



## EXTRAORDINARY MEETING OF COUNCIL

To be held on

Monday, 1 June 2020  
3.00pm

at

Audio Visual

ATTACHMENTS

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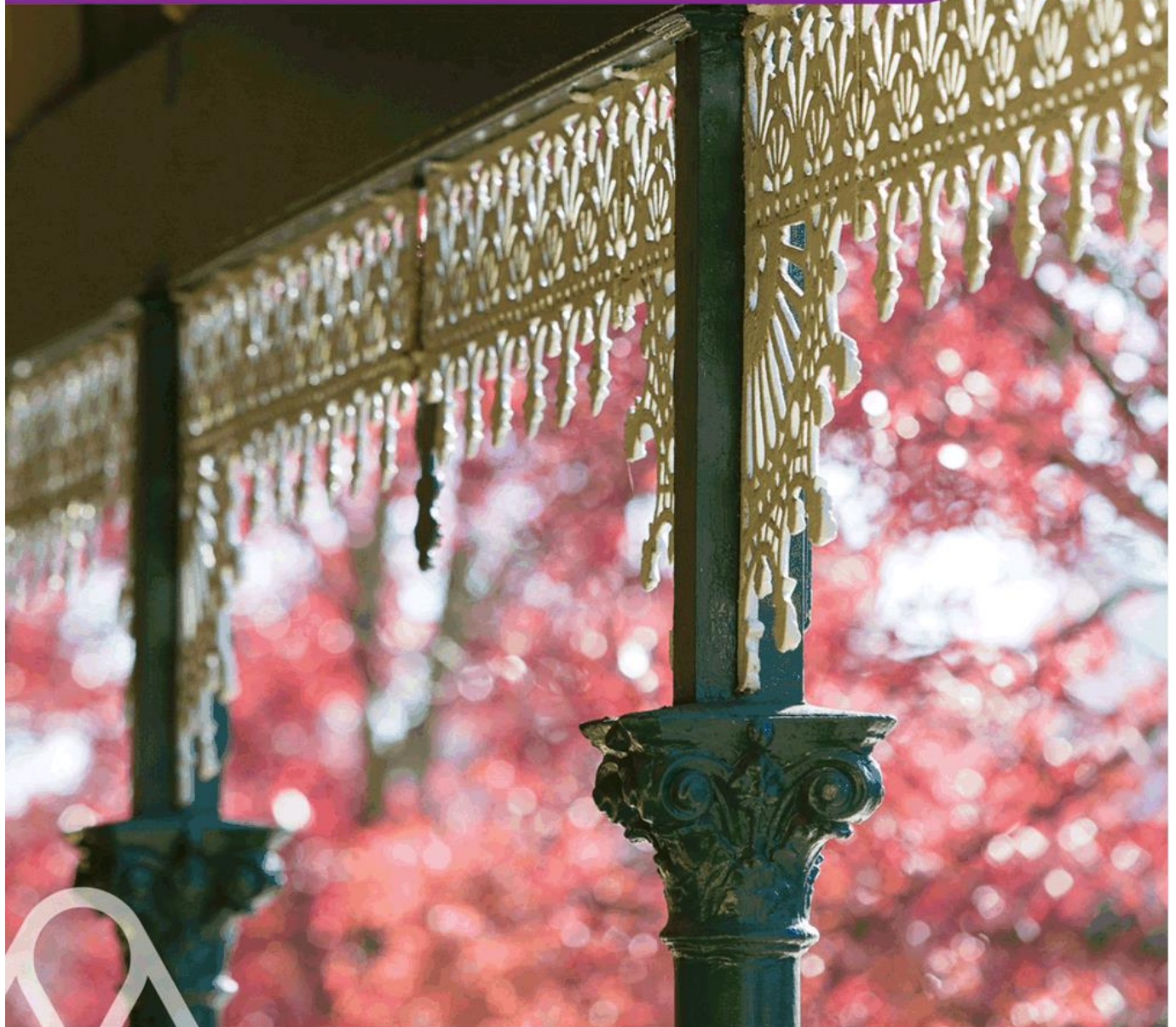
**9 REPORTS FOR DECISION - LEADERSHIP FOR THE REGION**

**9.1 FOR DECISION: Integrated Planning and Reporting - 2020-2021 Operational Plan,  
Budget, Resourcing Strategy and Fees and Charges**

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## Draft Operational Plan 2020-2021



*Unleash the opportunities*

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## Introduction

### Strength and recovery in 2020-2021

As we embark on 2020-2021, Armidale Regional Council's focus will be on strength and recovery, following the hardships of the previous financial year. Council is looking for every opportunity to support our local economy post the COVID-19 pandemic, drought and bushfires that have devastated our region.

We will continue to work towards strengthening our financial position and our capacity to lead the region to growth and prosperity. It will be critical to respond to recent challenges with further fiscal restraint during 2020-2021, and our team is up for the challenge. Our priorities for the next financial year will include:

- finalising the processes of the amalgamation of the Armidale-Dumaresq and Guyra councils, to fully realise the cost efficiencies and other benefits of the merger including harmonising fees and charges, policies and plans.
- further implementing all possible cost-efficiencies in our organisation, through best use of technology and improvements in Council's organisational structure
- continuing to maximise our working relationships with other key stakeholders; and
- fast tracking preparations for major projects to kick start the local economy.

While implementing these priorities, we will also be focused on delivering key infrastructure projects including:

- three new bridges at Dumaresq, Pint Pot and Shingle Hut Creeks
- the Curtis Park playground and amenities
- the Guyra Preschool and Long Daycare upgrades
- completion of stage 1 of the Business Park

Other projects within our sights include a new longer runway for Armidale Regional Airport,

completion of Stages 2 and 3 of the Business Park and upgrades to the water and sewer treatment plants to improve environmental outcomes and provide the potential for recycling to improve our water security. These will be reliant on external funding, but we stand ready to take advantage of any opportunities.

This document outlines the key projects and actions we will undertake during 2020-2021 and clearly shows how these actions will achieve the objectives of the Community Strategic Plan 2017-2027 and the Delivery Program 2018-2021.

This is not an exhaustive list of all the actions Council has scheduled for the next financial year, rather it identifies the highest priorities to continue pushing our organisation and the region towards a stronger future.

A number of the actions given priority in the 2020/21 Operational Plan are opportunities identified in Council's transformation program, ARC 2022. ARC 2022 commenced in late 2018 and aims to ensure the organisation is operating as efficiently and effectively as possible.

This will strengthen our ability to meet the current needs of the community, but also to bolster our capacity to take a leading role in the forthright decisions and actions needed for our region to realise its tremendous potential in the future.



**Susan Law**  
CEO, Armidale Regional Council



## Integrated Planning and Reporting

### The Framework

Integrated Planning and Reporting (IP&R) gives Councils a framework for establishing local priorities and linking this information to operational functions. It recognises that most communities have similar aspirations, but the response to those aspirations will involve an individual approach.

Under the IP&R Framework, all NSW Councils are required to develop and report on a set of plans and strategies in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005.

The Framework includes a reporting process to communicate the progress to the Council and the community. There is also a structured timeline for the review of all documents to ensure they remain relevant to the community, Council and operations.

Council's plans and reports under the Integrated Planning and Reporting Framework are outlined below:

#### Community Strategic Plan (CSP) 2017-2027

A ten-year plan that outlines the goals and aspirations of the community, captured through extensive community engagement.

#### Delivery Program 2018 – 2021

Principal activities for the term of the elected Council that achieve the goals and strategies of the CSP.

#### Operational Plan 2020-2021

An annual plan of actions that support the Delivery Program.

#### Resourcing Strategy:

Asset Management Strategy, Workforce Management Plan, Long-Term Financial Plan

A set of plans and strategies that ensure Council has the necessary resources and assets, and that Council plans for the future accordingly.

### Operational Plan

The Operational Plan is a key pillar of the IP&R Framework which is renewed annually to set the short-term priorities for Council. The Operational Plan determines which key projects are budgeted and approved for the Financial Year and sets the parameters used to measure the progress and success of these projects.

The Armidale Regional Council Operational Plan 2020-2021 has been compiled following extensive discussions and workshops with Council staff and our leaders. The actions contained in the Plan have been rigorously tested and balanced against the priorities of the Delivery Program (flowing from the Community Strategic Plan), as well as the resources, requirements and functions of the organisation.

The Plan is required to be placed on 28 days exhibition for community feedback, and adopted by June 30 each year (extended to July 31 in 2020 due to the response to COVID-19).



## Operational Budget Summary

Due to the ongoing financial impacts of natural disasters and COVID-19 shutdowns, for the 2020-2021 financial year, an extensive process has been undertaken in order to deliver a budget that attempts to mitigate these impacts as far as possible without cuts to services. While holding or reducing expenditure has occurred where possible, there has also been provision made around economic recovery including providing funding and support for business stimulus.

Due to the above factors, a key focus of the development of the 2020-2021 budget has been to minimise operating deficits across all funds and, where possible, redirect funding to economic recovery initiatives to assist with the response to COVID-19 impacts. The budget position will be supported with strategies to ensure that costs are tightly controlled and that financial management across the business is a key priority during a challenging economic period.

There will be a detrimental impact to Council's operating result and key performance indicators as a result of the current conditions and associated impacts on Council's budget with the operating performance ratio and the asset renewals ratio being most impacted. The 2020-2021 budget includes a consolidated operating deficit of \$2.1 million with the following fund operating surplus results:

General Fund	(\$1,240,000)
Water Fund	(\$610,000)
Sewer Fund	(\$199,000)
Consolidated	(\$2,049,000)

## Capital Budget Summary

Armidale Regional Council is committed to building the infrastructure that supports the needs of the community, both now and in the future, and that drives further investment and population growth across our region.

The 2020-2021 Capital Budget includes approximately \$40 million worth of infrastructure projects including scheduled and ongoing asset renewals and some exciting projects such as the Armidale Business Park, Guyra Preschool and Long Day Care Centre upgrades and initiatives to buffer the region from drought including dam expansions, pipelines and groundwater investigations.

Many of the projects are partially funded through state and federal funding grants, allowing our Council to undertake major projects that will protect and grow our region. Council is also fast-tracking a number of key projects, ensuring they are shovel-ready with the appropriate planning, design and business cases necessary to kick-start if further funding becomes available. These projects include an airport runway expansion, water and sewer treatment plant upgrades, a CBD Precinct Masterplan and Stages 2 and 3 of the Armidale Business Park.

Capital Budget projects are identified throughout the Operational Plan under the heading 'Origin'. Summary of funding sources for the Capital Budget:

Description	Gross	External Funding	Council Funding
General Fund	\$30,240,934	\$19,843,530	\$10,397,404
Water Fund	\$8,435,000	\$2,592,500	\$5,842,500
Sewer Fund	\$1,150,000	\$0	\$1,150,000
Total	\$39,825,934	\$22,436,030	\$17,389,904

## Community Strategic Plan

The Community Strategic Plan 2017-2027 sets out the goals and aspirations of the regional community, established through an extensive community engagement process. This critical Plan provides the foundation for Council to develop the strategies and actions which it will undertake to create the physical, economic and social environment that the community seeks.

The Armidale Regional Council Operational Plan 2020-2021 is organised around the four categories of the Community Strategic Plan. Each action sits within a Delivery Program principal activity and a Community Strategic Plan goal.

The Community Strategic Plan categories are:

### Growth, Prosperity and Economic Development

Planning

Agriculture

Tourism

Economic Development

### Our People, Our Community

Wellbeing

Culture

Diversity

Education

### Leadership for the Region

Community Engagement

Fiscal Responsibility

Organisational Health

Strategic Capacity

### Environment and Infrastructure

Environment

Sustainability

Infrastructure

Transport



## Growth, Prosperity and Economic Development

A photograph of the Armidale Regional Airport terminal building. The building is a long, single-story structure with a grey facade and a dark roof. Large white letters on the side of the building read "Armidale Regional Airport". In front of the building is a landscaped area with several small green shrubs and a brick-paved path. The sky is blue with some clouds.

Armidale Regional Airport

The growth and development of our region has far-reaching and positive impacts on our social and economic quality of life. Armidale Regional Council understands the importance of supporting local business, attracting new residents and industry, and promoting technology, education and skill advancements.



## Key Projects

### Business Ecosystem

Armidale Regional Council (ARC) is determined to deliver initiatives that will support existing and start-up businesses, drive future business investment and create a thriving business community in our region.

Following-on from the momentum created through the successful Armidale Business Symposiums, ARC has committed to creating greater partnerships with industry, commerce and educational groups to establish a thriving 'business ecosystem'.

During the 2020-2021 Financial Year, Council will act as a centralised coordinator of investment promotion, creating a one-stop-shop service centre for investors and business operators. The plans include repurposing the old Armidale library building to create a Business Community Exchange Facility. The facility will feature hot desk office spaces and access to a range of incentives and services to help support business growth.

Council is also offering a Local Business Sponsorship program that will deliver a \$2,000 stimulus package to 50 local businesses to help them to increase their online capacity or expand their services. This program will be fully grant funded through the NSW Drought Stimulus Package.

### Armidale Business Park

A key infrastructure project that is well underway, and will continue to progress in 2020-2021, is the development of the \$6.5 million Armidale Business Park.

This extensive project will create opportunities for greater business investment in the Armidale Region, linking the airport to this brand new business estate.

In 2020-2021, Armidale Regional Council will complete the pre-sale contracted works including land clearing, roads, kerbs and utilities. Building construction will also commence and 24 lots will be prepared for sale, with certificates and approvals completed by November 2020.



Image: Armidale Business Park under construction

## Growth, Prosperity and Economic Development

### G1 Planning – The Community experiences the benefits of an increasing population

#### Delivery Program Principal Activities:

- G1.1 Plan for the needs of the region
- G1.2 Promote a Local Environment Plan that supports the needs of the region to grow and develop
- G1.3 Support sustainable population growth and develop infrastructure to meet the needs of this regional growth
- G1.4 Continue to update and review legislated planning documents to ensure a variety of appropriate dwellings and housing affordability across the region.

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Airport Business Park - Construction, Sale and Opening	<ul style="list-style-type: none"> <li>Pre-sale contracted works - clearing, roads, kerbs, utilities</li> <li>Commencement of building construction</li> </ul> <p><i>Expected 20-21 Cost: \$4.2 million</i></p> <p><i>Total Stage 1 Costs: \$6.5 million</i></p>	Capital Works Program	G1.1	Project Management Office	<ul style="list-style-type: none"> <li>100% of contracted works completed August 2020</li> <li>Certificates and approvals completed for sold lots November 2020</li> </ul>
Airport Lands Subdivision & Sale	<p>Airside works completed to comply with land sales.</p> <p><i>Expected cost: \$777,000</i></p>	Capital Works Program	G1.1	Asset Management and Strategic Planning	Compliance with agreements
Kempsey Road Big Hill Project - Improvements to Heavy Vehicle Access	<p>Stage 1 and 2 of Tranche 1 - road improvement works to improve heavy vehicle access.</p> <p><i>Expected 20-21 Cost: \$2.8 million</i></p> <p><i>Total Project Costs: \$4.67 million</i></p>	Capital Works Program	G1.1	Asset Management and Strategic Planning	<ul style="list-style-type: none"> <li>Stage 1 and Stage 2 of Tranche 1 works completed</li> <li>Compliance with funding deed</li> </ul>
Airport Security Screening Compliance	<p>Installation and operation of Airport Security Screening in line with CASA regulations.</p> <p><i>Expected 20-21 Costs \$927,500</i></p> <p><i>Total Project Costs: \$1.855 Million</i></p>	Capital Works Program	G1.1	Airport	Screening operational by December 2020

Upgrade of infrastructure and facilities at the Guyra Community Hub building	<ul style="list-style-type: none"> <li>Fit-out of renewed infrastructure in preparation for completion and handover at 160 Bradley Street, Guyra.</li> <li>Distribution of Federal Bushfire Recovery Funding to cover additional extensions</li> </ul> <p><i>Expected 20-21 Costs: \$216,759</i> <i>Total Project Costs \$440,000</i></p>	Capital Works Program	G1.1	Development and Regulatory Services	Completed within budget, by December 2020.
Investigate feasibility and design options for a Community Hydrotherapy Pool	<ul style="list-style-type: none"> <li>Develop options for the construction and operation of a Community hydrotherapy pool</li> <li>Seek preliminary designs</li> </ul> <p><i>Expected cost: \$100,000</i></p>	Capital Works Program	G1.1 E3.1 E3.4	Development and Regulatory Services	<ul style="list-style-type: none"> <li>Final option agreed by Q3</li> <li>Design developed by Q4 (pending option agreed)</li> </ul>

#### Other Council operations and activities:

- Application processing.
- Customer consultations and professional advice on building, development and compliance matters.
- Environment, health and building services, including inspections, accreditations and certifications.
- Inspection services.
- Promotion of sustainable building practices.
- Environmental health.
- Asset inspections.
- Companion Animals control, registration and compliance.
- Animal shelter operations.
- Enforcement of Local Government legislation including litter and abandoned vehicles, long grass complaints, parking enforcements and school zones.

## Growth, Prosperity and Economic Development

**G2 Agriculture** – The Agriculture sector is supported as one of the pillars of growth and to sustain local and national food security.

### Delivery Program Principal Activities:

- G2.1 Partner with local livestock and horticultural industries to ensure the ongoing growth and sustainability of the sectors.
- G2.2 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
- G2.3 Develop partnerships with operators in the agricultural sector including local agencies and UNE, to encourage careers in agriculture
- G2.4 Strive to grow the horticultural industry with new investment attraction strategies throughout the region to reduce the impact of climatic conditions on the produce industry

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Kempsey Road Disaster Recovery	Identified medium-term restoration work to achieve light freight and livestock access <i>Expected 20-21 Cost \$5 million - State Government funded</i> <i>Total Estimated Project Costs: up to \$50 million</i>	Capital Works Program	G2.1	Asset Planning and Strategic Planning	Completed assessment and design. Implementation of a staged tender process to expedite the re-construction of the road. Medium-term works significantly initiated by Q4

### Other Council operations and activities:

- Replacement of Shingle Hut Bridge to increase load limit and facilitate truck access.
- Partnerships with UNE SMART Regional Incubator.
- UNE Agriculture and Natural Resource Program.
- Continuation as a signatory partner for the 10 year Future Food CRC initiative.



## Growth, Prosperity and Economic Development

**G3 Tourism** – The visitor economy generates additional revenue and employment to boost the local economy and creates opportunities for more vibrant cultural activities

Delivery Program Principal Activities:

- G3.1 Develop a Tourism Strategy and branding to: \* attract visitors to stay in the Armidale Region longer, \* enhance the economic and cultural offerings and attractions of the region, and \* encourage people to stop and visit the region's centres as they commute between other destinations.
- G3.2 Provide Central Business District (CBD) infrastructure that supports a more vibrant and varied offering of shopping experiences for tourists.

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Complete Guyra Main Street Upgrade Stages 2 and 3, including public art and beautification	<ul style="list-style-type: none"> <li>Complete the restoration of the road pavement from Nincoola to McKenzie Streets</li> <li>Install beautification and Public Art</li> </ul> <p><i>Expected 20-21 Cost: \$1 million</i>  <i>Total estimated project costs: \$3 million</i></p>	Capital Works Program	G3.2	Asset Management and Strategic Planning	Works completed Q4
Mother of Ducks Lagoon & Nature Reserve Upgrade	<p>Installation of updated facilities including new toilet, BBQ and picnic area to attract tourists.</p> <p><i>Projected 20-21 Costs: \$156,122</i>  <i>Total grant: \$459,182</i></p>	Capital Works Program	G3.1	Asset Management and Strategic Planning	Completion of project by Q1
Armidale Region Online Presence	<p>Create an online tourism and investment platform to promote the region utilising the redeveloped brand.</p> <p><i>Expected cost: \$100,000</i></p>	Operational Project	G3.1	Strategic Communication and Marketing	<ul style="list-style-type: none"> <li>Create online platform</li> <li>Increase visitation to website by 5%</li> <li>Increase number page views by 6% per session</li> <li>Increase time on site by 7%</li> </ul>

#### Other Council operations and activities:

- Regional marketing collaboration through the New England High Country brand.
- Delivery of key events including: The Autumn Festival, Christmas in the Mall and Night Markets.
- Operation of the Armidale Visitor Information Centre and Heritage Tours.
- Focus on sports tourism and conferencing.
- Tourism and Events strategy to ensure focus on stimulus initiatives to assist with arresting the economic downturn.

## Growth, Prosperity and Economic Development

**G4 Economic Development** – Economic Development is supported through new initiatives, innovation and additional resources

Delivery Program Principal Activities:

- G4.1 Provide local businesses with information and access to technology as part of a Digital Economy Strategy, as well as advocating for improved region-wide, high speed internet access
- G4.2 Investigate opportunities for new partnerships with educational institutions across the region to develop programs which support the vocational upskilling of students and workers
- G4.3 Encourage new business investment in the Armidale region.
- G4.4 Support businesses across the region with resources and events.

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Business Ecosystem establishment	<ul style="list-style-type: none"> <li>Finalise partnerships with industry, commerce and educational groups to establish a thriving business ecosystem</li> <li>Finalise the structure for the Business Ecosystem as a centralised coordinator of investment promotion and a one-stop service centre for investors and business operators</li> <li>Develop incentives business stimulus and outreach funding (\$140,000 total)</li> <li>Establishment of a Business Community Exchange Facility in the former ARC Library (pending grant funding)</li> </ul>	Operational Project	G2.3 G4.2 G4.3 G4.4	Development and Regulatory Services	All planned 20/21 initiatives delivered by June 2021
Economic Recovery Initiatives	Deliver identified initiatives from the Business Growth Place Activation Committee <i>Expected cost: \$200,000</i>	Operational Project	G4.4	Strategic Communication and Marketing	All initiatives completed by Q3

#### Other Council operations and activities:

- Provide SME, not-for-profit and other business development initiatives.
- Source public and private investments to promote regional growth.
- Delivery of the Armidale Regional Council Economic Development Strategy.
- Continuation of the Armidale Regional Business Symposiums.



## Our People, Our Community

Council supports our region to be inclusive, supportive, inspiring, healthy and progressive by providing the services and support which allow our community members to engage in the interests they enjoy, while having access to the services they need.



## Key Projects

### Community Education and Learning Centre

Plans are in place to create an integrated and progressive Community Education and Learning Centre in Guyra to support early education, preschool, before and after school, vacation care and adult learning. The project will renew facilities for the popular service, moving it from a high-maintenance and retrofitted facility to a brand new, fit-for-purpose centre that can cater for 29 more children per day. It will also include an area for school holiday care, as well as adult study spaces for UNE students which will be constructed in Phase 2 of the project.

The facility will be situated behind the current Council Administration facility, and in close proximity to the Guyra Library, Guyra Hub and Home Support Services - creating a one-stop community and learning precinct, and creating greater CBD activation. It is scheduled to be designed, funded and consented for construction by end of 2020. Pending approvals, construction will begin in January 2021.

This project is funded through Federal grants and Council inputs. The project, once completed, is anticipated to have a significant impact on the Guyra community with more childcare places available, increased employment opportunities, greater access to learning and study environments, and the ability to meet higher quality standards.



### Curtis Park Amenity and Play Equipment Upgrades

Curtis Park will become an epicentre for fun and family activity, with upgraded play equipment being installed during the 2020-2021 Financial Year. The Playground will also include a new amenities block and a BBQ area.

The new playground equipment will feature a double skyrider, a skytower, swings, toddlers equipment and more and will be built in the southern end of the park. It is expected to attract families throughout the greater region and will provide an exciting space for kids to explore, learn physical skills and have fun.



Image: playground concept only

Construction on the project is expected to start in July 2020, with final floor surface works anticipated to be completed in October during warmer conditions. It is funded through a \$999,700 State Government grant and will become part of a larger plan to develop the network of creek parklands and walkways first identified in the Creeklands Master Plan and then within the Armidale Master Plan 2040.



## Our People, Our Community

**P1 Wellbeing** – Community programs, services and facilities meet the needs of the community and provide a safe place to live

Delivery Program Principal Activities:

- P1.1 Review and update Disability Action Plan and Pedestrian & Mobility Plan to improve access to services and infrastructure for people living with a disability and the aged.
- P1.2 Develop a regional 'Library Service for the Future' that incorporates arts and cultural spaces, community gathering spaces, loan resource services, technology and education services.
- P1.3 Partner with local police and other community and government agencies to develop strategies to reduce crime, improve community safety and promote regulatory compliance.
- P1.4 Support aged care services and disability services which support an ageing population.

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Upgrade CBD CCTV Cameras, Security and Lighting on the Creeklands path	<ul style="list-style-type: none"> <li>Complete upgrade of CCTV recording system</li> <li>Install improved lighting.</li> </ul> <p><i>Expected 20-21 Cost: \$350,000</i></p> <p><i>Total Project Costs: \$450,000</i></p>	Operational Project	P1.3	Asset Management and Strategic Planning	Plan completed by Q4

#### Other Council operations and activities:

- Provide library services including:
  - resource borrowing, study spaces, technology, story time reading sessions, school holiday activities, inter-library partnerships, and home library delivery.
- Deliver the actions from the Armidale Regional Council Disability Action Plan.
- Provide home support services to the elderly and disabled including:
  - transport
  - meals
  - social support
- Chair and coordinate an interagency of local youth service providers.

## Our People, Our Community

**P2 Culture** – Events and cultural activities provide the community with the opportunity to celebrate the unique culture and lifestyle of the region

Delivery Program Principal Activities:

- P2.1 Deliver and support local programs and events which meet the social and cultural needs of the community.
- P2.2 Support increased community participation in sports and recreation throughout the region
- P2.3 Deliver an Arts and Cultural Program throughout the region with an emphasis on enriching the lives of our community.
- P2.4 Support and empower the community to deliver community initiatives that improve the lives of residents and visitors to the region.

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Civic Park Amenity and play Equipment Upgrades	Complete construction and officially open the new amenities and playground equipment at Curtis Park <i>Expected 20-21 Cost: \$794,987</i> <i>Total Project Costs: \$999,700</i>	Capital Works Program	P2.2	Asset Management and Strategic Planning	Complete project in 2020 within allocated funding
Community Connectivity Assistance Grant	Provide 40 not-for-profit groups access to up to \$1,200 worth of audiovisual and/or teleconferencing equipment <i>Expected cost: \$60,000 - Federal Bushfire Recovery grant</i>	Operational Project	P2.4	Local Services	Equipment delivered to all successful applicants by June 2021
Deliver and support community events and sponsorship	Create an annual Calendar of Community Events. Support and deliver scheduled community events. <i>Expected cost: \$55,000</i>	Operational Project	P3.1 P4.2 P4.3	Local Services	Calendar created by Q2. Events supported and delivered according to schedule (pending COVID19 restrictions)
Administer a Public Art Fund and Annual Arts and Cultural Program	Create a Public Arts Fund for current and future projects. Develop an annual Community Arts Grant Program administered through the Arts, Cultural and Heritage Advisory Committee. <i>Expected cost: \$25,000</i>	Operational Project	P2.3	Customer Satisfaction and Information	Arts Fund developed by Q2. All successful 20-21 grants distributed by Q4

#### Other Council operations and activities:

- Manage a number of regional museums.
- Support strategies from the Arts and Culture Strategic Plan.
- Support the participation of community volunteers in Council operations and activities.
- Provide a Volunteer Referral Service.
- Administration support for the Sports Committee.
- Provide support for the New England Conservatorium of Music through a Memorandum of Understanding.
- Provide support for the New England Regional Art Museum.

## Our People, Our Community

**P3 Diversity** – Services are provided to ensure inclusiveness and support the vulnerable members of the community

Delivery Program Principal Activities:

- P3.1 Provide services and access to support home-based elderly residents
- P3.2 Partner with other levels of government and agencies to support the National Disability Insurance Scheme and advocate for adequate access to services for people with a disability
- P3.3 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
- P3.4 Develop strategies which promote inclusiveness of people from a culture and linguistically diverse (CALD) background

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Provide a Volunteering Engagement and Mentoring Service	Utilise the Volunteer Referral Service to build the skills and community engagement of potential volunteers. Develop an online application and referral system. <i>Expected cost: \$45,000</i>	Operational Project	P3.4, P4.3	Local Services	Increase the number of registered and trained volunteers. Online system developed by Q2.

#### Other Council operations and activities:

- Provision of transport for the aged from Guyra to Armidale.
- Provision of in-house and excursion-based social support for the aged in Guyra.
- Provision of Meals on Wheels in Guyra.
- Support for refugees through a partnership with Settlement Services International.
- Facilitation of Refugee Week activities.
- Disability support via Kent and Hughes House.

## Our People, Our Community

**P4 Education** – Services and activities are provided for all ages and segments of our community to promote life-long learning, healthy living and community wellbeing

### Delivery Program Principal Activities:

- P4.1 Support the delivery of high quality early childhood and out-of-school services in the Guyra region
- P4.2 Support youth through education, encourage leadership, promote good mental health practices and facilitate opportunities for youth to contribute to the strategic direction of the community.
- P4.3 Provide Aboriginal services and programs
- P4.4 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

### Operational Plan

#### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Implement Stage 1 of the Guyra Early Childhood Learning Centre upgrade	<ul style="list-style-type: none"> <li>Finalise designs and work plans</li> <li>Submit DA</li> <li>Engage the community</li> <li>Tender civil works &amp; construction</li> <li>Commence demolition</li> <li>Prepare utilities</li> <li>Commence construction</li> </ul> <p><i>Expected 20-21 Cost: \$1,093,197</i>  <i>Total Estimated Stage 1 Costs: \$1.5 million</i>  <i>Funding sources: Federal Government funding (\$613,197), ARC (\$480,000)</i></p>	Capital Works Program	P4.1	Preschool	<ul style="list-style-type: none"> <li>Building Design finalised</li> <li>DA submitted</li> <li>Construction Certificate and contract completed</li> <li>Tenders drafted, released and awarded by Q2</li> <li>Demolition, civil works completed by Q2</li> <li>Building construction commenced Q3</li> </ul>
Provide Community Assistance Grants to community groups	<ul style="list-style-type: none"> <li>Provide financial assistance to community groups and services to enable greater connectedness with their community.</li> </ul> <p><i>Expected cost: \$24,000</i></p>	Operational Project	P2.4, P4.3	Local Services	Distribute financial assistance to all successful applicants within funding timelines

#### Other Council operations and activities:

- Day care, pre-school, after school and holiday care
- Community events including 'A Day in the Dale'
- Chair and coordinate local youth interagency group
- Provide Youth Week activities and celebrations
- Coordinate the Youth Forum & Youth Awards
- Facilitate Aboriginal Advisory & interagency meetings
- Plan and facilitate the Annual Mayor's Reconciliation Cricket Match
- Support NAIDOC activities and events



## Leadership for the Region



Armidale Regional Council provides an important leadership role in our community. It endeavors to be a strong, inclusive and dynamic Council that will deliver the best outcomes and represent our community through responsible decision-making and advocacy

## Key Project

### Customer Services Realignment

Armidale Regional Council is implementing a Customer Experience Program that seeks to change the way our organisation provides Customer Services and responds to our community.

This project will include developing a team of agile employees who will provide an array of services including, but not limited to, administrative support and customer relations. This team will be focused on increasing customer satisfaction, streamlining processes, improving efficiency across the organisation and being more responsive to our community.

It will aim to respond to customer service requests with a 'once or done' approach where the customer's request can be addressed on their first interaction. It will also encourage and assist customers to get information and services through online platforms at their own convenience where possible.

A key aspect of this project is the documentation and review of current and future processes to develop a Knowledge Base that will ensure consistent, up-to-date and accurate information is provided to customers.

Council will increase its online footprint and focus on automating services to improve the customer experience. Customer Relations Officers will have more information on hand than before and will be able to assist customers with complex matters in a timely manner.

Customer Satisfaction and feedback will be the ultimate measure of success for this project, alongside the savings received from automation and more efficient practices.

ARC is aiming to be a leader in Local Government Customer Experience and looks forward to bringing the community on this journey.



## Leadership for the Region

### L1 Community Engagement – The community is engaged and has access to local representation

#### Delivery Program Principal Activities:

- L1.1 Develop and deliver an engagement strategy to ensure effective engagement with the community and provide opportunities for participation in decision making where appropriate
- L1.3 Support elected representatives to engage with their community and provide a process to share feedback they receive.
- L1.4 Deliver an effective communications strategy to inform the community of Council activities

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Undertake a Customer Services Realignment to improve customer engagement.	<p>Develop a team of agile employees who can provide customer services, administrative support and focus on improving staff efficiency, customer satisfaction and services to the community. Develop increased Customer Touchpoints and provide more online and face to face channels for engagement.</p> <p>Activities:</p> <ul style="list-style-type: none"> <li>• Implement a Knowledge Base</li> <li>• Provide a Skill Gap Analysis and training of employees</li> <li>• Map processes both current and future state</li> <li>• Implement automation (if possible) and standardisation of processes</li> </ul> <p><i>Expected cost: \$85,000</i></p>	Operational	L2.3	Project Management Office	<ul style="list-style-type: none"> <li>• Improved customer feedback</li> <li>• Knowledge Base accessible by 30 September</li> <li>• Hub and Realignment in place and 1<sup>st</sup> quarterly report completed August 2020</li> <li>• 85% of current customer service and administration processes mapped by September 2021</li> <li>• 50% of future state processes mapped by September 2020</li> <li>• Increased efficiency gains and savings realised by September 2020</li> <li>• Reduction of costs to outside contractors</li> <li>• Improved online and face-to-face contact channels</li> </ul>

### Other Council operations and activities:

- Customer contact services.
- Room and facility bookings.
- Cemetery plot management.
- Car parking permits.
- Companion Animal Registrations and services.
- Justice of the Peace services.
- Councillor Cuppas events in villages.
- Promotion of Council decisions, events and initiatives.
- Community engagement activities.
- Support for aged residents, youth, sport, Aboriginal community, vulnerable and at-risk residents
- Support for refugee and multicultural services
- Attendance and support for Local Areas Committees (LACS) throughout the region.

## Leadership for the Region

### L2 Fiscal Responsibility – Council exceeds community expectations when managing its budget and operations

#### Delivery Program Principal Activities:

- L2.1 Financial sustainability is maintained through effective short, medium, and long term financial management, including investigating the need for a Special Rate Variation
- L2.2 Council implements a business excellence program across its operations
- L2.3 Council staff are supported to deliver high quality services to the community through training, sufficient staff resourcing and systems to create a user friendly, customer focused approach
- L2.4 Manage operations to ensure delivery of value for money services for our community and customers

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Apply for a Special Rate Variation to fund future infrastructure and community Improvements	<ul style="list-style-type: none"> <li>Implement harmonisation of rates between the former Armidale-Dumaresq and Guyra council areas</li> <li>Investigate need for a Special Rate Variation (current temporary SRV for merger expires in 2021)</li> <li>If investigation identifies potential need, seek Council determination and begin community consultation</li> </ul> <p><i>Expected cost: \$120,000</i></p>	Operational Project	L2.1	Finance	<ol style="list-style-type: none"> <li>Determine SRV options for the purpose of public consultation in Q1</li> <li>Run public consultation process on SRV options in Q1</li> <li>Determine final SRV position to make application by Q2</li> </ol>

### Other Council operations and activities:

- Asset Management plans and strategies.
- Budget management, resourcing, reporting.
- Internal and external audit processes.
- Statutory reporting.
- Financial operations – payroll, creditor and debtor management.
- Asset renewal and revaluation.
- Rates and charges recovery.
- Procurement and contracts management.
- Implementation of safety awareness campaigns and practices.



## Leadership for the Region

**L3 Organisational Health** – Council demonstrates sound organisational health and has a culture which promotes action, accountability and transparency

Delivery Program Principal Activities:

- L2.1 Staff are provided with the training to carry out their duties effectively and opportunities for professional development
- L2.2 Develop and implement workforce plans and strategies which commit to building a skilled, motivated, inclusive and diverse workforce
- L2.3 Council utilises appropriate data management systems to support service delivery and effective decision making
- L2.4 Ensure the organisation is well led and managed through the implementation of the Good Governance framework

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Create a comprehensive Workforce Management Plan	Review the Workforce Management Plan including: <ul style="list-style-type: none"> <li>Forecasting for future conditions and environments.</li> <li>Investigate Employee Value Proposition implementation – how we value our people and how we attract and retain talent.</li> </ul> <i>Expected cost: \$190,250</i>	Operational Project	L3.2	People and Governance	<ul style="list-style-type: none"> <li>Software systems upgraded - additional module for capturing employee data for competence tracking of training and upskilling requirements.</li> <li>Training days per employee</li> <li>Improve Council's career website presence.</li> </ul>
Create a Digital Services Strategy to inform technology-based decisions and systems	<ul style="list-style-type: none"> <li>Review current digital systems and recommendations for new systems.</li> <li>Develop a Digital Services Strategy.</li> </ul> <i>Expected cost: \$30,000</i>	Operational Project	L3.3	Customer Satisfaction and Information	Strategy implemented by December 2020

### Other Council operations and activities:

- Internal and external audit compliance reports.
- Legislation and regulatory compliance and reporting functions.
- Maintaining land registers.
- Responding to community land and property requests.
- Citizenship Ceremonies.
- Operation of Council Meetings, Council Committees and Reference Groups.
- Elected Member support services.
- Internal recruitment and performance management activities.
- Corporate training.
- Provision of traineeships and apprenticeships.
- Information technology management.
- Records management.
- Systems administration.
- Maintenance of region-wide property, postal address and valuation data.
- Regional mapping services.

## Leadership for the Region

**L4 Strategic Capacity** – Council has the strategic capacity to understand the key issues for the region both now and in the future

Delivery Program Principal Activities:

- L2.1 Council initiates and fosters strong partnerships with all levels of government, peak bodies and agencies and the community
- L2.2 Council's strategic planning documents are integrated in a way which delivers community outcomes while effectively managing budgets, asset management and workforce planning
- L2.3 Elected officials can easily access information and support to allow them to make decisions in the interest of the community
- L2.4 Develop and implement a robust enterprise risk management framework, encompassing risk and safety, across all of Council's operations

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Develop the Armidale Master Plan 2040	Finalise the Armidale Master Plan 2014 to establish a spatial representation of the Community Strategic Plan and guide key strategic plans including the Local Strategic Planning Statement (LSPS) <i>Expected cost: \$20,000</i>	Operational Project	G1.1	Asset Management and Strategic Planning	Armidale Master Plan 2014 adopted by Council by Q1. Draft LSPS adopted by Q2.

