The Traffic Advisory Committee Recommends:**

That Council endorse the temporary road closure of Tingcombe Lane from 8am until 5pm, 26<sup>th</sup> January 2022, for Australia Day Celebrations in Central Park.

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

Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 4

**5.3 Special Event Transport Management Plan: Guyra Lamb and Potato Festival** Ref: AINT/202.

**The Traffic Advisory Committee Recommends:**

- a) That the Road closures of Bradley Street between Ollera and Mackenzie Street Saturday 22 January between 6.30am and 3.30 for the Guyra Lamb and Potato Festival 2022, be endorsed as per the traffic management plans.
- b) That event ahead signs be installed for the Guyra Lamb and Potato Festival 2022

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

6. Correspondence  
Nil

7. General Business

Calendar invitations have been sent for the 2022 Traffic Advisory Committee meetings which are held 1<sup>st</sup> Tuesday of the month from February 2022.

There being no further business the Chairman declared the meeting closed 10<sup>th</sup> December 2022.



BUSINESS PAPER

TRAFFIC ADVISORY COMMITTEE

To be held on

Tuesday, 7 December 2021

10am

at

Function Room

**Committee Members:**

Mr Hans Hietbrink (Rep. Member for Northern Tablelands)  
Snr Sgt Paul Caldwell (NSW Police)  
Mr Stefan Wielebinski (TfNSW)

**Council Staff:**

Mr Graham Earl (ARC Technical Officer)  
Ms Belinda Ackling (Minute Taker)  
Mr Ian Chetcuti (Ranger)

**Others:**

Nil

AGENDA

The Armidale Traffic Advisory Committee, has no decision-making powers and is primarily a technical review committee. It only advises the Council on matters for which the Council has delegated authority.

The Committee operates under Roads and Maritime Services 'A guide to the delegation to councils for the regulation of traffic'.

In summary:

Roads and Maritime Services (RMS) has delegated certain aspects of the control of traffic on regional and local roads to Council. A condition of this delegation is that Council must refer all traffic related matters to the Traffic Advisory Committee prior to exercising its delegated functions.

The four voting members on the Traffic Advisory Committee are:

- Council's representative (chair)
- RMS representative
- NSW Police representative for the Local Area Command containing the item.
- State Member of Parliament representative for the electorate containing the item.

The meeting does not need a specific quorum, however any advice can only be returned to the Council if the views of NSW Police and RMS have been obtained.

The Traffic Advisory Committee meeting operates as a closed meeting and attendance to the meeting is via invitation only. At times interested stakeholders may address items referred to the Traffic Committee where their information adds value and does not greatly increase the time spent by the Committee on progressing the item. Interested stakeholders always have the opportunity to attend the Council meeting when the minutes of the Traffic Advisory Committee are discussed / determined.

All formal items referred to the Traffic Advisory Committee typically have been fully investigated, consulted (if needed) and proposed actions identified.

Where the Council decides on an item contrary to the Traffic Advisory Committee recommendation, then Council must immediately advise RMS and NSW Police in writing of its decision. The RMS or NSW Police may then lodge an appeal within 14 days to the Regional Traffic Committee.

The Council must not action any item under appeal until the matter has been determined by the Regional Traffic Committee.



Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 4

---

INDEX

1	Apologies / Leave of Absence	
2	Confirmation of Previous Minutes <i>Traffic Advisory Committee - 9 November 2021</i>	
3	Declarations of Interest	
4	Business Arising	
5	Special Event Reports	
5.1	Special Event Transport Management Plan Armidale Campdraft 2022 .....	5
5.2	Special Event Transport Management Plan Australia Day temporary road closure of Tingcombe Lane. ....	13
5.3	Special Event Transport Management Plan: Guyra Lamb and Potato Festival .....	24
6	Correspondence	
7	General Business	

Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 5

---

<b>Item:</b>	<b>5.1</b>	<b>Ref: AINT/2021/44227</b>
<b>Title:</b>	<b>Special Event Transport Management Plan Armidale Campdraft 2022 Container: ARC16/0168-6</b>	
<b>Author:</b>	<b>Belinda Ackling, Personal Assistant</b>	
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. Road Closure Application - Armidale Campdraft 2022 Transport Management Plan original Version 1.2</li> <li>2. Road Closure Application - Armidale Campdraft Certificate of Currency - ACA</li> <li>3. TCP - Campdraft Canambe St Closure</li> </ol>	

### 1. Purpose

The purpose of this report is to endorse the requested road closure for the 2022 Armidale Campdraft

### 2. OFFICERS' RECOMMENDATION:

That Council approval be granted for the temporary road closure of Canambe Street between Dumaresq and Kirkwood Street for the 21, 22 & 23 January 2022, for the Annual Armidale Campdraft.

