ARMIDALE
Regional Council

Draft Delivery Program
2018-2022

Unleash the opportunities

www.armidaleregional.nsw.gov.au

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Mayor's Message

The 2018-2021 Delivery Program is an important strategic document at a pivotal time for the new Armidale Regional Council.

Our systems are now in place following the merger of the Armidale Dumaresq and Guyra councils. A new staff structure has been implemented, headed by a highly experienced and capable leadership team, and has settled into Council's offices and depots to resume the strategic and day-to-day tasks of serving the community.

The amalgamation process was largely completed last September when a new team of councillors was elected.

All the ingredients are now in place to build upon the possibilities created by the merger, to develop a Council that is more financially viable and better positioned to meet the community's needs. The Delivery Program and accompanying Operational Plan 2018-2019 provide an essential road map to ensure that is achieved.

They set out the objectives of Council for the term of the councillors and the organisation's activities for the coming financial year, while making sure these goals and projects are in line with the public's vision outlined in the Community Strategic Plan 2017-2017.

These documents, as the core of Council's Integrated Planning & Reporting Framework, match community expectations with the level of service, wrapped up by annual reporting on what has been accomplished.

They are driven by close liaison with the community, with yearly reviews of the Delivery Program and each annual Operational Plan to regularly check the objectives still reflect community priorities and requirements.

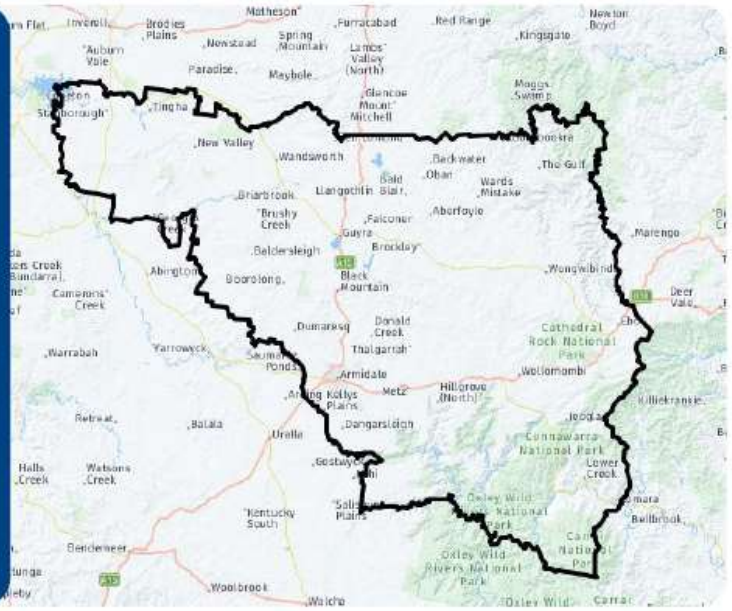
However, in early 2018-2019, Council will undertake more extensive public engagement about its levels of service. How important are each of the services Council provides and how much is the community prepared to pay to receive the level of service it requires?

We look forward to working with the community so this essential balance can be achieved.

Our Region

Our Council

On 12 May 2016, the NSW State Government proclaimed the new Armidale Regional Council, through the merger of Guyra Shire Council and Armidale Dumaresq Council. Dr Ian Tiley was appointed Administrator by the NSW Government to hold the functions of the newly merged Council until the election of a new Council in September 2017.



A renowned regional education hub, home to the University of New England and many leading primary and secondary schools as well as a significant TAFE institute – this region provides the platform for a progressive and innovative culture and a vast pool of professional talent and capability to draw upon.

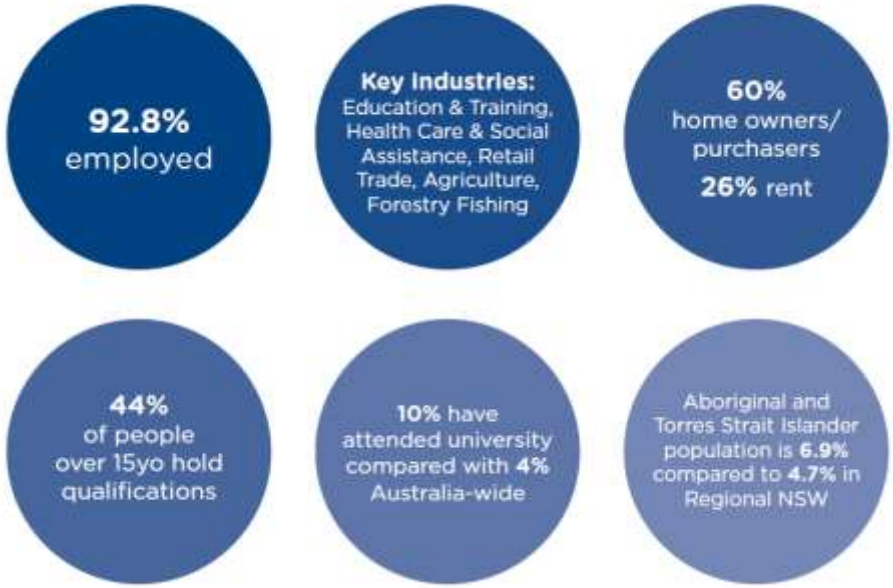
A vibrant digital economy fully connected via fibre to the National Broadband Network enables our community to be digitally connected to Australia and the globe. A leading regional airport that is rapidly expanding with plans to work with a number of airlines to provide more air transport services, more often and to more places. The planned establishment of a major industrial development within the Armidale Airport precinct will attract new industries and create new jobs.

The region is home to many major industries including education services, technology services, agriculture, superfine wool production, beef and lamb production, vineyards and greenhouse horticulture – industries that will underpin sustained growth in the future. A range of community and infrastructure assets include public and private hospitals, aged care facilities, a new “state of the art” library, swimming pools and a full range of leading educational facilities and services.