### Other Council operations and activities:

- Interagency and government cooperation and liaison.
- Councillor workshops and briefings.
- Integrated Planning and Reporting – Community Strategic Plan, Delivery Program and Operational Plan development and reporting.
- Preparation of the Annual Report.
- Insurance and Workers Compensation management.
- Risk management review and maintenance.
- Implementation of safety training and competency certification.
- Workplace health and safety including compliance, training, advice and promotion.
- Provision of the Employee Assistance Program.



An aerial photograph of a long bridge spanning a wide river. The bridge has a metal walkway and a yellow safety railing. A green rectangular overlay is positioned in the upper left quadrant, containing the title 'Environment and Infrastructure'. A semi-transparent white box is placed over the middle of the bridge, containing a paragraph of text. The river water is a deep green color, and the surrounding landscape includes trees and a dirt path.

## Environment and Infrastructure

The environment we live in has a direct impact on our quality of life and our ability to function as a productive and safe community. Our Council provides the essential services and public amenities that help preserve and maintain our beautiful region, supports a sustainable and healthy lifestyle, and provides safe and essential infrastructure and transport for the community.



## Key Projects

### Renewal of drought damaged recreational facilities

The Armidale Region is renowned for its beautiful and high quality sporting fields. These fields are well loved and utilised by locals and those from neighbouring areas, as well as an important drawcard for an ever-growing sports tourism market.

In the 2020-21 Operational Plan, Council has allocated funding towards upgrades to Newling Park to ensure it remains operational and at a high standard.

This involves a stormwater drainage upgrade, where new pipes will be embedded to reduce the water saturation of playing fields in heavy downpours.

This will assist in keeping the field open as much as practicable during and following a rain event.

This project will expect to be completed and delivering real benefits to our sporting community by June 2021.



### Shingle Hut Bridge Replacement

Castle Doyle is an important and growing location of high value agriculture. However this growth has been curtailed for the last few years due to the need to place a load limit on the dilapidated timber bridge on Castledoyle Road. The 12 tonne load limit on Shingle Hut Creek bridge has forced producers to use a longer unsealed detour along Fosters Road that has created a dust nuisance for local residents and due to the steep grades, smaller than ideal trucks.

In recognition of this issue, Council placed “props” under the old bridge in early 2020 as a temporary measure to allow the load limit to be removed immediately in response to this issue while working towards seeking funding to replace the old bridge with a new wider reinforced concrete structure.

Council has successfully secured \$984,000 under the Federal Government’s Drought Communities program and expects the bridge to be replaced in early 2021. This new bridge will allow primary producers at Castle Doyle to reduce their transportation costs by allowing the use of higher productivity vehicles to haul their produce to markets, including via Armidale Regional Airport.



## Environment and Infrastructure

**E1 Environment** – The unique climate, landscape and environment of the region is protected, preserved and made accessible

### Delivery Program Principal Activities:

- E1.1 Maintain and improve local waterways, lagoons and creek lands in partnership with community groups and other agencies
- E1.2 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
- E1.3 Work with local emergency management agencies and committees to plan for the management of natural disasters
- E1.4 Protect and enhance the natural environment to promote and support biodiversity

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Upgrades to stormwater drainage systems at Newling Park	<ul style="list-style-type: none"> <li>Newling Park Stormwater Drainage Upgrade - install piped drainage to reduce water saturation of playing fields <i>Expected cost: \$119,997</i></li> </ul>	Capital Works Program	E1.1 E3.2 E3.3	Asset Management and Strategic Planning	Decreased quantity of sediments entering waterways
Implement Air Quality Priority Actions as detailed in the EcoARC strategy	<ul style="list-style-type: none"> <li>Undertake a community survey to assess perceptions and understanding of air quality on health, in partnership with UNE</li> <li>Install 4 LED screens displaying P2.5 air quality information <i>Expected cost: \$20,000</i></li> </ul>	Operational Project	E1.2	Asset Management and Strategic Planning	<ul style="list-style-type: none"> <li>Air Quality Awareness Survey - 50% of residents aware of availability of air quality data</li> <li>Achieve a return rate of 1000 people</li> </ul>
Emergency communication upgrades	<ul style="list-style-type: none"> <li>Fund the installation of improved radio equipment into mobile units for Guyra State Emergency Service (\$5,000)</li> <li>Purchase 5 satellite telephones and fit additional UHF radios in plant for future bushfire events (\$20,000) <i>Both Federal Bushfire Recovery Funding grants</i></li> </ul>	Operational Project	E1.3 L2.3	Plant and Facilities	<ul style="list-style-type: none"> <li>Funding distributed to Guyra SES by August 2020.</li> <li>All units purchased and fitted by June 2021.</li> </ul>
Planning and support services for emergencies and natural disasters	<ul style="list-style-type: none"> <li>Review current Business Continuity Plan in response to bushfires, drought and COVID-19 <i>\$50,000 Federal Bushfire Recovery Funding</i></li> <li>Fund a temporary 12 month Drought and Resilience Officer to support local communities and agencies <i>\$150,000 Federal Bushfire Fund</i></li> </ul>	Operational Project	E1.3	Local Services	<ul style="list-style-type: none"> <li>Business Continuity Plan completed by Q4</li> <li>Temporary role filled and operational in Q1</li> </ul>

Improve environmental monitoring at Guyra Transfer Station	<ul style="list-style-type: none"> <li>• Install 6 groundwater bores</li> <li>• Monitor and respond to leachate movement from historical landfill site.</li> </ul> <p>Environmental monitoring will underpin comprehensive plans to make safe and rehabilitate the Guyra landfill site.</p> <p><i>Expected cost: \$240,000</i></p>	Capital Works Program	E1.4	Utilities	<ul style="list-style-type: none"> <li>• Bores installed by April 2021</li> <li>• Data published on website quarterly.</li> </ul>
Tree recovery and renewal works	<ul style="list-style-type: none"> <li>• Tree works at the Armidale Golf Club to make drought damaged trees safe - \$50,000</li> </ul> <p><i>Federal Bushfire Recovery Funding</i></p>	Operational Project	E1.4	Local Services	<ul style="list-style-type: none"> <li>• Funded projects completed and funding acquitted by Q4</li> </ul>
Installation of Koala Drinkers to support the Koala population	<p>Installation of Koala drinkers in key fire damaged areas to promote the recovery of population numbers</p> <p><i>Expected cost: \$10,000</i></p>	Operational Project	E1.4	Asset Management and Strategic Planning	All drinkers installed by Q4

#### Other Council operations and activities:

- New England Weeds Authority Administration.
- Rural Fire Service support – maintenance and repairs

## Environment and Infrastructure

**E2 Sustainability** – The community can participate in initiatives which contribute to a sustainable lifestyle

### Delivery Program Principal Activities:

- E2.1 Promote or 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
- E2.2 Provide waste and recycling services, and environmentally responsible waste disposal facilities together with education programs to reduce waste and increase recycling
- E2.3 Facilitate access to renewable energy for the local community and businesses
- E2.4 Develop a Sustainability Strategy which includes objectives for the region as a whole as well as Council operations

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Develop Project Zero30 actions to achieve carbon neutrality by 2030	<ul style="list-style-type: none"> <li>Develop partnership with UNE</li> <li>Establish Science and Community Committees</li> <li>Measure current sources of carbon emissions in LGA</li> </ul> <p><i>Expected cost: \$25,000</i></p>	Operational Project	E2.1 E2.3	Asset Management and Strategic Planning	<ul style="list-style-type: none"> <li>Emissions measurement commenced by Q2</li> <li>Committee active and meeting monthly</li> <li>2,000 social media followers</li> </ul>
Improved sorting facilities at Long Swamp Road Transfer Station	<p>Develop a sorting area for waste to be loaded for transport to new landfill site</p> <p><i>Expected cost: \$50,000</i></p>	Capital Works Program	E2.2	Utilities	Completed by Q4
Implement Climate Emergency Action Plan	<p>Implement Plan pending finalisation</p> <p><i>Expected cost: \$60,000</i></p>	Operational Project	E2.3 E2.1	Asset Management and Strategic Planning	2020/2021 actions completed Q4

### Other Council operations and activities:

- Operation and maintenance of Malpas, Puddledock, Gara, Dumaresq and Guyra Dams.
- Treatment, quality control and supply of clean drinking water.
- Wastewater treatment.
- Effluent disposal.
- Kerb side collection of waste, organic matter and recycling.
- Waste transfer.
- Resource recovery and recycling.
- Provision of landfill services.
- Problem waste disposal services.
- Public place waste collection.

## Environment and Infrastructure

**E3 Infrastructure** – 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

### Delivery Program Principal Activities:

- E3.1 Partnerships with all levels of government to support the provision of essential infrastructure for the region
- E3.2 Supply water and waste water services to meet the community needs in Armidale and Guyra, as well as environmentally appropriate impoundment, distribution and disposal infrastructure.
- E3.3 Regular review of open spaces to ensure parks, sportsgrounds, water recreation facilities and other open space meets community needs and are provided to an acceptable level of service and accessibility standards
- E3.4 Provide and maintain functional, appropriate, safe and desirable community facilities

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Implement Bridge Safety Program for timber bridges	Refurbish existing timber bridges as per assessment to extend safe working life <i>Expected cost: \$ \$325,000</i>	Capital Works Program	E3.1	Asset Management and Strategic Planning	Refurbishment of timber bridges to achieve no increase in number of load limited bridges.
Improved Heavy Vehicle Access to Castle Doyle Agribusinesses	Replace Shingle Hut Bridge on Castledoye Road <i>Expected cost: \$984,000</i>	Capital Works Program	E3.1	Asset Management and Strategic Planning	Replace Shingle Hut Bridge on Castledoye Road in 2021
Bridge Renewal Program	<ul style="list-style-type: none"> <li>Replace Pint Pot Bridge on Rockvale Road</li> <li>Replace Dumaresq Creek Bridge on Cookes Road</li> </ul> <i>Expected Cost \$1,241,000</i>	Capital Works Program	E3.1	Asset Management and Strategic Planning	Replace Pint Pot Bridge in 2021 Replace Dumaresq Creek Bridge in 2021
Renewal of water mains	Deliver watermain replacement program to improve reliability <i>Expected cost: \$700,000</i>	Capital Works Program	E3.2	Local Services	Proportion of network renewed is greater than 2% per annum
Renewal of sewer mains	Deliver program of sewer main relining to minimise groundwater ingress <i>Expected cost: \$1,000,000</i>	Capital Works Program	E3.2	Local Services	Proportion of network renewed is greater than 2% per annum
Increase water storage capacity of Malpas Dam	Undertake a feasibility analysis and costing of options to raise the full supply level of the dam in order to increase the storage capacity of Malpas Reservoir <i>Expected cost: \$200,000</i>	Capital Works Program	E3.2	Utilities	<ul style="list-style-type: none"> <li>Study completed</li> <li>Detailed cost estimates completed</li> </ul>
Puddledock Raw Water Main and Pump Station Replacement Program for future water security	Remove current pipeline and install new pipeline. Replace pump station. <i>Expected 20/21 cost: \$5.77million</i> <i>Expected total cost: \$11.54 million (\$5.77 million Infrastructure NSW Grant)</i>	Capital Works Program	E3.1 E3.2	Utilities	50% of works completed Q4



Dumaresq Dam Wall Stabilisation	Tender and commission civil works to stabilise the dam wall (requested by Dam Safety NSW) Upgrade some recreational facilities <i>Expected 20/21 cost: \$2.3 million</i> <i>Total project cost: \$5-7million (50% NSW Government Funding)</i>	Capital Works Program	E3.1 E3.2	Utilities	Phase 1 (60%) completed Q4
Malpas Pipeline Remediation	Remediate eroded tributaries to preserve the structural integrity of the headwalls, piers and pipeline <i>Expected cost: \$600,000</i>	Capital Works Program	E3.1	Utilities	2020-2021 works completed by Q4
Kerb and Guttering Renewal	Complete the annual program of kerb and guttering renewal <i>Expected cost: \$47,000</i>	Capital Works Program	E3.1 E3.4	Local Services	<ul style="list-style-type: none"> <li>Kerb and guttering replaced as per program of works</li> <li>Program completed by Q4</li> </ul>
Renewal of Community Facilities	Upgrades to identified Council-owned/managed community facilities through Federal Bushfire Recovery Funding <i>Expected cost: \$170,000</i>	Capital Works Program	E3.4	Plant and Facilities	<ul style="list-style-type: none"> <li>Complete SRV project within the conditions and allocation</li> <li>Budgeted amount applied to prioritised facilities</li> </ul>
Improved Council building electrical safety	Rolling annual program to upgrade switchboards to include Residual Current Devices (RCD's) to improve safety <i>Expected cost: \$20,000</i>	Capital Works Program	E3.4	Plant and Facilities	Building compliance
Major Infrastructure preparations	Prepare the designs and plans for key projects: 1. Airport runway expansion 2. Upgrades to Water and Sewer Treatment Plants 3. CBD Precinct Masterplan 4. Stage 2 Guyra Preschool 5. Stages 2 and 3 Business Park	Capital Works Program	E3.1 E3.2 E3.4	Asset Management and Strategic Planning	All projects shovel-ready by Q4
Council fleet safety and logistics improvements	Installation of GPS location units in Council vehicles <i>Expected cost: \$22,000</i>	Capital Works Program	E3.4	Plant and Facilities	20 new GPS units installed and activated
Harris Park Lighting Upgrade	Installation of six 25-30 metre high steel poles on the main field only with cost effective variable intensity LED luminaires. <i>Expected cost: \$280,000</i>	Capital Works Program	E3.3	Local Services	Project completed Q1

Playground shade sails replacement program	Installation of shade sails in line with Playground Shade New Asset and Renewal Program – Arboretum and Curtis Park North <i>Expected 20/21 costs: \$46,864</i>	Capital Works Program	E3.3 E3.4	Local Services	Project completed by end of Q2
New street lighting at the University of New England	Install street lighting for road safety at the new roundabout on the intersection of Trevenna Road and Elm Avenue <i>Expected cost: \$117,272</i>	Capital Works Program	E3.1 E3.4	Asset Management and Strategic Planning	Project completed by end of Q2

#### Other Council operations and activities:

- Revaluation, maintenance and rehabilitation of roads, stormwater, bridges, footpath and related assets.
- Investigation and design for future capital works.
- Plant and Fleet management and maintenance.
- Maintenance of buildings and facilities.
- Passive parks, reserves and sporting field maintenance.
- Cemeteries maintenance.
- Playground management.
- Public toilet servicing.
- Parks and reserves management.
- Swimming pools maintenance and operation.
- Operation of quarry and gravel pits.
- Delivery of Roads and Maritime Services contracts.
- Private works including grading and driveways.
- Street lighting.
- Village maintenance.
- Local services committee management.
- Sewer & Water Main replacement program.
- Infrastructure Project Delivery.
- Gasworks Remediation Program.
- Natural disaster recovery.

## Environment and Infrastructure

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

### Delivery Program Principal Activities:

- E4.1 Maintain safe and effective traffic facilities on the road network
- E4.2 Create partnerships, apply for funding and undertake critical planning towards the implementation of the Armidale Airport Masterplan
- E4.3 Investigate opportunities for improved bus and rail services in the Armidale region to support people to attend work commitments, partake in activities which mitigate social isolation and carry out regular tasks and errands
- E4.4 Develop a network of footpaths and cycle ways to encourage sustainable and active transport options

## Operational Plan

### Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Local Urban and Rural Roads Renewal Program	Focused on gravel sheeting program to address prolonged deterioration caused by drought, and triage of critical impairments <i>Expected cost: \$900,000</i>	Capital Works Program	E4.1	Local Services	Prioritised Gravel Resheeting Program completed by Q4
Rockvale Road Upgrade - 1.5km from Guyra Road Intersection to improve safety and reduce vehicle operator costs.	Upgrade and seal the existing gravel road <i>Project 20-21 Costs: \$1,179,500</i>	Capital Works Program	E4.1	Asset Management and Strategic Planning	Works completed by Q4
Construct new footpath in Kentucky Street Armidale	Construct footpath from Armidale and Region Aboriginal Cultural Centre & Keeping Place to New England Regional Art Museum. <i>Expected cost: \$50,000</i>	Capital Works Program	E4.4	Asset Management and Strategic Planning	120m of all weather concrete footpath constructed by June 2021

### Other Council operations and activities:

- Traffic Event Management.
- Airport operation and maintenance.
- Safety and compliance inspections.
- Management of airport leases and tenancies.
- Footpath and cycleway maintenance and development.

## Contact Council

Council's Online Services are available 24 hours a day, 7 days a week.

[www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au)

## Address and Location

### Armidale office

135 Rusden Street, Armidale NSW 2350

Opening hours: 8.30am to 5.00pm weekdays.

Cashier hours: 8.30am to 4.30pm weekdays.

### Guyra office

158 Bradley Street, Guyra

Opening hours: 10.00am to 5.00pm weekdays.

Cashier hours: 10.00am to 4.00pm weekdays.

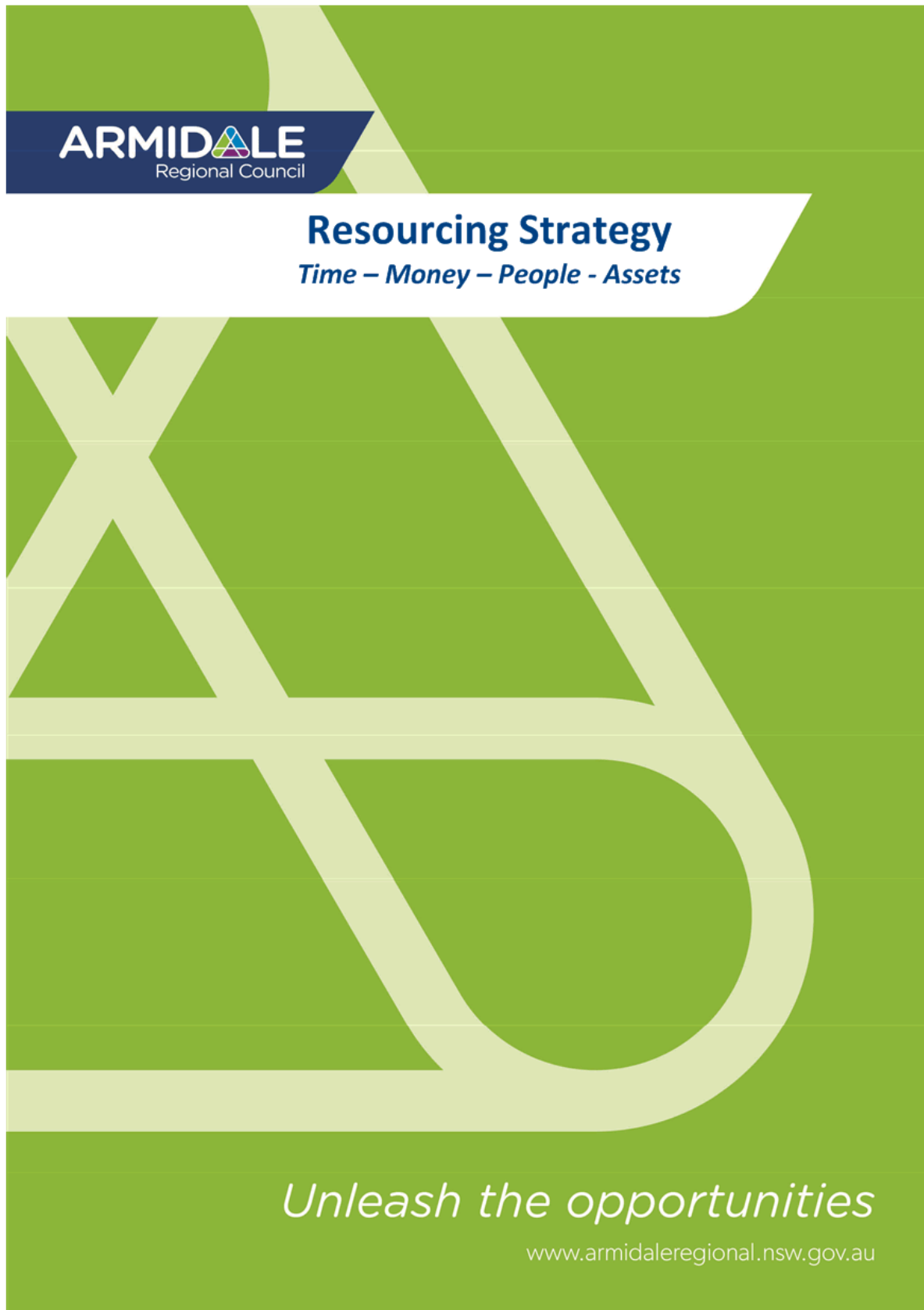
Postal address: PO Box 75A, ARMIDALE NSW 2350

Phone: 1300 136 833 (24 Hours)

Fax: (02) 6772 9275

For all after hours enquiries or service requests, call 1-300 136 833





## Strategy Background

Section 403 of the *Local Government Act 1993* (the Act) requires Council to have a long-term strategy called a Resourcing Strategy. The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.

The Resourcing Strategy is part of a set of plans and strategies established under section 406 of the Act known as Integrated Planning and Reporting (IP&R) guidelines.

The IP&R framework is built on a quadruple bottom line, that is, the pillars of sustainability of economy, social, environmental and civic leadership. The plans reinforce the imperative of the integration of sustainability into Council's core business.

The framework is summarised in the following diagram:



While the Community Strategic Plan 2017-2027 provides a vehicle for expressing long-term community aspirations, these goals and objectives can not be achieved without sufficient resources (time, money, people and assets) to carry them out. Some strategies identified in the Community Strategic Plan are the responsibility of Council, while others are the responsibility of other levels of government and others rely on input from community groups or individuals. The Resourcing Strategy addresses the strategies that are the responsibility of Council.

## Armidale Regional Council Profile

The Armidale Regional Council (ARC) area is located in the New England region of New South Wales, about halfway between Sydney and Brisbane.

Some of the key economic indicators available for the region are:

Population	30,779 persons
Average Annual Population Growth Rate	Approx. 0.6%
Land Area	8,630km <sup>2</sup>
Population Density	0.04 persons per hectare
Gross Regional Produce	\$1.54 billion
Largest Industries	Education and Training Agriculture, Forestry and Fishing Health Care and Social Assistance

ARC was formed by the amalgamation of Armidale Dumaresq Council and Guyra Shire Council on 12 May 2016. The former councils were found to be financially unsustainable under the “fit for the future” framework established by the NSW Government. The resulting council was left with the responsibility of a large rural road network and the same level of services spread over a ratepayer base of around 13,340 rateable assessments.

Merging two entities identified as financially unsustainable does not immediately improve the long term financial outlook for the new entity. As the new entity, ARC must develop the required strategies to achieve a financially sustainable outlook.

ARC’s relatively low population density means that it has a lower rate base than city-based regions from which to raise revenues to maintain infrastructure and provide services. Underpinning this challenge is the NSW local government environment of rate capping, which limits the amount of taxation-based revenue that can be raised as well as the restrictions placed on types of charges that can be raised and setting of amounts for statutory fees and charges.

## Strategy Overview

The Resourcing Strategy provides Council with an agreed roadmap for managing its financial resources and is aligned with the objectives and priorities of the 2020-21 Operational Plan.

Council's Resourcing Strategy consists of three sections:

1. Long term financial plan incorporating the 2020-21 budget;
2. Workforce management plan; and
3. Asset management planning.

## Long Term Financial Plan

This Plan reflects Council's desire and capacity to deliver the strategies, initiatives, works and programs identified in the Community Strategic Plan, Delivery Program and Operational Plan. The Plan is underpinned by the Financial Policy and Strategy 2017-2021. The Plan includes:

- The 2020-21 budget;
- Projected financial position over a ten year timeframe (2020-21 to 2029-2030);
- Key assumptions used to develop forecasts;
- Sensitivity analysis and financial modelling of different forecast scenarios; and
- Key performance indicator results.

## Workforce Management Plan 2018-2022

Council's workforce planning addresses the people resourcing requirements of the Delivery Program and Operational Plan. It ensures Council has the people best able to achieve its strategic direction and deliver appropriate services and programs effectively and efficiently. The plan includes:

- Analysis of current workforce and identification of gaps;
- Forecasts of workforce requirements;
- Strategies to address gaps; and
- Methods of periodic monitoring and evaluation.

## Asset Management Planning

Council has a significant portfolio of community infrastructure assets under its care and control. The Asset Management Strategy accounts for and plans for all of the existing assets, and any new asset solutions proposed in the Community Strategic Plan and Delivery Program.

The Asset Management Strategy is underpinned by an Asset Management Policy and sub-plans that identify all built assets under Council's ownership and outlines the risk management strategies for them.

## Financial Sustainability

Financial sustainability for local governments is critical as they are responsible for directly providing the community with a wide range of public services and community infrastructure and facilities. This requires local governments to hold and maintain a significant base of infrastructure assets, which necessitates not only substantial initial investments but also continued expenditure to maintain and renew assets over the course of their respective useful lives.

There are many definitions of financial sustainability with the definition developed by NSW Treasury Corporation being:

*A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.*

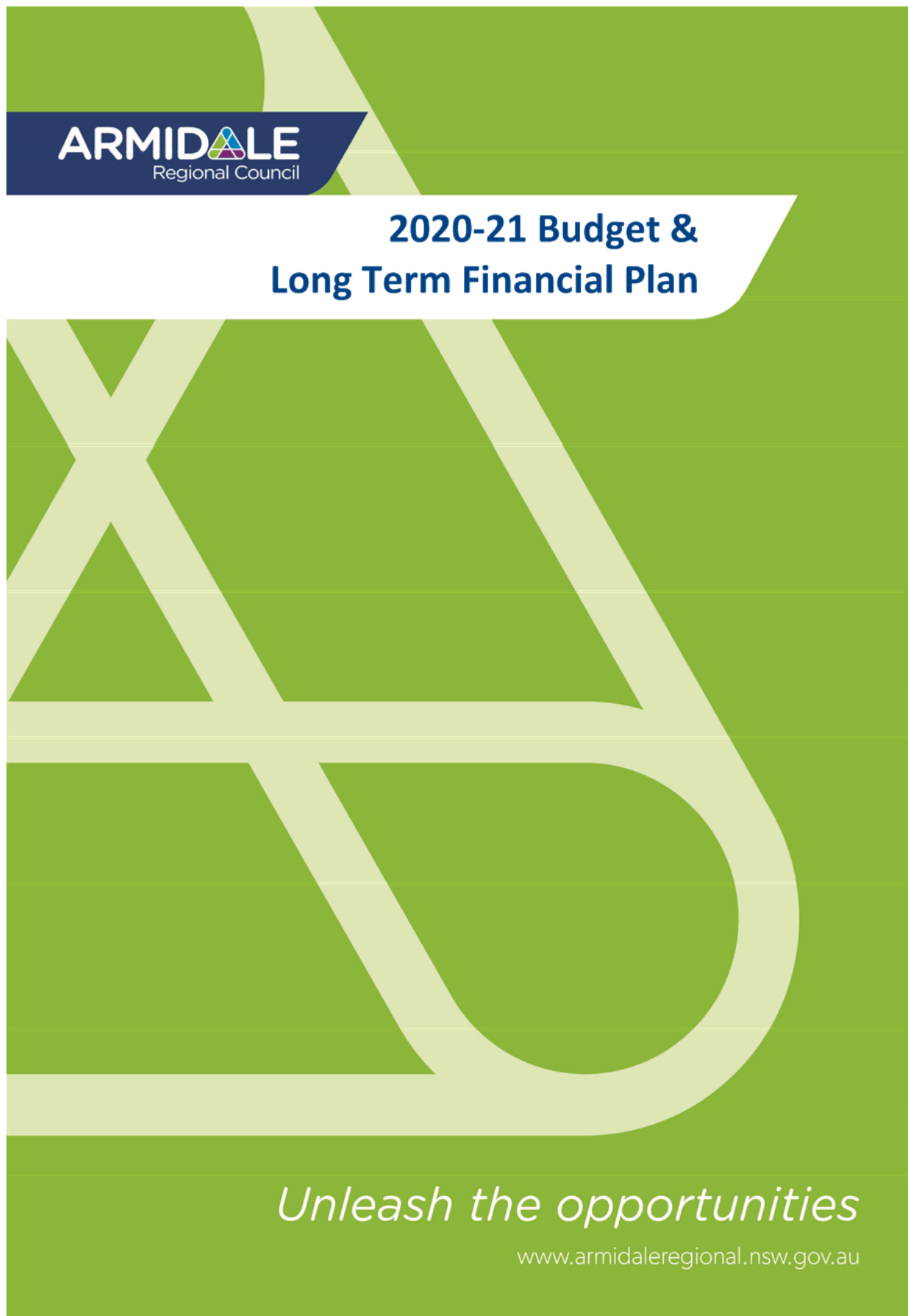
Council has recognised that financial sustainability requires the following:

- Council must achieve a fully funded operating position;
- Council must maintain sufficient cash reserves;
- Council must have an appropriate funded capital program;
- Council must maintain its asset base; and
- And expenditure on assets should be driven by asset management plans.

As with many local governments, a major challenge for Council is the management of ageing assets in need of renewal and replacement. Infrastructure assets such as roads, bridges, pathways, kerbs, stormwater drains and public buildings present particular challenges as their condition and longevity can be difficult to determine. The creation of new assets also presents challenges in terms of funding for initial construction and ongoing service costs.

Council also recognises and is responding to some impactful environmental and social challenges over the past few years including drought, bushfires and COVID-19. These challenges have an enormous bearing on the resources of Council and the delivery of services, both in the short and long-term.





## 2020-21 Budget

### Introduction

Council's 2020/21 budget has been developed in accordance with the Financial Policy and Strategy 2017-2021, which advocates for a financially sustainable position. Financial sustainability is measured through Council's financial results including the performance against key benchmarks developed by the NSW Office of Local Government.

Over the last 2 financial years Council has improved on previous reported results in key areas of financial sustainability including operating performance results and cash results.

This was necessitated by budget forecasts for significant operating deficits and very low levels of cash reserves. The 2018/19 financial year saw actual reported results increase positively across all key performance indicators and the 2019/20 financial year was on a similar trajectory if not for the impacts outlined below.

The 2019/20 financial year is noted as being highly unusual with the combined impacts of drought, fire, flood and pandemic in one financial period.

From a budgetary perspective, the 2019/20 financial year has been significantly impacted by two key events:

1. Ongoing severe drought conditions have negatively impacted Council's Water Fund by almost \$6 million. This includes around \$3.2 million in net costs associated with drought response, communications, rebate programs and bore drilling and around a \$2.5 million reduction in revenue from water usage charges resulting from decreased water usage.
2. The impact of COVID-19 shutdowns has had a negative impact on the local economy and also Council's General Fund budget outlook. The impact on the 2019/20 budget is estimated to result in a loss of revenue in the order of \$700,000 predominantly relating to airport user charges and decreased rent and lease income. The impact on the 2020/21 budget is forecast to be a loss of revenue of \$825,000 although could be much higher due to the flow on impacts to the local economy that may take some time to realise.

The region also experienced bushfires and flooding leading to additional negative budgetary and cash impacts.

For the 2020/21 financial year, an extensive process has been undertaken in order to deliver a budget that attempts to mitigate these impacts as far as possible without cuts to services. While holding or reducing expenditure has occurred where possible, there has also been provision made around economic recovery including providing funding and support for business stimulus. A key initiative will be the development of a Business Ecosystem as a centralised coordinator of investment promotion and a one-stop service centre for investors and business operators. Council also plans to deliver a \$40 million capital program to assist with local investment and employment including finalisation of Stage 1 of the Airport Business Park.

Due to the above factors, a key focus of the development of the 2020/21 budget has been to minimise operating deficits across all funds and, where possible, redirect funding to economic recovery initiatives to assist with the response to COVID-19 impacts. The budget position will be supported with strategies to ensure that costs are tightly controlled and that financial management across the business is a key priority during a challenging economic period.

There will be a detrimental impact to Council's operating result and key performance indicators as a result of the current conditions and associated impacts on Council's budget with the operating performance ratio and the asset renewals ratio being most impacted.

The 2020/21 budget includes a consolidated operating deficit of \$2.1 million with the following fund operating surplus results:

General Fund	(\$1,240,000)
Water Fund	(\$610,000)
Sewer Fund	<u>(\$199,000)</u>
Consolidated	(\$2,049,000)

Council is forecasting an unrestricted cash position of around \$3 million by 30 June 2021. The unrestricted cash position is important as it is Council's main buffer for unexpected events, such as natural disasters. The level of unrestricted cash forecast in the 2020/21 budget would only cover Council's operational costs for around 3-4 weeks if a situation occurred where Council was unable to receive payments.

While it would be desirable to further improve the cash position beyond this from a financial risk perspective, Council recognises that it will be necessary to divert funding to the economic recovery associated with COVID-19 and, as a result, has increased funding to areas where economic recovery is a key focus as well as continuing to support a large capital program.

#### **Unbudgeted Supporting Documents and Initiatives**

Council has a large number of supporting documents that may be in the form of a plan, strategy, study, or similar, that have potential actions but have not yet been funded through the Delivery Program or Operational Plan process. The Operational Plan and budget are the tools used to allocate the limited resources available to Council to the highest level needs and priorities.

The large volume of supporting documents provide clear, longer term intent and direction for Council in terms of what it would like to do and what it will endeavour to do with the resources that may be available. These supporting documents are important in planning future services and are used to identify and respond to opportunities for future external funding and/or an increase or redirection of existing funding.

There are a large number of other potential initiatives or programs that have not been included in the financial estimates at this stage, due to the lack of certainty around the timing, funding and/or probability of completion. These initiatives or projects may be introduced through the budget review process when they reach a point of clarity and funding is available that enables their inclusion.

#### **Budget Process**

Council prepares an annual budget and long term financial plan in line with the requirements of the *Local Government Act 1993*. However, it is important to recognise that a budget is an estimate prepared at a point in time and is therefore subject to change. Thus, to recognise amendments to the budget quarterly budget reviews are performed throughout the financial year. As Council's funding sources are relatively fixed, it is important that any reviews to the budget do not significantly detrimentally impact the forecast operating and cash results.

## Operating Budget

The operating budget contains revenue and expenditure that is classified in accordance with the Australian Accounting Standards as operating and not capital. The budget is also presented in the format required by the Australian Accounting Standards being a set of financial statements including:

- Income Statement;
- Balance Sheet;
- Cashflow Statement; and
- Equity Statement.

Council is required by the *Local Government Act 1993* to account for and show the budget separately for:

- Water Fund;
- Sewer Fund; and
- General Fund (everything else).

The main categories of revenue and expenditure shown in the operating budget are outlined below.

### Rates and Annual Charges

Information on the amounts set for rates and annual charges are contained in the Revenue Policy 2020-2021, which is a separate document also adopted as part of the budget.

Council levies a range of ordinary rates for different categories of land as well as annual charges for water, sewer, waste and drainage.

Increases in rate income are subject to annual determination by the Independent Pricing and Regulatory Tribunal (IPART). For the 2020-21 financial year, IPART has set a rate peg of 2.6%. The rate peg determines the maximum percentage amount by which a council may increase its general income for the year. The rate peg applies to general income in total, and not to individual ratepayers' rates. This cap only applies to income contained in the general income calculation and therefore does not apply to annual charges.

### Rate Freeze Protection Period

On 18 May 2017, the Hon Gabrielle Upton, MP, Minister for Local Government, pursuant to Section 218CB of the *Local Government Act 1993*, determined the methodology by which amalgamated councils would set rates during the merger protection period. The rate freeze means that Council is unable to vary its rates structure in the four year period following the merger. The rates path protection period originally ran for four years from 2016-2017 to 2019-2020 and was extended by a further 12 months on 25 June 2019 by way of the Local Government Amendment Act 2019. Council was given the choice to opt out of the rates path protection period but resolved to remain in the protection period on 22 April 2020.

### Special Rate Variation (SRV)

On 3 June 2014, the NSW Independent Pricing and Regulatory Tribunal (IPART) approved Special Rate Variations for the former Guyra Shire Council and Armidale Dumaresq Council. It was determined that Guyra Shire Council may increase its general rate income by 8.0%, including the rate peg of 2.3%. The increase above the rate peg can be retained in the Council's general income base permanently. It was determined that Armidale Dumaresq Council may increase its general rate income by 12.3%, including the rate peg of 2.3%. The increase above the rate peg can be retained in the Council's general income base for 7 years, being 2014-15 to 2020-21.



The remaining SRV funding is to be allocated as follows in accordance with the original SRV approval:

<b>Asset Class</b>	<b>2020/21</b>
Roads and Bridges	\$1,055,068
Stormwater Drainage	\$416,230
Recreation & Facilities	\$88,829
Buildings	\$145,000
<b>Total</b>	<b>\$1,705,127</b>

### Harmonisation

Harmonisation of services and charges is continuing in order to establish equity and consistency across the Armidale Regional Council region. A key area of focus for harmonisation in the 2020-21 financial year is the harmonisation of water, sewerage and waste charges. Changes included in the 2020-21 budget and revenue policy in order to achieve this outcome are:

- Water consumption charges will be harmonised with the overall yield achieved similar to previous years;
- Sewerage charges will be harmonised with the overall yield achieved similar to previous years;
- Rural waste management charges will be harmonised; and
- The Waterfall Way Landfill Levy will be levied on all properties.

In addition, a new charge to cover the additional operational costs of the Waterfall Way Landfill has been introduced at \$65 per property and will apply to all properties in the region.

Further information on Council's rates and annual charges are contained in the 2020-2021 Revenue Policy.

### User Charges and Fees

Information on the amounts set for user charges and fees are contained in the Fees and Charges 2020-2021, which is a separate document also adopted as part of the budget.

Fees for services have been established having due consideration of the following factors:

- The importance of the service to the community;
- The cost of providing the service;
- The level of subsidy, if any, appropriate from other funding sources;
- Where applicable, the price set by a relevant industry body;
- Any factors specific in the *Local Government Act 1993*; and
- Market rates or pricing for similar services.

With many services provided by local government being of the nature of a public good, it can be difficult to fully recover the cost of many services. The pricing for many regulatory services is also constrained by amounts set by the NSW Government for these services. Council has a strong focus on recovering costs by way of user charges and fees; however, is cognisant of the reality that full cost recovery is only possible in some situations.