### 3. Background

The Armidale Campdraft is an annual event which will occur from 21, 22 & 23 January 2022. Council has been once again requested to install a temporary road closure of Canambe Street between Dumaresq and Kirkwood Street from 7am until 6pm for the safety of contenders, stock and the general public.

The closure will be in place during day and will be removed and Canambe will be opened during the evening for normal traffic flow. Public Liability has been provided.

### 4. Discussion

This annual event is well advertised and the community are respectful to the nature of the event, there has never been any incidents or complaint concerning the road closure as it does not disturb access to any residents.

### 5. Implications

#### 5.1. Strategic and Policy Implications

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

Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 6

---

**5.2. Risk**

The temporary road closure of Canambe Street between Dumaresq and Kirkwood Street removes the risk of contact between livestock and vehicle.

**5.3. Sustainability**

Not applicable

**5.4. Financial**

The financial cost is as per the fees and charges and will be incurred by the requesting organisation at a cost of \$1,360 in this instance.

**6. Consultation and Communication**

The road closure will advertise for a period of 28 days prior to the event. No residents will be affected and therefore no letter drops are required in this instance.

**7. Conclusion**

The Armidale Campdraft and subsequent road closures is an annual event, and complies with policies and procedures. Council staff will install the closure as per the TCP. The officers ensuring the event meets requirements have no concerns with endorsing the event.

## Special Event Transport Management Plan

### 1 EVENT DETAILS

#### 1.1 Event summary

Event Name Armidale Campdraft

Event Location: Armidale Showground

Event Date: 21<sup>st</sup>, 22<sup>nd</sup> and 23<sup>rd</sup> January 2022

Event Setup Start Time: 3.30 pm 20<sup>th</sup> Jan 2022

Event Packdown Finish Time: 5pm 23<sup>rd</sup> Jan 2022

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

#### 1.2 Contact names

Event Organiser\* **Georgie van Heerwaarden – Australian Campdraft Association**

Phone:n/a Mobile:0418352007 E-mail: armidaledraft@gmail.com

Event Management Company (if applicable)

Phone: ..... Fax: ..... Mobile: ..... E-mail:

**Police** ARMIDALE POLICE

Phone: 02 6771 0699 ..... Fax: 02 67710611

**Council** ARMIDALE REGIONAL COUNCIL

Phone:02 67703600 Fax: 02 67729275 [council@armidale.nsw.gov.au](mailto:council@armidale.nsw.gov.au)

**Roads & Maritime Services** (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.*

Attachment 1      Road Closure Application - Armidale Campdraft 2022 Transport Management Plan original Version 1.2

---

**1.3 Detailed description of event (please attach any maps to back of application)**

During the 3 day event, spectators, competitors, horses and vehicles will traverse between the main arena of the showground and the livestock show complex as not all competitors can fit in the main showground space. The closure will allow both the safe passage of people and animals between areas, and prevent mixing with normal street traffic.

In addition to this, trucks unloading cattle into the yards which are required for the event, need to reverse into the main venue in order to access the cattle unloading ramp, this will interfere with normal traffic flow.

Attachment 1 Road Closure Application - Armidale Campdraft 2022 Transport Management Plan original Version 1.2

**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: 2px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div>	CLASS 1	CLASS 2	CLASS 3	2.1 Occupational Health & Safety - Traffic Control
	<input type="checkbox"/>	Risk assessment plan (or plans) attached		
	2.2 Public Liability Insurance			
	X <input checked="" type="checkbox"/>	Public liability insurance arranged. <u>Copy of Policy attached.</u>		
2.3 Police				
<input type="checkbox"/>	Police written approval attached <u>Letter sent to the Armidale Police – referred to Traffic Advisory Committee, Armidale Regional Council.</u>			
2.4 Fire Brigades and Ambulance				
<input type="checkbox"/>	Fire brigades notified <b>02 67715076</b>			
<input type="checkbox"/>	Ambulance notified <b>02 6771 1710</b>			

**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: 2px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div>	CLASS 1	CLASS 2	CLASS 3	3.1 The route or location
	X <input checked="" type="checkbox"/>	Map attached		
	3.2 Parking			
	<input type="checkbox"/>	Parking organised - details attached.		
	X <input checked="" type="checkbox"/>	Parking not required < >		
	3.3 Construction, traffic calming and traffic generating developments			
	<input type="checkbox"/>	Plans to minimise impact of construction activities, traffic calming devices or traffic-generating developments attached		
	X <input checked="" type="checkbox"/>	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				
<input type="checkbox"/>	This event uses a facility managed by a Trust or Authority; written approval attached			
<input type="checkbox"/>	This event does not use a facility managed by a trust or Authority			
3.5 Public transport				
<input type="checkbox"/>	Public transport plans created - details attached			
X <input checked="" type="checkbox"/>	Public transport not required			
3.6 Reopening roads after moving events				
<input type="checkbox"/>	This is a moving event - details attached.			
X <input checked="" type="checkbox"/>	This is a non-moving event.			
3.7 Traffic management requirements unique to this event				
<input type="checkbox"/>	Description of unique traffic management requirements attached			
X <input checked="" type="checkbox"/>	There are no unique traffic requirements for this event			
3.8 Contingency plans				
<input type="checkbox"/>	Contingency plans attached			