Facts and Figures

The Council covers 8,630 square kilometers, with a total population of 30,311. The predominant form of land use is agricultural, which includes sheep and cattle grazing, along with a substantial amount of National Parklands, State Forest, and nature reserves. The main city is Armidale, with smaller townships at Guyra and Tingha, and a series of villages across the Council area.

- Median Age 36
- Average Household Size 2.40
- Aboriginal and Torres Strait Islander population 1,955 (6.9%)
- Australian Citizens 88.5%
- Employed Population 92.8%
- Percentage of the population that need help in their day-to-day lives due to disability 4.6%
- Total Registered Businesses 2,934
- Agriculture, Forestry and Fishing Industry has the largest number of total registered businesses comprising 31.2% of all total registered businesses, compared to 7.8% in New South Wales.



Growing Tourism and Attracting Visitors

Council launched a new and contemporary brand on Friday 17 March 2017 and is planning to launch a powerful marketing program to attract more visitors to the Armidale (and the broader New England) Region.

Armidale is surrounded by one of Australia's most beautiful natural environments consisting of four significant national parks each with extraordinary natural attractions and all within a one hour drive of the Armidale town centre.

The region boasts several leading arts and cultural attractions including NERAM - the largest art gallery and collection of art works in Regional NSW and offers a wide range of sporting facilities and events from rugby to mountain biking to golf among a broad range of other competitive sporting events to offer.

Our Councillors

The election for Armidale Regional Council was held on Saturday 9 September 2017. 11 Councillors were elected for a three year term.

Mayor Simon Murray
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Councillor Jonathan Galletly
jgalletly@armidale.nsw.gov.au

Councillor Andrew Murat
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Councillor Dr Ian Tiley
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Deputy Mayor Dorothy Robinson
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Councillor Diane Gray
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Councillor Debra O'Brien
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Councillor Bradley Widders
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Councillor Peter Bailey
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Councillor Libby Martin
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Councillor Margaret O'Connor
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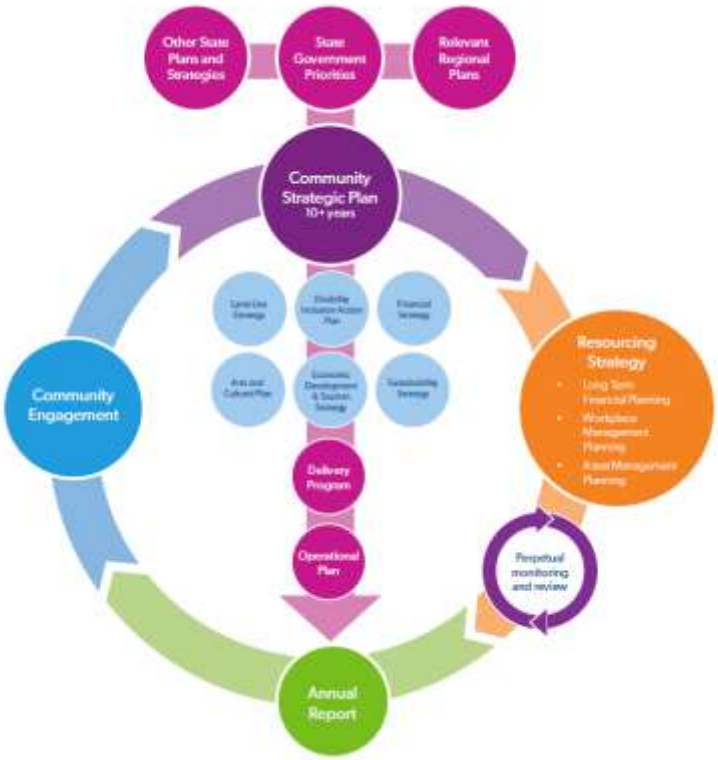
Overview of Integrated Planning and Reporting (IPR) Framework

The Delivery Program and Operational Plan have been prepared by Council under the IPR Framework enacted by the New South Wales (NSW) Government in October 2009. The Framework was developed to improve all NSW council's long term community, financial and asset planning. The changes aim to assist councils to:

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

The framework requires the development and implementation of the following components:

- A Community Strategic Plan (CSP), developed and maintained with the assistance of a Community Engagement Strategy, and covering a timeframe of at least 10 years;
- A long term Resourcing Strategy for the provision of the resources required to implement the strategies established by the CSP. The Strategy includes a Long Term Financial Plan, Asset Management Plan and Workforce Management Plan;
- A Four Year Delivery Program detailing the principal activities to be undertaken by council to implement the strategies established by the CSP;
- An Annual Operational Plan detailing the activities to be carried out by the Council during the year;
- An Annual Report; and
- An ongoing monitoring and review process.



Community Strategic Plan

Leading the Council's planning hierarchy; the Community Strategic Plan identifies the community's main priorities and expectations for the future and ways to achieve these goals. Each of the four themes identified in the CSP are replicated in the Delivery Program and Operational Plan.

Delivery Program

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, Council is identifying and prioritising its objectives to achieve the community's long-term goals. It commits Council to strategies that realise the community objectives identified from this engagement process. The recommendations from this engagement process should be converted into realistic actions.

Council will monitor and evaluate the Delivery Program by:

- Collecting reliable and consistent data over a period of time
- Developing trend lines to show movement of outcomes
- Setting up internal information systems for regular reporting on actions
- Providing regular reports on performance against the annual Operational Plan, which links directly to the Delivery Program.

Operational Plan

Council's 2018/19 Operational Plan identifies the projects, programs and activities that council will undertake within the financial year towards addressing the actions outlined in the Delivery Program 2018-2021.

Actions which are Council's responsibility are balanced against the available resources. Council does not have full responsibility for implementing or resourcing all of the community's aspirations. Other stakeholders, including government agencies, non-government organisations, community groups and individuals also have a role to play in delivering the outcomes outlined in the Armidale Regional Council Community Strategic Plan 2027.