### Interest and Investment Revenue

Interest revenue represents the returns paid by financial institutions on funds invested plus the interest penalty levied on overdue rates and charges.

### Other Revenues

"Other revenues" is a category that essentially captures revenues that are not assigned to another category. For Council, this category includes items such as rent and least income and fines.

**Operating Grants and Contributions**

Council receives a significant level of funding in the form of operating grants and contributions. The biggest funding sources in his category are:

- Financial Assistance Grants;
- Roads to Recovery; and
- Regional Roads Funding.

Any change to government policy that negatively impacts on these funding levels would have significant consequences for Council.

**Capital Grants and Contributions**

Council usually receives capital grants and contributions for once off projects and in 2020-21 Council is forecast to receive the following grants:

- Kempsey Road Natural Disaster Restoration \$5 million;
- Airport industrial land development \$3.8 million;
- Kempsey Road Big Hill Project \$2.8 million;
- Puddledock Dam Pipeline Upgrade \$1.4 million; and
- Dumaesq Dam Stability Upgrade \$1.2 million.

These funding sources are allocated to specific capital projects and cannot be used to fund day to day operations. For this reason, while this revenue is shown in the Income Statement, it is excluded from the operating result when considering financial performance.

Capital grants and contributions are an important funding source as they are the main way that Council can access the funding required to construct new or improved community assets. However, consideration of new community assets requires careful consideration. While this is looked on favourable by the community, new assets generally create additional operational costs and add to Council's infrastructure renewal funding requirements and infrastructure backlog.

**Employee Costs**

Employee costs represent the full cost of employing staff including wages, superannuation, annual leave, sick leave, long service leave, workers compensation and training and development.

For the 2020-21 budget, the award increase has been assumed to be similar to historical levels.

The superannuation guarantee rate is currently 9.5%. At this time, the superannuation guarantee rate is scheduled to increase to 10% from 1 July 2021 and then to progressively increase by 0.5% per annum to 12% by 1 July 2025.

**Borrowing Costs**

Borrowing costs represent the interest on loans payable in accordance with Council's loan schedule.

**Materials and Contracts**

The category of materials and contracts includes the cost of running Council's fleet and provisions for purchases such as gravel, stores and consumables. It also contains payments for contracted maintenance services.

**Depreciation**

Depreciation represents the consumption of an asset over its useful life and is the only non cash item in the Income Statement.

Depreciation expense rises annually by indexation representing the estimated increased cost of the replacement of assets. Depreciation is also increased by the construction of new assets. Depreciation is an important estimate as it is used to measure Council's performance in renewing assets.

#### **Other Expenses**

"Other expenses" includes the cost of items such as electricity, insurance, communications and software licensing. This category also contains Council's contributions to third parties. There is a range of support provided to external contributions both in the form of direct financial support and non-financial or in-kind support.

Council provides around \$750,000 per annum in direct financial support to community groups and for community wellbeing initiatives. In addition to this a range of in kind support services are provided.

#### **Net Operating Result**

The net operating result is calculated as:

- Total income from continuing operations
- Less: Total expenses from continuing operations

The net operating result includes capital income and is an indicator of the extent to which revenue raised covers operational expenses only or is available for capital funding purposes or other purposes.

#### **Net Operating Result before Capital Grants and Contributions**

This is commonly referred to as just the Operating Result and similarly indicates the extent to which revenue raised covers operational expenses only or is available for capital funding purposes or other purposes. However, it excludes capital income and is a better indicator on which to measure Council's financial performance because Council should at least be covering depreciation expense with operating revenues.

#### **Proceeds from Sale of Assets**

This is capital funding which is generated from the sale or disposal of assets. In the 2020-21 financial year Council is forecast to dispose of \$1.3 million in fleet trade in or auction sales.

#### **Unrestricted Cash**

Unrestricted cash is the balancing item between cash funding and cash expenditure. In the following graphs this is either shown as a source of funding or a source of expenditure. Where unrestricted cash is shown as a source of funding, this represents utilisation of cash held in reserve in the current financial year that has been built up over previous financial years. Where unrestricted cash is shown as a source of expenditure, this represents the planned build up of unrestricted cash to either be held as a buffer against unexpected events or to be used in a future financial year.

#### **Cash Reserves**

Cash reserves are established either through legislative provisions or by way of Council resolving to establish reserves. Reserves that are statutory are referred to as externally restricted reserves whereas reserves that are established by way of Council's own funding determinations are referred to as internally restricted reserves.

In the General Fund, Council will transfer \$6.6 million from cash reserves to assist with funding the 2020-21 budget. These reserve transfers include:

- Unspent grants \$4.3 million
- Unspent loan funding for landfill construction \$339,000
- Airport capital works \$1.1 million
- PreSchool upgrade \$480,000
- S7.12 Contribution Plan \$90,000
- 2019/20 Carry Forward Works \$45,000
- Other internal reserves \$365,000

Transfers to reserve total \$1.5 million and include:

- Unspent grants \$380,000
- Domestic Waste Management \$300,000
- Kolora repairs and maintenance \$205,000
- Other internal reserves \$585,000

### Financial Results

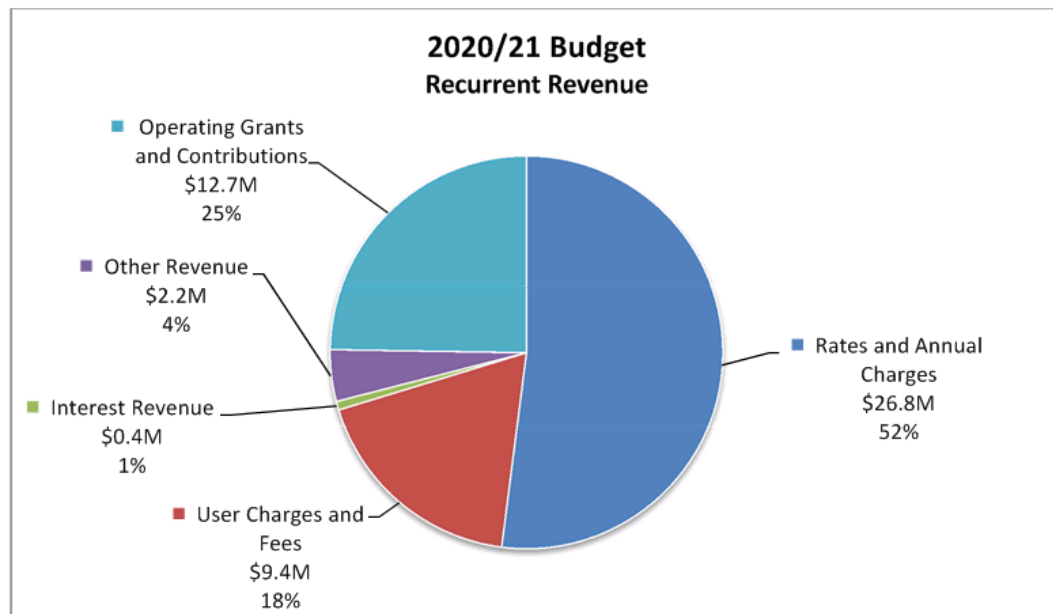
The financial results for the 2020-21 budget are outlined on the following pages by fund.



## General Fund

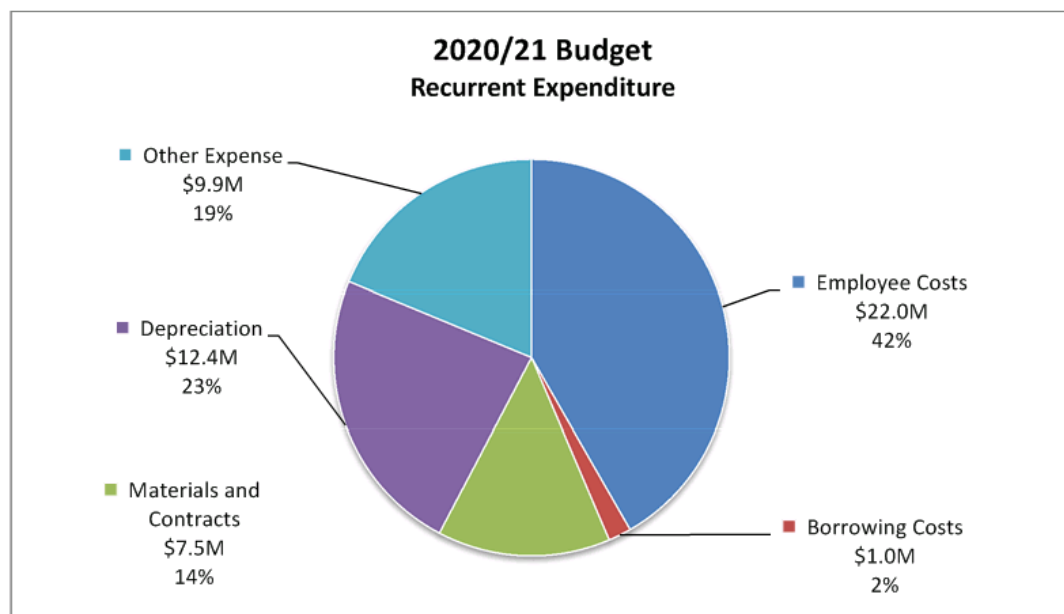
### Recurrent Revenue

The 2020-21 budget includes total recurrent revenue of \$51.5 million. The breakup of this revenue is shown below.



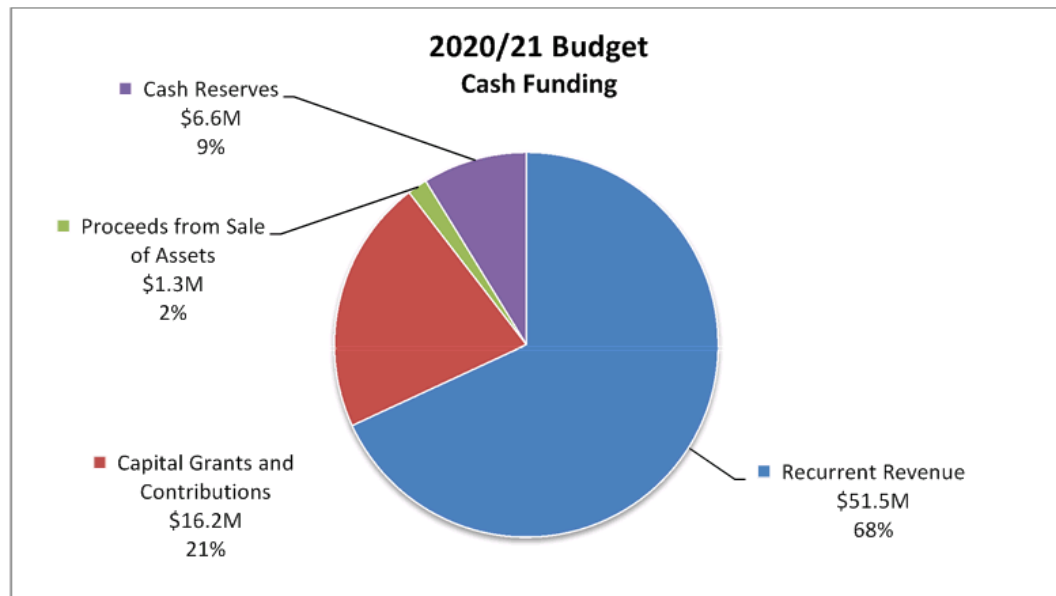
### Recurrent Expenditure

The 2020-21 budget includes total recurrent expenditure of \$52.7 million. The breakup of this expenditure is shown below.



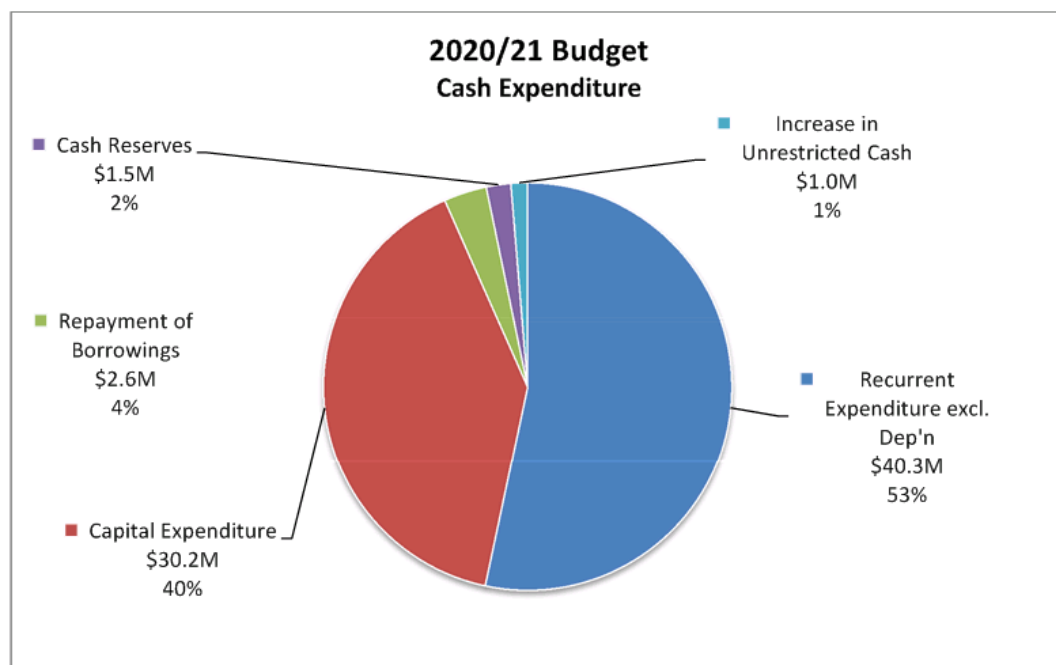
### Cash Funding

Total cash funding available for the 2020-21 budget is \$75.6 million. The breakup of funding is shown below.



### Cash Expenditure

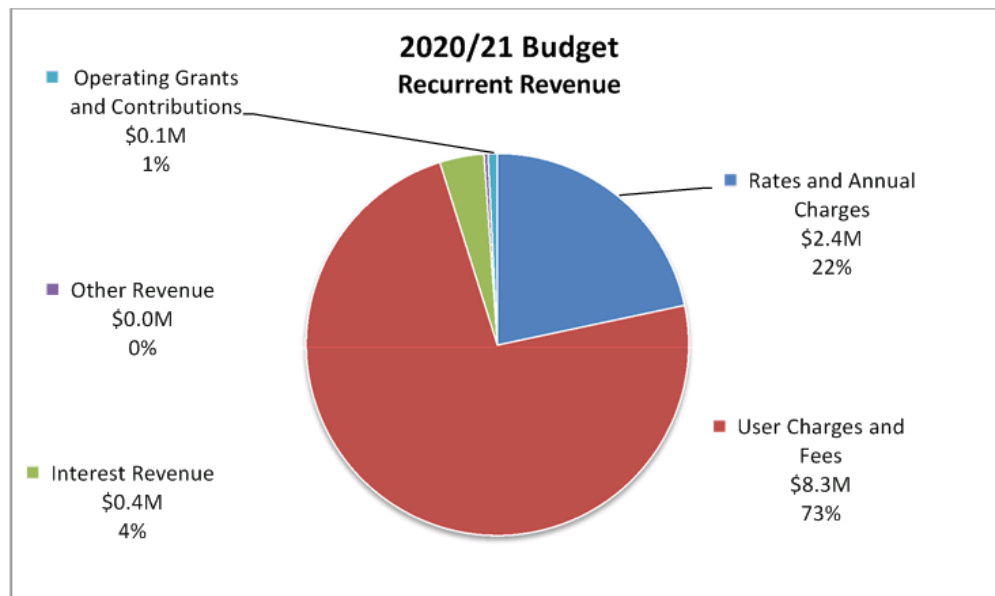
Total cash expended or used in the 2020-21 budget is \$75.6 million. The breakup of expenditure is shown below.



### Water Fund

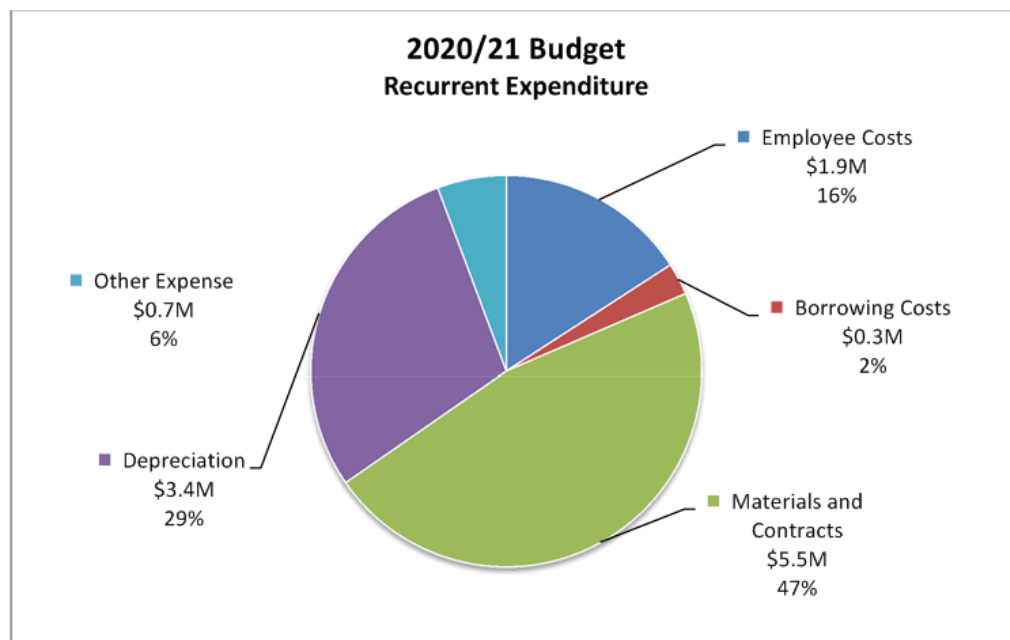
#### Recurrent Revenue

The 2020-21 budget includes total recurrent revenue of \$11.2 million. The breakup of this revenue is shown below.



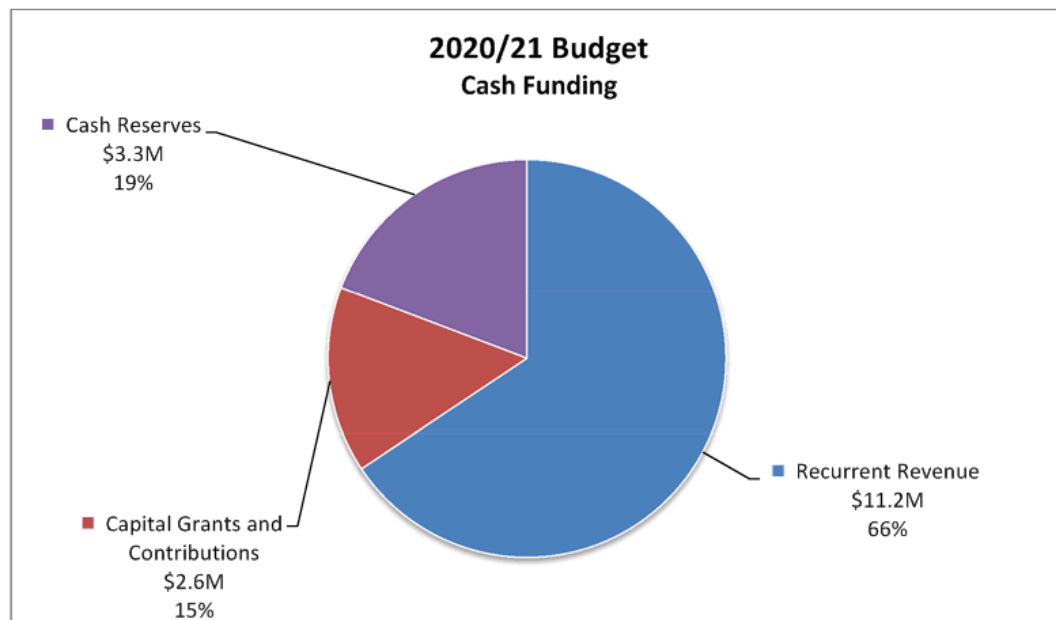
#### Recurrent Expenditure

The 2020-21 budget includes total recurrent expenditure of \$11.8 million. The breakup of this expenditure is shown below.



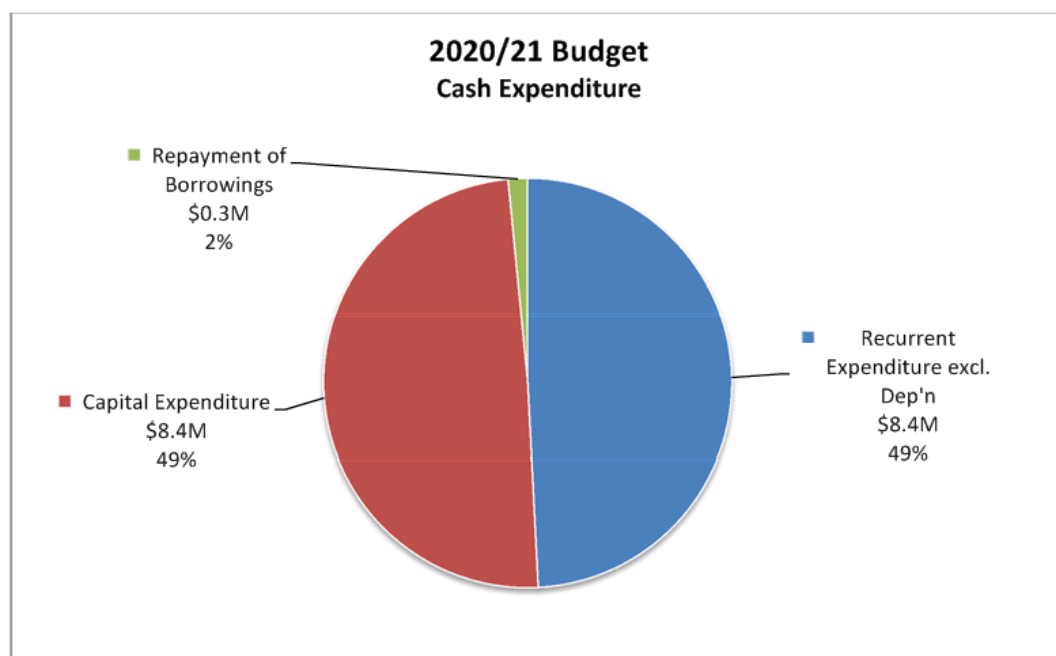
### Cash Funding

Total cash funding available for the 2020-21 budget is \$17.1 million. The breakup of funding is shown below.



### Cash Expenditure

Total cash expended or used in the 2020-21 budget is \$17.1 million. The breakup of expenditure is shown below.

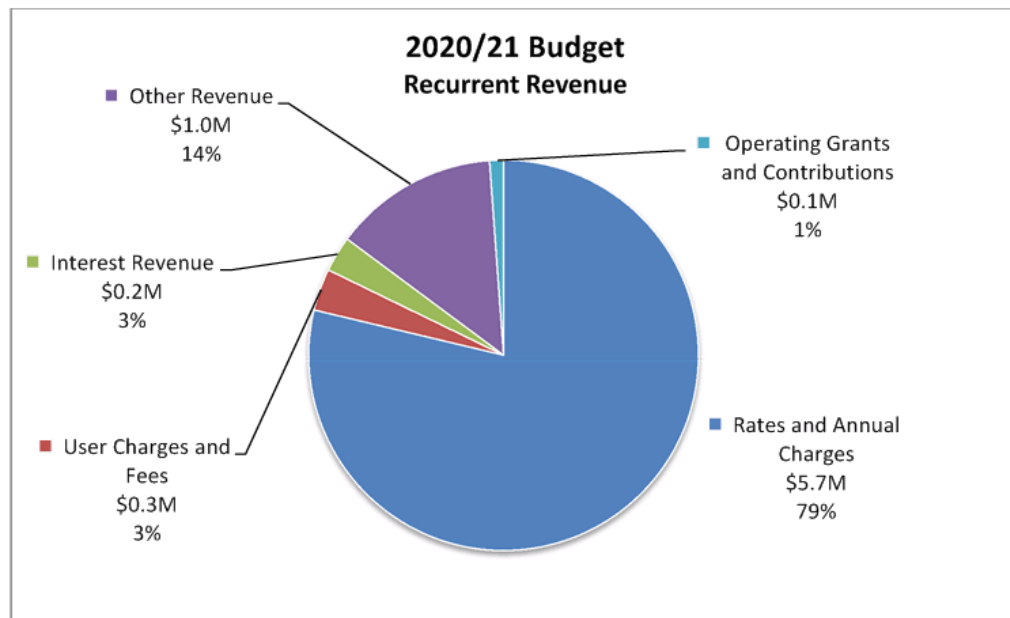




### Sewer Fund

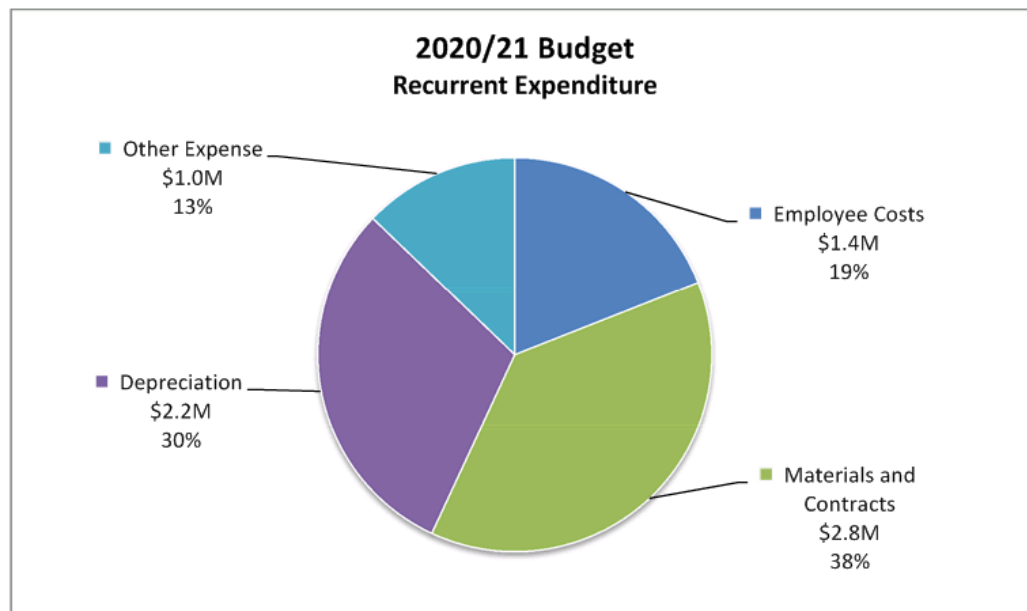
#### Recurrent Revenue

The 2020-21 budget includes total recurrent revenue of \$7.2 million. The breakup of this revenue is shown below.



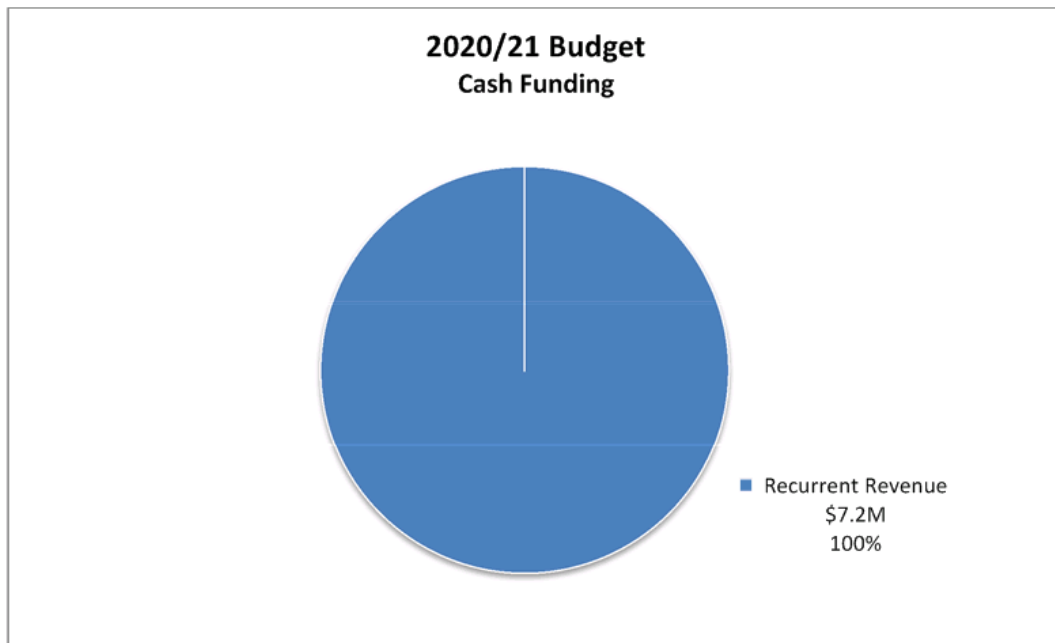
#### Recurrent Expenditure

The 2020-21 budget includes total recurrent expenditure of \$7.4 million. The breakup of this expenditure is shown below.

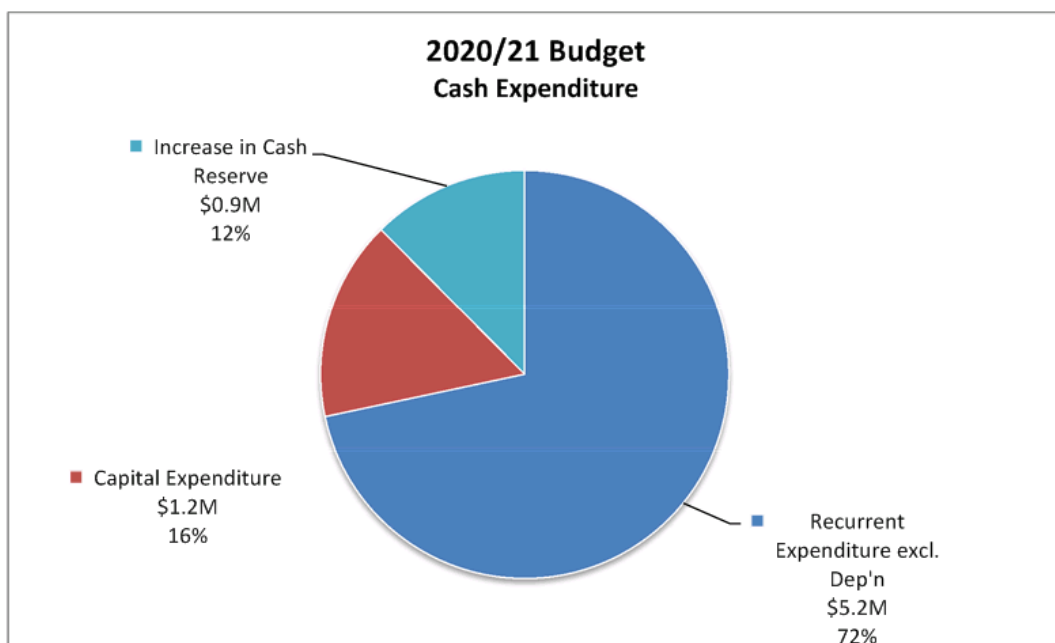


**Cash Funding**

Total cash funding available for the 2020-21 budget is \$7.2 million. The breakup of funding is shown below.

**Cash Expenditure**

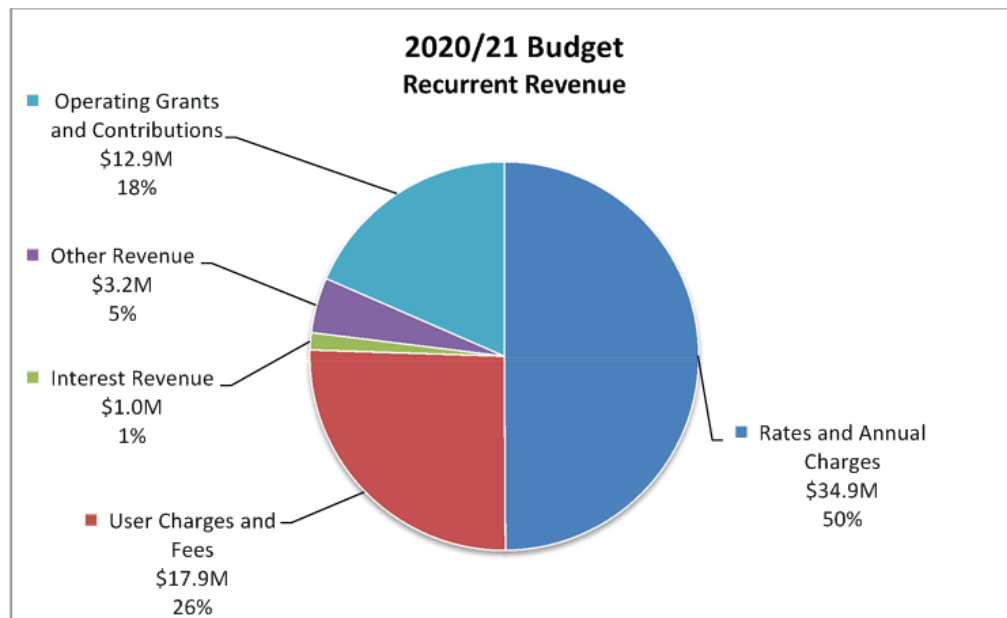
Total cash expended or used in the 2020-21 budget is \$7.2 million. The breakup of expenditure is shown below.



### Consolidated Result

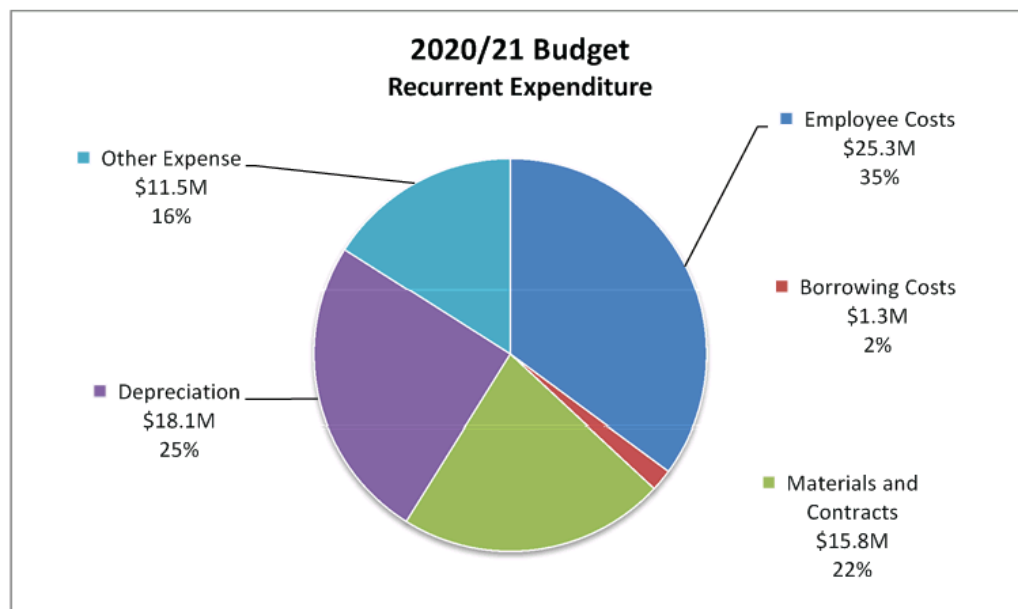
#### Recurrent Revenue

The 2020-21 budget includes total recurrent revenue of \$70.0 million. The breakup of this revenue is shown below.



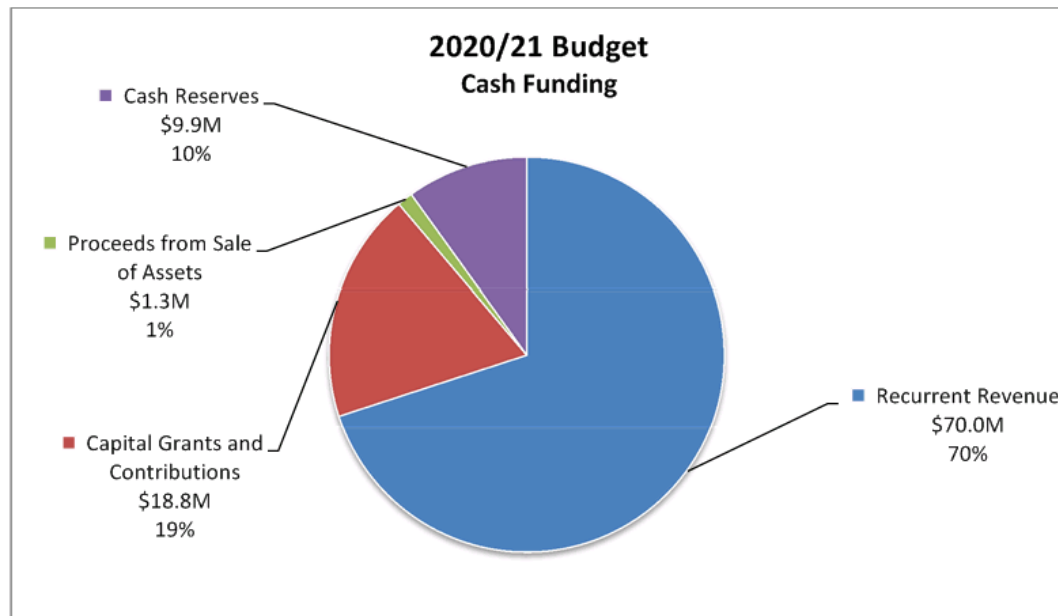
#### Recurrent Expenditure

The 2020-21 budget includes total recurrent expenditure of \$72.0 million. The breakup of this expenditure is shown below.