Attachment 1 Road Closure Application - Armidale Campdraft 2022 Transport Management Plan original Version 1.2

- Class 1**
- 3.9 Heavy vehicle alternate routes
  - Alternative routes for heavy vehicles required - RMS to arrange
  - Alternative routes for heavy vehicles not required
- 3.10 Special event clearways
  - Special event clearways required - RMS to arrange
  - Special event clearways not required

**4 MINIMISING IMPACT ON NON-EVENT COMMUNITY & EMERGENCY SERVICES**

- CLASS 3**
- 4.1 Access for local residents, businesses, hospitals and emergency vehicles
  - Plans to minimise impact on non-event community attached
  - This event does not impact the non-event community either on the main route (or location) or detour routes
- CLASS 2**
- 4.2 Advertise traffic management arrangements
  - Road closures -advertising medium and copy of proposed advertisements attached
  - No road closures but special event clearways in place - advertising medium and copy of proposed advertisements attached
  - No road closures or special event clearways - advertising not required
- CLASS 1**
- 4.3 Special event warning signs
  - Special event information signs are described in the Traffic Control Plan/s
  - This event does not require special event warning signs
- 4.4 Permanent Variable Message Signs
  - Messages, locations and times attached
  - This event does not use permanent Variable Message Signs
- 4.5 Portable Variable Message Signs
  - The proposed messages and locations for portable VMS are attached
  - This event does not use portable VMS

**5 APPROVAL**

Your application needs to be provide to Council 3 weeks prior to the Traffic Advisory Committee meeting which is held 2<sup>nd</sup> Tuesday of each month, with Council approval being sort for recommendations at the meeting held 4<sup>th</sup> Monday of the month.

<b>Privacy and Personal Information Protection Notice (S.10 PPIPAAct 1998)</b>
Your information will be stored and used by Armidale Regional Council, 135 Rusden St, Armidale 2350
Purpose of Collection: Traffic Management for a Special Event
Intended Recipients of your information: Traffic Advisory 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:

PAGE 4 TRAFFIC MANAGEMENT FOR A SPECIAL EVENT - TRAFFIC MANAGEMENT PLAN TEMPLATE  
 C:\USERS\BACKLING\APPDATA\LOCAL\MICRO FOCUS\CONTENT MANAGER\TEMP\HPTRIM.17092\AJNT 2021 43765 ROAD CLOSURE APPLICATION - ARMIDALE CAMPDRAFT 2022 TRANSPORT MANAGEMENT PLAN ORIGINAL VERSION 1.2(2).DOC



## CERTIFICATE OF CURRENCY

This Certificate:

- Is issued as a matter of information only and confers no rights upon the holder.
- Does not amend, extend or alter the coverage afforded by the Policy(ies) listed.
- Is only a summary of the cover provided.
- Reference must be made to the current Policy wording for full details.
- Is current at the date of issue only.

This Certificate confirms that the undermentioned Policy is effective in accordance with the details shown:

<b>Policy Number:</b>	491413
<b>Insured:</b>	Australian Campdraft Association Inc including all affiliated Clubs, Committees, Members, Volunteers, Officials, Directors, Instructors and Judges
<b>Period of Insurance:</b>	From: 31/03/2021 at 4.00pm local standard time To: 31/03/2022 at 4.00pm local standard time
<b>Insured's Business:</b>	Equestrian Association managing the sport of campdrafting, through clubs/committees, events, competitions, gymkhanas, clinics, training, meetings, fundraising, social events and all other official and authorised ACA activities
<b>Limit of Indemnity:</b>	AUD 20,000,000 any one Occurrence in respect of Public liability and in the aggregate during the Period of Insurance in respect of Product Liability

We trust you find the above in order, however, should you have any questions, please do not hesitate to contact the undersigned.