Roles of Council

Provider – Where the goals and strategic actions fall within Council's responsibility

Facilitator – Where assistance can be given by others

Advocate – Where Council speaks on behalf of its community

The Community Strategic, Delivery, and Operational Plans will be the responsibility of multiple agencies in an integrated partnership approach. These agencies will undertake actions and report back to Council and Council will in turn report back to the community on the implementation and achievement of the community plans.

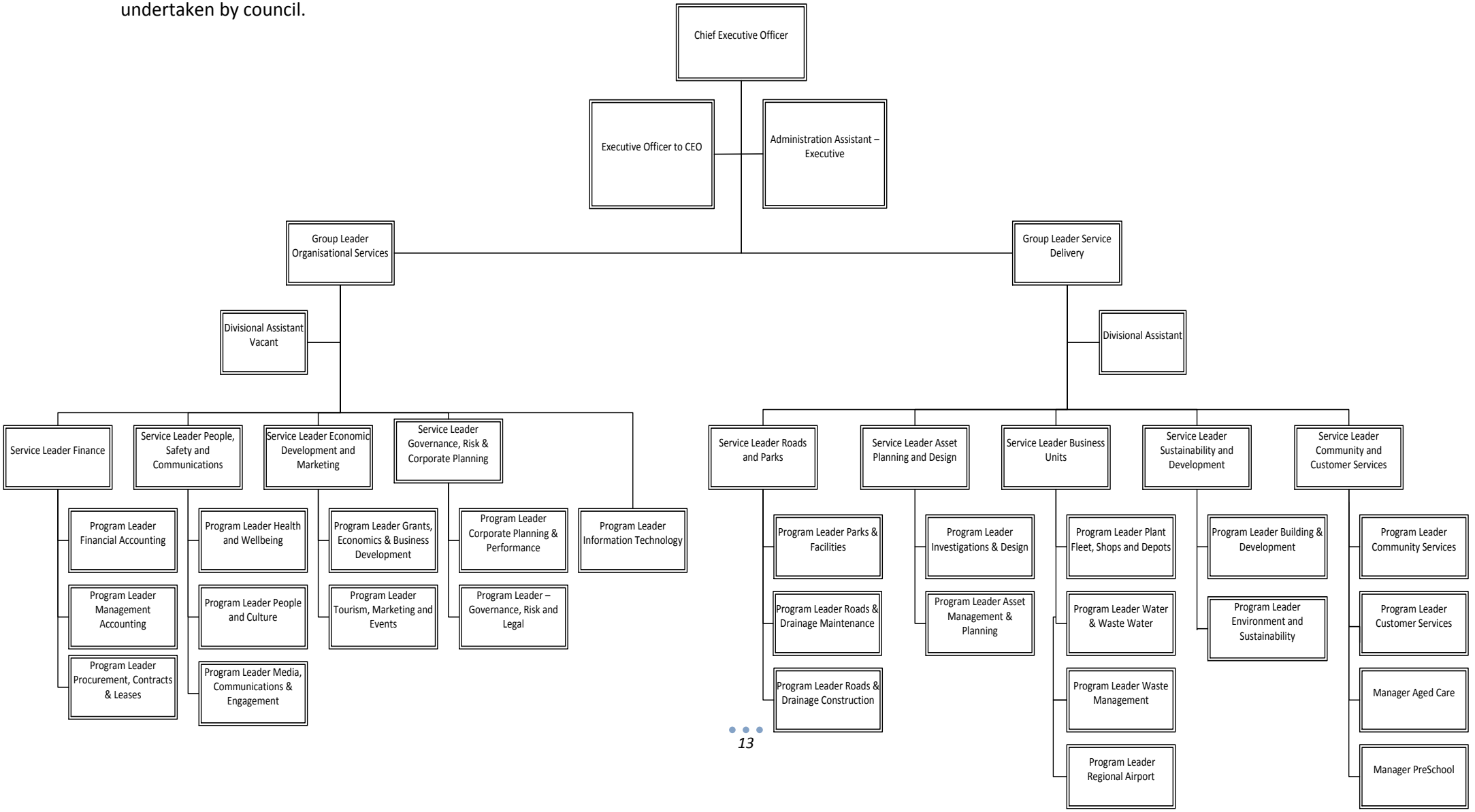
Characteristics of a Strong Council - A new model for success

“A strong council delivers results for the community, builds successful partnerships and has the leadership, culture, people and capabilities to make this happen.”

Strategic capacity	The council is a strong partner in the system of government, with a strategic outlook, confidently representing and progressing matters of local and regional significance
Outstanding service provision	Residents and businesses have an efficient, convenient and satisfying experience when using council services, information and infrastructure
Robust community relationships	Residents and businesses have a voice in the vision for their community and there is meaningful, open dialogue between the council and community on solving local issues
Strong performance	The council is a robust, flexible and capable organisation that delivers on the needs of the community
Sound organisational health	Council staff, leadership and culture directly contribute to the council's success and to positive, customer-centric culture and delivery

New Organisation Structure

Council's organisation structure incorporates nine (9) Services as the principal activities it undertakes to help implement the Delivery Program and Operational Plan. The service streams deliver a sub-set of programs which encompass all of the projects, programs and business as usual activities undertaken by council.



Resourcing Strategy

The Community Strategic Plan 2027 identifies the community's main priorities and long term aspirations and the Resourcing Strategy (under separate cover) supports the Community Strategic Plan, Delivery Program and Operational Plan by detailing how Council can help achieve the priorities in terms of time, money, assets and people.

Effective resource planning ensures there is a focus on the short-term and long-term goals for the Council.