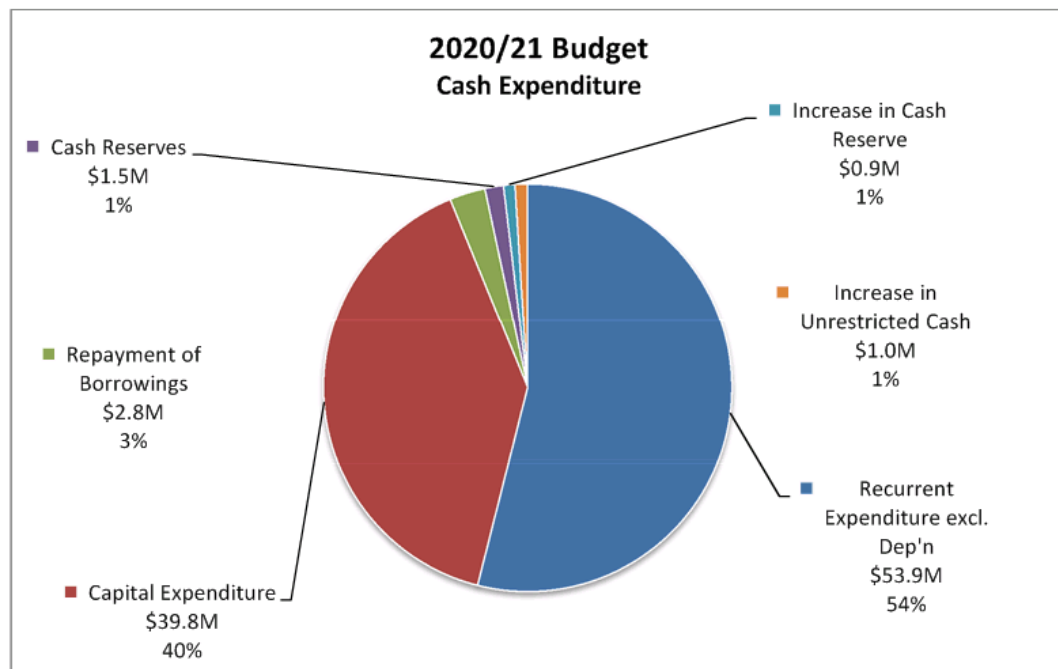


**Cash Funding**

Total cash funding available for the 2020-21 budget is \$99.9 million. The breakup of funding is shown below.

**Cash Expenditure**

Total cash expended or used in the 2020-21 budget is \$99.9 million. The breakup of expenditure is shown below.





## 2020-21 Income Statement

\$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
<b>Income from Continuing Operations</b>				
Rates & Annual Charges	26,784	2,435	5,691	34,910
User Charges & Fees	9,408	8,250	251	17,909
Interest & Investment Revenue	367	420	214	1,001
Other Revenues	2,185	39	990	3,214
Operating Grants & Contributions	12,744	88	84	12,915
Capital Grants & Contributions	16,195	2,593		18,788
<b>Total Income from Continuing Operations</b>	<b>67,684</b>	<b>13,824</b>	<b>7,230</b>	<b>88,738</b>
<b>Expenses from Continuing Operations</b>				
Employee Costs	21,987	1,880	1,414	25,280
Borrowing Costs	989	313	-	1,302
Materials & Contracts	7,457	5,547	2,815	15,819
Depreciation & Amortisation	12,405	3,426	2,248	18,079
Other Expenses	9,891	676	952	11,519
<b>Total Expenses from Continuing Operations</b>	<b>52,729</b>	<b>11,842</b>	<b>7,429</b>	<b>72,000</b>
<b>Net Operating Result</b>	<b>14,955</b>	<b>1,982</b>	<b>(199)</b>	<b>16,739</b>
<b>Net Operating Result before Capital Grants and Contributions</b>	<b>(1,240)</b>	<b>(610)</b>	<b>(199)</b>	<b>(2,049)</b>

## 2020-21 Balance Sheet

\$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	6,477		2,863	9,340
Investments	14,474	19,884	15,457	49,815
Receivables	8,958	2,423	974	12,355
Inventories	541		305	846
Other	401			401
<b>Total Current Assets</b>	<b>30,851</b>	<b>22,307</b>	<b>19,599</b>	<b>72,758</b>
<b>Non-Current Assets</b>				
Receivables	329			329
Infrastructure, Property, Plant & Equipment	603,937	179,636	107,216	890,790
<b>Total Non-Current Assets</b>	<b>604,266</b>	<b>179,636</b>	<b>107,216</b>	<b>891,119</b>
<b>TOTAL ASSETS</b>	<b>635,118</b>	<b>201,944</b>	<b>126,815</b>	<b>963,876</b>
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	6,727	9		6,736
Income received in advance	1,091	109		1,200
Borrowings	2,707	281		2,988
Provisions	8,409			8,409
<b>Total Current Liabilities</b>	<b>18,934</b>	<b>399</b>	<b>0</b>	<b>19,337</b>
<b>Non-Current Liabilities</b>				
Borrowings	14,041	3,949		17,990
Provisions	3,588			3,588
<b>Total Non-Current Liabilities</b>	<b>17,628</b>	<b>3,949</b>	<b>0</b>	<b>21,574</b>
<b>TOTAL LIABILITIES</b>	<b>36,563</b>	<b>4,348</b>		<b>40,911</b>
<b>Net Assets</b>	<b>598,555</b>	<b>197,595</b>	<b>126,815</b>	<b>922,965</b>
<b>EQUITY</b>				
Retained Earnings	585,280	191,336	122,580	899,196
Revaluation Reserves	13,275	6,259	4,235	23,769
<b>Total Equity</b>	<b>598,555</b>	<b>197,595</b>	<b>126,815</b>	<b>922,965</b>

## 2020-21 Cashflow Statement

\$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
<b>Cash Flows from Operating Activities</b>				
<b>Receipts:</b>				
Rates & Annual Charges	26,784	2,435	5,691	34,910
User Charges & Fees	9,408	8,250	251	17,909
Interest & Investment Revenue Received	367	420	214	1,001
Grants & Contributions	28,939	2,681	84	31,703
Other	2,185	39	990	3,214
<b>Payments:</b>				
Employee Costs	(21,987)	(1,880)	(1,414)	(25,280)
Materials & Contracts	(7,457)	(5,547)	(2,815)	(15,819)
Borrowing Costs	(989)	(313)		(1,302)
Other	(9,891)	(676)	(952)	(11,519)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>27,360</b>	<b>5,408</b>	<b>2,049</b>	<b>34,817</b>
<b>Cash Flows from Investing Activities</b>				
<b>Receipts:</b>				
Sale of Investment Securities		3,289		3,289
Sale of Infrastructure, Property, Plant & Equipment	1,268			1,268
<b>Payments:</b>				
Purchase of Infrastructure, Property, Plant & Equipment	(30,241)	(8,435)	(1,150)	(39,826)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(28,973)</b>	<b>(5,146)</b>	<b>(1,150)</b>	<b>(35,269)</b>
<b>Cash Flows from Financing Activities</b>				
<b>Receipts:</b>				
Proceeds from Borrowings				
<b>Payments:</b>				
Repayment of Borrowings	(2,567)	(263)		(2,830)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(2,567)</b>	<b>(263)</b>	<b>0</b>	<b>(2,830)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>(4,181)</b>	<b>0</b>	<b>899</b>	<b>(3,282)</b>
<b>Plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>10,658</b>	<b>0</b>	<b>1,964</b>	<b>12,622</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>6,477</b>	<b>0</b>	<b>2,863</b>	<b>9,340</b>
Cash & Cash Equivalents - end of the year	6,477	0	2,863	9,340
Investments - end of the year	14,474	19,884	15,457	49,815
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>20,951</b>	<b>19,884</b>	<b>18,320</b>	<b>59,155</b>
<b>Representing:</b>				
- External Restrictions	13,416	2,120	1,530	51,620
- Internal Restrictions	4,577			4,577
- Unrestricted	2,958	17,764	16,790	2,958
<b>Total</b>	<b>20,951</b>	<b>19,884</b>	<b>18,320</b>	<b>59,155</b>

## 2020-21 Equity Statement

\$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
Opening Balance	583,600	195,613	127,014	906,227
Net Operating Result for the Year	14,955	1,982	(199)	16,739
Closing Equity Balance	<b>598,555</b>	<b>197,595</b>	<b>126,815</b>	<b>922,965</b>

## Capital Budget

## Background

The 2020-2021 capital program has been developed by identifying critical works, projects that are pre existing commitments and grant dependent projects. Using this criteria the 2020-2021 capital program has reached \$40.2 million, which is higher than prior year capital program delivery.

There are a number of projects that were programmed to be completed in the 2019-2020 financial year that have been carried forward to the 2020-2021 capital program due to the impact of drought, fires and floods. These conditions have not only prevented works proceeding due to issues such as lack of water but have also diverted resources to respond to disaster events.

Description	Gross	External Funding	Council Funding
General Fund	\$30,240,934	\$19,843,530	\$10,397,404
Water Fund	\$8,435,000	\$2,592,500	\$5,842,500
Sewer Fund	\$1,150,000	\$0	\$1,150,000
<b>Total</b>	<b>\$39,825,934</b>	<b>\$22,436,030</b>	<b>\$17,389,904</b>

Further detail on the 2020-2021 capital program is contained in Council's 2020-2021 Operational Plan.



## Long Term Financial Plan

### Introduction

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

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

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

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

Based on the following assumptions, the LTFP represents Council's estimates of projected 'secure' revenue within rate peg limits, the maintenance of existing services, infrastructure and facilities, and the delivery of initiatives identified in the Operational Plan 2020-2021.

### Assumptions

As with all forecasts, it must be acknowledged that things change over time and that long term forecasts are useful as a guidance tool which can identify financial issues in advance and enable a strategy or plan to be developed to deal with them. This LTFP has been prepared using a number of assumptions, which are applicable from 2020-21 onwards.

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

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

The LTFP also includes the following specific assumptions:

#### General Assumptions

Item	Assumption	Comment
CPI	2.0%	Long term averages for CPI are between 2-3%; however, CPI for the last few years has lowered to around 2%.

**Recurrent Revenue Assumptions**

Item	Assumption	Comment
Ordinary Rates	2.3%	The rate peg amount is closely related to local government CPI rates as determined by IPART. While the rate peg has historically been higher than 2.3% the economic impacts of COVID-19 are likely to result in a reduction in this area. The temporary SRV applicable to the former Armidale Dumaresq Council area has been assumed to remain and be made permanent.
Annual Charges – Waste & Drainage	2.5%	The increase has been set at 2.5% in line with increases assumed for employee costs and materials and contracts.
Annual & User Charges – Water & Sewer	5.0%	The increase has been set at 5% in order to generate a sufficient level of funding for the water and sewer capital program forecasts.
User Charges & Fees – Non Statutory	2.5%	The increase has been set at 2.5% in line with increases assumed for employee costs and materials and contracts. In 2020/21 a decrease in airport user fees and charges of around \$825,000 has been recognised due to COVID-19 shutdown provisions. This is assumed to largely correct in 2021/22 as restrictions are eased and flight services resume.
User Charges & Fees - Statutory	2.0%	As increases for these fees are not set by Council, the increase has been set at 2.0% in line with the CPI assumption.
Interest & Investment Revenues	N/A	Recalculated based on forecast cash levels.
Other Revenues	2.5%	The increase has been set at 2.5% in line with increases assumed for employee costs and materials and contracts.
Operating Grants & Contributions	2.0%	As increases for these sources of funding are not set by Council, the increase has been set at 2.0% in line with the CPI assumption. In 2021/22 a decrease in the Roads to Recovery grant of \$715,000 has been recognised as Council is currently receiving a temporary increase in the level of funding as a result of drought funding.

**Recurrent Expenditure Assumptions**

Item	Assumption	Comment
Employee Costs	2.5%	Based on estimated award increases and increment increases.
Borrowing Costs	N/A	Included as per loan borrowings schedule.
Materials & Contracts	2.5%	These costs generally increase in line with CPI; however a small growth allowance has also been assumed. An increase of \$250,000 has been assumed in 2021/22 to pay for the scheduled council election.
Depreciation	2.0%	Increased in line with CPI.
Other Expenses – Utilities & Insurance	2.5%	These costs often increase above the level of CPI.

Item	Assumption	Comment
Other Expenses - Other	2.0%	Increased in line with CPI. In 2021/22 an increase of \$355,000 has been recognised to account for the increase in the Emergency Services Levy passed onto councils by the NSW Government to pay for increased workers compensation insurance.

#### Capital Assumptions

Item	Assumption	Comment
Capital Grants & Contributions		Included as per the capital program.
Capital Expenditure		Included as per the capital program. Projects have been prioritised in accordance with Council's capacity to deliver and available funding. Not all proposed projects have been included in the budget and the building and infrastructure renewals ratio for General Fund performs poorly against the recommended benchmark.
Loan Repayments	N/A	Repayments on the present loan are forecast in accordance with the borrowings schedule. New borrowings are assumed to be financed by 20 year loans at a current indicative borrowing rate of 3%. Two new loans have been assumed in the forecast for the Water Fund for the purpose of infrastructure funding. The loan taken out for the landfill has a \$4 million balloon payment due in the 2023-24 financial year. This has been assumed to be refinanced for a further 4 years at 4% to smooth out the cashflows required for the borrowing program.
Fixed Asset Values	N/A	The value of fixed assets is based on the current value of PPE adjusted for the forecast level of purchases and disposals.

### Budgeted Financial Statements

#### Budgeted Income Statement

This statement outlines:

- All sources of Council's income (revenue)
- All recurrent expenditure. These expenses relate to operations and do not include capital expenditure although depreciation of assets is included.

The Net Operating Result for the year is a measure of Council's financial performance. This figure is determined by deducting total recurrent expenditure from total income.

The Net Operating Result before Capital Grants and Contributions therefore shows if the income received is sufficient to pay for both operating expenses and asset renewal (as reflected in depreciation costs). This result is considered the most relevant measure of financial sustainability as it excludes income that can only be used for the acquisition of new assets.

#### Budgeted Balance Sheet

This statement outlines what Council owns (assets) and what it owes (liabilities) at a point in time. Council's net worth is determined by deducting total liabilities from total assets – the larger the net equity, the stronger the financial position.

**Budgeted Cashflow Statement**

This statement summarises the actual flows of cash for a period and explains the change in the cash balance held from the start of the period through to the end of the reporting period. The Cashflow Statement shows the receipt and payment of all operating, investing and financing transactions, and the impact of this on cash balances and the forecast level of unrestricted cash at the end of each reporting period.

**Budgeted Equity Statement**

This statement summarises the change in Council's real worth throughout the financial year.

Council's net worth can change as a result of:

- The net result as recorded in the Statement of Comprehensive Income; or
- An increase or decrease in the net value of non-current assets resulting from a revaluation of those assets.



## LTFP Income Statement

## General Fund

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	25,219	26,784	27,417	28,065	28,727	29,406	30,101	30,812	31,540	32,285	33,047
User Charges & Fees	11,379	9,408	10,338	10,590	10,849	11,114	11,385	11,663	11,948	12,240	12,540
Interest & Investment Revenue	573	367	367	367	367	367	367	367	367	367	367
Other Revenues	2,283	2,185	2,240	2,296	2,353	2,412	2,473	2,534	2,598	2,663	2,729
Operating Grants & Contributions	14,169	12,744	11,110	11,304	11,501	11,773	12,009	12,249	12,494	12,744	12,999
Capital Grants & Contributions	8,249	16,195	2,308	313	423	275	361	433	282	392	566
<b>Total Income from Continuing Operations</b>	<b>61,873</b>	<b>67,684</b>	<b>53,780</b>	<b>52,935</b>	<b>54,221</b>	<b>55,347</b>	<b>56,696</b>	<b>58,058</b>	<b>59,229</b>	<b>60,691</b>	<b>62,247</b>
<b>Expenses from Continuing Operations</b>											
Employee Costs	22,874	21,987	22,537	23,100	23,678	24,270	24,876	25,498	26,136	26,789	27,459
Borrowing Costs	1,139	989	851	706	506	388	274	170	100	62	27
Materials & Contracts	9,176	7,457	6,841	7,012	7,187	7,367	7,551	7,740	7,934	8,132	8,335
Depreciation & Amortisation	11,841	12,405	12,653	12,906	13,164	13,427	13,696	13,970	14,249	14,534	14,825
Other Expenses	8,929	9,891	10,492	10,458	10,679	10,904	11,135	11,370	11,610	11,855	12,106
<b>Total Expenses from Continuing Operations</b>	<b>53,959</b>	<b>52,729</b>	<b>53,373</b>	<b>54,182</b>	<b>55,214</b>	<b>56,356</b>	<b>57,532</b>	<b>58,748</b>	<b>60,028</b>	<b>61,372</b>	<b>62,751</b>
<b>Net Operating Result for the Year</b>	<b>7,914</b>	<b>14,955</b>	<b>407</b>	<b>(1,247)</b>	<b>(992)</b>	<b>(1,009)</b>	<b>(836)</b>	<b>(690)</b>	<b>(799)</b>	<b>(682)</b>	<b>(504)</b>
<b>Net Operating Result before Capital Grants and Contributions</b>	<b>(336)</b>	<b>(1,240)</b>	<b>(1,901)</b>	<b>(1,560)</b>	<b>(1,416)</b>	<b>(1,284)</b>	<b>(1,198)</b>	<b>(1,122)</b>	<b>(1,081)</b>	<b>(1,074)</b>	<b>(1,069)</b>

**Water Fund**

<b>\$'000</b>	<b>Revised Budget 2019/20</b>	<b>Budget 2020/21</b>	<b>Projected Years</b>								
			<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>2028/29</b>	<b>2029/30</b>
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	2,160	2,435	2,556	2,684	2,818	2,959	3,107	3,262	3,426	3,597	3,777
User Charges & Fees	5,936	8,250	8,658	9,086	9,536	10,008	10,503	11,024	11,570	12,143	12,745
Interest & Investment Revenue	718	420	420	420	420	420	420	420	420	420	420
Other Revenues	35	39	40	41	42	43	44	45	46	48	49
Operating Grants & Contributions	1,562	88	90	92	93	95	97	99	101	103	105
Capital Grants & Contributions	3,185	2,593	4,802	2,209	1,500	2,000	2,000	1,500	1,500	1,000	1,000
<b>Total Income from Continuing Operations</b>	<b>13,597</b>	<b>13,824</b>	<b>16,566</b>	<b>14,532</b>	<b>14,410</b>	<b>15,525</b>	<b>16,172</b>	<b>16,350</b>	<b>17,063</b>	<b>17,311</b>	<b>18,096</b>
<b>Expenses from Continuing Operations</b>											
Employee Costs	2,220	1,880	1,927	1,975	2,024	2,075	2,126	2,180	2,234	2,290	2,347
Borrowing Costs	330	313	295	447	538	505	470	435	405	374	341
Materials & Contracts	8,467	5,547	5,686	5,828	5,974	6,123	6,276	6,433	6,594	6,759	6,927
Depreciation & Amortisation	3,052	3,426	3,495	3,564	3,636	3,708	3,783	3,858	3,935	4,014	4,094
Other Expenses	651	676	691	707	723	740	757	774	792	810	828
<b>Total Expenses from Continuing Operations</b>	<b>14,720</b>	<b>11,842</b>	<b>12,093</b>	<b>12,521</b>	<b>12,895</b>	<b>13,151</b>	<b>13,412</b>	<b>13,680</b>	<b>13,960</b>	<b>14,246</b>	<b>14,539</b>
<b>Net Operating Result for the Year</b>	<b>(1,123)</b>	<b>1,982</b>	<b>4,472</b>	<b>2,011</b>	<b>1,515</b>	<b>2,375</b>	<b>2,760</b>	<b>2,670</b>	<b>3,102</b>	<b>3,064</b>	<b>3,557</b>
<b>Net Operating Result before Capital Grants and Contributions</b>	<b>(4,308)</b>	<b>(610)</b>	<b>(329)</b>	<b>(198)</b>	<b>15</b>	<b>375</b>	<b>760</b>	<b>1,170</b>	<b>1,602</b>	<b>2,064</b>	<b>2,557</b>

## Sewer Fund

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	5,582	5,691	5,976	6,275	6,589	6,918	7,264	7,627	8,008	8,409	8,829
User Charges & Fees	240	251	257	264	270	277	284	291	298	306	313
Interest & Investment Revenue	390	214	214	214	214	214	214	214	214	214	214
Other Revenues	640	990	1,015	1,040	1,066	1,093	1,120	1,148	1,177	1,206	1,236
Operating Grants & Contributions	81	84	85	87	89	90	92	94	96	98	100
Capital Grants & Contributions	1,142										
<b>Total Income from Continuing Operations</b>	<b>8,075</b>	<b>7,230</b>	<b>7,547</b>	<b>7,880</b>	<b>8,228</b>	<b>8,592</b>	<b>8,974</b>	<b>9,374</b>	<b>9,794</b>	<b>10,233</b>	<b>10,693</b>
<b>Expenses from Continuing Operations</b>											
Employee Costs	1,309	1,414	1,449	1,485	1,522	1,560	1,599	1,639	1,680	1,722	1,765
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-
Materials & Contracts	2,315	2,815	2,885	2,958	3,031	3,107	3,185	3,265	3,346	3,430	3,516
Depreciation & Amortisation	1,593	2,248	2,293	2,339	2,386	2,433	2,482	2,532	2,582	2,634	2,687
Other Expenses	614	952	972	992	1,013	1,034	1,055	1,077	1,099	1,122	1,146
<b>Total Expenses from Continuing Operations</b>	<b>5,831</b>	<b>7,429</b>	<b>7,600</b>	<b>7,774</b>	<b>7,952</b>	<b>8,135</b>	<b>8,322</b>	<b>8,513</b>	<b>8,708</b>	<b>8,908</b>	<b>9,113</b>
<b>Net Operating Result for the Year</b>	<b>2,244</b>	<b>(199)</b>	<b>(52)</b>	<b>106</b>	<b>275</b>	<b>457</b>	<b>653</b>	<b>862</b>	<b>1,085</b>	<b>1,324</b>	<b>1,580</b>
<b>Net Operating Result before Capital Grants and Contributions</b>	<b>1,102</b>	<b>(199)</b>	<b>(52)</b>	<b>106</b>	<b>275</b>	<b>457</b>	<b>653</b>	<b>862</b>	<b>1,085</b>	<b>1,324</b>	<b>1,580</b>

## Consolidated Result

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Income from Continuing Operations</b>											
<b>Revenue:</b>											
Rates & Annual Charges	32,961	34,910	35,949	37,023	38,134	39,283	40,472	41,701	42,974	44,290	45,653
User Charges & Fees	17,554	17,909	19,253	19,940	20,655	21,399	22,173	22,978	23,817	24,689	25,598
Interest & Investment Revenue	1,682	1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001
Other Revenues	2,958	3,214	3,295	3,377	3,462	3,548	3,637	3,728	3,821	3,916	4,014
Operating Grants & Contributions	15,812	12,915	11,285	11,483	11,684	11,959	12,198	12,442	12,691	12,945	13,204
Capital Grants & Contributions	12,577	18,788	7,110	2,523	1,923	2,275	2,361	1,933	1,782	1,392	1,566
<b>Total Income from Continuing Operations</b>	<b>83,544</b>	<b>88,738</b>	<b>77,893</b>	<b>75,347</b>	<b>76,859</b>	<b>79,465</b>	<b>81,842</b>	<b>83,783</b>	<b>86,085</b>	<b>88,234</b>	<b>91,036</b>
<b>Expenses from Continuing Operations</b>											
Employee Costs	26,403	25,280	25,912	26,560	27,224	27,905	28,602	29,317	30,050	30,801	31,571
Borrowing Costs	1,469	1,302	1,146	1,153	1,044	893	744	606	505	436	368
Materials & Contracts	19,958	15,819	15,412	15,798	16,192	16,597	17,012	17,438	17,873	18,320	18,778
Depreciation & Amortisation	16,486	18,079	18,440	18,809	19,185	19,569	19,960	20,359	20,767	21,182	21,606
Other Expenses	10,194	11,519	12,156	12,158	12,415	12,678	12,947	13,221	13,501	13,787	14,080
<b>Total Expenses from Continuing Operations</b>	<b>74,510</b>	<b>72,000</b>	<b>73,066</b>	<b>74,477</b>	<b>76,061</b>	<b>77,641</b>	<b>79,265</b>	<b>80,941</b>	<b>82,696</b>	<b>84,527</b>	<b>86,403</b>
<b>Net Operating Result for the Year</b>	<b>9,035</b>	<b>16,739</b>	<b>4,827</b>	<b>870</b>	<b>798</b>	<b>1,823</b>	<b>2,576</b>	<b>2,842</b>	<b>3,389</b>	<b>3,707</b>	<b>4,633</b>
<b>Net Operating Result before Capital Grants and Contributions</b>	<b>(3,542)</b>	<b>(2,049)</b>	<b>(2,283)</b>	<b>(1,653)</b>	<b>(1,125)</b>	<b>(452)</b>	<b>215</b>	<b>910</b>	<b>1,607</b>	<b>2,315</b>	<b>3,067</b>

## LTFP Balance Sheet

## General Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	10,658	6,477	6,820	6,813	7,543	8,878	9,117	10,534	13,308	13,514	12,777
Investments	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474
Receivables	8,958	8,958	8,958	8,958	8,958	8,958	8,958	8,958	8,958	8,958	8,958
Inventories	541	541	541	541	541	541	541	541	541	541	541
Other	401	401	401	401	401	401	401	401	401	401	401
<b>Total Current Assets</b>	<b>35,032</b>	<b>30,851</b>	<b>31,194</b>	<b>31,187</b>	<b>31,918</b>	<b>33,252</b>	<b>33,491</b>	<b>34,908</b>	<b>37,683</b>	<b>37,888</b>	<b>37,152</b>
<b>Non-Current Assets</b>											
Receivables	329	329	329	329	329	329	329	329	329	329	329
Infrastructure, Property, Plant & Equipment	587,369	603,937	601,294	597,129	592,823	588,059	584,729	580,702	576,402	574,929	574,718
<b>Total Non-Current Assets</b>	<b>587,698</b>	<b>604,266</b>	<b>601,623</b>	<b>597,457</b>	<b>593,152</b>	<b>588,388</b>	<b>585,058</b>	<b>581,030</b>	<b>576,731</b>	<b>575,258</b>	<b>575,047</b>
<b>TOTAL ASSETS</b>	<b>622,730</b>	<b>635,118</b>	<b>632,817</b>	<b>628,644</b>	<b>625,070</b>	<b>621,640</b>	<b>618,549</b>	<b>615,939</b>	<b>614,414</b>	<b>613,146</b>	<b>612,199</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727	6,727
Income received in advance	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091	1,091
Borrowings	2,567	2,707	2,926	2,582	2,421	2,255	1,920	726	586	444	85
Provisions	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409
<b>Total Current Liabilities</b>	<b>18,795</b>	<b>18,934</b>	<b>19,153</b>	<b>18,810</b>	<b>18,649</b>	<b>18,482</b>	<b>18,147</b>	<b>16,953</b>	<b>16,813</b>	<b>16,671</b>	<b>16,312</b>
<b>Non-Current Liabilities</b>											
Borrowings	16,748	14,041	11,115	8,532	6,111	3,856	1,936	1,210	624	181	96
Provisions	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588



\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Non-Current Liabilities	20,336	17,628	14,703	12,120	9,699	7,444	5,524	4,798	4,212	3,769	3,684
<b>TOTAL LIABILITIES</b>	<b>39,130</b>	<b>36,563</b>	<b>33,856</b>	<b>30,930</b>	<b>28,347</b>	<b>25,926</b>	<b>23,671</b>	<b>21,751</b>	<b>21,025</b>	<b>20,439</b>	<b>19,996</b>
<b>Net Assets</b>	<b>583,600</b>	<b>598,555</b>	<b>598,962</b>	<b>597,715</b>	<b>596,722</b>	<b>595,714</b>	<b>594,877</b>	<b>594,187</b>	<b>593,389</b>	<b>592,707</b>	<b>592,203</b>
<b>EQUITY</b>											
Retained Earnings	570,325	585,280	585,687	584,440	583,447	582,439	581,602	580,912	580,114	579,432	578,928
Revaluation Reserves	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275	13,275
<b>Total Equity</b>	<b>583,600</b>	<b>598,555</b>	<b>598,962</b>	<b>597,715</b>	<b>596,722</b>	<b>595,714</b>	<b>594,877</b>	<b>594,187</b>	<b>593,389</b>	<b>592,707</b>	<b>592,203</b>

## Water Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	-	-	-	-	-	-	-	450	1,421	3,102	4,969
Investments	23,174	19,884	17,906	14,418	12,275	9,548	6,164	6,164	6,164	6,164	6,164
Receivables	2,423	2,423	2,423	2,423	2,423	2,423	2,423	2,423	2,423	2,423	2,423
<b>Total Current Assets</b>	<b>25,597</b>	<b>22,307</b>	<b>20,329</b>	<b>16,841</b>	<b>14,698</b>	<b>11,971</b>	<b>8,587</b>	<b>9,037</b>	<b>10,008</b>	<b>11,688</b>	<b>13,556</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	174,627	179,636	191,576	200,562	203,529	207,908	213,296	14,860	216,305	216,971	217,957
<b>Total Non-Current Assets</b>	<b>174,627</b>	<b>179,636</b>	<b>191,576</b>	<b>200,562</b>	<b>203,529</b>	<b>207,908</b>	<b>213,296</b>	<b>214,860</b>	<b>216,305</b>	<b>216,971</b>	<b>217,957</b>
<b>TOTAL ASSETS</b>	<b>200,224</b>	<b>201,944</b>	<b>211,905</b>	<b>217,402</b>	<b>218,228</b>	<b>219,880</b>	<b>221,883</b>	<b>223,897</b>	<b>226,313</b>	<b>228,659</b>	<b>231,513</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Payables	9	9	9	9	9	9	9	9	9	9	9
Income Received in Advance	109	109	109	109	109	109	109	109	109	109	109
Borrowings	263	281	514	689	723	757	656	686	718	703	596
<b>Total Current Liabilities</b>	<b>381</b>	<b>399</b>	<b>632</b>	<b>807</b>	<b>841</b>	<b>875</b>	<b>774</b>	<b>804</b>	<b>836</b>	<b>821</b>	<b>714</b>
<b>Non-Current Liabilities</b>											
Borrowings	4,230	3,949	9,205	12,516	11,793	11,036	10,380	9,694	8,976	8,273	7,677
<b>Total Non-Current Liabilities</b>	<b>4,230</b>	<b>3,949</b>	<b>9,205</b>	<b>12,516</b>	<b>11,793</b>	<b>11,036</b>	<b>10,380</b>	<b>9,694</b>	<b>8,976</b>	<b>8,273</b>	<b>7,677</b>
<b>TOTAL LIABILITIES</b>	<b>4,611</b>	<b>4,348</b>	<b>9,837</b>	<b>13,323</b>	<b>12,634</b>	<b>11,911</b>	<b>11,154</b>	<b>10,498</b>	<b>9,812</b>	<b>9,094</b>	<b>8,391</b>
<b>Net Assets</b>	<b>195,613</b>	<b>197,595</b>	<b>202,068</b>	<b>204,079</b>	<b>205,594</b>	<b>207,968</b>	<b>210,728</b>	<b>213,399</b>	<b>216,501</b>	<b>219,565</b>	<b>223,122</b>
<b>EQUITY</b>											
Retained Earnings	189,354	191,336	195,809	197,820	199,335	201,709	204,469	207,140	210,242	213,306	216,863
Revaluation Reserves	6,259	6,259	6,259	6,259	6,259	6,259	6,259	6,259	6,259	6,259	6,259

\$'000	Revised Budget	Budget	Projected Years									
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
Total Equity	195,613	197,595	202,068	204,079	205,594	207,968	210,728	213,399	216,501	219,565	223,122	

## Sewer Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>ASSETS</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents	1,964	2,863	222	-	-	-	-	1,645	3,364	2,573	4,352
Investments	15,457	15,457	15,457	12,488	9,455	8,293	7,493	7,493	7,493	7,493	7,493
Receivables	974	974	974	974	974	974	974	974	974	974	974
Inventories	305	305	305	305	305	305	305	305	305	305	305
<b>Total Current Assets</b>	<b>18,700</b>	<b>19,599</b>	<b>16,958</b>	<b>13,767</b>	<b>10,734</b>	<b>9,572</b>	<b>8,772</b>	<b>10,417</b>	<b>12,136</b>	<b>11,346</b>	<b>13,124</b>
<b>Non-Current Assets</b>											
Infrastructure, Property, Plant & Equipment	108,314	107,216	109,804	113,101	116,410	118,029	119,481	118,698	118,064	120,179	119,980
<b>Total Non-Current Assets</b>	<b>108,314</b>	<b>107,216</b>	<b>109,804</b>	<b>113,101</b>	<b>116,410</b>	<b>118,029</b>	<b>119,481</b>	<b>118,698</b>	<b>118,064</b>	<b>120,179</b>	<b>119,980</b>
<b>TOTAL ASSETS</b>	<b>127,014</b>	<b>126,815</b>	<b>126,763</b>	<b>126,868</b>	<b>127,144</b>	<b>127,601</b>	<b>128,254</b>	<b>129,115</b>	<b>130,200</b>	<b>131,525</b>	<b>133,105</b>
<b>LIABILITIES</b>											
<b>Current Liabilities</b>											
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Current Liabilities</b>											
Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Liabilities</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Assets</b>	<b>127,014</b>	<b>126,815</b>	<b>126,763</b>	<b>26,868</b>	<b>127,144</b>	<b>127,601</b>	<b>128,254</b>	<b>129,115</b>	<b>130,200</b>	<b>131,525</b>	<b>133,105</b>
<b>EQUITY</b>											
Retained Earnings	122,779	122,580	122,528	122,633	122,909	123,366	124,019	124,880	125,965	127,290	128,870
Revaluation Reserves	4,235	4,235	4,235	4,235	4,235	4,235	4,235	4,235	4,235	4,235	4,235
<b>Total Equity</b>	<b>127,014</b>	<b>126,815</b>	<b>126,763</b>	<b>126,868</b>	<b>127,144</b>	<b>127,601</b>	<b>128,254</b>	<b>129,115</b>	<b>130,200</b>	<b>131,525</b>	<b>133,105</b>

## Consolidated Result

\$'000	Revised Budget 2019/20	Budget 2020/21	2021/22	2022/23	2023/24	Projected Years						2029/30
			2024/25	2025/26	2026/27	2027/28	2028/29					
ASSETS												
Current Assets												
Cash & Cash Equivalents	12,622	9,340	7,042	6,813	7,543	8,878	9,117	12,629	18,094	19,189	22,098	
Investments	53,105	49,815	47,837	41,380	36,204	32,315	28,131	28,131	28,131	28,131	28,131	
Receivables	12,355	12,355	12,355	12,355	12,355	12,355	12,355	12,355	12,355	12,355	12,355	
Inventories	846	846	846	846	846	846	846	846	846	846	846	
Other	401	401	171	171	171	171	171	171	171	171	171	
Total Current Assets	79,329	72,758	230	230	230	230	230	230	230	230	230	
Non-Current Assets												
Receivables	329	329	329	329	329	329	329	329	329	329	329	
Infrastructure, Property, Plant & Equipment	870,310	890,790	902,674	910,791	912,762	913,996	917,506	914,259	910,771	912,079	912,656	
Total Non-Current Assets	870,639	891,119	903,003	911,120	913,091	914,325	917,835	914,588	911,100	912,408	912,985	
TOTAL ASSETS	949,968	963,876	971,485	972,915	970,441	969,120	968,685	968,950	970,927	973,331	976,817	
LIABILITIES												
Current Liabilities												
Payables	6,736	6,736	6,736	6,736	6,736	6,736	6,736	6,736	6,736	6,736	6,736	
Income received in advance	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
Borrowings	2,830	2,988	3,440	3,272	3,144	3,012	2,576	1,412	1,303	1,147	680	
Provisions	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	8,409	
Total Current Liabilities	19,175	19,333	19,785	19,617	19,489	19,357	18,922	17,757	17,649	17,492	17,025	
Non-Current Liabilities												
Borrowings	20,978	17,990	20,320	21,048	17,904	14,893	12,316	10,904	9,600	8,454	7,773	
Provisions	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	3,588	



\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Total Non-Current Liabilities	24,566	21,578	23,908	24,636	21,492	18,480	15,904	14,492	13,188	12,041	11,361
<b>TOTAL LIABILITIES</b>	<b>43,741</b>	<b>40,911</b>	<b>43,693</b>	<b>44,253</b>	<b>40,981</b>	<b>37,837</b>	<b>34,826</b>	<b>32,249</b>	<b>30,837</b>	<b>29,533</b>	<b>28,387</b>
Net Assets	906,227	922,965	927,792	928,662	929,460	931,283	933,859	936,701	940,090	943,797	948,430
<b>EQUITY</b>											
Retained Earnings	882,548	899,196	904,023	904,893	905,691	907,514	910,090	912,932	916,321	920,028	924,661
Revaluation Reserves	23,769	23,769	23,769	23,769	23,769	23,769	23,769	23,769	23,769	23,769	23,769
<b>Total Equity</b>	<b>906,227</b>	<b>922,965</b>	<b>927,792</b>	<b>928,662</b>	<b>929,460</b>	<b>931,283</b>	<b>933,859</b>	<b>936,701</b>	<b>940,090</b>	<b>943,797</b>	<b>948,430</b>

## LTFP Cashflow Statement

## General Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	25,219	26,784	27,417	28,065	28,727	29,406	30,101	30,812	31,540	32,285	33,047
User Charges & Fees	11,379	9,408	10,338	10,590	10,849	11,114	11,385	11,663	11,948	12,240	12,540
Interest & Investment Revenue Received	573	367	367	367	367	367	367	367	367	367	367
Grants & Contributions	22,418	28,939	13,418	11,617	11,925	12,048	12,370	12,681	12,776	13,136	13,564
Other	2,283	2,185	2,240	2,296	2,353	2,412	2,473	2,534	2,598	2,663	2,729
<b>Payments:</b>											
Employee Costs	(22,874)	(21,987)	(22,537)	(23,100)	(23,678)	(24,270)	(24,876)	(25,498)	(26,136)	(26,789)	(27,459)
Materials & Contracts	(9,176)	(7,457)	(6,841)	(7,012)	(7,187)	(7,367)	(7,551)	(7,740)	(7,934)	(8,132)	(8,335)
Borrowing Costs	(1,139)	(989)	(851)	(706)	(506)	(388)	(274)	(170)	(100)	(62)	(27)
Other	(8,929)	(9,891)	(10,492)	(10,458)	(10,679)	(10,904)	(11,135)	(11,370)	(11,610)	(11,855)	(12,106)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>19,755</b>	<b>27,360</b>	<b>13,060</b>	<b>11,659</b>	<b>12,172</b>	<b>12,418</b>	<b>12,859</b>	<b>13,280</b>	<b>13,450</b>	<b>13,852</b>	<b>14,321</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Infrastructure, Property, Plant & Equipment	2,755	1,268	1,228	1,205	1,367	1,203	1,202	1,197	1,215	1,157	1,177
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(20,226)	(30,241)	(11,237)	(9,946)	(10,226)	(9,866)	(11,567)	(11,139)	(11,164)	(14,218)	(15,790)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(17,471)</b>	<b>(28,973)</b>	<b>(10,009)</b>	<b>(8,740)</b>	<b>(8,858)</b>	<b>(8,663)</b>	<b>(10,366)</b>	<b>(9,943)</b>	<b>(9,949)</b>	<b>(13,061)</b>	<b>(14,614)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings	(2,666)	(2,567)	(2,707)	(2,926)	(2,582)	(2,421)	(2,255)	(1,920)	(726)	(586)	(444)