Yours faithfully,

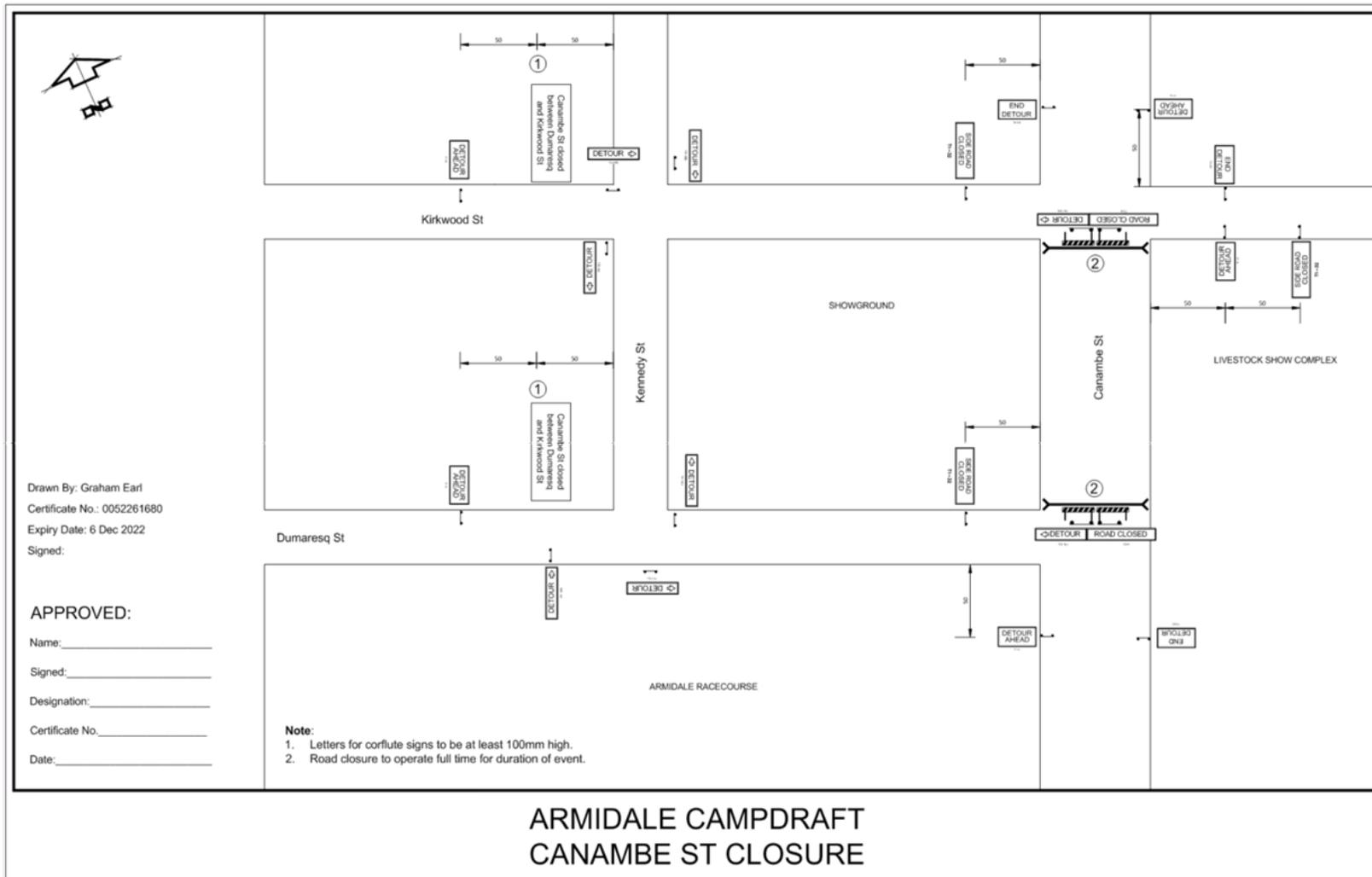
\_\_\_\_\_  
Greg Shallard

14 April 2021

\_\_\_\_\_  
Date:

*Affinity Insurance Brokers Pty Ltd  
as an agent of Liberty Specialty Markets*

Liberty Specialty Markets is a trading name of Liberty Mutual Insurance Company, Australia Branch (ABN 61 086 083 605) incorporated in Massachusetts, USA (the liability of members is limited)  
AFSLIBURTY: LIC001604-200328  
FT1805728



Drawn By: Graham Earl  
 Certificate No.: 0052261680  
 Expiry Date: 6 Dec 2022  
 Signed: \_\_\_\_\_

**APPROVED:**  
 Name: \_\_\_\_\_  
 Signed: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 Certificate No. \_\_\_\_\_  
 Date: \_\_\_\_\_

- Note:**
1. Letters for corflute signs to be at least 100mm high.
  2. Road closure to operate full time for duration of event.

Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 13

<b>Item:</b>	<b>5.2</b>	<b>Ref: AINT/2021/42578</b>
<b>Title:</b>	<b>Special Event Transport Management Plan Australia Day temporary road closure of Tingcombe Lane.</b>	<b>Container: ARC16/0168-6</b>
<b>Author:</b>	<b>Belinda Ackling, Personal Assistant</b>	
<b>Attachments:</b>	<ol style="list-style-type: none"> <li>1. Aus Day Picnic in the Park 2022 - notice of intention to hold public assembly(2)</li> <li>2. Transport management plan Australia Day Picnic in the Park 2022(2)</li> <li>3. Plan - TCP Tingcombe Lane Road Closure - Australia Day 2022.</li> </ol>	

### 1. Purpose

The purpose of this report is to close Tingcombe Lane for Australia Day Celebrations to ensure the safety of the community.