The strategy consists of three components:

Long Term Financial Plan (LTFP)

The 10 Year Long Term Financial Plan provides an outline of the historical financial performance and financial forecasts based on the information available and decisions made through the planning process. The plans and corresponding financial forecasts are built within the parameters of Council's Financial Strategy. The Financial Strategy provides direction and context for decision making in the allocation, management and use of Council's limited resources.

It sets the parameters within which council plans to operate to provide financial sustainability, affordability, focus and efficiency or value for money, over the short, medium and longer term.

Asset Management Planning

Council's assets include roads, bridges, footpaths, community facilities, parks, water and sewerage. The challenge for Council is the maintenance and asset renewal as our asset renewal performance is below the indicative benchmarks set in our Financial Strategy.

The Asset Management Plans are being updated to reflect current data and information on our assets, post merger which better inform the discussion and understanding of the issues facing the new Council. Funding the projected renewal of these assets will be a significant challenge for Council and will be reflected in further detail in the LTFP.

Workforce Management Plan

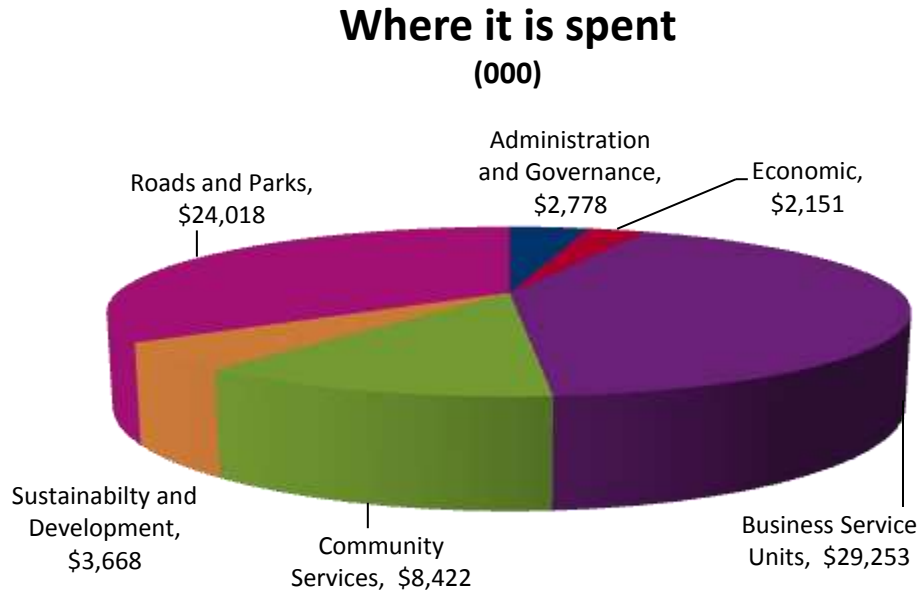
This four year Plan defines how Council intends to mange its people resources to deliver the services, projects and programs identified in the Delivery Program and Operational Plan. It is flexible and allows for the development of a skilled, motivated and accountable workforce to meet internal and external customer needs.

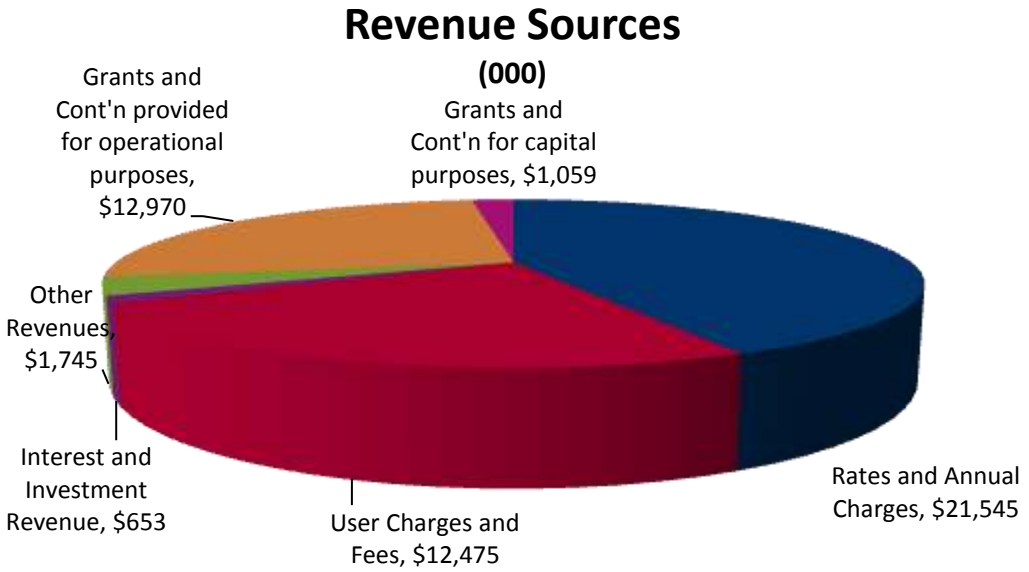
Our Finances

The Operational Budget (under separate cover) provides an overview of Council's financial estimates and program of Capital Works for the financial year. The budget is focused on maintaining 'business as usual' – delivering on key capital projects and maintaining existing services to the community.

Council aims to have an annual Funds Result that ensures that the organisation remains within the available funds range outlined in the Financial Strategy over the long term. This means there may be individual years with deficit Fund Results due to timing of projects and programs, however over the long term, available funds are maintained.