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Net Cash Flow provided (used in) Financing Activities	(2,666)	(2,567)	(2,707)	(2,926)	(2,582)	(2,421)	(2,255)	(1,920)	(726)	(586)	(444)
Net Increase/(Decrease) in Cash & Cash Equivalents	(382)	(4,181)	343	(7)	731	1,334	239	1,417	2,775	205	(736)
plus: Cash, Cash Equivalents & Investments - beginning of year	11,040	10,658	6,477	6,820	6,813	7,543	8,878	9,117	10,534	13,308	13,514
Cash & Cash Equivalents - end of the year	10,658	6,477	6,820	6,813	7,543	8,878	9,117	10,534	13,308	13,514	12,777
Cash & Cash Equivalents - end of the year	10,658	6,477	6,820	6,813	7,543	8,878	9,117	10,534	13,308	13,514	12,777
Investments - end of the year	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474	14,474
Cash, Cash Equivalents & Investments - end of the year	25,132	20,951	21,294	21,287	22,017	23,352	23,591	25,008	27,782	27,988	27,251
Representing:											
- External Restrictions	17,418	13,416	13,716	14,016	14,316	14,616	14,916	15,216	15,516	15,816	16,116
- Internal Restrictions	5,754	4,577	4,812	5,102	5,402	5,637	5,842	6,037	6,177	6,382	6,587
- Unrestricted	1,959	2,958	2,766	2,169	2,300	3,099	2,833	3,755	6,090	5,790	4,549
Total	25,132	20,951	21,294	21,287	22,017	23,352	23,591	25,008	27,782	27,988	27,251

## Water Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	2,160	2,435	2,556	2,684	2,818	2,959	3,107	3,262	3,426	3,597	3,777
User Charges & Fees	5,936	8,250	8,658	9,086	9,536	10,008	10,503	11,024	11,570	12,143	12,745
Interest & Investment Revenue Received	718	420	420	420	420	420	420	420	420	420	420
Grants & Contributions	4,748	2,681	4,891	2,301	1,593	2,095	2,097	1,599	1,601	1,103	1,105
Other	35	39	40	41	42	43	44	45	46	48	49
<b>Payments:</b>											
Employee Costs	(2,220)	(1,880)	(1,927)	(1,975)	(2,024)	(2,075)	(2,126)	(2,180)	(2,234)	(2,290)	(2,347)
Materials & Contracts	(8,467)	(5,547)	(5,686)	(5,828)	(5,974)	(6,123)	(6,276)	(6,433)	(6,594)	(6,759)	(6,927)
Borrowing Costs	(330)	(313)	(295)	(447)	(538)	(505)	(470)	(435)	(405)	(374)	(341)
Other	(651)	(676)	(691)	(707)	(723)	(740)	(757)	(774)	(792)	(810)	(828)
<b>Net Cash provided (or used in) Operating Activities</b>	1,929	5,408	7,967	5,576	5,151	6,083	6,543	6,529	7,038	7,078	7,651
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	5,131	3,289	1,978	3,489	2,142	2,727	3,385	-	-	-	-
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(6,794)	(8,435)	(15,434)	(12,550)	(6,603)	(8,087)	(9,170)	(5,422)	(5,380)	(4,680)	(5,081)
<b>Net Cash provided (or used in) Investing Activities</b>	(1,663)	(5,146)	(13,456)	(9,062)	(4,461)	(5,361)	(5,786)	(5,422)	(5,380)	(4,680)	(5,081)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings	-	-	5,770	4,000	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings	(266)	(263)	(281)	(514)	(689)	(723)	(757)	(656)	(686)	(718)	(703)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(266)	(263)	5,489	3,486	(689)	(723)	(757)	(656)	(686)	(718)	(703)

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Net Increase/(Decrease) in Cash & Cash Equivalents	-	-	-	-	-	-	-	450	971	1,680	1,868
plus: Cash, Cash Equivalents & Investments - beginning of year	-	-	-	-	-	-	-	-	450	1,421	3,102
Cash & Cash Equivalents - end of the year	-	-	-	-	-	-	-	450	1,421	3,102	4,969
Cash & Cash Equivalents - end of the year			-	-	-	-	-	450	1,421	3,102	4,969
Investments - end of the year	23,174	19,884	17,906	14,418	12,275	9,548	6,164	6,164	6,164	6,164	6,164
Cash, Cash Equivalents & Investments - end of the year	23,174	19,884	17,906	14,418	12,275	9,548	6,164	6,614	7,585	9,265	11,133
Representing:											
- External Restrictions	2,120	2,120	2,120	2,120	2,120	2,120	2,120	2,120	2,120	2,120	2,120
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	21,054	17,764	15,786	12,298	10,155	7,428	4,044	4,494	5,465	7,145	9,013
Total	23,174	19,884	17,906	14,418	12,275	9,548	6,164	6,614	7,585	9,265	11,133



## Sewer Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	5,582	5,691	5,976	6,275	6,589	6,918	7,264	7,627	8,008	8,409	8,829
User Charges & Fees	240	251	257	264	270	277	284	291	298	306	313
Interest & Investment Revenue Received	390	214	214	214	214	214	214	214	214	214	214
Grants & Contributions	1,223	84	85	87	89	90	92	94	96	98	100
Other	640	990	1,015	1,040	1,066	1,093	1,120	1,148	1,177	1,206	1,236
<b>Payments:</b>											
Employee Costs	(1,309)	(1,414)	(1,449)	(1,485)	(1,522)	(1,560)	(1,599)	(1,639)	(1,680)	(1,722)	(1,765)
Materials & Contracts	(2,315)	(2,815)	(2,885)	(2,958)	(3,031)	(3,107)	(3,185)	(3,265)	(3,346)	(3,430)	(3,516)
Borrowing Costs	-	-	-	-	-	-	-	-	-	-	-
Other	(614)	(952)	(972)	(992)	(1,013)	(1,034)	(1,055)	(1,077)	(1,099)	(1,122)	(1,146)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>3,837</b>	<b>2,049</b>	<b>2,241</b>	<b>2,444</b>	<b>2,661</b>	<b>2,891</b>	<b>3,135</b>	<b>3,393</b>	<b>3,668</b>	<b>3,958</b>	<b>4,266</b>
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	-	-	-	2,969	3,034	1,162	799	-	-	-	-
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(1,850)	(1,150)	(4,881)	(5,635)	(5,695)	(4,053)	(3,934)	(1,749)	(1,949)	(4,749)	(2,488)
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,850)</b>	<b>(1,150)</b>	<b>(4,881)</b>	<b>(2,667)</b>	<b>(2,661)</b>	<b>(2,891)</b>	<b>(3,135)</b>	<b>(1,749)</b>	<b>(1,949)</b>	<b>(4,749)</b>	<b>(2,488)</b>
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings	-	-	-	-	-	-	-	-	-	-	-
<b>Payments:</b>											
Repayment of Borrowings	(23)	-	-	-	-	-	-	-	-	-	-
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(23)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Net Increase/(Decrease) in Cash & Cash Equivalents	1,964	899	(2,641)	(222)	-	-	-	1,645	1,719	(790)	1,778
plus: Cash, Cash Equivalents & Investments - beginning of year	-	1,964	2,863	222	-	-	-	-	1,645	3,364	2,573
Cash & Cash Equivalents - end of the year	1,964	2,863	222	-	-	-	-	1,645	3,364	2,573	4,352
Cash & Cash Equivalents - end of the year	1,964	2,863	222	-	-	-	-	1,645	3,364	2,573	4,352
Investments - end of the year	15,457	15,457	15,457	12,488	9,455	8,293	7,493	7,493	7,493	7,493	7,493
Cash, Cash Equivalents & Investments - end of the year	17,421	18,320	15,679	12,488	9,455	8,293	7,493	9,138	10,857	10,067	11,845
Representing:											
- External Restrictions	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530	1,530
- Internal Restrictions	-	-	-	-	-	-	-	-	-	-	-
- Unrestricted	15,891	16,790	14,149	10,958	7,925	6,763	5,963	7,608	9,327	8,537	10,315
Total	17,421	18,320	15,679	12,488	9,455	8,293	7,493	9,138	10,857	10,067	11,845

## Consolidated Result

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Cash Flows from Operating Activities</b>											
<b>Receipts:</b>											
Rates & Annual Charges	32,961	34,910	35,949	37,023	38,134	39,283	40,472	41,701	42,974	44,290	45,653
User Charges & Fees	17,554	17,909	19,253	19,940	20,655	21,399	22,173	22,978	23,817	24,689	25,598
Interest & Investment Revenue Received	1,682	1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001	1,001
Grants & Contributions	28,389	31,703	18,395	14,005	13,607	14,234	14,560	14,375	14,473	14,337	14,769
Other	2,958	3,214	3,295	3,377	3,462	3,548	3,637	3,728	3,821	3,916	4,014
<b>Payments:</b>											
Employee Costs	(26,403)	(25,280)	(25,912)	(26,560)	(27,224)	(27,905)	(28,602)	(29,317)	(30,050)	(30,801)	(31,571)
Materials & Contracts	(19,958)	(15,819)	(15,412)	(15,798)	(16,192)	(16,597)	(17,012)	(17,438)	(17,873)	(18,320)	(18,778)
Borrowing Costs	(1,469)	(1,302)	(1,146)	(1,153)	(1,044)	(893)	(744)	(606)	(505)	(436)	(368)
Other	(10,194)	(11,519)	(12,156)	(12,158)	(12,415)	(12,678)	(12,947)	(13,221)	(13,501)	(13,787)	(14,080)
<b>Net Cash provided (or used in) Operating Activities</b>	25,520	34,817	23,267	19,679	19,983	21,392	22,537	23,202	24,155	24,889	26,238
<b>Cash Flows from Investing Activities</b>											
<b>Receipts:</b>											
Sale of Investment Securities	5,131	3,289	1,978	6,457	5,176	3,889	4,184	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,755	1,268	1,228	1,205	1,367	1,203	1,202	1,197	1,215	1,157	1,177
<b>Payments:</b>											
Purchase of Infrastructure, Property, Plant & Equipment	(28,870)	(39,826)	(31,553)	(28,131)	(22,523)	(22,006)	(24,671)	(18,310)	(18,493)	(23,647)	(23,359)
<b>Net Cash provided (or used in) Investing Activities</b>	(20,984)	(35,269)	(28,347)	(20,468)	(15,980)	(16,914)	(19,286)	(17,113)	(17,278)	(22,490)	(22,182)
<b>Cash Flows from Financing Activities</b>											
<b>Receipts:</b>											
Proceeds from Borrowings	-	-	5,770	4,000	-	-	-	-	-	-	-

\$'000	Revised Budget	Budget	Projected Years								
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Payments:</b>											
Repayment of Borrowings	(2,955)	(2,830)	(2,988)	(3,440)	(3,272)	(3,144)	(3,012)	(2,576)	(1,412)	(1,303)	(1,147)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(2,955)	(2,830)	2,782	560	(3,272)	(3,144)	(3,012)	(2,576)	(1,412)	(1,303)	(1,147)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	1,582	(3,282)	(2,298)	(229)	731	1,334	239	3,512	5,465	1,095	2,910
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	11,040	12,622	9,340	7,042	6,813	7,543	8,878	9,117	12,629	18,094	19,189
<b>Cash &amp; Cash Equivalents - end of the year</b>	12,622	9,340	7,042	6,813	7,543	8,878	9,117	12,629	18,094	19,189	22,098
Cash & Cash Equivalents - end of the year	12,622	9,340	7,042	6,813	7,543	8,878	9,117	12,629	18,094	19,189	22,098
Investments - end of the year	53,105	49,815	47,837	41,380	36,204	32,315	28,131	28,131	28,131	28,131	28,131
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	65,727	59,155	54,879	48,193	43,748	41,193	37,248	40,760	46,225	47,320	50,229
<b>Representing:</b>											
- External Restrictions	58,013	51,620	47,301	40,922	36,046	32,457	28,573	30,968	33,958	35,148	39,094
- Internal Restrictions	5,754	4,577	4,812	5,102	5,402	5,637	5,842	6,037	6,177	6,382	6,587
- Unrestricted	1,959	2,958	2,766	2,169	2,300	3,099	2,833	3,755	6,090	5,790	4,549
<b>Total</b>	65,727	59,155	54,879	48,193	43,748	41,193	37,248	40,760	46,225	47,320	50,229

## LTFP Equity Statement

## General Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balance	575,686	583,600	598,555	598,962	597,715	596,722	595,714	594,877	594,187	593,389	592,707
Net Operating Result	7,914	14,955	407	(1,247)	(992)	(1,009)	(836)	(690)	(799)	(682)	(504)
Closing Balance	583,600	598,555	598,962	597,715	596,722	595,714	594,877	594,187	593,389	592,707	592,203

## Water Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balance	196,736	195,613	197,595	202,068	204,079	205,594	207,968	210,728	213,399	216,501	219,565
Net Operating Result	(1,123)	1,982	4,472	2,011	1,515	2,375	2,760	2,670	3,102	3,064	3,557
Closing Balance	195,613	197,595	202,068	204,079	205,594	207,968	210,728	213,399	216,501	219,565	223,122

## Sewer Fund

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balance	124,770	127,014	126,815	126,763	126,868	127,144	127,601	128,254	129,115	130,200	131,525
Net Operating Result	2,244	(199)	(52)	106	275	457	653	862	1,085	1,324	1,580
Closing Balance	127,014	126,815	126,763	126,868	127,144	127,601	128,254	129,115	130,200	131,525	133,105

## Consolidated Result

\$'000	Revised Budget 2019/20	Budget 2020/21	Projected Years								
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Opening Balance	897,192	906,227	922,965	927,792	928,662	929,460	931,283	933,859	936,701	940,090	943,797
Net Operating Result	9,035	16,739	4,827	870	798	1,823	2,576	2,842	3,389	3,707	4,633
Closing Balance	906,227	922,965	927,792	928,662	929,460	931,283	933,859	936,701	940,090	943,797	948,430

## Key Performance Indicators

### Operating Performance Ratio

Benchmark	> 0%
Definition	Indicates Council's capacity to meet ongoing operating expenditure requirements.
Comment	Council is forecast to reach the benchmark for General Fund and exceed the benchmark for Water and Sewer Funds in the 2019-20 financial year. This indicates Council is generating sufficient operating revenues to fund depreciation, which can be used to fund capital expenditure and debt repayments, and is less likely to compromise the levels of service expected by ratepayers.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	(1.02%)	(0.63%)	(2.41%)	(3.69%)	(2.97%)	(2.63%)	(2.33%)	(2.13%)	(1.95%)	(1.83%)	(1.78%)	(1.73%)
Water Fund	11.41%	(41.38%)	(5.43%)	(2.80%)	(1.61%)	0.12%	2.77%	5.36%	7.88%	10.30%	12.66%	14.96%
Sewer Fund	(0.86%)	15.89%	(2.75%)	(0.69%)	1.34%	3.35%	5.32%	7.27%	9.19%	11.08%	12.94%	14.77%
Consolidated	1.09%	(4.99%)	(2.93%)	(3.22%)	(2.27%)	(1.50%)	(0.58%)	0.27%	1.11%	1.91%	2.67%	3.43%

### Own Source Operating Revenue Ratio

Benchmark	> 60%
Definition	Indicates the degree of reliance on external funding sources such as operating and capital grants and contributions received by councils. A council has improved financial flexibility with a higher level of own source revenue.
Comment	Council is forecast to exceed the benchmark in the 2019-20 financial year and increase own source revenues over the life of the LTFP.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	65.71%	63.77%	57.24%	75.05%	78.05%	78.01%	78.23%	78.18%	78.16%	78.43%	78.36%	78.21%
Water Fund	54.78%	65.08%	80.61%	70.47%	84.17%	88.94%	86.50%	87.03%	90.22%	90.62%	93.63%	93.89%
Sewer Fund	92.43%	84.85%	98.84%	98.87%	98.90%	98.92%	98.95%	98.97%	99.00%	99.02%	99.04%	99.07%
Consolidated	65.09%	66.02%	64.27%	76.38%	81.41%	82.30%	82.09%	82.21%	82.84%	83.19%	83.75%	83.78%



## Unrestricted Current Ratio

Benchmark	> 1.5x
Definition	Measures the adequacy of working capital and the ability of a council to satisfy its obligations in the short term.
Comment	Council is forecast to just exceed the benchmark for General Fund because it has a relatively low level of unrestricted cash. Within the LTFP it has been assumed that this will increase in line with an increase in the level of unrestricted cash. The indicator is higher initially in the LTFP for Water and Sewer Funds as they are carrying a relatively high level of cash; however, the indicator for these funds declines over time in line with utilisation of these funds within the capital program.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	2.4x	1.69x	1.65x	1.62x	1.64x	1.71x	1.84x	1.89x	2.25x	2.57x	2.6x	2.57x
Water Fund	74.5x	61.64x	50.62x	28.81x	18.23x	14.96x	11.26x	8.35x	8.6x	9.44x	11.65x	16.02x
Sewer Fund	760.3x	858.52x	903.46x	771.42x	611.88x	460.19x	402.1x	362.13x	444.36x	530.31x	490.8x	579.71x
Consolidated	2.4x	1.69x	1.63x	1.61x	1.62x	1.69x	1.82x	1.86x	2.22x	2.54x	2.56x	2.54x

## Cash Expense Cover Ratio - Including Restricted Cash (months)

Benchmark	> 3
Definition	This ratio indicates the number of months a council can continue paying for immediate expenses without additional cash inflow.
Comment	The ratio as calculated according to the Office of Local Government's requirements includes restricted funds; however, these funds are generally not available to be utilised. As a result, while Council currently exceeds the indicator this can be misleading in that restricted funds are not available for any purpose other than what they have been restricted for. As a result, the ratio excluding restricted funds is also provided as this is more indicative of the 'buffer' that Council has for unexpected events.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	5.34	6.73	5.86	5.88	5.78	5.92	6.18	6.14	6.43	7.17	7.08	6.76
Water Fund	61.31	23.30	27.50	24.20	18.27	14.81	11.27	7.12	7.57	8.50	10.15	11.98
Sewer Fund	56.86	49.06	42.43	35.46	27.57	20.38	17.45	15.40	18.33	21.27	19.25	22.12
Consolidated	12.57	12.93	10.53	9.96	8.40	7.22	6.33	5.42	5.34	5.33	5.22	5.12

**Cash Expense Cover Ratio - Unrestricted Cash (months)**

Benchmark	> 3
Definition	This ratio indicates the number of months a council can continue paying for immediate expenses without additional cash inflow but excludes restricted funds.
Comment	As can be seen from the table below, the unrestricted cash level held by Council is forecast to be \$6.3 million at 30 June 2020, which, if achieved, would provide around a 1.85 month buffer. The assumption in the LTFP is that the General Fund unrestricted cash balance will be increased over time to eventually a level of around 3 months.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	0.49	0.53	0.83	0.76	0.59	0.62	0.82	0.74	0.96	1.57	1.47	1.13
Water Fund	39.34	21.17	24.56	21.33	15.58	12.25	8.77	4.67	5.15	6.12	7.83	9.70
Sewer Fund	37.07	44.75	38.89	32.00	24.19	17.08	14.23	12.25	15.26	18.27	16.33	19.26

**Unrestricted Cash Amount \$'000**

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	1,850	1,959	2,958	2,766	2,169	2,300	3,099	2,833	3,755	6,090	5,790	4,549
Water Fund	26,185	21,054	17,764	15,786	12,298	10,155	7,428	4,044	4,494	5,465	7,145	9,013
Sewer Fund	13,927	15,891	16,790	14,149	10,958	7,925	6,763	5,963	7,608	9,327	8,537	10,315

## Debt Service Cover Ratio

Benchmark	> 2x
Definition	The ratio measures the availability of operating cash to service debt including interest and principal payments.
Comment	Council is generally above the benchmark, which indicates that it is making use of the availability of debt to address capital funding shortfalls. The ratio for the Sewer Fund falls to nil in the LTFP as debt is fully repaid at that point.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	3.53x	3.32x	3.42x	3.26x	3.32x	3.97x	4.46x	5.05x	6.23x	16.07x	20.88x	29.3x
Water Fund	7.59x	-1.56x	5.43x	6.01x	3.97x	3.41x	3.74x	4.09x	5x	5.44x	5.91x	6.7x
Sewer Fund	102.75x	117.16x	102.44x	112.03x	122.22x	133.05x	144.54x	156.73x	169.66x	183.38x	197.91x	213.32x
Consolidated	4.47x	3.26x	4.17x	4.17x	3.97x	4.41x	4.93x	5.54x	6.83x	11.81x	13.6x	16.32x

## Debt Service Ratio

Benchmark	0%-20%
Definition	Indicates whether council is using debt wisely to share the life-long cost of assets and avoid excessive rate increases.
Comment	Council remains within the range of the benchmark over the life of the LTFP. A key challenge when considering taking on more debt is the impact of borrowing costs on the operating result. While Council may appear to have capacity to take on more debt in the General Fund it lacks the required operating performance to comfortably manage higher debt repayments. Borrowings could be undertaken within the water and sewer funds if required as these funds are forecast to produce operating surpluses and could manage the impact of higher borrowing costs.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	8.68%	8.23%	7.77%	7.54%	7.52%	6.25%	5.56%	4.89%	3.95%	1.52%	1.17%	0.83%
Water Fund	4.71%	6.74%	5.17%	4.93%	7.86%	9.58%	9.14%	8.72%	7.40%	7.06%	6.74%	6.15%
Sewer Fund	0.26%	0.35%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Consolidated	7.09%	7.14%	6.45%	6.23%	6.72%	6.13%	5.57%	5.03%	4.13%	2.42%	2.13%	1.80%

## Building &amp; Infrastructure Renewals Ratio

Benchmark	> 100%
Definition	Measures whether a council's assets are deteriorating faster than they are being renewed – indicator of whether a council's infrastructure backlog is likely to increase.
Comment	Council is forecast to meet the benchmark in the Water and Sewer Funds for this indicator but not the General Fund. While Council is able to fund depreciation, this does not directly translate into a satisfactory ratio for the General Fund because of the requirement to divert funds to loan repayments and new capital. The General Fund would need to generate a higher operating surplus in order to create the capacity to divert further funding towards asset renewal and replacement. Currently, in the LTFP this capacity does not start to become available until the last few years of the forecast as a result of the amount of funding currently directed to loan repayments decreasing. This means that the General Fund cannot currently produce a financially sustainable outlook for building and infrastructure renewals, which is a key factor in achieving a financially sustainable position.

	Actual 2018/19	Revised Budget 2019/20	Budget 2020/21	Projected Years								
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
General Fund	42.88%	70.40%	87.77%	47.86%	33.23%	36.99%	35.83%	43.65%	47.57%	44.42%	74.54%	59.79%
Water Fund	47.22%	42.24%	136.36%	70.20%	147.99%	83.29%	161.28%	146.02%	57.80%	57.35%	56.91%	67.60%
Sewer Fund	53.06%	100.23%	53.49%	248.72%	290.17%	208.26%	147.63%	139.26%	81.54%	80.70%	171.24%	88.87%
Consolidated	45.06%	68.15%	93.67%	76.79%	88.70%	68.27%	76.40%	77.63%	54.16%	51.89%	83.40%	65.24%

## Scenario Analysis

### Introduction

Council has undertaken a basic sensitivity analysis to determine factors likely to be sensitive to variables and known major risks. These are listed and described below.

#### Temporary Special Rate Variation (SRV)

The temporary SRV in place for the former Armidale Dumaresq Council will expire 30 June 2021. The impact of this SRV expiring without an alternative source of funding available would be significant as rate income would need to reduce by around \$1.5m recurrently.

This would have a significant impact on the General Fund and would immediately impact the level unrestricted cash available as well as result in an operating deficit of over \$3 million. The General Fund would completely run out of unrestricted cash within 2 years if this scenario eventuates.

#### Financial Assistance Grants

The NSW Government has advised it is currently reviewing the grant methodology in line with NSW policy to direct the general purpose component of the grant to councils with greatest relative need. As Council is forecast to receive around \$6 million in financial assistance grants, changes to the allocation of these grants or a change in government policy that affects the value and timing of when these grants are paid would have a significant impact.

If, for example, Council experienced a 10% reduction in the level of these grants then it would immediately result in an operating deficit of over \$600,000 and would also impact unrestricted cash.

#### Unexpected Events

While a range of possible scenarios can be modelled, Council's largest risk is from the impact of unexpected events, particularly where they have a financial impact within the year they are identified. Such risks included:

- Project cost overruns due to unforeseen factors;
- Changes to government funding policies (e.g. removal of advance payment of financial assistance grants or reduction in grant funding sources);
- Severe weather events (not declared disaster events) causing significant damage to road infrastructure (e.g. landslips, blocked stormwater drains, potholes);
- Unexpected shifting of costs from other levels of government; and
- Downturn in the economy resulting in lower revenues from user charges and fees (e.g. landfill fees and development approval fees).

As most of these impacts would significantly affect the General Fund, it has been identified as an important strategy to increase the level of unrestricted cash to act as a buffer against these types of events.



## Workforce Management Plan 2018 - 2022

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## Introduction

Armidale Regional Council's (ARC) Workforce Planning process is a dynamic process designed to match workforce requirements with organisational objectives, now and into the future. It provides Council with direction and helps identify workforce requirements needed to meet the expectations of the Community as provided in the Community Strategic Plan.

The Integrated Planning and Reporting (IP&R) Framework and *Fit for the Future Improvement Plan* conveys the need to outline how council will achieve financial sustainability into the future, including through its workforce. The need for a Workforce Plan is a well considered theme within the sector and has been recognised and promoted as a means of addressing the future challenges facing the industry and changing operational needs.

In addition to delivering on the expectations of the community and requirements of the IP&R, one of the five key objectives of the NSW State Government's Stronger Council's initiative is *Sound Organisational Health*. The implementation of the Workforce Management Plan (WMP) is included in the scope of the *Sound Organisational Health* project.

Themes of the need to address increasing skill shortages through innovative attraction and retention strategies and leadership skill development amongst all senior managers, including General Managers and Directors was identified as part of the Independent Local Government Review Panel outcomes.

It is intended that this Plan will be an evolving document that will change as the community and the organisation continues to grow and change. Council will continuously review and monitor the Workforce Management Plan to ensure its meeting the organisations needs.

### Building The Workforce Management Plan

As part of the process of building the workforce management plan, consideration was given to a wide variety of issues related to the standard of our service delivery, key projects resourcing requirements and linking into key strategic objectives of Council.

## Looking To The Future

Council's strategic workforce priorities will continue to build upon the achievements made to date and develop the committed and capable workforce it already has.

In addition, the priorities and action plans contained herein are informed by key workforce trends, the changing environment and Council's workforce profile. Across the local government industry and Australia, there are consistent themes of change which are impacting on the nature of work and defining the workforce of the future. Council will need to be conscious of and responsive to these changes.

## Significant trends include:

### The Impact Of Technology

With the rapid change in technology occurring, Council and its workforce need to evolve at the same pace.

Technological improvements make it possible for Council to offer more flexible work arrangements through the opportunity to telecommute and work from virtual offices or home. Information is now more easily accessible and able to be shared more quickly than ever before and with fewer resources.

Technology allows Council to find efficiencies in operations through automation and process improvement as well as better opportunity to access advanced networking and learning. Communication has changed significantly with the ease of access to information, cyber security, and real time responses becoming a larger part of how we communicate.

Over the coming years, Council will look to address the challenges and opportunities for its people brought about through the impact of technology.

### An Older Experienced Workforce

Approximately 40%<sup>1</sup> of Council employees are over the age of 50. This statistic is not uncommon across Australian organisations as the Baby Boomers generation age. According to the Australian Bureau of Statistics Census 2011, over 50 year olds represented 37% of all local government staff compared to 29% of all workers nationally.

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<sup>1</sup> Information extracted from Tech One Council Data 12 April 2018

Indications are that the number of Australians aged 65 or over will have more than doubled by 2055. This will potentially bring new challenges for Australia including the need for older workers to stay in the workforce longer. Employers will need to consider ways to accommodate and maximise the opportunity that an ageing workforce brings to a community while maintaining a safe and productive workplace.

The ageing of Council's workforce presents challenges for Council in terms of working arrangements retention of corporate knowledge, safe work practices and succession planning.

Council will look to address the challenges and maximise the opportunities brought about through the changing demographic of its workforce.

### A Healthy Workplace As A Driver Of Performance

Most Australian adults spend around half their waking hours at work so it's obvious that the workplace is an important setting for promoting and supporting good health across the population.

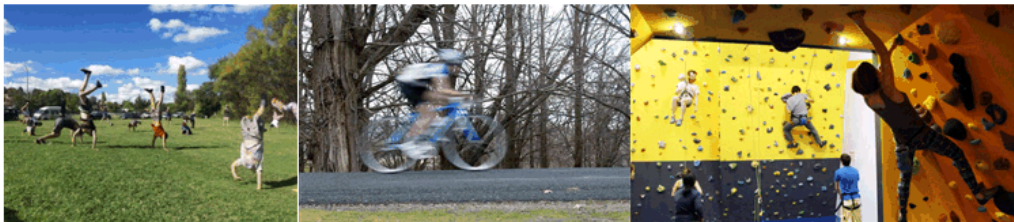
It is not just physical health that needs addressing with reports indicating that one in five adults will experience mental illness at some point in their life. The operational impact of illness, both physical and mental is broad. A healthy workplace can increase productivity, reduce sick leave and presentism, improve staff morale and motivate and improve workplace relationships.

The Australian Government - Department of Health 'Healthy Workers Initiative' reports that it has been estimated that the healthiest Australian employees are three times more productive at work than their colleagues.<sup>1</sup>

1. The increase in preventable disease and workplace injury resulting from unhealthy living is a major cause of workplace absence or disruption.<sup>2</sup>
2. Lifestyle risk factors such as smoking, excessive drinking, poor diet, inactivity and excess body weight can contribute to time away from work.
3. Loss in productivity due to obesity through absenteeism, attending work when sick and premature death is estimated to cost \$6.4 billion a year.

<sup>1</sup> Medibank Private (2005) The Health of Australia's Workforce, [www.medibank.com.au/pdfs/MEDI\\_Workplace\\_Web\\_Sp.pdf](http://www.medibank.com.au/pdfs/MEDI_Workplace_Web_Sp.pdf).

<sup>2</sup> Medibank Private (2005) The Health of Australia's Workforce, [www.medibank.com.au/pdfs/MEDI\\_Workplace\\_Web\\_Sp.pdf](http://www.medibank.com.au/pdfs/MEDI_Workplace_Web_Sp.pdf).



## The Need For Talent Attraction

The projected decline of the available regional labour force in the years ahead will impact on the Council's ability to deliver services. This will necessitate a greater emphasis on not only attracting new employees, but on retaining current employees in an increasingly tight and competitive labour market.

Factors such as a lack of social engagement, entertainment, retail, industry, investment and transport opportunities, combined with perceived geographic remoteness, has an impact on the ability to attract skilled staff. The proximity of larger centres such as Tamworth and coastal communities such as Coffs Harbour together with the relative proximity of Sydney and Brisbane through air and rail services offset some of these factors to a limited extent.

Armidale Regional Council's Workforce Management Plan provides the strategic direction to create a sustainable workforce. Council must continue investing in the development and retention of the right people, with the right capabilities, skills and behaviours, in the right jobs.



## The Ability To Manage Change – Building Resilience In The Workforce

The local government environment and the societies and communities in which Council operate are dynamic. Over the past century the number of local councils in NSW has more than halved and recent changes in NSW have seen further reductions to the number of councils in the State. The Fit for the Future reform process has more recently impacted directly on the local government environment. The ongoing review and change that this reform brings to local government is wide reaching and will continue to evolve over the foreseeable future.

In addition to larger structural changes such as council boundaries, councils regularly review their operational needs and the mix of staffing needed to fulfill their operational obligations and commitment to the community. Council functions are also varied due to legislation or funding programs changes which are influenced by State and Federal Governments.

This type of environment requires a workforce which is responsive, cooperative and resilient to endure the changes in a safe and sustainable way. It is important that Council address these challenges to ensure the health of its staff and the organisation.

## Aligning HR Practices With The Organisation

Workforce planning is about organisation development and forecasting and predicting trends. It is not a static process but a continual process designed to analyse Council's current situation, identify and assess future needs and develop solutions to ensure Council continues to be able to deliver on the community's expectations.

*Simply, it is about the right people, with the right skills at the right time, doing the right things.*

A strategic focused Workforce Management plan will align the workforce to create value for the community. Creating a council with strong key performance indicators, the right people in the right jobs and developing a strong culture will optimise overall performance.

HR Management systems and structures will be reviewed and considered as to the best way to meet the objectives of the Workforce Management Plan.



## Operational Efficiencies

*The Fit for the Future* reform process is focused on building on stronger and more sustainable system of local government. The NSW Government wants communities to have confidence that their council is financially sound, operating efficiently and in a strong position to guide community growth and deliver quality services.

As part of the priorities of Armidale Regional Council, it is important that as part of the *Delivering the Benefits of Council Amalgamations project*, Council is committed to ensuring it is a well run and well operated organisation that delivers value for money to residents and businesses.

The Workforce Management Plan forms a part of this commitment as Council considers resourcing requirements, including staff, of all operations. There will be a focus on process improvement leading to financial efficiencies for the organisation.



## Strategies To Address The Workforce Challenges Faced By The Sector

1. Improving Workforce Planning and Development
2. Keeping our People and Communities Safe and Healthy
3. Promoting Local Government as a Place-Based Employer of Choice
4. Retaining and Attracting a Diverse Workforce
5. Creating a Contemporary Workplace
6. Investing in Skills
7. Culture Development
8. Improving Productivity and Leveraging Technology
9. Maximising Management and Leadership
10. Implementation and Collaboration

These strategies directly link Council's Workforce Management Plan with the Local Government NSW Workforce Management Plan and the strategies outlined in the Future-Proofing Local Government: National Workforce Strategy 2013 – 2020 compiled by the Local Government Practice Unit of Local Government Managers Australia (LGMA) on behalf of the Australian Centre of Excellence for Local Government.





## 1. Improving workforce planning and development

As part of the Integrated Planning and Reporting (IP&R) framework Council is required to prepare a 4 year workforce management plan which addresses the human resource requirements of the 4 year Delivery Program. The Delivery Program details the principal activities to be undertaken to achieve the key elements established in the Community Strategic Plan.

Actions	
1.1	Fully integrate the plan with the Operational Plan, Delivery Program, Long Term Financial Plan and Asset Management Plan.
1.2	Create a framework to assess Workforce Planning and Organisation capability
1.3	Implement programs which provide career development opportunities to youth through targeted Apprenticeship, Traineeship and Cadetship arrangements.
1.4	Consult broadly with ELT, Management team and other key stakeholders on the components of the Workforce Management Plan to create a greater understanding of the importance of the plan and its operational linkages.
1.4	Build and support a highly responsive and adaptable workforce which is able to respond easily to changes in demand and service expectations.
1.6	Develop workforce planning capabilities and understanding for all managers to allow resourcing considerations to become incorporated into strategic planning.
1.7	Provide greater support for managing hard to fill and business critical roles including the development and implementation of a Succession Planning Program.
1.8	Develop and implement a holistic Transition to Retirement Program.



## 2. Keeping our People and Communities Safe and Healthy

The Workforce Management emphasizes the importance of Safety, Health and Wellbeing as a fundamental component of our operations at Council.

### *Armidale Regional Council Safety Vision*

*At Armidale Regional Council we believe that the responsibility for safety starts with each one of us and that all injuries are preventable and that no task is so important that it can't be done safely. Through our "Live Safe" program we intentionally set the bar high in safety and encourage everyone to 'look out for their mates'.*

Building a strong wellbeing and safety culture is a challenge that will play a critical part in improving the health and wellbeing of our staff.

The workforce Management Plan acknowledges the emphasis on compliance in the *Work, Health and Safety Act 2011* and the inherent need to focus on risk management.

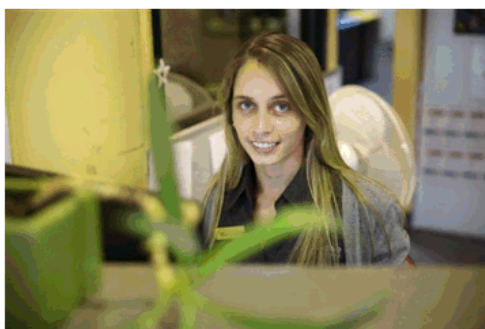
Actions	
2.1	Assist with, and promote organisational safety for the life of this plan.
2.2	Provide clarity of safety responsibilities to meet legislative and organisational standards and expectations.
2.3	Review our recruitment and fitness for work processes to ensure staff are fit for the defined role.
2.4	Review and build/rebuild systems processes, policies and tools to manage all safety and risk elements effectively across Council.
2.5	Ensure supervisors continually undertake safety conversations to reinforce safety awareness.
2.6	Develop, consult, adopt and proactively implement initiatives which focus on fatigue management, mental health, contractor management and risk, incident and audit online reporting systems.



### 3. Promoting Local Government as a Place-Based Employer of Choice

In an environment where skill shortages are increasing across vital areas of Councils operations, Council needs to be in a strong position to compete for highly skilled and talented people to join the organisation. Local Government and Council aim to be seen as somewhere that people want to work and stay and aspire to be an Employer of Choice.

Actions	
3.1	Develop and implement an Employer Branding Strategy to promote local government and ARC as an employer of choice.
3.2	Proactively identify opportunities to collaborate and regularly participate in industry events which promote Local Government and ARC as an employer.
3.3	Maintain Council's focus on entrenching the principles of diversity and inclusion within every component of our organisation.
3.4	Promote the benefits of living and working in the region to support regional workforce growth and Council employment.
3.5	Participate in relevant Awards that support the promotion of ARC as an employer of choice.