### 2. OFFICERS' RECOMMENDATION:

That Council endorse the temporary road closure of Tingcombe Lane from 8am until 5pm 26<sup>th</sup> January 2022, for Australia Day Celebrations in Central Park.

### 3. Background

This year Australia Day will be held in Central Park

### 4. Discussion

Australia Day picnic in the Park is a 1 day event held on the 26<sup>th</sup> of Jan 2022.

There will be food trade vans and live music on the day.

Also included will be a Citizenship Award ceremony and Australia Day award ceremony, games and festivities for families.

### 5. Implications

#### 5.1. Strategic and Policy Implications

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

#### 5.2. Risk

The temporary road closure of Tingcombe Lane will allow for food trucks to park and operate from and removes the risk of contact between pedestrians and moving vehicles.

#### 5.3. Sustainability

Annual tourism strategy to attract visitors to stay and enhance the economic and cultural offerings and attractions of the region

Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 14

#### 5.4. Financial

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

Financial; council is supporting this event through in-kind ie. Road closures, outdoor staff use, and event support.

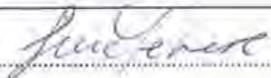
#### 6. Consultation and Communication

The road closure will advertise for a period of 28 days prior to the event. No residents will be affected and therefore no letter drops are required in this instance.

#### 7. Conclusion

Australia Day celebration and its subsequent road closures is an annual event, and complies with policies and procedures. Council staff will install the closure as per the TCP. The officers ensuring the event meets requirements have no concerns with endorsing the event.



3	<p>The following special characteristics associated with the assembly would be useful for the Commissioner of Police to be aware of in regulating the flow of traffic or in regulating the assembly <i>(strike out whichever is not applicable)</i>:</p> <p>(I) There will be ..... (number) of vehicles and/or..... (number) of floats involved.          The type and dimensions are as follows:          Only stationary food trucks will be used. No floats or moving vehicles .....</p> <p>(II) There will be ...3.... (number) of bands, musicians, entertainers, etc. which will entertain or address the assembly.</p> <p>(III) The following number and type of animals will be involved in the assembly:          N/A .....</p> <p>(IV) Other special characteristics of the proposed assembly are as follows:          .....</p>
4	<p>I take responsibility for organising and conducting the proposed assembly.</p>
5	<p>Notices for the purposes of the <i>Summary Offences Act 1988</i> may be served upon me at the following address:</p> <p>135 Rusden St          Armidale, NSW 2350 .....          ..... Postcode.          Telephone No. ....6770 3815.....</p>
6	<p>Signed  .....</p> <p>Capacity/Title Events Coordinator .....</p> <p>Date 11.11.21 .....</p>



## Special Event Transport Management Plan

### 1 EVENT DETAILS

#### 1.1 Event summary

Event Name: Australia Day Picnic in the Park

Event Location: Central park

Event Date: 26 Jan 2022 Event Start Time: 9am Event Finish Time: 4pm

Event Setup Start Time: 8am Event Packdown Finish Time: 5pm

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

#### 1.2 Contact names

Event Organiser\* **Armida Regional Council (Laura Purkiss)**

Phone: 6770 3815 Mobile: 0467 946 475 E-mail: [events@armidale.nsw.gov.au](mailto:events@armidale.nsw.gov.au)

Event Management Company (if applicable) **NA**

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](mailto: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)

Australia Day picnic in the Park is a 1 day event held on the 26<sup>th</sup> of Jan 2022.

There will be food trade vans and live music on the day.

Also included will be a Citizenship Award ceremony and Australia Day award ceremony, games and festivities for families.

Council have endorsed the event, and Central Park has been booked through the Parks and Facilities Team.

**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: 2px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div> | CLASS 1  | CLASS 2 | CLASS 3 | 2.1 Occupational Health & Safety - Traffic Control |
|   | <input checked="" type="checkbox"/> Risk assessment plan (or plans) attached                             |         |         |  |
|   | 2.2 Public Liability Insurance   |         |         |  |
|   | <input checked="" type="checkbox"/> Public liability insurance arranged. <u>Copy of Policy attached.</u> |         |         |  |
| 2.3 Police  |  |         |         |  |
| <input checked="" type="checkbox"/> Police written approval attached <u>Letter sent to the Armidale Police – referred to Belinda Ackling: Armidale Regional Council.</u>  |  |         |         |  |
| 2.4 Fire Brigades and Ambulance   |  |         |         |  |
| <input checked="" type="checkbox"/> Fire brigades notified 02 6771 5076   |  |         |         |  |
| <input checked="" type="checkbox"/> Ambulance notified 02 6771 1710   |  |         |         |  |