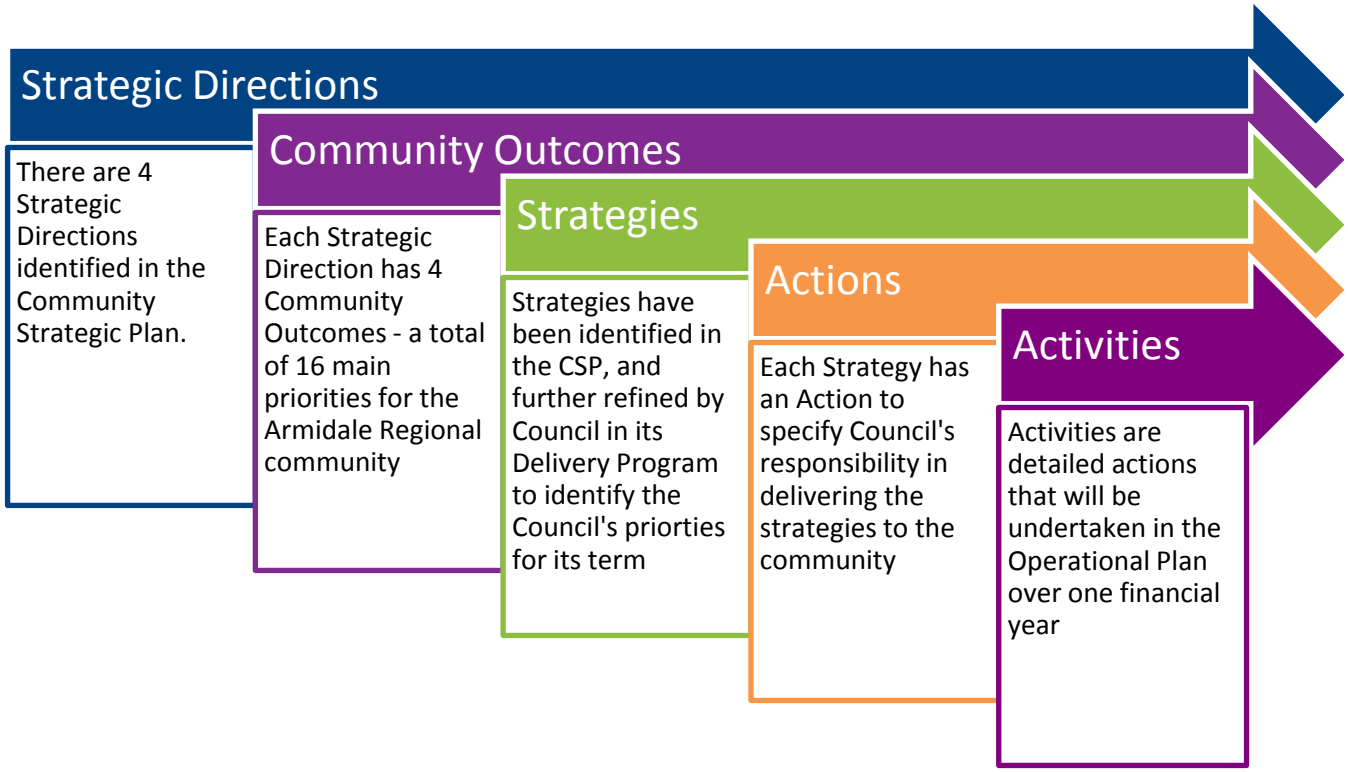
The 2018-19 Budget and long term financial position encompass the strategic objective of achieving financial sustainability and strengthening the Councils capacity. It is envisaged that through financial discipline and extensive community consultation, financial outcomes that have been targeted to achieve the balance required for longer term financial sustainability will be achieved. Once arriving at this position, it should be possible to renew the existing high value, long lived assets such as roads, bridges, buildings, public toilets and recreation facilities that generally need to be funded over their life.





Structure of the Plans

The Community Strategic Plan identified 4 Strategic Directions which each have Community Outcomes, designed to help Council achieve is overarching vision. The Strategic Directions and Community Outcomes are supported by Strategies which outline how these objectives will be a achieved.



STRATEGIC DIRECTIONS OF COMMUNITY STRATEGIC PLAN

Growth, Prosperity, and Economic Development

- Planning
- Agriculture
- Tourism
- Economic Development

People and Community

- Wellbeing
- Culture
- Diversity
- Education

Leadership for the Region

- Community Engagement
- Fiscal Responsibility
- Organisational Health
- Strategic Capacity

Enviroment and Infrastructure

- Environment
- Sustainability
- Infrastructure
- Transport

Growth, Prosperity, & Economic Development

Growth, Prosperity & Economic Development

	COMMUNITY OUTCOME - The community experiences the benefits of an increasing population				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
G1.1	**Strategic Planning**	Plan for the needs of the region	Provider	Sustainability and Development	90% of Development Applications processed within 40 days The region experiences population growth of at least 1% per annum
G1.2	**Local Environmental Plan**	Promote a Local Environment Plan that supports the needs of the region to grow and develop	Provider	Sustainability and Development	
G1.3	**Population**	Support sustainable population growth and develop infrastructure to meet the needs of this regional growth	Provider Facilitator Advocate	Sustainability and Development	
G1.4	**Housing**	Continue to update and review legislated planning documents to ensure a variety of appropriate dwellings and housing affordability across the region	Facilitator	Sustainability and Development	

Growth, Prosperity & Economic Development

	COMMUNITY OUTCOME - The agricultural sector is supported as one of the pillars of growth and to sustain local and national food security				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
G2.1	**Livestock**	Partner with local livestock industry to ensure the ongoing growth and sustainability of the livestock trade, including a strategy for supporting the ongoing promotion and upkeep of local saleyards	Facilitator	Economic Development and Marketing	
G2.2	**Ag Tech**	Encourage new innovations and technological applications, and work with partners to explore new opportunities and diversification relevant to primary industries, which create a point of difference for the region	Facilitator Advocate	Economic Development and Marketing	
G2.3	**Ag Jobs**	Develop partnerships with operators in the agricultural sector including local agencies and UNE, to encourage careers in agriculture	Advocate	Economic Development and Marketing	
G2.4	**Horticulture**	Strive to grow the horticultural industry with new investment attraction strategies throughout the region to reduce the impact of climatic conditions on the produce industry	Facilitator Advocate	Economic Development and Marketing	