#### 4. Retaining and Attracting a Diverse Workforce

It is vital that we have the right people, with the right capabilities, skills and attitudes in the right jobs. The experience and knowledge that Council's people hold is one of its biggest assets. Council will attract and retain the right people from a diverse range of backgrounds to enhance the work environment for all employees. Council will develop, implement and continually improve recruitment and selection techniques to ensure they generate the immediate and longer-term needs of the organisation.

Actions	
4.1	Develop an innovative Recruitment Strategy for Council which supports the Employer Branding Strategy and that aligns with our values and our organisation cultural expectations.
4.2	Improve Council's career website presence and access for job seekers.
4.3	Review the formal and informal influences on our behaviour to ensure these align to our preferred culture and desired business outcomes.
4.4	Review and implement on-boarding process to maximise engagement and retention.
4.5	Enable cultural change across Council that enhances Council's constructive and community focused culture.
4.6	Continue to strengthen and embed Council's safety culture.
4.7	Develop and implement a Graduate Leadership Program.



## 5. Creating a Contemporary Workplace

The fifth strategy focuses on the creation of a contemporary workplace, that is a workplace that is able to grow and adapt to the ever changing environment that the sector experiences. The creation of a contemporary workplace that is flexible and progressive will assist to making Council attractive to future generations of leaders.

Actions	
5.1	Support the organisation in the development of networking and resource sharing opportunities through the New England Joint Organisation (JO).
5.2	Review performance management systems and processes and identify and implement a contemporary system for Council.
5.3	Review industrial arrangements that may impact on our capacity to deliver service excellence and hinder our ability to create an environment where staff can enjoy a high level of job satisfaction.
5.4	Develop and deliver recognition program.
5.5	Maintain staff health and wellbeing programs aimed at increasing health, functional capacity and wellbeing.
5.6	Complete major review of HR related policies to ensure alignment with council's strategic direction and compliance.
5.7	Increase the focus on excellence in the development of an inclusive, innovative and high performance culture.
5.8	Progress our Leadership and Culture journey through the implementation of the Culture Plan.





## 6. Investing in Skills

The investment in training and development opportunities, beyond compliance and risk management exercises, is key to the ongoing sustainability of Council. It provides benefits to both Council and staff, improving the capacity of the organisation to adapt to change, gains in productivity and an increase in employee job satisfaction and motivation.

Actions	
6.1	Continue to invest in development and training to develop highly skilled, accountable and innovative staff.
6.2	Proactively identify, promote and lobby for external funding and scholarship opportunities for training and education for existing staff development.
6.3	Investigate the opportunity to implement a staff exchange program with targeted organisations to broaden experience and enhance relationships with strategic partners
6.4	Council to participate in the annual Local Government Management Challenge.
6.5	Partner with Universities, TAFE and high schools to develop a program of work experience and vocational skill development.
6.6	Development and implementation of a structured Leadership Program to form part of Council's Corporate Training Plan.
6.7	Support a Joint Organisation regional council approach to compliance training programs.





## 7. Culture Development

Council is embarking on a transformational change journey. The 2017 culture measure has provided Council with the unique opportunity and insights to focus on those areas that provide the opportunities to celebrate and leverage the strengths at Council to move forward with purpose.

Actions	
7.1	Progress our Leadership and Culture journey through the implementation of the Culture Plan.
7.2	Develop a whole Council Internal Communications framework that ensures consistent messages and is flexible and fit for purpose.
7.3	Ongoing focus on the development of high performing, inclusive teams.
7.4	Create awareness of and continue to embed Council Values into operations.

## 8. Improving Productivity and Leveraging Technology

Technology allows Council to find efficiencies in operations through automation and process improvement as well as better opportunities to access advanced networking and learning opportunities.

Actions	
8.1	Identify opportunities to use technology to support our staff, increase productivity and meet our quality service expectations.
8.2	Investigate and implement human resource information system software (HRIS) which integrates with existing Council systems.
8.3	Maximise use of intranet with HR information ie. Diversity statistics, Manager tool kits and checklists and policies.
8.4	Council will continue to use relevant data and metrics to form and support strategic decisions and program development.
8.5	Undertake a technology skills gap analysis within the current workforce and address gaps as required.
8.6	Embrace technology to support increased access to learning opportunities including online learning and webinars.



## 9. Maximising Management and Leadership

Great teams accomplish great work. Councils that assist their managers and executives to become good people managers are well placed to deal with workforce challenges of the future.

Actions	
9.1	Improve the leadership capability of the current and future leaders of Council.
9.2	Developing and implementing a leadership and management capability framework.
9.3	Development of high performing and inclusive teams.
9.4	Promote mentoring opportunities for the management group and throughout the organisation.
9.5	Investment in 'team building' activities for both the ELT and management groups to encourage greater collaboration and understanding between the individuals.
9.6	Develop on-line HR resources and systems to support the delivery of identified strategies and to provide for employee self service options.

## 10. Implementation and Collaboration

The final strategic priority is vital in ensuring the strategic priorities of the Workforce Management Plan are realised. The resourcing and collaboration between both internal and external parties will guide the delivery of the plan. The actions and measures outlined below will provide a way of monitoring, evaluating and communicating the progress of the delivery of the plan.

Actions	
10.1	Prepare and regularly report on an annual action plan that will be endorsed by the Executive Leadership Team detailing activities aimed at achieving the Workforce Management Plan objectives
10.2	Establish resourcing requirements to deliver all actions in the Plan and establish budget requirements.
10.3	Monitor progress of the plan every six months and review actions every 12 months for action and relevance, including reporting to the Executive Leadership Team.
10.4	Developing appropriate measures of performance and culture as the basis of measuring and rewarding performance.
10.5	Implementing an appropriate benchmarking methodology around key performance measures, both internally and externally.



## Asset Management Planning

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## Introduction

On 12 May 2016 the Minister for Local Government announced the newly formed Armidale Regional Council – a merger of the former Armidale Dumaresq and Guyra Shire Councils. Prior to this the former Councils had each endorsed an Asset Management Policy in 2013. These Asset Management Policies will need to be reviewed and updated for the newly merged Armidale Regional Council. The Council's new Asset Management Policy will provide the framework for the Asset Management Strategy and Plans. It will establish clear direction for asset management and outline key principles that underpin asset management for Council. It will provide a strategic direction for the management of Council's infrastructure assets to support the service delivery needs of the community into the future, balanced with the available financial resources and workforce to ensure long term sustainable service provision.

The former Armidale Dumaresq Council adopted an Asset Management Strategy in 2014 and the former Guyra Shire Council adopted an Asset Management Strategy in 2013. Armidale Regional Council is currently in the process of finalising the Asset Management Framework which will include Council's Asset Management Policy, Asset Management Strategy and Asset Management Plans. Council's Asset Management Strategy will involve extensive community consultation and will be written to demonstrate how the asset portfolio supports the service delivery needs of the community in the present day and into the future.

Asset Management Plans for the new Council will be developed and contain specific details about:

- The asset category and the serviced delivered by those assets
- Key standards, systems and guidelines which influence asset management activities
- Levels of service and a system of performance measures
- Factors influencing future demand and the impacts of changing demand
- Management of risk
- Summary of life cycle strategies
- Long term cash flow projections
- Links to the Community Strategic Plan (CSP), Long Term Financial Plan (LTFP), Delivery Program (DP) and Operational Plan (OP), through capital and maintenance programs.

Asset Management Plans have been developed and are currently being updated to reflect the current Long Term Financial Plan. They will include the following asset categories:

- Roads
- Buildings
- Stormwater Drainage
- Parks, Recreation and Other Assets
- Water Supply
- Sewerage
- Airport

Council will continually improve the management of its assets through its Asset Management Strategy and supporting Asset Management Plans. This will be achieved by engaging modern asset management technologies, methodologies and through consultation with the community to ensure that current and future community needs are addressed.

### **Our Community Assets**

Armidale Regional Council is the custodian of community assets with a current replacement cost \$1.1 Billion. Council faces a significant challenge in distributing sufficient funds to each area to maintain adequate condition, functionality and capacity. The figures and tables presented below have been calculated on Note 9a of Armidale Regional Council's Financial Statements at 30 June 2017. Whilst at the date of publication the confidence in the data is considered low to moderate, Council is committed to maturing the Asset Management Framework.

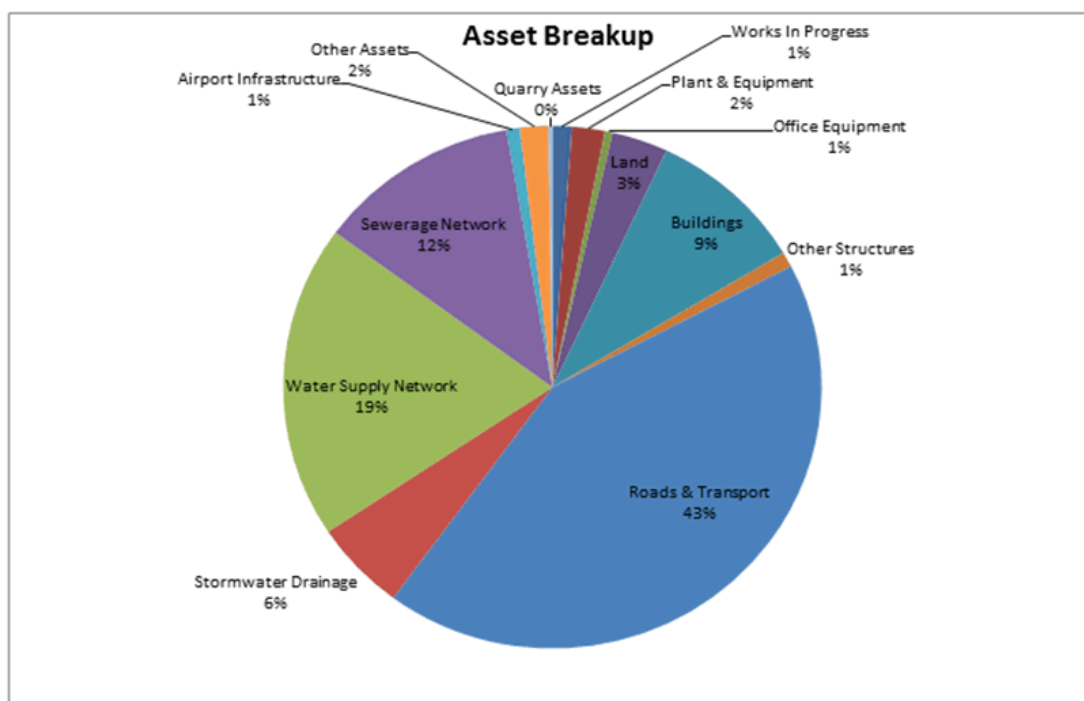
A number of initiatives are underway to ensure a consistent approach, methodology and practices are adopted by the new Council which will result in a higher confidence level in the future data sets. An example of Council's commitment to holistic Asset Management includes the introduction of a dedicated Asset, Planning and Design Service Unit in the Organisation Structure representing Asset Management at the Senior and Middle Management Levels within the Organisation.



**Table 1 - Assets Current Replacement Cost as at 30 June 2017**

Armidale Regional Council		
Asset Category	Current Replacement Cost (Note 9a 30 June 2017)	Current Replacement Cost %
Works In Progress	12,815,000	1%
Plant & Equipment	21,777,000	2%
Office Equipment	5,095,000	0%
<b>Land</b>		
Operational Land	25,916,000	2%
Community Land	11,117,000	1%
<b>Infrastructure</b>		
Buildings	104,063,000	9%
Other Structures	10,296,000	1%
Roads	239,826,000	22%
Bridges	63,653,000	6%
Footpaths	14,538,000	1%
Bulk Earthworks	152,653,000	14%
Stormwater Drainage	61,603,000	6%
Water Supply Network	213,826,000	19%
Sewerage Network	134,053,000	12%
Airport Infrastructure	8,792,000	1%
<b>Other Assets</b>		
Heritage Collections	130,000	0%
Artworks	112,000	0%
Other	18,477,000	2%
Quarry Assets	2,716,000	0%
<b>Total</b>	<b>1,101,458,000</b>	<b>100%</b>

The range of infrastructure assets and percentage of their current replacement costs are illustrated in Figure 1.

**Figure 1 - Assets Portfolio**

### Current State of Assets

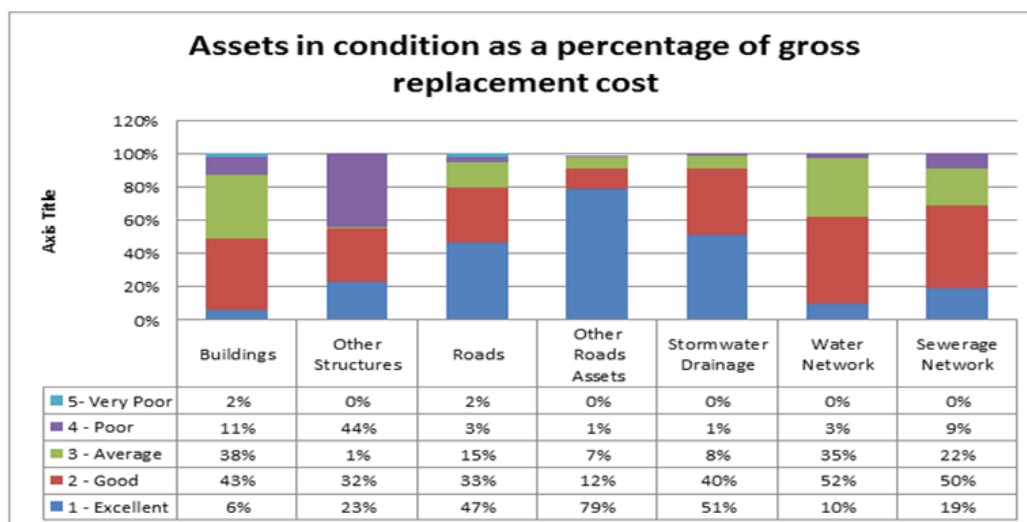
Similar to other councils across the state, Council is struggling with the challenge of maintaining and renewing older assets. Our asset maintenance and building and infrastructure asset renewal performance, whilst not poor, is below indicative benchmarks set by the State Government. Council has collected and developed indicative data set that reveals a significant proportion of our infrastructure assets are more than 50 years old and almost all of these are high-cost/long-life assets (eg, roads and drainage infrastructure) with an expected life of around 60-100 years.

Funding the projected renewal of these assets over the next 10-20 years is a significant financial challenge for Council and will be reflected in further detail in the Long Term Financial Plan. Funding asset renewal requires on-going review of fair revenue sources from its facilities and properties.

The finalisation of the Asset Management Strategy and Asset Management Plans, and their alignment to the Delivery Program and Long Term Financial Plan will reflect current data and information on our assets. This will better inform the discussion and understanding of the challenge facing the organisation.

Figure 2 below is an extraction of Councils Special Schedule 7 report on Infrastructure Assets reflecting the condition of assets as a percentage of gross replacement costs as at 30 June 2017.

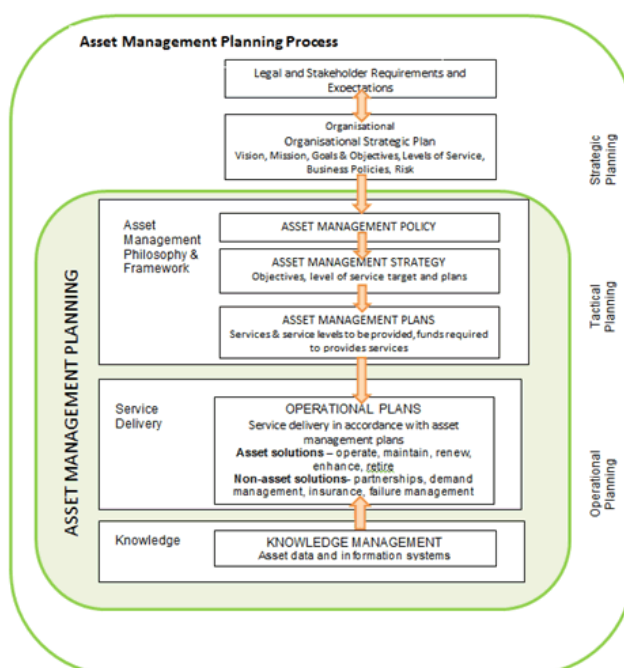
**Figure 2 - Assets Condition as a Percentage of GRC**



### Asset Management Planning Process

Asset Management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can be determined by assessing financial sustainability under scenarios with different proposed services levels. Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing asset management policy, strategy, asset management plans and operational plans, linked to a long-term financial plan with a funding plan.<sup>2</sup>

<sup>2</sup> IPWEA, 2009 Australian Infrastructure Financial Management Guidelines, Quick Guide, Sec 4, p 5.



## Current and Future Improvement Initiatives

A number of initiatives have been undertaken by the newly formed Armidale Regional Council to develop a strong and sustainable asset management system including a robust planning process to ensure that the assets are most appropriate ways on behalf of the community.

### 1. Asset Management Framework

- Council is in the process of finalising Councils Asset Management Policy and Strategies and in the fourth quarter of 2020/21.
- Council will be reviewing and developing an Asset Management Strategy in the fourth quarter of 2020/21.
- Council has developed and is in the last steps of finalising seven (7) Asset Management Plans for the different asset categories. The finalisation of these plans will occur in the fourth quarter of 2020/21.

### 2. Organisational Practice and Structure

Council is dedicated to implementing best practice asset management policies, strategies and practices. The Council's new organisational structure has been adopted to ensure whole of organisational practice in asset management planning and strategy. Asset management will be a key competency and responsibility to all roles in the Senior Leadership Team (SLT).

Council has established a dedicated senior Strategic Infrastructure Planning role in the new organisation structure, which will lead the development of contemporary asset management systems, practices and programs. This key role will be responsible for leading and managing the planning and renewal programmes for all of Council's assets including roads, buildings and

recreational services. With representation in the Leadership Team at Armidale Regional Council, the group will be dedicated to leading a holistic and coordinated approach to asset management planning to ensure continuous improvement and ongoing monitoring to Council's asset management processes, procedures and practices. Council has worked closely with Morrison Low who have provided assistance and support in relation to development of the Asset Management Framework.

### 3. Services and Business Process Refinement

- Level of Service reviews and service performance monitoring will be undertaken to ensure that Council are meeting the needs and expectation of the community.
- Service delivery, asset condition assessment, asset performance and work practices will be assessed and will require ongoing monitoring for continuous improvement.
- Review of assessment management processes, attribute data collection, validation and recording.
- Special Schedule 7 will be established based on the outcome of these services and outcomes.

### 4. Asset Risk Management

Council will continue to improve information and planning around managing risks, as the impact of risk will be an integral part of the Asset Management Plans and will be used to prioritise maintenance activities and capital works programs.

The major risks to Council in managing assets include:

- Financial
- Asset Failure
- Vandalism
- Natural Disaster i.e. Flooding
- Climate Change

### 5. Capital Program Investment Framework

Council have worked with subject matter experts and developed and implemented an integrated capital projects and programs management framework for Armidale Regional Council. The capital governance management model is robust, repeatable, and defensible, rooted in best practice which provides a platform for future development and improvement.

The framework consists of:

- A high level investment lifecycle model that includes:
  - investment lifecycle stages and stage gates
  - investment tasks, documentation requirements and milestones
  - assurance requirements
  - critical investment decisions at the end of each stage.

- A high level investment governance model linked to the investment lifecycle model that includes:
  - standard program and project governance structures
  - high level governance body and governance role descriptions
  - high summary of decision-making processes.
- A high level project prioritisation model linked to the investment lifecycle model that includes:
  - project prioritisation criteria and methodology
  - associated summary of decision-making processes.

#### 6. Knowledge Management - Asset Data and Information Systems

Council uses Enterprise Asset Management (EAM) for Asset and Work Data Management and Information Systems of Technology 1 and have previously also undertaken work with Jeff Roorda and Associates (JRA). Council engaged Asset Management Planning experts in order to provide a data health check, revaluation, maturity assessment, works program & statutory reporting for consolidated asset register when the two former Councils merged.





## Draft Revenue Policy 2020-2021



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## Introduction

The Revenue Policy forms part of the annual Operational Plan and provides the principles, policies and details of the sources of revenue and funding to be adopted and applied for the year.

The objectives of Armidale Regional Council's Revenue Policy are:

- a) To comply with Section 405(2) of the NSW Local Government Act 1993 (the Act) and Section 201 of the NSW Local Government (General) Regulation 2005 (the Regulation);
- b) To establish the total revenue required by Council to fund its activities; and
- c) To identify the revenue sources available to Council.

The rates and charges set out in this Revenue Policy are for the 2020-2021 financial year.

The main sources of income for Council are:

- Rates and annual charges;
- User charges and fees;
- Interest on investments; and
- Grants and contributions.

The Revenue Policy includes the following statements:

- Detailed estimate of income and expenditure;
- Each ordinary and special rate to be levied;
- Each charge to be levied;
- Types and amounts of fees to be charged;
- Pricing policy with respect to goods and services provided; and
- Amounts of any proposed borrowings.

## Factors Influencing Revenue and Pricing Policy

The following describes the factors that influence the setting of Council generated revenue.

### Rates

Rates are a tax on the assigned value of land and are used to fund the general activities of Council not covered by specific fees and charges. As such the main factor in setting rates is the two key principles of taxation:

- Capacity to pay; and
- Benefit principle.

These principles are applied through the fair and equitable use of:

- Categories;
- Sub-categories;
- Base amounts; and
- Land values.

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Categories are used to determine the total proportion of rate income to be contributed by each broad category of ratepayer.

Sub-categories are used to modify the valuation system where it is deemed that land values do not fairly reflect the key principles.

Base amounts are used to ensure a standard contribution towards the fixed costs of governance and administration per property.

Land values are then used to apply the key taxation principles within each category or sub-category.

Annual increases to rate income will be applied within rate peg limits to the extent that revenues can:

- Maintain existing levels of service;
- Recover current shortfalls; and
- Ensure intergenerational equity.

#### **Rates Path Protection for New Councils**

On 18 May 2017, the Hon Gabrielle Upton, MP, Minister for Local Government, pursuant to Section 218CB of the Act, determined the methodology by which amalgamated councils would set rates during the protection period. The methodology is detailed in the NSW Government Gazette No.56 commencing at page 35.

During the rates path protection period the rate structure, category and sub-category applied to a parcel of land in the 2015-2016 year is to be applied by the new council to that parcel for the protection period. The new council is not permitted to equalise rates across their pre merged council areas, nor can a new council re-balance rates between rating categories or the percentage of income generated by base/minimum and ad-valorem amounts. Re-balancing would result in some ratepayers paying proportionately less and to offset this some ratepayers would pay proportionately more, which is inconsistent with the objective of the NSW Government during the rates path protection period.

The rates path protection period originally ran for four years from 2016-2017 to 2019-2020 and was extended by a further 12 months on 25 June 2019 by way of the Local Government Amendment Act 2019. Council was given the choice to opt out of the rates path protection period but resolved to remain in the protection period on 22 April 2020.

The rates path protection is only applicable to Ordinary and Special Rates and does not apply to Annual Charges.

#### **Rates Harmonisation**

Following the expiry of the rates path protection period, which is currently 30 June 2021, Council will be required to harmonise ordinary rates in accordance with the Act and Regulation. Under current legislative provisions, this will necessitate the amalgamation of farmland rating categories and may require realignment of some other rating categories.

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### Special Rate Variations

On 3 June 2014 the NSW Independent Pricing and Regulatory Tribunal (IPART) approved Special Rate Variations for both Guyra Shire Council and Armidale Dumaresq Council. It was determined that Guyra Shire Council may increase its general rate income by 8.0% including the rate peg of 2.3%. The increase above the rate peg can be retained in the Council's general income base permanently. It was determined that Armidale Dumaresq Council may increase its general rate income by 12.3% including the rate peg of 2.3%. The increase above the rate peg can be retained in the Council's general income base for 7 years, being 2014-2015 through to and including 2020-2021. Armidale Regional Council's general rates income calculations for the 2020-2021 financial year have been prepared in-line with the rate path protection provisions and current special rate variation.

### Annual and User Charges

A combination of annual and user charges is applied to ensure the full cost recovery of Council's operations for water, sewerage and waste services. An annual charge is also made for stormwater infrastructure.

Annual charges are applied to land that is deemed to receive a direct or indirect benefit from the availability of the service. User charges are applied to the extent that individual use can be measured.

### User Fees

The following describes the main factors that influence the setting of user fees for the provision of all other services and facilities.

### Community Service Obligations

A community service obligation arises where Council provides a function or service that has general community benefits beyond those received by direct users. Councils mainly exist to provide services that are considered to have community importance but are not viable or practical to be provided on a commercial basis. The extent to which direct users can or should be charged is a fundamental consideration when determining a pricing policy for the delivery of community services and facilities. The Council's community service obligation is reflected in the pricing structure for the hire and use of services and facilities such as public halls, community centres, public swimming pools, libraries, art gallery, parks, gardens, as well as fields, facilities and venues for sporting, recreation and entertainment activities. Council reviews the levels of community service obligations as they relate to fees and charges for use of Council facilities throughout the Council annually.

### Cost Recovery

Council applies the principle of full cost recovery to determine the total cost of services. This includes all direct (avoidable), indirect (allocated) and accrual (e.g. depreciation) costs involved in the provision of a service. Capital costs are only applied however where actual loan repayments (interest component) exist. Full cost attribution will be applied in respect of all services and facilities provided to the community for the purpose of enabling the Council to determine:

- Current and future priorities;

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- Service and pricing levels;
- Resource allocation;
- Service delivery planning; and
- The level of community service obligation.

### **User-pays Principle**

The user-pays principle involves pricing the provision of goods, services and facilities that require the user/consumer to pay the actual cost of the service provided. The Council's pricing policy for the supply of water and private works embodies this principle.

### **National Competition Policy**

In accordance with the National Competition Policy Principles, Water and Sewer Funds are deemed Category 1 Business Activities.

Council has adopted a Corporatisation Model with full cost attribution in respect of Category 1 business activities including:

- tax equivalent regime payments;
- debt guarantee fees, where the business benefits from Council's borrowing position by comparison with commercial rates;
- return on capital invested;
- identifying any subsidies paid to the business; and
- operating within the same regulatory framework as private businesses.

### **Competitive Neutrality**

Competitive neutrality is one of the principles of National Competition Policy applied throughout Australia at all levels of Government, including Local Government. Competitive neutrality is based on the concept of a "level playing field" for competitors in a market, be they public or private sector competitors. All government business organisations should operate without net competitive advantages over businesses as a result of their public ownership.

Where Armidale Regional Council competes in the market place with other private businesses, Council will do so on the basis that it does not utilise its public position to gain an unfair advantage over private businesses that may be in competition with Council.

### **Goods and Services Tax**

The Federal Government's Goods and Services Tax (GST) must be applied to non-exempt fees and charges. The current rate of the GST is 10% and is included in the price paid by the recipient of the service. The GST indicators (GST exempt or not) in the list of fees and charges are subject to change at any time from changes that occur in the GST Act and/or regulations.



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## Ordinary Rates to be levied for the 2020/2021 year

### Rate Peg

IPART has determined that Council's general income may be increased by the rate peg, which is 2.6% for the 2020-2021 year. The rate peg is only applicable to Ordinary and Special Rates and does not apply to Annual Charges.

### Rate Structure

Section 497 of the Act provides that a rate may consist of an ad valorem amount, which may be subject to a minimum amount, or a base amount to which an ad valorem is added.

Council has considered the methods and determined the most appropriate structure for the area is an ad valorem with a base amount.

### Valuations

For the purpose of levying rates, Council is provided with valuations by the Valuer General issued under the NSW Valuation of Land Act 1916. The Valuer General currently updates valuations every 3 years. Armidale Regional Council's land values were updated by the Valuer General in September 2019. The 2019 base date valuations will be used to determine the ad-valorem component of ordinary rates for the 2020-2021 year.

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## Rating Categories

Council will be levying rates based on the following categories and sub-categories in 2020-2021:

Rate Code	Category Title	Definition
A-500	Residential (Non Urban)	<p>A rateable parcel of land that complies with the definition of Rural Residential Land as provided in the Act.</p> <p>A rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 516 of the Act;</li> <li>outside the geographic areas of the city of Armidale and townships of Wollomombi, Ebor and Hillgrove; and</li> <li>the site of a certified residential dwelling.</li> </ul> <p>A vacant rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 519 of the Act;</li> <li>outside the geographic areas of the city of Armidale and townships of Wollomombi, Ebor and Hillgrove; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
A-101	Residential Armidale	<p>A rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 516 of the Act; and</li> <li>the site of a certified residential dwelling or boarding house.</li> </ul> <p>A vacant rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 519 of the Act;</li> <li>within the defined geographic area of Armidale City; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
A-501	Residential Wollomombi	<p>A rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 516 or 519 of the Act;</li> <li>within the township area of Wollomombi;</li> <li>the site of a certified residential dwelling or vacant land; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
A-502	Residential Ebor	<p>A rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 516 or Section 519 of the Act;</li> <li>within the township area of Ebor;</li> <li>the site of a certified residential dwelling or vacant land; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
A-503	Residential Hillgrove	<p>A rateable parcel of land that is:</p> <ul style="list-style-type: none"> <li>categorised under Section 516 or Section 519 of the Act;</li> <li>within the township area of Hillgrove;</li> <li>the site of a certified residential dwelling or vacant land; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
A-520	Business (Non Urban)	A rateable parcel of land outside the geographic area of Armidale City that cannot be categorised as farmland, residential, or mining under sections 515-517 of the Act.
A-103	Business City	A rateable parcel of land within the geographic area of Armidale City that cannot be categorised as farmland, residential, or mining under sections 515-517 of the Act, that is the site of a certified structure.

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Rate Code	Category Title	Definition
<b>A-104</b>	Industrial City	A rateable parcel of land categorised under Section 518 of the Act that is located within the Industrial City Area defined in the Local Environment Plan.
<b>A-530</b>	Mining	A rateable parcel of land categorised under Section 517 of the Act.
<b>A-550</b>	Farmland	A rateable parcel of land categorised under Section 515 of the Act.  Section 519 of the Act facilitates the categorisation of vacant land and it should be noted that scope exists for vacant land to be categorised as "farmland" in certain circumstances via those provisions.
<b>G-RNU</b>	Residential (Non Urban)	A rateable parcel of land that complies with the definition of Rural Residential Land as provided in the Act.  A rateable parcel of land that is: <ul style="list-style-type: none"> <li>categorised under Section 516 of the Act;</li> <li>outside the geographic areas of the towns of Guyra and the villages of Ben Lomond, Llangothlin, Ebor and Black Mountain; and</li> <li>the site of a certified residential dwelling.</li> </ul> A vacant rateable parcel of land that is: <ul style="list-style-type: none"> <li>categorised under Section 519 of the Act;</li> <li>outside the geographic areas of the towns of Guyra and the villages of Ben Lomond, Llangothlin, Ebor and Black Mountain; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
<b>G-RG</b>	Residential Guyra	A rateable parcel of land that is: <ul style="list-style-type: none"> <li>categorised under Section 516 of the Act; and</li> <li>the site of a certified residential dwelling or boarding house.</li> </ul> A vacant rateable parcel of land that is: <ul style="list-style-type: none"> <li>categorised under Section 519 of the Act;</li> <li>within the defined geographic area of township of Guyra; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
<b>G-RV</b>	Residential Village	A rateable parcel of land categorised under Section 516 of the Act that is the site of a certified residential dwelling or boarding house.  A vacant rateable parcel of land that is: <ul style="list-style-type: none"> <li>categorised under Section 519 of the Act;</li> <li>within the defined geographic area of the villages of Ben Lomond, Black Mountain, Llangothlin and Ebor; and</li> <li>zoned or otherwise designated for residential use under an environmental planning instrument.</li> </ul>
<b>G-BV</b>	Business Village	A rateable parcel of land within the geographic area of the villages of Ben Lomond, Black Mountain, Llangothlin and Ebor that cannot be categorised as farmland, residential, or mining under sections 515-517 of the Act, that is the site of a certified structure.
<b>G-BG</b>	Business Guyra	A rateable parcel of land within the geographic area of the township of Guyra that cannot be categorised as farmland, residential, or mining under sections 515-517 of the Act, that is the site of a certified structure.
<b>G-M</b>	Mining	A rateable parcel of land categorised under Section 517 of the Act.

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Rate Code	Category Title	Definition
<b>G-F</b>	Farmland	A rateable parcel of land categorised under Section 515 of the Act.  Section 519 of the Act facilitates the categorisation of vacant land and it should be noted that scope exists for vacant land to be categorised as "farmland" in certain circumstances via those provisions.
<b>G-FI</b>	Farmland Intensive	A rateable parcel of land categorised under Section 515 of the Act.  Section 529(2)(a) of the Act permits a sub-category to be determined according to the intensity of land use, the irrigability of the land or economic factors.

### Land Exempt from Rating

Council deems land to be exempt from rates strictly in accordance with Sections 555 and 556 of the Act.

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## Ordinary Rate Yield

Rate Category	Base Rate \$	Base Rate %	Ad Valorem Rate in \$	Rateable Land Value \$	Estimated Yield \$
<b>Residential</b>					
Residential - Armidale	467.60	41.56%	0.004907	1,102,471,667	9,257,675
Residential – Guyra	238.00	45.04%	0.004827	56,566,120	496,760
Residential - Wollomombi	200.00	34.71%	0.016409	366,800	9,219
Residential – Ebor	200.00	35.96%	0.008909	599,600	8,342
Residential - Hillgrove	200.00	33.23%	0.017325	2,226,830	57,779
Residential – Armidale Non Urban	485.00	42.27%	0.002464	289,500,730	1,235,187
Residential – Guyra Non Urban	258.80	42.08%	0.002334	23,047,510	92,871
Residential – Village	170.00	46.44%	0.004917	5,662,680	51,983
<b>Farmland</b>					
Farmland – Armidale	1,321.60	37.57%	0.001895	962,013,200	2,921,595
Farmland – Guyra	468.00	16.24%	0.001631	1,001,773,500	1,951,195
Farmland – Intensive	1,146.90	18.25%	0.006939	1,481,000	12,570
<b>Mining</b>					
Mining – Armidale	995.30	16.80%	0.078334	692,290	65,178
<b>Business</b>					
Business – Armidale	791.00	17.64%	0.012987	111,511,153	1,758,266
Business – Guyra	409.80	44.55%	0.008899	5,616,190	90,139
Business - Non Urban	737.30	48.16%	0.003574	6,439,000	44,395
Business – Village	106.70	37.47%	0.003625	687,550	3,986
Industrial – Armidale	882.20	18.14%	0.012893	48,480,300	763,561
<b>Ordinary Rate Estimated Yield</b>					<b>18,820,701</b>

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## Water Supply Services

Water charges are levied to generate the funding required to replace and renew water infrastructure over the long term as well as operate the assets that provide water supply on a day to day basis. These funds are held in a Water Reserve and, as per the requirements of the Act, they cannot be used for any other purpose. The 2019/2020 financial year has seen a significant negative impact on the Water Reserve due to drought, which is estimated to have cost around \$6m including a reduction in revenue from water usage charges in the order of \$2.5m. Further drought-related costs are expected to be incurred in the 2020/2021 financial year.

The Water Reserve needs to be maintained at a sustainable level and this has necessitated a review of water pricing to reflect lower usage levels, which are expected to continue through the 2020/2021 financial year.

As a result both the access and water usage charges have increased so that the revenue generated in the 2020/2021 financial year is close to historical levels. This will enable funding in the Water Reserve to be replenished and provide funding not only for asset renewal and replacement but also to respond to drought conditions should climatic conditions not improve.

### Historical Water Supply Services Charges Actual Yield

Charge Description	2017/18 Yield	2018/19 Yield
Water Service Access Charge	2,445,496	2,327,468
Water Consumption Charges	8,529,396	9,164,508
<b>Total Estimated Yield</b>	<b>10,974,892</b>	<b>11,491,977</b>



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## Water Service Access Charge

A fixed water service access charge is levied on all properties in the serviced area to recover the costs of water infrastructure.

Section 552(1)(b) of the Act provides that land may be subject to a water access charge if it is:

- a) supplied with water from a water pipe of Council; or
- b) situated within 225 metres of a water pipe of Council whether the land has a frontage or not to the public road (if any) in which the water pipe is laid and although the land is not actually supplied with water from any pipe of the council.

The water access charge will be applied as follows:

- Single Occupancy – a fixed service access charge will be applied per assessment.
- Multiple Occupancy (Strata) – a fixed service access charge will be applied per flat/unit.
- Multiple Occupancy (Community Title) – a fixed service access charge will be applied per flat/unit.
- Multiple Occupancy (Non Strata) – a fixed service access charge will be applied per assessment.

Charge Description	2019/2020	2020/2021
Water Access Charge	\$225.00	\$250.00

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## Water Consumption Charges

The NSW Office of Water Best Practice Pricing Guideline requires Council to adopt appropriate water consumption charges that reflect the user pays principle. Best practice water supply pricing requires utilities to provide strong pricing signals to encourage efficient water use, with a target that 75% of income is generated from consumption charges. Water consumption charges based on metered consumption are calculated at the following stepped tariff rates.

### Armidale Residential and Commercial Consumption Stepped Tariff

Stepped Consumption Tariff per Quarter	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
0 to 100 kilolitres	2.60	4.20
101 to 250 kilolitres	3.45	4.30
above 250 kilolitres	3.90	4.60

### Guyra Residential and Commercial Consumption Stepped Tariff

Stepped Consumption Tariff per Quarter	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
0 to 100 kilolitres	2.15	4.20
101 to 250 kilolitres	2.50	4.30
above 250 kilolitres	2.70	4.60

### Armidale Haemodialysis Consumption Stepped Tariff

Stepped Consumption Tariff per Quarter	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
0 to 25 kilolitres	0.00	0.00
26 to 100 kilolitres	2.40	4.00
101 to 250 kilolitres	3.20	4.10
above 250 kilolitres	3.90	4.40

### Guyra Haemodialysis Consumption Stepped Tariff

Stepped Consumption Tariff per Quarter	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
0 to 25 kilolitres	0.00	0.00
26 to 100 kilolitres	2.15	4.00
101 to 250 kilolitres	2.50	4.10
above 250 kilolitres	2.70	4.40

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**Untreated Water Consumption Stepped Tariff**

Stepped Consumption Tariff per Quarter	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
0 to 100 kilolitres	1.26	4.20
101 to 250 kilolitres	2.25	4.30
above 250 kilolitres	2.76	4.60

**Non-rateable and Non Profit Flat Rate Consumption Tariff**

Consumption Tariff	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
Non-rateable	3.60	4.60
Non Profit – Sporting	2.70	4.60

**Intensive Horticulture - Untreated Bulk Water Flat Rate Consumption Tariff**

Available to intensive horticulture operations with more than 100 full time equivalent employees or that use in excess of 25 Mega Litres as measured by the previous 12 months financial year usage.