**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: 2px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div> | CLASS 1  | CLASS 2 | CLASS 3 | 3.1 The route or location |
|   | <input checked="" type="checkbox"/> Map attached   |         |         |                           |
|   | 3.2 Parking  |         |         |                           |
|   | <input type="checkbox"/> Parking organised - details attached.   |         |         |                           |
|   | <input checked="" type="checkbox"/> Parking not required < >   |         |         |                           |
|   | 3.3 Construction, traffic calming and traffic generating developments  |         |         |                           |
|   | <input type="checkbox"/> Plans to minimise impact of construction activities, traffic calming devices or traffic-generating developments attached                                  |         |         |                           |
|   | <input checked="" type="checkbox"/> 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  |  |         |         |                           |
| <input checked="" type="checkbox"/> This event uses a facility managed by a Trust or Authority; written approval attached   |  |         |         |                           |
| <input type="checkbox"/> This event does not use a facility managed by a trust or Authority   |  |         |         |                           |
| 3.5 Public transport  |  |         |         |                           |
| <input type="checkbox"/> Public transport plans created - details attached  |  |         |         |                           |
| <input checked="" type="checkbox"/> Public transport not required   |  |         |         |                           |
| 3.6 Reopening roads after moving events   |  |         |         |                           |
| <input type="checkbox"/> This is a moving event - details attached.   |  |         |         |                           |
| <input checked="" type="checkbox"/> This is a non-moving event.   |  |         |         |                           |
| 3.7 Traffic management requirements unique to this event  |  |         |         |                           |
| <input type="checkbox"/> Description of unique traffic management requirements attached   |  |         |         |                           |
| <input checked="" type="checkbox"/> There are no unique traffic requirements for this event   |  |         |         |                           |
| 3.8 Contingency plans   |  |         |         |                           |
| <input type="checkbox"/> Contingency plans attached   |  |         |         |                           |

- Class 1**
- 3.9 Heavy vehicle alternate routes
  - Alternative routes for heavy vehicles required - RTA to arrange
  - Alternative routes for heavy vehicles not required
- 3.10 Special event clearways
  - Special event clearways required - RTA to arrange
  - Special event clearways not required

**4 MINIMISING IMPACT ON NON-EVENT COMMUNITY & EMERGENCY SERVICES**

- CLASS 3**
- 4.1 Access for local residents, businesses, hospitals and emergency vehicles
  - Plans to minimise impact on non-event community attached
  - This event does not impact the non-event community either on the main route (or location) or detour routes
- CLASS 2**
- 4.2 Advertise traffic management arrangements
  - Road closures -advertising medium and copy of proposed advertisements attached
  - No road closures but special event clearways in place - advertising medium and copy of proposed advertisements attached
  - No road closures or special event clearways - advertising not required
- CLASS 1**
- 4.3 Special event warning signs
  - Special event information signs are described in the Traffic Control Plan/s
  - This event does not require special event warning signs
- 4.4 Permanent Variable Message Signs
  - Messages, locations and times attached
  - This event does not use permanent Variable Message Signs
- 4.5 Portable Variable Message Signs
  - The proposed messages and locations for portable VMS are attached
  - This event does not use portable VMS

**5 APPROVAL**

Your application needs to be provide to Council 4 weeks prior to the Local Traffic Committee meeting which is held 1<sup>st</sup> Tuesday of each month, with Council endorsement occurring 3<sup>rd</sup> Wednesday of each month.

<b>Privacy and Personal Information Protection Notice (S.10 PPIPAAct 1998)</b>
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: Traffic Advisory 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:



3 May 2021

Attention: Kirsty Blain

The General Manager  
PO Box 75A  
ARMIDALE NSW 2350

Dear Kirsty Blain,



ASB 00 009 086 884  
One International Towers,  
100 Barangaroo Ave,  
Sydney, NSW, 2000  
Tel: (02) 9320 2700  
Direct: (02) 9320 2725  
Naamon.Eurell@sta.com.au  
[www.statewidemutual.com.au](http://www.statewidemutual.com.au)

#### Certificate of Currency

This is to certify that membership is current, as at the date stated above. This certificate provides a summary of the cover and is not intended to amend, extend, replace or override the terms and conditions provided by the Statewide Mutual Liability Scheme.

<b>CLASS</b>	Public Liability/Professional Indemnity
<b>MEMBER</b>	Armidale Regional Council
<b>BUSINESS OF MEMBER:</b>	Local Government Authority, as defined in wording
<b>EXPIRY DATE</b>	30 June 2022
<b>GEOGRAPHICAL SCOPE</b>	Anywhere in the World, excluding the Dominion of Canada and the United States of America.
<b>LIMITS OF PROTECTION</b>	Public Liability \$20,000,000 any one occurrence Products Liability \$20,000,000 any one occurrence and in the aggregate any one Period of Protection Professional Indemnity \$20,000,000 any one claim and in the aggregate any one Period of Protection

**STATEWIDE CERTIFICATE NUMBER** 002096

This certificate of currency is issued as a matter of information only and confers no rights upon the certificate holder.