Growth, Prosperity & Economic Development

	COMMUNITY OUTCOME - The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
G3.1	**Tourism**	Develop a Tourism Strategy and branding to attract visitors to stay in the Armidale Region longer and also enhance the economic and cultural offerings and attractions of the region	Provider Facilitator	Economic Development and Marketing	Increased visitation to the Armidale Region
G3.2	**Performing Arts**	Investigate opportunities for providing a venue which can hold more than 500 people, as a means of attracting larger events which will in turn encourage tourism	Provider Facilitator	Economic Development and Marketing	
G3.3	**Marketing**	Develop a marketing program of attractions, combined with effective signage, to encourage people to stop and visit the region's centres as they commute between other destinations	Provider Advocate	Economic Development and Marketing	
G3.4	**CBD**	Provide Central Business District (CBD) infrastructure that supports a more vibrant and varied offering of shopping experiences for tourists	Provider Facilitator Advocate	Economic Development and Marketing	

Growth, Prosperity & Economic Development

	COMMUNITY OUTCOME - Economic development is supported through new initiatives, innovation and additional resources to assist growth of business and industry				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
G4.1	**Digital Economy**	Provide local businesses with information and access to technology as part of a Digital Economy Strategy, as well as advocating for improved high speed internet access	Facilitator Advocate	Economic Development and Marketing	Increased number of small business in the region % community satisfaction with Council's Economic Development programs
G4.2	**Education**	Investigate opportunities for new partnerships with educational institutions across the region to develop programs which support the vocational upskilling of students and workers	Facilitator Advocate	Economic Development and Marketing	
G4.3	**Business**	Develop a strategy with an objective of actively seeking out and encouraging businesses and organisations to locate their operations in the region	Facilitator Advocate	Economic Development and Marketing	
G4.4	**Small Business**	Provide a program, which includes resources and events, to support small and home based businesses across the region	Facilitator Advocate	Economic Development and Marketing	

Our People & Community

OUR PEOPLE & COMMUNITY

COMMUNITY OUTCOME - Community programs, services and facilities meet the needs of the community and provide a safe place to live

	Strategy	Action	Council's Role	Lead Department	Measure of Success factors / outcomes
P1.1	Accessibility	Develop a Disability Action Plan and Pedestrian and Mobility Plan to improve access to services and infrastructure for people living with a disability and the aged	Provider Facilitator Advocate	Community and Customer Services	Number of library loans per capita Number of visits to each library annually % community satisfaction with community safety and security
P1.2	Libraries	Provide a network of a modern library and learning centres across the region, including a library service in the Guyra and Armidale town centres which caters for the needs of the community including meeting spaces, accessible internet services and up to date resources	Provider Facilitator	Community and Customer Services	
P1.3	Crime Prevention	Partner with local police and other agencies to develop strategies to reduce crime and improve community safety	Facilitator Advocate	Community and Customer Services	
P1.4	Health and Wellbeing	Lobby and advocate for improved health services across the region, to support an ageing population	Advocate	Community and Customer Services	

	COMMUNITY OUTCOME - Events and cultural activities provide the community with an opportunity to celebrate the unique culture and lifestyle of the region				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
P2.1	**Social Events**	Deliver annual program of events which reflect the social and cultural needs of the community	Provider Facilitator Advocate	Economic Development and Marketing	Increased participation numbers in Council organised events
P2.2	**Sporting Programs and Events**	Develop a Sport and Recreational Plan for the region	Provider Facilitator Advocate	Roads and Parks	
P2.3	**Arts and Culture**	Develop an Arts and Cultural Program with an emphasis on creating vibrant and attractive public spaces, including the installation of public art in city centres	Provider Facilitator Advocate	Community and Customer Services	
P2.4	**Community Initiatives**	Support and empower the community to deliver community initiatives that improve the lives of residents and visitors to the region	Provider Facilitator Advocate	Community and Customer Services	

	COMMUNITY OUTCOME - Services are provided to ensure inclusiveness and support the vulnerable members of our community				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
P3.1	**Aged**	Provide services and access to support home-based elderly residents and operate an aged care facility in Guyra for residents who can no longer remain in their own home	Provider Facilitator Advocate	Community and Customer Services	Number of clients accessing services provided by Home Support Services
P3.2	**People with Disability**	Partner with other levels of government and agencies to ensure the introduction of the National Disability Insurance Scheme provides adequate access to services for people with a disability	Provider Facilitator Advocate	Community and Customer Services	
P3.3	**Inclusivity**	Promote partnerships between businesses and the community which offer programs that encourage inclusivity and networking, such as the Men's Shed program in Armidale and Guyra	Facilitator Advocate	Community and Customer Services	
P3.4	**Multicultural**	Develop strategies which promote inclusiveness of people from a cultural and linguistically diverse (CALD) background	Facilitator Advocate	Community and Customer Services	

OUR PEOPLE & COMMUNITY

	COMMUNITY OUTCOME - Services and activities are provided for all ages and segments of our community to promote life-long learning, healthy living and community well-being				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
P4.1	**Children**	Facilitate and support the delivery of high quality early childhood and out of school hours services across the region	Provider Facilitator Advocate	Community and Customer Services	Guyra Preschool and Long Day Care Centre operating at full capacity Number of participants in Council organised youth activities Reduced unemployment levels across the region
P4.2	**Young People**	Partner with local organisations to offer programs to young people which offer mentoring, encourage leadership and provide pathways to employment and further education opportunities	Provider Facilitator Advocate	Community and Customer Services	
P4.3	**Aboriginal Services**	Provide Aboriginal services and programs	Provider Facilitator Advocate	Community and Customer Services	
P4.4	**Education**	Further develop partnerships with educational institutions across all stages of the learning spectrum to ensure that face to face and online education is available to the community	Advocate	Community and Customer Services	