Consumption Tariff	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
Untreated Bulk Water	N/A	1.90

**Intensive Horticulture - Treated Bulk Water Flat Rate Consumption Tariff**

Available to intensive horticulture operations that use in excess of 150 Mega Litres per annum as measured by the previous 12 months financial year usage.

Consumption Tariff	2019/2020 (\$/Kilolitre)	2020/2021 (\$/Kilolitre)
Treated Bulk Water	N/A	2.90

**Water Supply Services Charges Estimated Yield**

Charge Description	Estimated Yield \$
Water Service Access Charge	2,594,500
Water Consumption Charges	8,100,000
<b>Total Estimated Yield</b>	<b>10,694,500</b>

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## Sewerage Supply Services

Sewerage charges are levied to generate the funding required to replace and renew sewerage infrastructure over the long term as well as operate the assets that manage the sewerage supply on a day to day basis. These funds are held in a Sewerage Reserve and, as per the requirements of the Act, they cannot be used for any other purpose.

In 2020/2021 Council is aiming to harmonise annual charges between the former Armidale Dumaresq Council and Guyra Shire Council local government areas as far as possible and this will include harmonisation of sewerage charges.

As a result the access charges have been equalised so that the revenue generated in the 2020/2021 financial year is similar to historical levels. This will result in Armidale residential ratepayers receiving a \$15 increase and Guyra residential ratepayers receiving a \$162 decrease.

Commercial sewerage charges will also be harmonised through this process and the charging system in place for Armidale will also apply to Guyra. This will result in many Guyra-based businesses benefitting from the change from a higher access charge to a \$465 minimum rate.

## Sewerage Service Access Charge

A fixed sewerage service access charge is levied on all properties in the serviced area to recover the costs of sewerage infrastructure.

Section 552(3) of the Act provides that a charge relating to sewerage may be levied on all land except:

- a) Land which is more than 75 metres from a sewer of the council and is not connected to the sewer; and
- b) Land from which sewerage could not be discharged into any sewer of the Council.

The sewerage access charge will be applied as follows:

- Single residential properties will be charged a single residential sewerage access charge.
- Multiple occupancy residential complexes will be charged a single residential sewerage access charge plus a flat/unit charge for each additional residential flat/unit.
- Commercial properties will be charged the minimum rate while unconnected, upon connection properties will be charged the minimum rate or the ad valorem rate (whichever is greater), with additional charges for multiple water closets and urinals.
- Vacant properties within Council's sewerage service area will be charged a single vacant sewerage access charge.

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**Armidale Sewerage Service Access Charges**

Charge Description	2019/2020	2020/2021
Residential	\$450.00	\$465.00
Vacant Sewerage Access Charge	N/A	\$420.00
Multiple Occupancy Residential For each additional occupancy	\$396.00	\$406.00
Commercial/Industrial Minimum Rate	\$450.00	\$465.00
Ad Valorem Rate upon connection	\$0.0052	\$0.0053
*University/Further Education or similar Each Additional Water Closet	\$148.50	\$152.00
Each Additional Urinal	\$66.00	\$68.00
*Hotel, Motel or similar Each Additional Water Closet	\$148.50	\$152.00
Each Additional Urinal	\$71.50	\$73.00
*Hospital, School or similar Each Additional Water Closet	\$71.50	\$73.00
Each Additional Urinal	\$66.00	\$68.00
* Other Non-rateable properties Each Additional Water Closet	\$132.00	\$140.00
Each Additional Urinal	\$66.00	\$68.00

\*The charge will be the greater of the amount of the sewerage rate generated on the land using the ad valorem calculation or the multiple charges.

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**Guyra Sewerage Service Access Charges**

Charge Description	2019/2020	2020/2021
Residential	\$627.00	\$465.00
Vacant Sewerage Access Charge	\$408.00	\$420.00
Multiple Occupancy Residential For each additional occupancy	\$627.00	\$406.00
Commercial/Industrial Minimum Rate	Previously charged \$627 access plus additional w/c and urinal charges:	\$465.00
Ad Valorem Rate upon connection	2-6 \$264.00 > 6 \$138.00	\$0.0053
*University/Further Education or similar Each Additional Water Closet	\$138.00	\$152.00
Each Additional Urinal	\$138.00	\$68.00
*Hotel, Motel or similar Each Additional Water Closet	2-6 \$264.00 > 6 \$138.00	\$152.00
Each Additional Urinal	2-6 \$264.00 > 6 \$138.00	\$73.00
*Hospital, School or similar Each Additional Water Closet	\$138.00	\$73.00
Each Additional Urinal	\$138.00	\$68.00
* Other Non-rateable properties Each Additional Water Closet	\$138.00	\$135.00
Each Additional Urinal	\$138.00	\$68.00

\*The charge will be the greater of the amount of the sewerage rate generated on the land using the ad valorem calculation or the multiple charges.

**Sewer Supply Services Charges Estimated Yield**

Charge Description	Estimated Yield \$
Sewer Service Access Charge	5,003,933
Commercial/Industrial Minimum Rate and Ad Valorem	839,477
<b>Total Estimated Yield</b>	<b>5,843,410</b>



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## Waste Management Services

The management of community waste is a high priority for Council. Waste services are focused on maximising the recovery of materials and running an environmentally responsible landfill. Council has recently completed constructing a new landfill facility to cater for waste disposal for the next 50 years. This landfill, known as Waterfall Way Regional Landfill, will begin accepting waste early in the 2020/2021 financial year as capacity at the Long Swamp Road landfill is exhausted. The operation of this landfill has necessitated the introduction of a new waste charge in the 2020/21 financial year to cover the increased operational cost.

## Domestic Waste Management

In accordance with section 496 of the Act, Council will levy domestic waste charges on all properties in the serviced area.

The domestic waste management service provided by Council will comprise of:

- 1 x 140 litre red lid bin (collected once weekly);
- 1 x 240 litre green lid bin - City to Soil (collected once fortnightly); and
- Recycle crates - unlimited number of crates (collected once weekly).

In the former Guyra Shire Council local government area Council still services a number of 240 litre red bin weekly collections. This service is in the process of being phased out.

Domestic Waste Services will be limited to multiples of the above bin full services. If there is a need for additional services, any extra bins, will be charged as per the additional service rate.

A Vacant Domestic Waste Management Charge is to be levied on all rateable parcels of land within the domestic waste collection boundary, which do not have a dwelling and are zoned for residential use in the Local Environment Plan. The charge covers contributions towards Council waste management infrastructure.

Multiple occupancy residential complexes (non-strata) will have a minimum number of full services equal to 50% of the number of flats. Therefore, a block of twelve (12) flats will have six (6) full services as a minimum.

Council reserves the right to instruct property owners to increase the number of services where Council deems health regulations or adequate levels of service are not being met. Section 124 of the Act may issue an order to the owner or occupier of premises to remove or dispose of waste that is on any residential property, if the waste is causing or likely to cause a threat to public health.

### Armidale Domestic Waste Management Service

Charge Description	2019/2020	2020/2021
Domestic Waste Service	\$390.00	\$400.00
Additional 140lt Service	\$145.00	\$150.00
Additional 240lt City to Soil Service	\$145.00	\$150.00
Vacant Domestic Waste Management Charge	\$140.00	\$144.00

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**Guyra Domestic Waste Management Service**

Charge Description	2019/2020	2020/2021
Domestic Waste Service – 140lt	\$390.00	\$400.00
Additional 140lt Service	\$145.00	\$150.00
Additional 240lt City to Soil Service	\$145.00	\$150.00
Domestic Waste Service – 240lt	\$520.00	\$535.00
Vacant Domestic Waste Management Charge	\$120.00	\$144.00

**Commercial Waste Management**

In accordance with Section 501 of the Act, Council will levy commercial waste charges on all properties that receive the service.

The commercial waste management service provided in Armidale will comprise of:

- 1 x 240 litre red lid bin (collected once weekly);
- 1 x 240 litre green lid bin - City to Soil (collected once fortnightly); and
- Recycle crates – maximum of 10 crates per property (collected once weekly).

The provision of extra services is limited to multiples of these bins.

Council's Commercial Organics (City to Soil) Service comprises of a 240 litre green lid collected fortnightly. Commercial enterprises producing large amounts of organic waste, e.g. restaurants, can request an increase in collection frequency. Additional 240lt green bins may also be requested, the additional bins will be charged in multiples of the frequency of collection.

The commercial waste management service provided in Guyra will comprise of:

- 1 x 240 litre red lid bin (collected once weekly).

Charge Description	2019/2020	2020/2021
Commercial Waste Service	\$410.00	\$422.00
Commercial Organics (City to Soil) 240lt Service	\$145.00	\$150.00
Commercial Organics (City to Soil) 240lt Service Weekly	\$220.00	\$225.00
Commercial Organics (City to Soil) 240lt Service 3 x Weekly	\$480.00	\$495.00
Commercial Recycling Service Charge Weekly	\$150.00	\$155.00

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## Rural Waste Management

In accordance with Section 501 of the Act, Council will levy a rural waste management charge on all rateable assessments which have a dwelling and do not receive a waste collection service. Proceeds from the rural waste management charge cover contributions towards Council's waste management infrastructure and rural waste transfer stations.

Charge Description	2019/2020	2020/2021
Rural Waste Management Charge former Armidale Dumaresq Council LGA	\$140.00	\$144.00
Rural Waste Management Charge former Guyra Shire Council LGA	\$56.00	\$144.00

## Waterfall Way Regional Landfill

In accordance with Section 501 of the Act, Council will levy two charges relating to the Waterfall Way Regional Landfill on all rateable and non-rateable assessments. These are outlined below:

1. The Waterfall Way Regional Landfill Levy was previously called the New Landfill Charge and it was applied on all parcels of land in the former Armidale Dumaresq Council local government area. The purpose of this charge is to raise sufficient funds to cover the repayment of loans taken out to cover the capital cost of the new landfill. In 2020/2021 Council has determined that this charge should apply to all properties in the Armidale Regional Council area as all properties now benefit from the regional landfill.
2. The Waterfall Way Regional Landfill Operation Charge is a new charge. The new landfill, which was originally developed and approved by Armidale Dumaresq Council, will commence taking waste early in the 2020/2021 financial year and is expected to cost around \$840,000 to operate in the next financial year. These costs are in addition to existing waste operating costs as the existing landfill at Long Swamp Road will need to remain operational. The operating costs result from conditions placed on the development application that necessitate duplication of the handling and sorting of waste.

Charge Description	2019/2020	2020/2021
Water fall Way Regional Landfill Levy	\$177.00	\$150.00
Waterfall Way Regional Landfill Operation Charge	N/A	\$65.00

### Waste Management Services Charges Estimated Yield

Charge Description	Estimated Yield \$
Domestic Waste Management	4,421,383
Commercial Waste Management	442,645
Rural Waste Management	258,768
Waterfall Way Regional Landfill	2,805,750
<b>Total Estimated Yield</b>	<b>7,928,546</b>

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## Other Charges

### Armidale Drainage Charge

In accordance with Section 501 of the Act, Council will levy drainage charges on all properties within the Armidale City drainage catchment area to recover the costs of drainage construction, reconstruction and maintenance.

Charge Description	2019/2020	2020/2021
Armidale Drainage Charge	\$50.00	\$50.00

### Guyra Stormwater Charge

In accordance with Section 496A of the Act, Council will levy a stormwater charge on all properties in the township of Guyra to recover the costs of drainage construction, reconstruction and maintenance.

Charge Description	2019/2020	2020/2021
Guyra Stormwater Charge	\$25.00	\$25.00

### Other Charges Estimated Yield

Charge Description	Estimated Yield \$
Armidale Drainage Charge	444,400
Guyra Stormwater Charge	22,225
<b>Total Estimated Yield</b>	<b>466,625</b>

## Concessions

### Rate Reductions for Eligible Pensioners

In accordance with Section 575 of the Act, Council provides for rate reductions to eligible pensioners. In addition to the pension rebate concessions offered by the NSW Government, Council will also grant a concession of up to \$25 on ordinary rates, \$25 on annual water charges and \$25 on annual sewerage charges to eligible pensioners.

## Recovery of Rates and Charges

### Interest on Overdue Rates

Section 566 of the Act provides for the accrual of interest on overdue rates and charges. Interest accrues daily on rates and charges that remain unpaid after they become due and payable. The rate of interest is that set by Council, but must not exceed the rate specified for the relevant period by the Minister by notice published in the Gazette.

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In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2020 to 31 December 2020 (inclusive) will be 0.0% per annum and that the maximum rate of interest payable on overdue rates and charges for the period 1 January 2021 to 30 June 2021 (inclusive) will be 7.0% per annum.

The interest rate has been set at 0.0% for the first half of the 2020-21 financial year in response to the financial impacts faced by the community as a result of the COVID-19 Pandemic.

### **Financial Hardship**

There are a number of options available to ratepayers experiencing financial hardship and ratepayers in this situation are encouraged to contact Council as soon as possible to work out a payment plan arrangement.

Council has also adopted an interim hardship policy to assist ratepayers significantly impacted by the COVID-19 shutdown. These provisions are not intended to replace existing hardship policy provisions, but to assist individuals, businesses and community groups in the short term, pending any further guidance from Federal or State Government and while the current hibernation of the economy persists.

Council's website [www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au) contains references to the interim hardship policy for COVID-19 and also drought relief.

### **Loan Borrowing Program**

There are no new borrowings proposed for the 2020/21 financial year.



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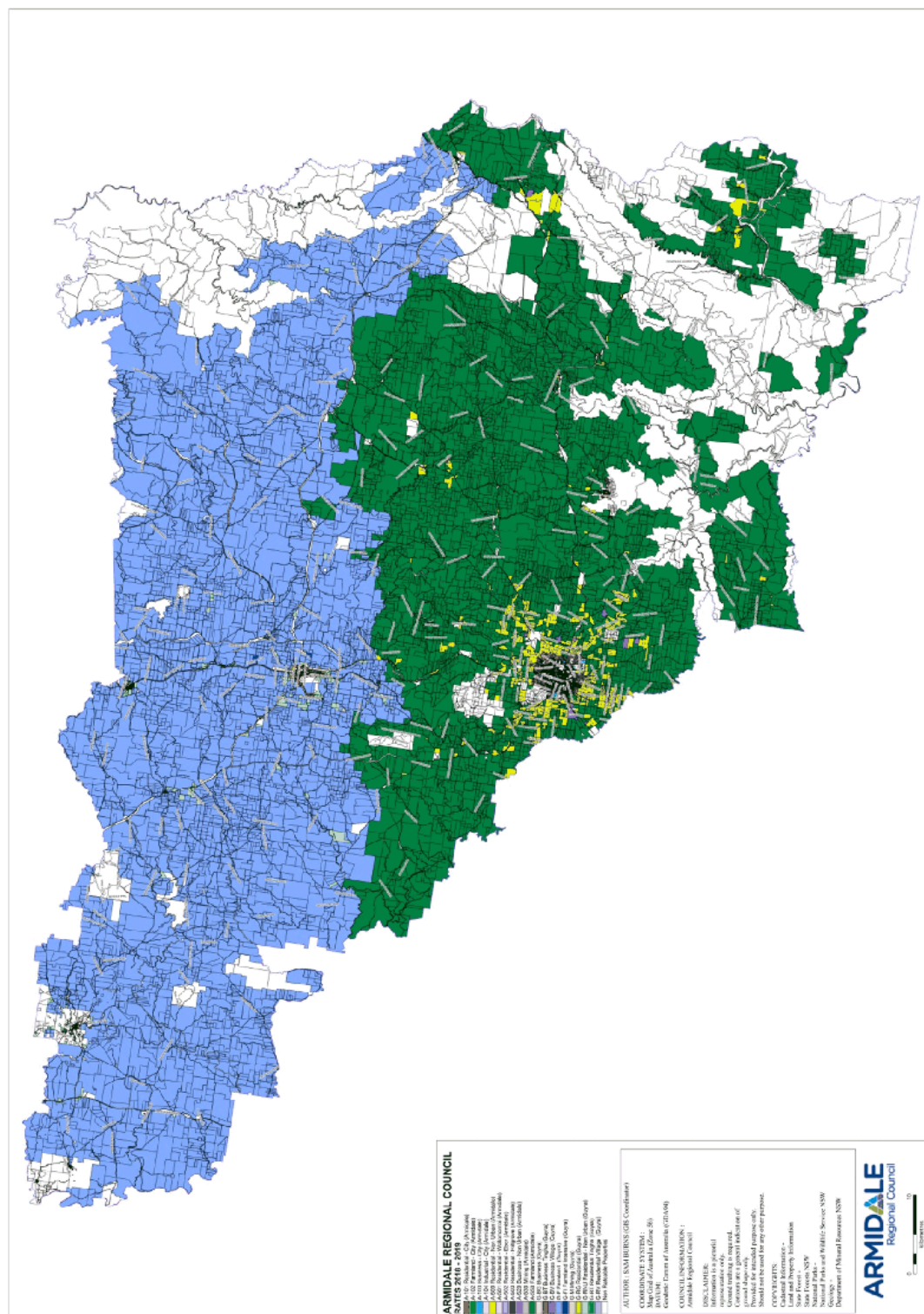
## Statement of Income and Expenditure

### Consolidated Result

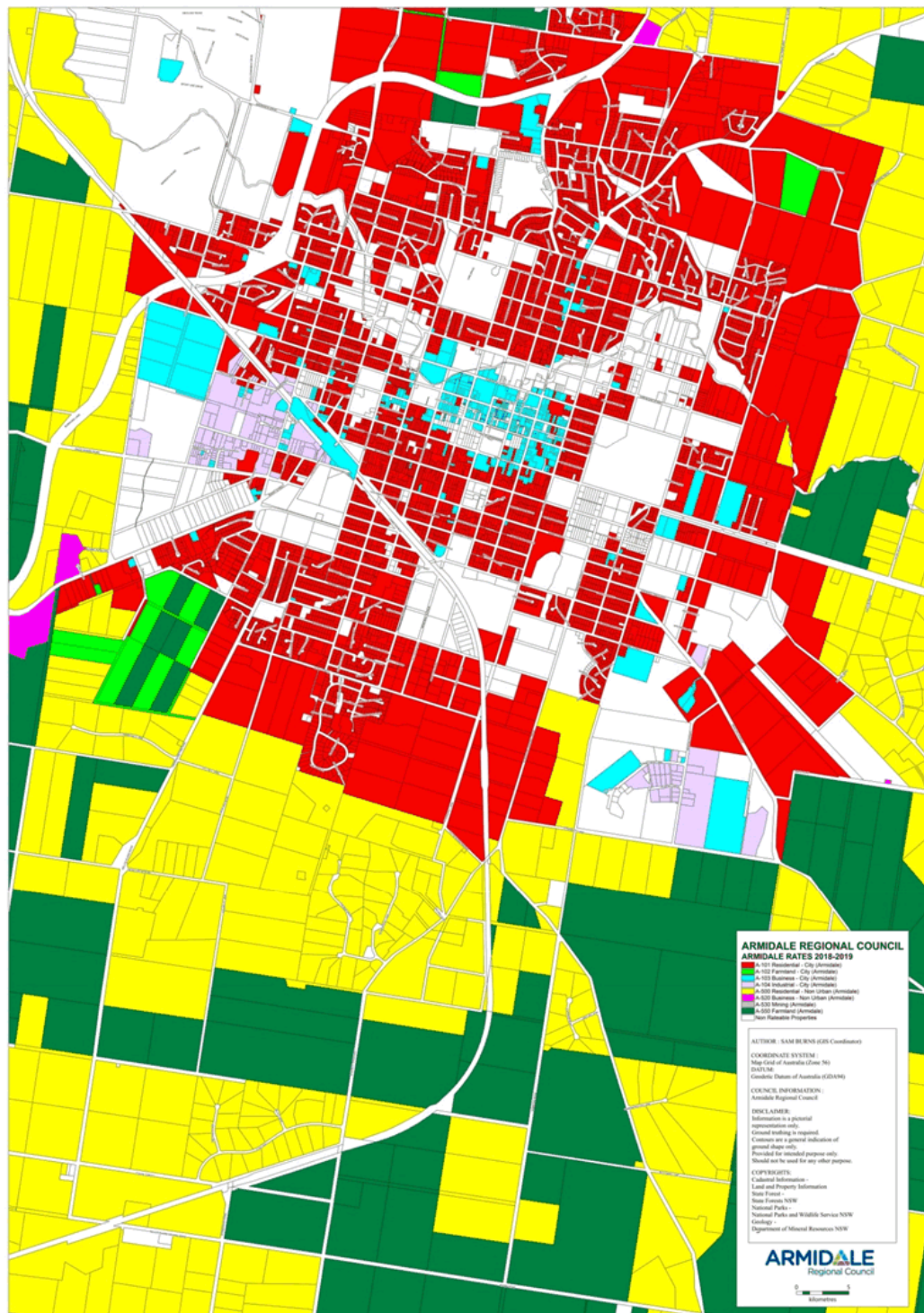
	2020/21 Estimate \$'000
<b>INCOME STATEMENT</b>	
<b>Recurrent Revenue</b>	
Rates and Annual Charges	34,910
User Charges and Fees	17,909
Interest and Investment Revenue	1,001
Other Revenues	3,214
Operating Grants and Contributions	12,915
<b>RECURRENT REVENUE</b>	<b>69,950</b>
<b>Recurrent Expenditure</b>	
Employee Costs	25,280
Materials and Contracts	15,819
Borrowing Costs	1,302
Other Expenses	11,519
Depreciation and Amortisation	18,079
<b>RECURRENT EXPENDITURE</b>	<b>72,000</b>
<b>NET OPERATING SURPLUS/(DEFICIT)</b>	<b>(2,049)</b>
<b>Capital Revenue</b>	
Capital Grants and Contributions	18,788
<b>NET SURPLUS/(DEFICIT)</b>	<b>16,739</b>
<b>CASHFLOW &amp; RESERVE MOVEMENTS</b>	
<b>Receipts</b>	
Recurrent Revenue	69,950
Proceeds from Sale of PP&E	1,268
Capital Grants and Contributions	18,788
Transfer from Cash Reserve	6,649
<b>Payments</b>	
Recurrent Expenditure excluding Depreciation	(53,921 )
Purchase of Property, Plant & Equipment	(39,826 )
Repayment of Borrowings	(2,830 )
Transfer to Cash Reserve	(1,470 )
<b>Net Budget Position</b>	<b>(1,392 )</b>



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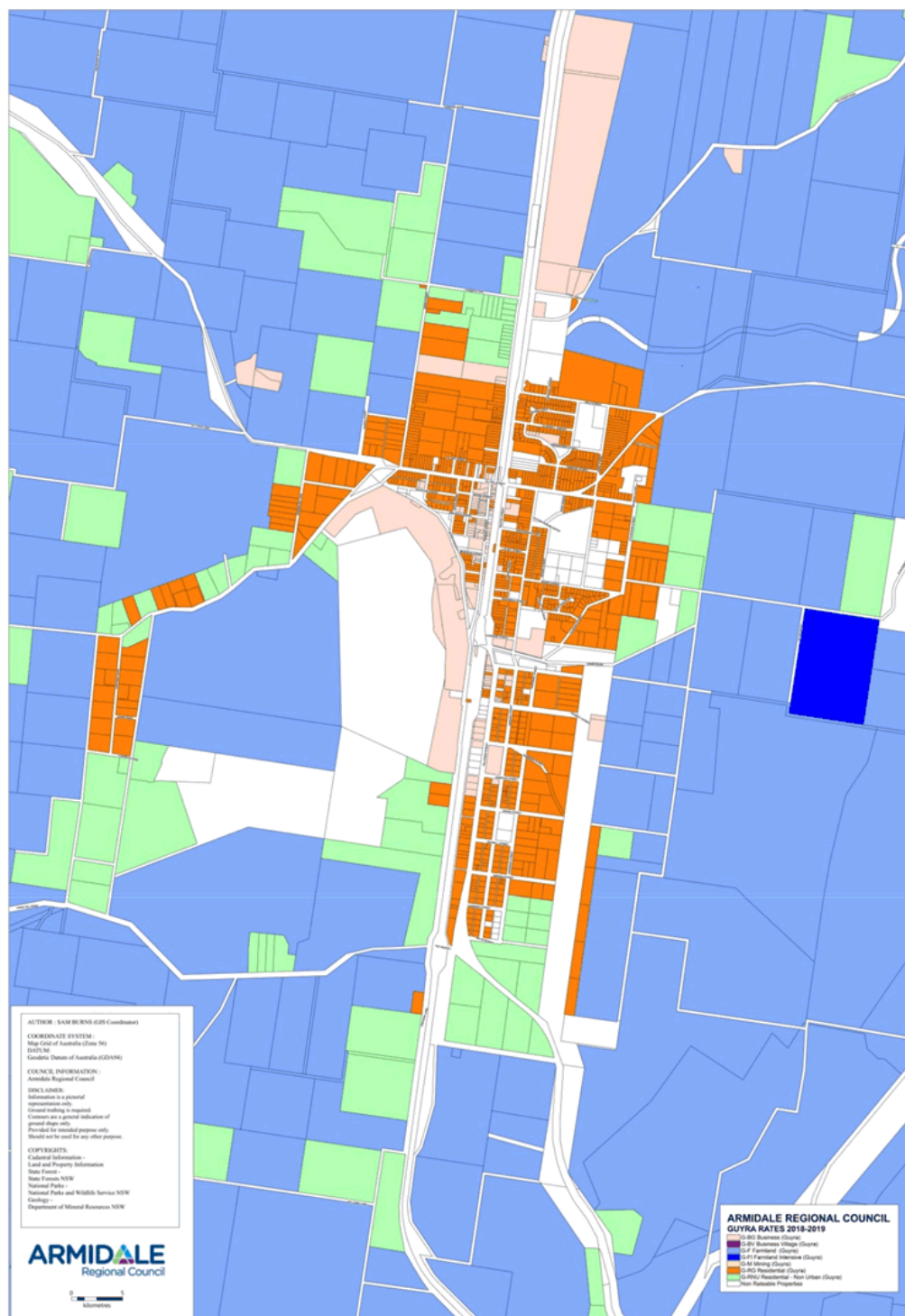


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## Fees and Charges 2020 – 2021



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**INTRODUCTION**

Each year Council is required to determine fees and charges for services it provides. The fees and charges are made up of fees provided under the relevant Acts and fees determined by Council.

**GOODS AND SERVICES TAX**

This schedule of fees and charges has been prepared using the best available information in relation to the GST status of fees and charges at the time of publication.

**FEE REFUND OR WAIVER**

Council may waive or reduce fees in accordance with section 610E of the Local Government Act 1993.

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## Armidale Regional Council

### Business Units

#### Armidale Regional Airport

Fees may be subject to individual negotiations for marketing, promotions and development purposes and the importance of service to the community.

#### Landing Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST		Fee (incl. GST)	Increase %	Unit
RPT landing fees and leases	By Negotiated Commercial Agreement						
Existing aviation business owning or leasing airside land	By Negotiated Commercial Agreement						
Non-RPT Landing Fee	\$12.10	\$12.73	\$1.27	\$14.00	15.70%	Based on MTOW per 1,000kg pro-rata	
Weight based fee minimum 1 tonne							
Military Aircraft	As negotiated by Australian Airports Association						Per landing pro-rata
Landing Fee Exemption – charitable organisation	Exemption Applies to Registered Charitable Organisations Only						
Subject to application and evidence of charitable status							
Landing Fee Exemption – aircraft changeover	\$25.75	\$24.02	\$2.40	\$26.42	2.60%	Per aircraft	
One changeover only per exempt aircraft 2 month changeover notification period required							

#### Landing Fee Concessions

Concessions will only be granted to aircraft based at Armidale Regional Airport subject to application.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
GA aircraft – private all aircraft types (including parking and tie downs if required)	\$450.00	\$427.27	\$42.73	\$470.00	4.44%	Per aircraft / Per annum
Landing Fee Exemption – aircraft changeover	\$25.75	\$24.02	\$2.40	\$26.42	2.60%	Per aircraft
One changeover only per exempt aircraft 2 month changeover notification period required						

#### Other Airport Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Special Event Zone Application	\$258.00	\$250.00	\$25.00	\$275.00	6.59%	Per application
OLS Penetration Report	\$258.00	\$250.00	\$25.00	\$275.00	6.59%	Per report

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## Other Airport Fees [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
OLS Penetration Report	\$258.00	\$250.00	\$25.00	\$275.00	6.59%	Per report
Prepared in house						
Card Replacement – airside access, drivers authority or vehicle permit	\$25.75	\$36.36	\$3.64	\$40.00	55.34%	Per card
Call-out – operations	\$155.00	\$181.82	\$18.18	\$200.00	29.03%	Per callout
Plus actual hours or part thereof, equipment and materials based on full cost recovery						
Call-out – management	\$340.00	\$363.64	\$36.36	\$400.00	17.65%	Per callout
Plus actual hours or part thereof, equipment and materials based on full cost recovery						
Airside Escort Charge – during operational hours	\$114.00	\$113.64	\$11.36	\$125.00	9.65%	Per person / Per hour or part thereof
Applies to all vehicles or activities operating on the airport requiring supervision						
Airside Escort Charge – outside operational hours	Price on application					
Private Works for Airport Tenants and Lessees	By quotation based on full cost recovery					
Applies to works completed on owned or leased land for works additional to normal airport operations on Council land authorised by Council						
Light Aircraft Apron Parking	\$15.00	\$27.27	\$2.73	\$30.00	100.00%	Per night
Light aircraft only with maximum wingspan of 12 metres						
Light Aircraft Grass Parking	\$11.00	\$18.18	\$1.82	\$20.00	81.82%	Per night
Light aircraft only with maximum wingspan of 12 metres						

## Meeting Room Hire

Standard hire rates apply during operational hours.  
Additional hourly rate applies for hire outside operational hours.

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Meeting Room – half day	\$75.00	\$68.18	\$6.82	\$75.00	0.00%	Per half day
Meeting Room – full day	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	Per day
Multifunction Room – half day	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	Per half day
Multifunction Room – full day	\$300.00	\$272.73	\$27.27	\$300.00	0.00%	Per day
Room Hire – outside operational hours	\$110.00	\$100.00	\$10.00	\$110.00	0.00%	Per hour
Room Hire – Between 0600hrs – 0900hrs & 1700hrs – 2030hrs	By Negotiation with Airport Manager					By Negotiation with Airport Manager
Room Hire - Between 0600hrs - 0900hrs & 1700hrs - 2030hrs By Negotiation with Airport Manager						
By Negotiation with Airport Manager						

## Car Parking Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Parking – up to 2 hours	\$0.00	\$0.00	\$0.00	\$0.00	∞	Per parking bay
Parking – per calendar day or part thereof	\$10.00	\$10.91	\$1.09	\$12.00	20.00%	Per parking bay / per calendar day or part thereof
Annual Parking Fee	\$1,500.00	\$1,363.64	\$136.36	\$1,500.00	0.00%	Per Vehicle Per Year

## Fleet and Workshop

Operator rates are based on work carried out in core hours.

Hire outside core hours is charged at overtime rates.

Truck hire includes a distance charge per kilometre.

All plant hire is subject to Standard Practice Note 074 - Plant Hire Conditions of Contract.

Large contracts and government agency works will be individually determined on cost plus a margin.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Commercial Fleet Servicing and Maintenance					By negotiation	
Store Items					By quotation based on full cost recovery	
Dry Plant Hire – no operator					By quotation based on full cost recovery	
Wet Plant Hire – includes operator					By quotation based on full cost recovery	

## Waste Services

Armidale Regional Council Waste Facilities do not accept waste generated or transported from the metropolitan levy area (MLA) or regional levy area (RLA) as outlined in the Protection of the Environment Operation (POEO) Act and POEO (Waste) Regulation 2014. Waste Services landfill disposal fees and charges may be subject to individual negotiations to support environmental, operational or service level improvements.

## Transfer Station Waste Disposal Charges

### All Waste Transfer Stations

#### Tyres

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Motorcycle / Passenger Vehicle – tyre only	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	Per tyre
Motorcycle / Passenger Vehicle – with rim	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	Per tyre
Light Truck	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	Per tyre
Truck	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	Per tyre
Grader / Tractor / Earthmover	\$450.00	\$409.09	\$40.91	\$450.00	0.00%	Per tyre
Shredded Rubber	\$259.00	\$235.45	\$23.55	\$259.00	0.00%	Per tonne



*Other*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Fire Extinguisher or Gas Bottle – No Charge When Delivered to CRC	\$0.00	\$0.00	\$0.00	\$0.00	∞	Per canister or bottle
Lounge Suite	\$35.00	\$36.36	\$3.64	\$40.00	14.29%	Per 1 to 3 seat section
Mattress	\$27.50	\$27.27	\$2.73	\$30.00	9.09%	Per mattress

**Armidale & Guyra Transfer Stations***Recyclables*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Clean Sorted Recyclables					No charge	Per load

*Sorted Waste*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Car – sedan or wagon	\$15.00	\$14.55	\$1.45	\$16.00	6.67%	Per load
Utility or Small Trailer	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	Per load
Bulk Waste	\$130.00	\$122.73	\$12.27	\$135.00	3.85%	Per tonne

*Unsorted Waste*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Car – sedan or wagon	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	Per load
Utility or Small Trailer	\$50.00	\$47.27	\$4.73	\$52.00	4.00%	Per load
Bulk Waste	\$275.00	\$259.09	\$25.91	\$285.00	3.64%	Per tonne

*Uncontaminated Garden Waste Including Trees*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Car – sedan or wagon	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	Per load
Utility or Small Trailer	\$12.00	\$10.91	\$1.09	\$12.00	0.00%	Per load
Bulk Waste	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	Per tonne

*Other Waste Disposal*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Fridge, Freezer and Air Conditioner – with gas	\$75.00	\$68.18	\$6.82	\$75.00	0.00%	Per unit

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**Other Waste Disposal** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Fridge, Freezer and Air Conditioner – without gas					No charge	Per unit

**Concrete and Bricks**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Car – sedan or wagon	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	Per load
Utility or Small Trailer	\$20.00	\$18.18	\$1.82	\$20.00	0.00%	Per load
Bulk Waste	\$60.00	\$54.55	\$5.45	\$60.00	0.00%	Per tonne

**Certified Excavated Natural Material and Declared Virgin Excavated Natural Material**

Suitable for re-use as determined by Council.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Car – sedan or wagon	\$3.00	\$0.00	\$0.00	\$0.00	-100.00%	Per load
Utility or Small Trailer	\$9.00	\$0.00	\$0.00	\$0.00	-100.00%	Per load
Bulk Waste	\$15.00	\$0.00	\$0.00	\$0.00	-100.00%	Per tonne

**Chemicals**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Paint – 5L or less					No charge	
Paint – greater than 5L	\$5.00	\$5.45	\$0.55	\$6.00	20.00%	Per litre
Other Chemicals – 1L or less					No charge	
Other Chemicals – greater than 1L	\$6.00	\$6.36	\$0.64	\$7.00	16.67%	Per litre

**Armidale Transfer Station**

Asbestos is not accepted at Guyra waste facilities.

**Asbestos Disposal**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Small Load < 50kg	\$65.00	\$60.91	\$6.09	\$67.00	3.08%	Per load
Bulk Waste	\$350.00	\$327.27	\$32.73	\$360.00	2.86%	Per tonne

**Animals**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Goats / Sheep	\$52.50	\$50.00	\$5.00	\$55.00	4.76%	Per carcass

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**Animals** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Horses / Cattle	\$68.00	\$68.18	\$6.82	\$75.00	10.29%	Per carcass
Small Animal Disposal – vet service only	\$32.00	\$63.64	\$6.36	\$70.00	118.75%	Up to 10 carcasses

**Tilbuster, Hillgrove, Ebor, Wollomombi & Ben Lomond Transfer Stations**

Asbestos, chemicals and bulk waste not accepted at these waste transfer stations.

**Sorted Waste**

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Car – sedan or wagon	\$22.00	\$20.91	\$2.09	\$23.00	4.55%	Per load
Utility or Small Trailer	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	Per load
Large Trailer	\$77.00	\$72.73	\$7.27	\$80.00	3.90%	Per load

**Unsorted Waste**

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Car – sedan or wagon	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	Per load
Utility or Small Trailer	\$63.00	\$59.09	\$5.91	\$65.00	3.17%	Per load
Large Trailer	\$125.00	\$117.27	\$11.73	\$129.00	3.20%	Per load

**Uncontaminated Garden Waste Including Trees**

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Car – sedan or wagon	\$8.50	\$8.18	\$0.82	\$9.00	5.88%	Per load
Utility or Small Trailer	\$12.50	\$11.82	\$1.18	\$13.00	4.00%	Per load
Large Trailer	\$57.00	\$53.64	\$5.36	\$59.00	3.51%	Per load

**Clean Domestic Recyclables, Scrap Metal and Degassed Fridges**

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
All Vehicles					No charge	Per load

## Resource Recovery and Product Sales

### Armidale Waste Transfer Station

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Delivery Charge for Recycled Products	\$75.00	\$72.73	\$7.27	\$80.00	6.67%	Per delivery
Within a 10km radius of the waste management facility						
Crushed Concrete	\$40.00	\$40.91	\$4.09	\$45.00	12.50%	Per tonne
Mulch	\$25.00	\$27.27	\$2.73	\$30.00	20.00%	Per m3
Compost Grade A	\$80.00	\$77.27	\$7.73	\$85.00	6.25%	Per m3
Compost Grade B	\$60.00	\$59.09	\$5.91	\$65.00	8.33%	Per m3
Compost Grade C	\$50.00	\$50.00	\$5.00	\$55.00	10.00%	Per m3
Event Recycling and Garbage Bin Hire – 12 bin trailer configuration	\$150.00	\$145.45	\$14.55	\$160.00	6.67%	Per trailer / Per event
Event Recycling and Garbage Bin Hire – 18 bin trailer configuration	\$220.00	\$218.18	\$21.82	\$240.00	9.09%	Per trailer / Per event

### Civic and Administration Buildings

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
City to Soil Compostable Bags – residential properties	\$0.00	\$1.82	\$0.18	\$2.00	∞	Per roll – 150 x 7L bags
City to Soil Compostable Bags – businesses and non-Armidale residents	\$20.00	\$18.18	\$1.82	\$20.00	0.00%	Per roll – 150 x 7L bags
Recycle Bin – tub only without lid	\$22.00	\$20.00	\$2.00	\$22.00	0.00%	Per bin
Recycle Bin – lid only	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	Per lid

## Water Services

### Developer Charges

Where an existing lot has been paying water supply rates for at least 10 years, a credit of 1 equivalent tenement will be applied to the developer charges.