Yours sincerely,

Naamon Eurell  
Executive Officer





Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 24

<b>Item:</b>	<b>5.3</b>	<b>Ref: AINT/2021/44333</b>
<b>Title:</b>	<b>Special Event Transport Management Plan: Guyra Lamb and Potato Festival</b>	<b>Container: ARC16/0168-6</b>
<b>Author:</b>	<b>Belinda Ackling, Personal Assistant</b>	
<b>Attachments:</b>	1. Special Event Transport Management Plan - Guyra Lamb and Potato Festival 2. TCP Guyra Lamb and Potato 2022	

### 1. Purpose

To support the running and facilitation of the public community event including endorsement of requested road closures.

### 2. OFFICERS' RECOMMENDATION:

**That the Road closures of Bradley Street between Ollera and Mackenzie Street Saturday 22 January between 6.30am and 3.30 for the Guyra Lamb and Potato Festival 2022 be endorsed as per the traffic management plans.**

### 3. Background

The Guyra Lamb and Potato Festival is an annual event that occurs adjacent to the New England Highway in Guyra between Wednesday 12th Jan – Monday 23th January 2022.

### 4. Discussion

The Guyra Lamb and Potato Festival is an annual event that occurs adjacent to the New England Highway in Guyra between Wednesday 12th Jan – Monday 23th January 2022.

The committee has requested that the street closure of Bradley Street between Ollera and Mackenzie Street Saturday 22 January between 6.30am and 3.30pm for the Car display, eliminating the risk of contact between pedestrians and moving vehicles.

Council is supporting this event through in-kind ie. Road closures, outdoor staff use, and event support.

### 5. Implications

#### 5.1. Strategic and Policy Implications

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

#### 5.2. Risk

The temporary road closure of Tingcombe Lane will allow for food trucks to park and operate from and removes the risk of contact between pedestrians and moving vehicles

#### 5.3. Sustainability

Armidale Regional Council  
Traffic Advisory Committee  
Tuesday, 7 December 2021

Page 25

Annual tourism strategy to attract visitors to stay and enhance the economic and cultural offerings and attractions of the region

#### 5.4. Financial

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

Financial; council is supporting this event through in-kind ie. Road closures, outdoor staff use, and event support.

#### 6. Consultation and Communication

Businesses that are impacted by the road closure, support the event as they have continued to do so annually.

The road closure will advertise for a period of 28 days prior to the event. Business support the annual event which promotes and enhance the economic and cultural offerings and attractions of the region.

#### 7. Conclusion

Australia Day celebration and its subsequent road closures is an annual event, and complies with polices and procedures. Council staff will install the closure as per the TCP. The officers ensuring the event meets requirements have no concerns with endorsing the event.

**Special Event Transport Management Plan**

**1 EVENT DETAILS**

**1.1 Event summary**

Event Name: Guyra Lamb & Potato Festival 2022  
Event Location: Bradley Street, Guyra  
Event Date: 12th Jan 2020 Event Start Time: 6:30am ..... Event Finish Time: 2:00pm  
Event Date: 23th January 2020 Event Start Time: 6:30am .Event Finish Time: 3:30pm  
Event is  off street  on street – moving  on street non-moving

**1.2 Contact names**

**Event Organiser** Steve Mepham – L & P Festival Committee  
Phone 0404485585 Fax: Mobile: 0404485585  
E-mail: [info@highcountryproductions.net.au](mailto:info@highcountryproductions.net.au) .....

**Event Management Company (if applicable) N/A**.....  
Phone: ..... Fax: ..... Mobile: ..... E-mail: .....

**Police Guyra Police** .....  
Phone: 6738 4299 Fax: ..... Mobile: ..... E-mail: .....

**Council:** Armidale Regional Council .....  
Phone: 1300 136 833 Fax: ..... Mobile:E-mail:council@armidale.nsw.gov.au .....

**Roads & Traffic Authority** (if Class 1) RMS ROL Licence Number: 1069602 .....  
Phone:1300 656 371Fax: ..... 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 Brief description of the event (one paragraph)

The Guyra Lamb and Potato Festival is an annual event that occurs adjacent to the New England Highway in Guyra between Wednesday 12th Jan – Monday 23th January 2022

The committee has requested that the street closure of Bradley Street between Ollera and Mackenzie Street Saturday 22 January between 6.30am and 3.30pm. Eliminating the risk of contact between pedestrians and moving vehicles.