Leadership for the Region

Leadership for the Region

COMMUNITY OUTCOME - The community is engaged and has access to local representation

	Strategy	Action	Council's Role	Lead Department	Measure of Success factors / outcomes
L1.1	**Engagement Strategy**	Council's Community Engagement Strategy provides guidance and principles for effectively engaging with the community on all issues related to Council decision making an service delivery	Provider	People, Safety, and Communications	% community satisfaction with Council's communication and engagement % of Councillor satisfaction with the quality of responses provided and within the agreed service standard
L1.2	**Engagement Activities**	Promote a wide variety of engagement methods, with a mixture of traditional and online mediums, to ensure the whole community can easily share their opinion and participate in community engagement activities	Provider	People, Safety, and Communications	
L1.3	**Elected Officials**	Elected representatives are supported to engage with their community and provided a process to share feedback they receive	Provider	Governance, Risk, and Corporate Planning	
L1.4	**Communicate**	Implement an online communication strategy to provide the community with user-friendly access to more online content and information about Council and its services	Provider	People, Safety, and Communications	

Leadership for the Region

	COMMUNITY OUTCOME - Council exceeds community expectations when managing its budget and operations				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
L2.1	**Financial Sustainability**	Financial sustainability is maintained through effective short, medium, and long term financial management	Provider	Finance	Balanced budget at end of 2018/19 financial year % of enquiries to customer service are resolved at the first point of contact
L2.2	**Business Excellence**	Council implements a business excellence program across its operations	Provider	Finance All areas of Council	
L2.3	**Customer Focus**	Council staff are supported to deliver high quality services to the community through training, sufficient staff resourcing and systems to create a user friendly, customer focused approach	Provider	Community and Customer Services	
L2.4	**Manage Operations**	Manage operations to ensure delivery of value for money services for our community and customers	Provider	Finance All areas of Council	

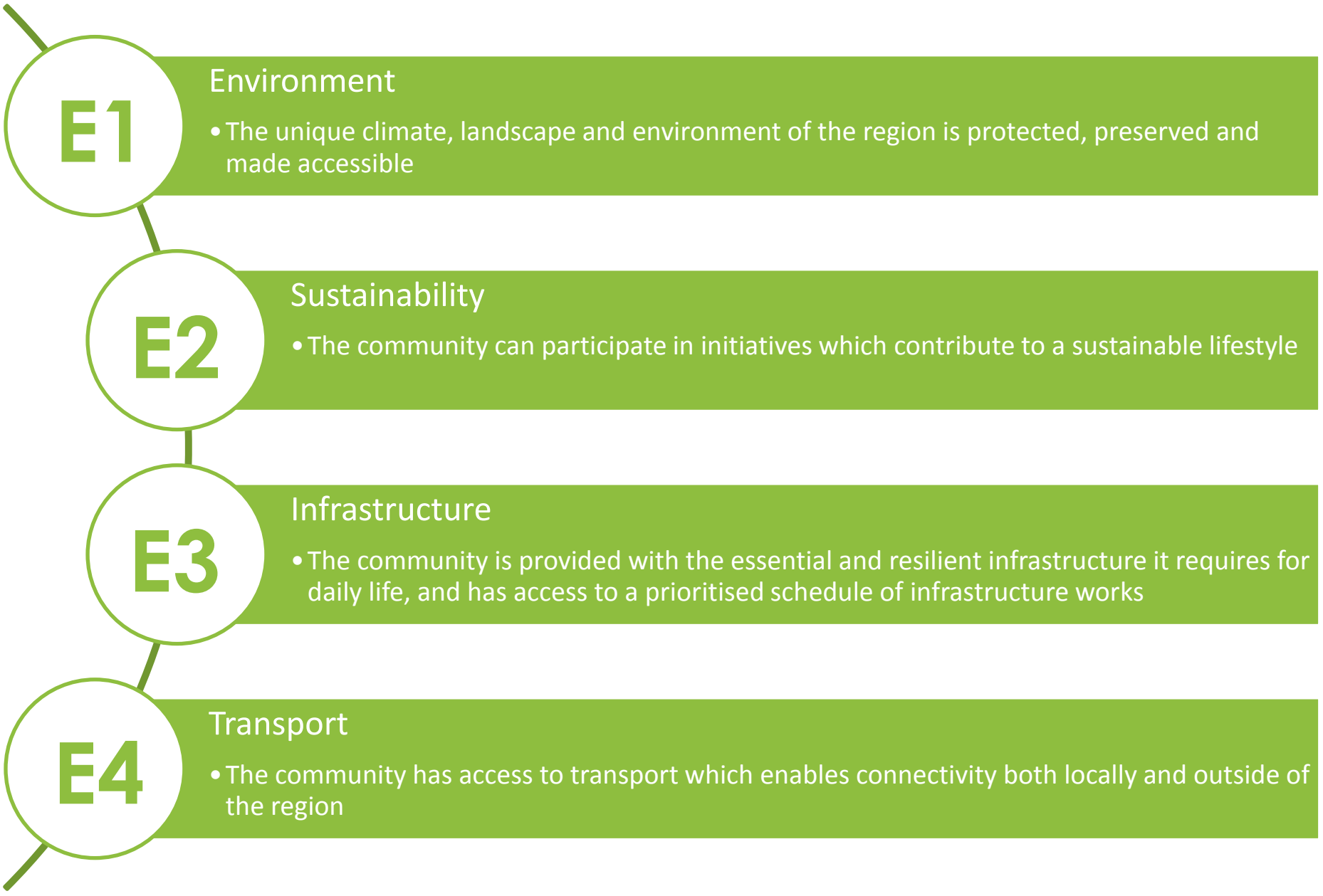
Leadership for the Region

	COMMUNITY OUTCOME - Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
L3.1	**Staff Training**	Staff are provided with the training to carry out their duties effectively and opportunities for professional development	Provider	People, Safety, and Communications	Improved results in Staff Culture survey
L3.2	**Workforce**	Develop and implement a Workforce Management Plan which commits to building a skilled, motivated, inclusive and diverse workforce	Provider	People, Safety, and Communications	
L3.3	**Systems**	Council utilises appropriate data management systems to support service delivery and effective decision making	Provider	Information Technology	
L3.4	**Good Governance**	Ensure the organisation is well led and managed through implementation of the Good Governance framework	Provider	Governance, Risk, and Corporate Planning	

Leadership for the Region

	COMMUNITY OUTCOME - Council has the strategic capacity to understand the key issues for the region both now and in the future				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
L4.1	**Government Partnerships**	Council initiates and fosters strong partnerships with all levels of government, peak bodies and agencies and the community	Provider	Governance, Risk, and Corporate Planning	Compliance with relevant legislation Number of known breaches of statutory / council policy requirements
L4.2	**Integrated Planning and Reporting**	Council's strategic planning documents are integrated in a way which delivers community outcomes while effectively managing budgets, asset management and workforce planning	Provider	Governance, Risk, and Corporate Planning	
L4.3	**Decision Making**	Elected officials can easily access information and support to allow them to make decisions in the interest of the community	Provider Facilitator Advocate	Governance, Risk, and Corporate Planning	
L4.4	**Risk**	Develop and implement a robust risk management process across all of Council's operations	Provider	Governance, Risk, and Corporate Planning	

Environment & Infrastructure



ENVIRONMENT& INFRASTRUCTURE

	COMMUNITY OUTCOME - The unique climate, landscape and environment of the region is protected, preserved and made accessible				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
E1.1	**Waterways**	Maintain and improve local waterways, lagoons and creek lands in partnership with community groups and other agencies	Facilitator Advocate	Roads and Parks	Reduce carbon and greenhouse emissions per capita by 2020 Achieve National Air pollution targets by 2020 Aim for a 90% reduction in woodsmoke pollution throughout the entire city by 2025
E1.2	**Air**	Partner with stakeholders to develop strategies and provide programs which improve air quality across the region, including the reduction of smoke pollution by using alternative energy sources	Provider Facilitator Advocate	Sustainability and Development	
E1.3	**Natural Disaster**	Prepare disaster management plans to reduce the impact of natural disasters	Provider Facilitator	Asset Management and Design	
E1.4	**Biodiversity**	Protect and enhance the natural environment to promote and support biodiversity	Facilitator Advocate	Economic Development and Marketing	

ENVIRONMENT& INFRASTRUCTURE

	COMMUNITY OUTCOME - The community can participate in initiatives which contribute to a sustainable lifestyle				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
E2.1	**Climate Change**	Provide educational programs to increase community awareness of climate change risks and enable the community to implement climate change adaptation and mitigation actions in daily life	Facilitator Advocate	Sustainability and Development	Reduced energy consumption for all of Council facilities % tonnes of recycling from all domestic waste services
E2.2	**Waste and Recycling**	Provide waste and recycling services, and environmentally responsible waste disposal facilities together with education programs to reduce waste and increase recycling	Provider Facilitator Advocate	Business Units	
E2.3	**Renewable Energy**	Advocate for cost-effective access to renewable energy for the local community and businesses	Advocate	Sustainability and Development	
E2.4	**Greenprint**	Develop a Sustainability Strategy which includes objectives for the region as a whole as well as Council operations	Provider	Sustainability and Development	

ENVIRONMENT& INFRASTRUCTURE

COMMUNITY OUTCOME - The community is provided with the essential and resilient infrastructure it requires for daily life, and has access to a prioritised schedule of infrastructure works

	Strategy	Action	Council's Role	Lead Department	Measure of Success factors / outcomes
E3.1	**Operational Infrastructure**	Partnerships with all levels of government to support the provision of essential infrastructure for the region	Provider Facilitator Advocate	Roads and Parks	% community satisfaction with Council infrastructure Increased usage of Council facilities Reduced complaints regarding Council facilities Increased participation numbers in organised sports
E3.2	**Utilities**	Supply water and waste water services to meet the community needs in Armidale, Guyra and Tingha as well as environmentally appropriate impoundment, distribution and disposal infrastructure	Provider	Business Units	
E3.3	**Parks and Open Space**	Regular review of open space related Asset Management Plans to ensure parks, sportsgrounds, water recreation facilities and other open space meets community needs and is provided to an acceptable level of service and accessibility standards	Provider	Roads and Parks	
E3.4	**Buildings and Facilities**	Provide and maintain fully equipped community facilities	Provider	Roads and Parks	

ENVIRONMENT& INFRASTRUCTURE

	COMMUNITY OUTCOME - The community has access to transport which enables connectivity both locally and outside of the region				
	Strategy	**Action**	**Council's Role**	**Lead Department**	**Measure of Success factors / outcomes**
E4.1	**Roads and Bridges**	Maintain safe and effective traffic facilities on the road network	Provider Facilitator Advocate	Roads and Parks	Reduced number of complaints regarding roads % of road network that is rated condition level 3 or higher Increased number of passengers utilising the Armidale Regional Airport for residents and visitors Increased number of intraregional bus services
E4.2	**Airport**	Create partnerships and facilitate discussions with relevant stakeholders to ensure further progress towards the implementation of the Armidale Airport Masterplan	Provider Facilitator Advocate	Business Units	
E4.3	**Bus and Rail Services**	Investigate opportunities for increased bus and rail services from remote areas to Armidale town centre to support people to attend work commitments, partake in activities which mitigate social isolation and carry out regular tasks and errands	Advocate	Economic Development and Marketing	
E4.4	**Footpaths and Cycleways**	Develop a network of footpaths, cycleways, and cycle routes to encourage sustainable and active transport options	Provider Facilitator Advocate	Roads and Parks	