**2 RISK MANAGEMENT - TRAFFIC**

<div style="display: flex; flex-direction: column; align-items: center; justify-content: center;"> <div style="width: 10px; height: 100%; background-color: red; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div> <div style="display: flex; flex-direction: column; align-items: center; justify-content: center; margin-top: 5px;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px; margin-bottom: 2px;">CLASS 1</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px; margin-bottom: 2px;">CLASS 2</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">CLASS 3</div> </div>	2.1 Occupational Health & Safety - Traffic Control
	<input checked="" type="checkbox"/> Risk assessment plan (or plans)
	2.2 Public Liability Insurance
	<input checked="" type="checkbox"/> Public liability insurance arranged.
	2.3 Police
	<input checked="" type="checkbox"/> Police written approval attached
	2.4 Fire Brigades and Ambulance
	<input checked="" type="checkbox"/> Fire brigades notified Will be advised as in previous years
	<input checked="" type="checkbox"/> Ambulance notified Will be advised as in previous years

**3 TRAFFIC AND TRANSPORT MANAGEMENT**

<div style="display: flex; flex-direction: column; align-items: center; justify-content: center;"> <div style="width: 10px; height: 100%; background-color: red; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: yellow; margin-bottom: 2px;"></div> <div style="width: 10px; height: 100%; background-color: green;"></div> </div> <div style="display: flex; flex-direction: column; align-items: center; justify-content: center; margin-top: 5px;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px; margin-bottom: 2px;">CLASS 1</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px; margin-bottom: 2px;">CLASS 2</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 8px;">CLASS 3</div> </div>	3.1 The route or location
	<input checked="" type="checkbox"/> Map attached
	3.2 Parking
	<input type="checkbox"/> Parking organised - details attached
	<input checked="" type="checkbox"/> Parking not required
	3.3 Construction, traffic calming and traffic generating developments
	<input type="checkbox"/> Plans to minimise impact of construction activities, traffic calming devices or traffic-generating developments attached
	<input checked="" type="checkbox"/> 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
	<input checked="" type="checkbox"/> This event uses a facility managed by a Trust or Authority; written approval attached
	<input type="checkbox"/> This event does not use a facility managed by a trust or Authority
	3.5 Public transport
	<input type="checkbox"/> Public transport plans created
	<input checked="" type="checkbox"/> Public transport not required
	3.6 Reopening roads after moving events
	<input type="checkbox"/> This is a moving event - details attached.
	<input checked="" type="checkbox"/> This is a non-moving event.

- Class 1**
  - 3.7 Traffic management requirements unique to this event
    - Description of unique traffic management requirements attached
    - There are no unique traffic requirements for this event
  - 3.8 Contingency plans
    - Contingency plans attached
  - 3.9 Heavy vehicle alternate routes
    - Alternative routes for heavy vehicles required – contact RTA
    - Alternative routes for heavy vehicles not required
  - 3.10 Special event clearways
    - Special event clearways required – contact RTA
    - Special event clearways not required

**4 MINIMISING IMPACT ON NON-EVENT COMMUNITY & EMERGENCY SERVICES**

- Class 3**
  - 4.1 Access for local residents, businesses, hospitals and emergency vehicles
    - Plans to minimise impact on non-event community attached
    - This event does not impact the non-event community either on the main route (or location) or detour routes
- Class 2**
  - 4.2 Advertise traffic management arrangements
    - Road 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
  - 4.3 Special event warning signs
    - Special event information signs are described in the Traffic Control Plan/s
    - This event does not require special event warning signs
  - 4.4 Permanent Variable Message Signs
    - Messages, locations and times attached
    - This event does not use permanent Variable Message Signs
  - 4.5 Portable Variable Message Signs
    - The proposed messages and locations for portable VMS are attached
    - This event does not use portable VMS

**5 APPROVAL**

Approved by ..... Event Organiser Date:

Drawn By: \_\_\_\_\_  
 Certificate No.: \_\_\_\_\_  
 Signed: \_\_\_\_\_  
 Date: \_\_\_\_\_

Checked By: \_\_\_\_\_  
 Certificate No.: \_\_\_\_\_  
 Signed: \_\_\_\_\_  
 Date: \_\_\_\_\_

APPROVED:  
 Name: \_\_\_\_\_  
 Signed: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 Certificate No.: \_\_\_\_\_  
 Date: \_\_\_\_\_

Installed \_\_\_\_\_  
 Date/Time: \_\_\_\_\_  
 Signed: \_\_\_\_\_

Removed \_\_\_\_\_  
 Date/Time: \_\_\_\_\_  
 Signed: \_\_\_\_\_

GROUP LEADER - SERVICE DELIVERY	DATE	SHEET	OF
SURV	DRAWING No	DRAWING No	AMQT No
DRAWN	DES	CADFILE	AREA No
DES	CHKD		

AS SHEET SIZE **A3**

SCALES  
NTS

**ARMIDALE**  
Regional Council  
Asset Planning and Design

Traffic Control Plan  
Guyra Lamb and Potato Festival

Road Closure to operate from 6:30am to 3:30pm  
 Day: \_\_\_\_\_  
 Date: \_\_\_\_\_