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Developer Charge – Armidale	\$6,662.00	\$6,800.00	\$0.00	\$6,800.00	2.07%	Per equivalent tenement
Developer Charge – Guyra	\$9,119.00	\$9,500.00	\$0.00	\$9,500.00	4.18%	Per equivalent tenement

Refer to Guyra Development Servicing Plan

### Connection Charges

No further connections to the untreated water supply pipelines are available.

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## Connection Charges [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
20mm service and water meter within 3.5m of water main	\$1,300.00	\$1,330.00	\$0.00	\$1,330.00	2.31%	Per connection
25mm service and water meter within 3.5m of water main	\$1,500.00	\$1,530.00	\$0.00	\$1,530.00	2.00%	Per connection
20mm connection meter only	\$320.00	\$327.00	\$0.00	\$327.00	2.19%	Per connection
Other than specified above	As per quotation + application fee					Per connection
Water Flow Restrictor Removal	\$160.00	\$180.00	\$0.00	\$180.00	12.50%	Per removal
Plus other additional costs as applicable						

## Stand Pipe Water Supply and Charges

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Stand Pipe Deposit	\$1,500.00	\$1,500.00	\$0.00	\$1,500.00	0.00%	Per standpipe
Stand Pipe Rent	\$37.00	\$40.00	\$0.00	\$40.00	8.11%	Per month
Service Charge	\$35.00	\$40.00	\$0.00	\$40.00	14.29%	Per month
Water Access Card Administration Fee	\$0.00	\$90.91	\$9.09	\$100.00	∞	Per application
Water Consumption	\$3.90	\$5.00	\$0.00	\$5.00	28.21%	Per kilolitre
Portable standpipe with integrated meter to record water consumption purchased by contractors from water hydrants						

## Water Quality and Instrument Testing

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Meter 20mm	\$320.00	\$330.00	\$0.00	\$330.00	3.13%	Per meter
Meter > 20mm	As per quotation					
Field pressure and flow test and report on Council water supply	\$500.00	\$515.00	\$0.00	\$515.00	3.00%	Per test

## Sewerage Services

### Developer Charges

Where an existing lot has been paying water supply rates for at least 10 years, a credit of 1 equivalent tenement will be applied to the developer charges.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Headworks Charge Guyra – New Subdivisions	\$3,170.00	\$3,250.00	\$0.00	\$3,250.00	2.52%	Per equivalent tenement
Refer to Guyra Development Servicing Plan						

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**Developer Charges** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Developer Charge Armidale	\$5,495.00	\$5,600.00	\$0.00	\$5,600.00	1.91%	Per equivalent tenement

**Armidale****Connection Charges**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Provide junction in existing main in property (main exposed by applicant)	\$650.00	\$660.00	\$0.00	\$660.00	1.54%	Per connection
Provide junction in existing main in property (main exposed by Council)	\$1,350.00	\$1,375.00	\$0.00	\$1,375.00	1.85%	Per connection
Provide junction and 2m of mains extension where main not in property	\$1,600.00	\$1,635.00	\$0.00	\$1,635.00	2.19%	Per connection
Other than specified above			As per quotation + application fee			Per connection

**Trade and Septic Waste**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
WTS Disposal – grease trap or septic tank	\$0.15	\$0.16	\$0.00	\$0.16	6.67%	Per litre

**Trade Waste**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Annual Fee – dischargers exempt from approval process	\$66.00	\$68.00	\$0.00	\$68.00	3.03%	Per annum

**Category 1**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Application Fee	\$111.00	\$114.00	\$0.00	\$114.00	2.70%	Per application
Annual Fee	\$88.50	\$91.00	\$0.00	\$91.00	2.82%	Per annum
Re-inspection Fee	\$88.50	\$91.00	\$0.00	\$91.00	2.82%	Per inspection
Non-Compliance Usage Charge	\$1.50	\$1.55	\$0.00	\$1.55	3.33%	Per kilolitre

## Category 2

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Application Fee	\$133.00	\$136.00	\$0.00	\$136.00	2.26%	Per application
Annual Fee	\$177.00	\$181.00	\$0.00	\$181.00	2.26%	Per annum
Re-inspection Fee	\$177.00	\$181.00	\$0.00	\$181.00	2.26%	Per inspection
Usage Charge	\$1.50	\$1.55	\$0.00	\$1.55	3.33%	Per kilolitre
Non-Compliance Usage Charge	\$13.20	\$14.00	\$0.00	\$14.00	6.06%	Per kilolitre

## Category 2S

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Application Fee	\$133.00	\$136.00	\$0.00	\$136.00	2.26%	Per application
Annual Fee	\$177.00	\$181.00	\$0.00	\$181.00	2.26%	Per annum
Re-inspection Fee	\$177.00	\$181.00	\$0.00	\$181.00	2.26%	Per inspection

## Category 3

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Application Fee	\$221.00	\$227.00	\$0.00	\$227.00	2.71%	Per application
Annual Fee	\$441.00	\$452.00	\$0.00	\$452.00	2.49%	Per annum
Re-Inspection Fee	\$441.00	\$452.00	\$0.00	\$452.00	2.49%	Per inspection
Excess Mass Charge	As per NSW Department of Primary Industry Liquid Trade Waste Regulation Guidelines					Per kg
Non-Compliant Excess Mass or pH Charge	As per NSW Department of Primary Industry Liquid Trade Waste Regulation Guidelines					Mass / kg and pH / kl

## Guyra

## Trade Waste

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Effluent Reuse from STW Outlet				12% of base rate for potable water		
Fee to be implemented following assessment of trade waste affected business						

## Drainage Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Multiple Occupancy Residential	\$128.00	\$134.00	\$0.00	\$134.00	4.69%	Per sewer / septic

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**Drainage Fees** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21			Increase %	Unit
		Fee (excl. GST)	GST	Fee (incl. GST)		
Alterations – involving less than 6 fixture unit	\$74.00	\$77.00	\$0.00	\$77.00	4.05%	Per application
Sewer Plan Alterations – sanitary fitting	\$8.00	\$9.00	\$0.00	\$9.00	12.50%	Per plan

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## Community and Customer Services

### Administrative Services

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Print/Copy – A4 black and white	\$0.20	\$0.23	\$0.02	\$0.25	25.00%	Single side per page
Print/Copy – A4 colour	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	Single side per page
Print/Copy – A3 black and white	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	Single side per page
Print/Copy – A3 colour	\$2.00	\$1.82	\$0.18	\$2.00	0.00%	Single side per page
Fax – first page only	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	Per fax
Fax – consecutive page	\$0.20	\$0.18	\$0.02	\$0.20	0.00%	Single side per page
Laminating – A4	\$3.00	\$2.73	\$0.27	\$3.00	0.00%	Per sheet
Laminating – A3	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	Per sheet
Laminating – other	\$10.55	\$10.00	\$1.00	\$11.00	4.27%	Per metre
Folding Machine (Guyra only) – Council to fold	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	Per 1000 or part thereof
Folding Machine (Guyra only) – customer to fold	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	Per 1000 or part thereof
Scanning – per page	\$0.00	\$0.50	\$0.00	\$0.50	∞	Per page

### Community Services

#### Library Services

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Membership Card Replacement	\$5.00	\$5.00	\$0.00	\$5.00	0.00%	Per card
Reservation Fee	\$1.00	\$1.00	\$0.00	\$1.00	0.00%	Per item
Visitors to Area – refundable deposit	\$62.00	\$50.00	\$0.00	\$50.00	-19.35%	Per occasion
GST applies if deposit used						
Inter-Library Loan Fee	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	Per item
Laminating – A4	\$3.00	\$2.73	\$0.27	\$3.00	0.00%	Per page
Laminating – A3	\$5.00	\$4.55	\$0.45	\$5.00	0.00%	Per page
Calico Library Bag	\$5.50	\$5.00	\$0.50	\$5.50	0.00%	Per bag
Book Covering Plastic – 36cm wide	\$2.50	\$2.73	\$0.27	\$3.00	20.00%	Per metre
Book Covering Plastic – 50cm wide	\$3.50	\$3.64	\$0.36	\$4.00	14.29%	Per metre
Book Covering Plastic – 122cm wide	\$8.50	\$8.18	\$0.82	\$9.00	5.88%	Per metre
Earphones	\$5.50	\$5.00	\$0.50	\$5.50	0.00%	Per unit
Coin Operated Photocopier – A4	\$0.20	\$0.18	\$0.02	\$0.20	0.00%	Single side per page
Coin Operated Photocopier – A3	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	Single side per page
Printing – A4 black and white	\$0.20	\$0.18	\$0.02	\$0.20	0.00%	Single side per page

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## Library Services [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Printing – A3 black and white	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	Single side per page
Printing – A4 colour trace	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	Single side per page
Printing – A4 colour illustration	\$2.00	\$1.82	\$0.18	\$2.00	0.00%	Single side per page
Printing – A3 colour trace	\$2.00	\$1.82	\$0.18	\$2.00	0.00%	Single side per page
Printing – A3 colour illustration	\$4.00	\$3.64	\$0.36	\$4.00	0.00%	Single side per page
Scanning – (11 pages & over)	\$0.20	\$0.18	\$0.02	\$0.20	0.00%	Single side per page
Hire of Meeting Room – during operational hours					No charge	
Hire of Meeting Room – outside operational hours Mon-Fri up to 7pm	\$17.00	\$15.45	\$1.55	\$17.00	0.00%	Per hour
Hire of Meeting Room – outside operational hours Mon-Fri after 7pm	\$45 minimum charge + \$45 per hour if staff required on premises					Per hour
Hire of Meeting Room – outside operational hours Sat, Sun and Public Holidays	\$120 minimum charge + \$65 per hour if staff required on premises					Per hour

## Aged and Disability Services

The Kent House Community Centre is fully accessible and located in the CBD. The Kent House Community Centre is used by community groups and local service providers delivering support services to the aged and people living with disability. The Kent House Community Centre is an excellent training venue.

There are two different user groups each attracting a different hire rate. The definitions of these groups are:

**Non-Commercial Rate** (not for profit groups) “an organisation or group which receives external grants and/or government funding and hold a Public Liability Insurance Policy acceptable to Council”.

**Commercial Rate** (government agencies, commercial operators & for profit groups) “state or federal government agencies or organisations run as a commercial operation and hold a Public Liability Insurance Policy acceptable to Council”.

## Home and Community Care Facilities

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Conference Room – hourly	\$22.00	\$22.73	\$2.27	\$25.00	13.64%	Per hour
Conference Room – daily	\$65.00	\$63.64	\$6.36	\$70.00	7.69%	Per day

## Guyra Home Support Services

*Meals on Wheels*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Main Meal – Guyra	\$6.00	\$6.00	\$0.00	\$6.00	0.00%	Per meal
Main Meal – Tingha	\$6.00	\$6.00	\$0.00	\$6.00	0.00%	Per meal

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*Meals on Wheels* [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Frozen Meal	\$7.00	\$7.00	\$0.00	\$7.00	0.00%	Per meal
Soup	\$1.00	\$1.00	\$0.00	\$1.00	0.00%	Per soup
Dessert	\$1.50	\$1.50	\$0.00	\$1.50	0.00%	Per dessert
Juice	\$0.50	\$0.50	\$0.00	\$0.50	0.00%	Per juice
Sandwich	\$4.50	\$4.50	\$0.00	\$4.50	0.00%	Per sandwich
Nicholii House – morning tea clients	\$5.00	\$5.00	\$0.00	\$5.00	0.00%	Per head
Nicholii House – morning tea volunteers	\$2.00	\$5.00	\$0.00	\$5.00	150.00%	Per head
Nicholii House – activity fee	\$2.00	\$2.00	\$0.00	\$2.00	0.00%	Per day
Nicholii House – meal					Cost Recovery	Per meal
Nicholii House – outing					Partial Cost Recovery	Per occasion

*Transport*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Guyra to and from the day centre	\$3.00	\$3.00	\$0.00	\$3.00	0.00%	Per trip
HSS Clients – Guyra to Armidale	\$8.00	\$10.00	\$0.00	\$10.00	25.00%	Per trip
Non-HSS Clients – Guyra to Armidale	\$10.00	\$13.64	\$1.36	\$15.00	50.00%	Per trip

*Health Related Transport*

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Guyra to Armidale	\$16.00	\$20.00	\$0.00	\$20.00	25.00%	Per trip
Guyra to Tamworth	\$26.00	\$30.00	\$0.00	\$30.00	15.38%	Per trip
Guyra to Inverell	\$26.00	\$30.00	\$0.00	\$30.00	15.38%	Per trip
Guyra to Newcastle	\$61.00	\$61.00	\$0.00	\$61.00	0.00%	Per trip
Guyra to Coffs Harbour	\$31.00	\$31.00	\$0.00	\$31.00	0.00%	Per trip
Tingha to Guyra	\$16.00	\$20.00	\$0.00	\$20.00	25.00%	Per trip
Tingha to Inverell	\$11.00	\$10.00	\$0.00	\$10.00	-9.09%	Per trip
Tingha to Armidale	\$26.00	\$30.00	\$0.00	\$30.00	15.38%	Per trip
Tingha to Tamworth	\$26.00	\$30.00	\$0.00	\$30.00	15.38%	Per trip
Other					Cost Recovery + 10%	Per trip
Bus Hire – community groups				\$30 per day + \$1.70 per km		Per day / Per km
Late cancellation administration fee	\$0.00	\$10.00	\$0.00	\$10.00	∞	Per occurrence

## Kent House and Hughes House

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Kent House Garden Room – non-commercial	\$8.00	\$9.09	\$0.91	\$10.00	25.00%	Per hour
Kent House Garden Room – commercial	\$15.00	\$15.45	\$1.55	\$17.00	13.33%	Per hour
Kent House Activities Room – non-commercial	\$12.00	\$13.64	\$1.36	\$15.00	25.00%	Per hour
Kent House Activities Room – commercial	\$25.00	\$24.55	\$2.45	\$27.00	8.00%	Per hour
Hughes House Jacaranda Room – non-commercial	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Per hour
Hughes House Jacaranda Room – commercial	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	Per hour
Office Space	\$12,761.00	\$13,636.36	\$1,363.64	\$15,000.00	17.55%	Per annum
Jacaranda Social Club					Contribution	
Smart Board Hire	\$28.00	\$25.45	\$2.55	\$28.00	0.00%	Per function
Cleaning – non-commercial	\$80.00	\$72.73	\$7.27	\$80.00	0.00%	Per clean
Cleaning – commercial	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	Per clean
Excess Temperature Control – non-commercial	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	Per occurrence
Excess charge when units left operating						
Excess Temperature Control – commercial	\$80.00	\$72.73	\$7.27	\$80.00	0.00%	Per occurrence
Excess charge when units left operating						
Security Call Out – non-commercial	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	Per callout
Security Callout – commercial	\$200.00	\$181.82	\$18.18	\$200.00	0.00%	Per callout
Kent House Kitchen Storage – non-commercial	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	Per month
Kent House Kitchen Storage – commercial	\$20.00	\$18.18	\$1.82	\$20.00	0.00%	Per month
Swipe Card Replacement	\$13.30	\$13.64	\$1.36	\$15.00	12.78%	Per card

## Packaged Care Clients

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Administration Fee	\$15.00	\$15.00	\$0.00	\$15.00	0.00%	per month
Social Support Group	\$75.50	\$75.50	\$0.00	\$75.50	0.00%	Per day
Nicholii house & outings (not including entry fees to venues).						
Craft Activity Morning/Afternoon	\$25.50	\$25.50	\$0.00	\$25.50	0.00%	Per session
Games Activity Morning/Afternoon	\$25.50	\$25.50	\$0.00	\$25.50	0.00%	Per session
Meals – Hot Meal Delivery – Processing Fee	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	Per week
Meals Frozen – Processing fee	\$15.00	\$15.00	\$0.00	\$15.00	0.00%	Per week
Transport Fee	\$0.75	\$15.00	\$0.00	\$15.00	1900.00%	Per Km
Social Support Individual	\$55.50	\$55.50	\$0.00	\$55.50	0.00%	Per hour

## Guyra Preschool

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Daily Attendance – 0-2 years	\$80.00	\$82.00	\$0.00	\$82.00	2.50%	Per child / Per day
Daily Attendance – 2-3 years	\$77.00	\$79.00	\$0.00	\$79.00	2.60%	Per child / Per day
Daily Attendance – 3-6 years	\$74.00	\$76.00	\$0.00	\$76.00	2.70%	Per child / Per day
Before School Care	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	Per morning session
After School Care	\$24.00	\$24.00	\$0.00	\$24.00	0.00%	Per afternoon session
Vacation Care	\$60.00	\$62.00	\$0.00	\$62.00	3.33%	Per day

## Armidale Folk Museum

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Entry Fee					Gold coin donation	Per person
Entry Fee – school excursions					Price on application	

## Economic Development and Marketing

### Visitor Information Centre

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Heritage Tour Bus – rear doors advertising	\$2,805.00	\$2,550.00	\$255.00	\$2,805.00	0.00%	Per 6 months
Advertiser to pay artwork and application costs						
Event Ticket Sales				10% of ticket price		Per ticket
Event Stall 3m x 3m – Friday or Saturday	\$65.00	\$59.09	\$5.91	\$65.00	0.00%	Per stall
Event Stall 3m x 3m – Friday and Saturday	\$95.00	\$86.36	\$8.64	\$95.00	0.00%	Per stall
Event Stall 3m x 6m – Friday or Saturday	\$85.00	\$77.27	\$7.73	\$85.00	0.00%	Per stall
Event Stall 3m x 6m – Friday and Saturday	\$135.00	\$122.73	\$12.27	\$135.00	0.00%	Per stall
Event Stall 3m x 9m – Friday or Saturday	\$105.00	\$95.45	\$9.55	\$105.00	0.00%	Per stall
Event Stall 3m x 9m – Friday and Saturday	\$180.00	\$163.64	\$16.36	\$180.00	0.00%	Per stall
Electricity – Friday or Saturday	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	Per stall
Electricity – Friday and Saturday	\$41.00	\$37.27	\$3.73	\$41.00	0.00%	Per stall
Flag and Pole Sponsorship – commercial	\$125.00	\$113.64	\$11.36	\$125.00	0.00%	Per banner
Banners to be supplied as sets: Mall x 7, North Roundabout x 3, Bunnings Roundabout x 3						
Flag and Pole Sponsorship – not-for-profit	\$95.00	\$86.36	\$8.64	\$95.00	0.00%	Per banner
Banners to be supplied as sets: Mall x 7, North Roundabout x 3, Bunnings Roundabout x 3						

## Finance and Information Technology

### Administration and Enquiry Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Section 603 Certificate	\$80.00	\$85.00	\$0.00	\$85.00	6.25%	Per certificate
Set by Office of Local Government						
Special Water Reading Certificate	\$75.00	\$85.00	\$0.00	\$85.00	13.33%	Per certificate
Rate Information	\$110.00	\$110.00	\$0.00	\$110.00	0.00%	Per hour or part thereof
Copy of Rate or Water Notice – current and previous financial year					No charge	
Copy of Rate or Water Notice – earlier than current or previous financial year	\$5.00	\$5.50	\$0.00	\$5.50	10.00%	Per notice
Dishonoured Payment	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	Per dishonoured transaction
Tender Documents – hard copy	\$110.00	\$110.00	\$0.00	\$110.00	0.00%	Per document

### GIS Services

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Simple Map (Enlighten Print) – A4	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	Per map
Simple Map (Enlighten Print) – A3	\$20.00	\$20.00	\$0.00	\$20.00	0.00%	Per map
Imagery Map – A0	\$100.00	\$100.00	\$0.00	\$100.00	0.00%	Per map
Imagery Map – A1	\$85.00	\$85.00	\$0.00	\$85.00	0.00%	Per map
Imagery Map – A2	\$75.00	\$75.00	\$0.00	\$75.00	0.00%	Per map
Imagery Map – A3	\$60.00	\$60.00	\$0.00	\$60.00	0.00%	Per map
Imagery Map – A4	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	Per map
Imagery Map – other size					Price on application	
Staff Time – minimum 1 hour	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	Per hour or part thereof
Council Owned Data – minimum 1 square kilometre	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	Per km2 per layer
LANDS Data – available under licence only					No charge	Per km2
Other Data – available under licence only					No charge	Per km2
Council Owned Imagery	\$375.00	\$375.00	\$0.00	\$375.00	0.00%	Per km2
LANDS Imagery – available under LPI licence terms					No charge	Per km2



## Leases and Licences

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Council Minimum Rent	\$540.00	\$545.45	\$54.55	\$600.00	11.11%	Per annum
All other rental fees will be negotiated based on valuation advice and other relevant factors, such as community benefit						
Lease or Licence – administration	\$110.00	\$100.00	\$10.00	\$110.00	0.00%	Per document
Applicable each time any new lease or licence is entered into to cover administration costs including drawing up of the agreement						
Crown Reserve Lease	Subject to Crown Lands minimum rent					Per annum
For the duration of the lease Crown increase applies annually						

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## Governance, Risk and Corporate Planning

### Corporate Records

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Information Search	\$110.00	\$115.00	\$0.00	\$115.00	4.55%	Per hour or part thereof
Includes staff consultation, research, file searches and administrative services						
Council Documents – hard copy	\$70.00	\$75.00	\$0.00	\$75.00	7.14%	Per document
Integrated Planning and Reporting documents can also be accessed free of charge on Council's website: <a href="http://www.armidaleregional.nsw.gov.au">www.armidaleregional.nsw.gov.au</a>						

### Government Information (Public Access) Act 2009 (GIPA Act)

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
GIPA Application – s.41	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	Per application
Applicaton fee counts as payment towards any processing charge also payable						
GIPA Processing – s.64	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	Per hour
50% discount is applicable for financial hardship or special public benefit Fee waiver applies to personal information applications (up to 20 hours) 50% of the estimated processing charge may be required to be paid in advance						
GIPA Internal Review – s.85	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	Per application

## Infrastructure Management

### Applications and Permits

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Traffic / Pedestrian control plans for private footpath works	\$121.00	\$110.00	\$11.00	\$121.00	0.00%	Per hour / Min 2 hours
Application to work on Council Land	\$161.00	\$166.00	\$0.00	\$166.00	3.11%	Per application
Public Gates / Bypass / Ramps Application	\$535.00	\$535.00	\$0.00	\$535.00	0.00%	Per gate
Driveway Permit Section 138	\$161.00	\$166.00	\$0.00	\$166.00	3.11%	Per application
Rural Addressing Number Application	\$110.00	\$110.00	\$0.00	\$110.00	0.00%	Per application

## Engineering Technical Support Services

### Materials Testing Services

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Soil Pre-treatment	\$260.00	\$250.91	\$25.09	\$276.00	6.15%	Per test
Performed in accordance with Roads and Maritime Services test method T102						
Californian Bearing Ratio	\$320.00	\$309.09	\$30.91	\$340.00	6.25%	Per test
Performed in accordance with AS1289.6.1.1						
Plasticity Index	\$170.00	\$164.55	\$16.45	\$181.00	6.47%	Per test
Performed in accordance with AS1289.3.1.1, AS1289.3.2.1 and AS1289.3.3.1						
HILF Rapid Compaction	\$170.00	\$164.55	\$16.45	\$181.00	6.47%	Per test
Performed in accordance with AS1289.5.7.1						
Moisture Content	\$35.00	\$33.64	\$3.36	\$37.00	5.71%	Per test
Performed in accordance with AS1289.2.1.1						
Unconfined Compressive Strength	\$200.00	\$192.73	\$19.27	\$212.00	6.00%	Per test
Performed in accordance Roads and Maritime Services test method T116						
Particle Size Distribution	\$160.00	\$154.55	\$15.45	\$170.00	6.25%	Per test
Performed in accordance with AS1289.3.6.1						
Travel to and from test site	\$1.50	\$1.45	\$0.15	\$1.60	6.67%	Per km
Standby / Sampling	\$90.00	\$86.36	\$8.64	\$95.00	5.56%	Per hour
Charged for onsite delays						

### Plan Copying and Plotting

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Standard – 841mm wide off roll	\$5.60	\$5.94	\$0.00	\$5.94	6.07%	Per metre
Standard – A1/A2 sheet	\$5.60	\$5.94	\$0.00	\$5.94	6.07%	Per sheet

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## Plan Copying and Plotting [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Standard – A0 sheet	\$7.65	\$8.11	\$0.00	\$8.11	6.01%	Per sheet
Film – A1 sheet	\$20.40	\$21.62	\$0.00	\$21.62	5.98%	Per sheet
Colour – A1/A0 sheet	\$9.20	\$9.75	\$0.00	\$9.75	5.98%	Per sheet
Poster – A1/A0 sheet	\$29.60	\$31.38	\$0.00	\$31.38	6.01%	Per sheet
Standard – A1 sheet (3 plots)	\$23.50	\$24.91	\$0.00	\$24.91	6.00%	Per sheet
Standard: A0 sheet (3 plots)	\$28.60	\$30.32	\$0.00	\$30.32	6.01%	Per sheet
Film – A1 sheet (plot)	\$31.60	\$33.50	\$0.00	\$33.50	6.01%	Per sheet
Colour – A1/A0 sheet (plot)	\$28.60	\$30.32	\$0.00	\$30.32	6.01%	Per sheet
Poster – A1/A0 sheet (plot)	\$35.70	\$37.84	\$0.00	\$37.84	5.99%	Per sheet

## Professional Consultancy Services

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Senior Staff	\$125.00	\$120.44	\$12.04	\$132.48	5.98%	Per hour
Hourly rate for Grade 10 officer + oncost + 25% + GST						
Project Officer	\$100.00	\$96.36	\$9.64	\$106.00	6.00%	Per hour
Hourly rate for Grade 7 officer + oncost + 25% + GST						
Permanent Road Closure – Application to close unused Council public road and sell to adjoining land holder under Part 4 Division 3 of the Roads Act 1993.	Minimum charge of \$17,000.00 OR actual costs incurred (title searches, survey, advertising, business paper report & administration) plus the value of land to be transferred, whichever is the greater cost. NOTE: No refund payable in the event that proposed closure fails due to stakeholder objections or recommendation not adopted at Ordinary Council meeting.					per closure
	Last YR Fee The applicable charge will be the Minimum Charge of \$16,500.00 or Actual Cost plus 25%, whichever is the greater value.					

## Survey Equipment Wet Hire

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Surveyor	\$100.00	\$96.36	\$9.64	\$106.00	6.00%	Per hour
Hourly rate for Grade 7 officer + oncost + 25% + GST						
Chainman	\$85.00	\$81.91	\$8.19	\$90.10	6.00%	Per hour
Hourly rate for Grade 5 officer + oncost + 25% + GST						
GPS Equipment	\$560.00	\$539.64	\$53.96	\$593.60	6.00%	Per day
Total Station	\$280.00	\$269.82	\$26.98	\$296.80	6.00%	Per day
Level and Staff	\$80.00	\$77.09	\$7.71	\$84.80	6.00%	Per day
Traffic Classifier Establishment, Installation and Reporting – Council installed and controlled	Actual cost + 25% + GST					

## Private Works

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Private Works	Actual cost + 25% + GST					
Includes labour, plant hire and materials						
Ramp Supply and Installation on Public Roads – 2.44m wide	\$19,175.00	\$17,431.82	\$1,743.18	\$19,175.00	0.00%	Per ramp
Kerb and Gutter Construction	Contribution as per policy					Per lineal metre (min 5 lineal metres)
Refer Policy POL 034 - Kerb and Guttering and Footpaths for amount of contribution						
Paved Footpath excluding Driveway	\$240.00	\$218.18	\$21.82	\$240.00	0.00%	Per linear metre (min 5 linear metres) 1.2m wide
Staff time not elsewhere indicated	\$110.00	\$110.00	\$0.00	\$110.00	0.00%	Per hour
Rural Address Signs – Supply & Installation	\$300.00	\$272.73	\$27.27	\$300.00	0.00%	Per sign

## Temporary Road Closures

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Road Closure – community organisation				Actual cost		Per event
				Last YR Fee Actual cost + GST		
Road Closure – administration				Actual cost		Per event
				Last YR Fee Actual cost + GST		
Supply and erect directional signs				Actual cost + 25% + GST		Per sign

## Sale of Gravel

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Supply of Perrotts Class 2 Gravel Ex Perrotts Pit	\$25.80	\$23.45	\$2.35	\$25.80	0.00%	Per cubic metre
Class 2 gravel is raw uncrushed gravel known as "Perrotts Seconds" suitable as select fill of for gravel resheeting, not DGB road base						
Supply of Perrotts Class 2 Gravel Ex Armidale Depot	\$30.50	\$27.73	\$2.77	\$30.50	0.00%	Per cubic metre
Supply of Crushed Youmans Pit Gravel	\$25.80	\$23.45	\$2.35	\$25.80	0.00%	Per cubic metre
Supply of raw gravel from all other pits	\$21.40	\$19.45	\$1.95	\$21.40	0.00%	Per cubic metre
Excluding Ex Perrotts Pit						
Council payment for gravel royalty from private land	\$1.50	\$1.50	\$0.00	\$1.50	0.00%	Per cubic metre



## Public and Town Spaces

### Aquatic Centres

#### Armidale Aquatic Centre

##### Admittance Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Unit
Child – 2 years and under					No charge	Per person
Must be under supervision by a person paying adult admission (social swimming only)						
General Admittance – 3yrs & Over	\$4.50	\$4.09	\$0.41	\$4.50	0.00%	Per person
Family Day Pass	\$13.50	\$12.73	\$1.27	\$14.00	3.70%	Per pass
Must include 1 adult and 3 children or 2 adults and 2 children (max. 4 people)						
Spectator – Non Swimming Adult	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	Per person
Not participating in any water activities						
Swimming Club	\$4.00	\$3.64	\$0.36	\$4.00	0.00%	Per person
Club swimmers must be under club supervision at all times and in club allocated coaching times						
School Program Activities	\$3.50	\$3.64	\$0.36	\$4.00	14.29%	Per student
Students must be under supervision of school teachers at all times						
Swimming Lane Agreements	\$690.00	\$627.27	\$62.73	\$690.00	0.00%	Per lane / Per season
Exclusive use of 1 lane for up to 2 hours per week during the swimming season (26 weeks) The annual charge is calculated by a pro-rata formula in the deed of agreement						
Private hire outside pool opening hours	\$220.00	\$200.00	\$20.00	\$220.00	0.00%	Per hour
Includes pool lifeguard to be on duty						
Club Night/Season (e.g. Friday)	\$168.00	\$154.55	\$15.45	\$170.00	1.19%	Per season
Meeting Room Hire	\$37.00	\$36.36	\$3.64	\$40.00	8.11%	Per hour
Fee waived when meeting room is used for events e.g. swimming carnivals						
Medium Inflatable Private Hire	\$85.00	\$77.27	\$7.73	\$85.00	0.00%	Per hour
Cannot be hired out in public allocated times (1pm to 2pm Sat and Sun weather permitting)						
Large Inflatable Private Hire	\$120.00	\$113.64	\$11.36	\$125.00	4.17%	Per hour
Cannot be hired out in public allocated times (2pm to 4pm Sat and Sun weather permitting)						

##### Multi Visit Pass

Valid for 2 years from purchase date.

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Unit
10 Visit Pass	\$40.00	\$36.36	\$3.64	\$40.00	0.00%	Per pass
20 Visit Pass	\$75.00	\$68.18	\$6.82	\$75.00	0.00%	Per pass
50 Visit Pass	\$175.00	\$159.09	\$15.91	\$175.00	0.00%	Per pass
Electronic Tag Replacement	\$2.50	\$2.73	\$0.27	\$3.00	20.00%	Per tag

## Guyra Aquatic Centre

### Admittance Fees

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Child – 2 Years & Under					No charge	Per person
Must be under supervision by a person paying adult admission (social swimming only)						
General Admittance – 3 Yrs and Over	\$4.50	\$4.09	\$0.41	\$4.50	0.00%	Per person
Spectator – Non Swimming Adult	\$2.00	\$2.27	\$0.23	\$2.50	25.00%	Per person
Not participating in any water activities						
Family Day Pass	\$13.50	\$12.73	\$1.27	\$14.00	3.70%	Per pass
Must Include 1 adult & 3 children or 2 adults and 2 children (Maximum of 4 people)						
School Program Activities	\$3.50	\$3.64	\$0.36	\$4.00	14.29%	Per student
Students must be under supervision of school teachers at all times						
Private Swimming Lessons	\$3.50	\$3.64	\$0.36	\$4.00	14.29%	Per person
Swimming Club – All Ages	\$4.00	\$3.64	\$0.36	\$4.00	0.00%	Per person
Terms and conditions apply						
Private Use / Swim Coaching / Lessons/ Aqua Aerobics	\$55.00	\$50.00	\$5.00	\$55.00	0.00%	Per lane / Per hour
Swimming Lane Agreement	\$600.00	\$572.73	\$57.27	\$630.00	5.00%	Per lane / Per season
Exclusive use of BBQ facilities	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	Per event
Private hire outside pool opening hours	\$160.00	\$145.45	\$14.55	\$160.00	0.00%	Per hour
Includes pool lifeguard to be on duty						

### Multi Visit Pass

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
10 Visit Card	\$40.00	\$36.36	\$3.64	\$40.00	0.00%	Per pass
20 Visit Card	\$75.00	\$68.18	\$6.82	\$75.00	0.00%	Per pass
50 Visit Card	\$175.00	\$159.09	\$15.91	\$175.00	0.00%	Per pass
Single Season Pass	\$200.00	\$181.82	\$18.18	\$200.00	0.00%	Per Person
Family Season Pass – up to 5 people	\$350.00	\$318.18	\$31.82	\$350.00	0.00%	Per pass
Up to 5 family members and must include 1 adult or maximum of 2 adults						
Family Season Pass – Additional Person	\$60.00	\$54.55	\$5.45	\$60.00	0.00%	Per person
Family season pass cannot include more than 2 adults						

## Cemeteries

### All Armidale Regional Council Cemeteries

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Burial Right (Plot reservation) – Lawn and Monumental Areas	\$2,715.00	\$2,527.27	\$252.73	\$2,780.00	2.39%	Per plot
Interment Single Depth – Weekdays	\$835.00	\$777.27	\$77.73	\$855.00	2.40%	Per plot
Interment Single Depth – Weekend/After Hours/Public Holiday	\$1,200.00	\$1,118.18	\$111.82	\$1,230.00	2.50%	Per plot
Interment – Additional Fee for larger plot	\$230.00	\$214.55	\$21.45	\$236.00	2.61%	Per plot
Where space permits						
Interment Single Depth Hand Dig	\$945.00	\$1,118.18	\$111.82	\$1,230.00	30.16%	Per plot
Interment Single Depth Hand Dig – Weekend/After Hours/Public Holiday	\$1,325.00	\$1,568.18	\$156.82	\$1,725.00	30.19%	Per plot
Interment Additional Charge – Double Depth, Triple Depth for Child	\$75.00	\$109.09	\$10.91	\$120.00	60.00%	Per hour
Interment – Stillborn	\$250.00	\$232.73	\$23.27	\$256.00	2.40%	Per plot
Late Notification	\$605.00	\$563.64	\$56.36	\$620.00	2.48%	Per plot
Applies where less than 24 hours notice is given by Funeral Director						
Family Niche – Zig Zag Wall	\$3,150.00	\$2,934.55	\$293.45	\$3,228.00	2.48%	Per plot
Guyra Niche Wall – Purchase Niche	\$340.00	\$316.36	\$31.64	\$348.00	2.35%	Per Plot
Armidale Ground Niche – Purchase Niche	\$340.00	\$316.36	\$31.64	\$348.00	2.35%	Per plot
Columbarium – Purchase Niche	\$340.00	\$316.36	\$31.64	\$348.00	2.35%	Per plot
Interment of Ashes – Niche or Plot	\$115.00	\$107.27	\$10.73	\$118.00	2.61%	Per plot
Cemetery Labour – Concreting	\$205.00	\$190.91	\$19.09	\$210.00	2.44%	Per plot
Lawn Cemetery standard concrete plinth and headstone combination	\$0.00	\$72.73	\$7.27	\$80.00	∞	Per plot
Install standard plinth and headstone	\$0.00	\$40.91	\$4.09	\$45.00	∞	Per plot
Essential Care Funeral – Plot Only	\$2,715.00	\$2,527.27	\$252.73	\$2,780.00	2.39%	Per plot
Exhumation – (Additional Fees May Apply For a New Plot)	\$3,500.00	\$3,263.64	\$326.36	\$3,590.00	2.57%	Per plot
Additional costs may apply for new plot						
Mausoleum Reopen and Close	\$150.00	\$140.00	\$14.00	\$154.00	2.67%	Per occurrence

## Parks and Reserves

### Armidale & Guyra Playing Field Facilities – Other Than Armidale Sportsground

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Local School Use of Playing Fields	\$30.00	\$31.82	\$3.18	\$35.00	16.67%	Per Event
Non Sports Council Members Use of Playing Fields (over 18 yrs age)	\$45.00	\$43.64	\$4.36	\$48.00	6.67%	Per Event

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## Armidale & Guyra Playing Field Facilities – Other Than Armidale Sportsground

[continued]

Name	Year 19/20	Year 20/21				Unit
	Last YR Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Additional Services – Waste	Additional Services Waste - Full Cost Recovery - Per Service Provided					Full Cost Recovery – Per Service Provided
Additional Services for Waste Collection						
Harris Park Meeting Room Hire	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	Per Hour
Rologas Meeting Room Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	Per Hour
Meeting Room Cleaning	\$65.00	\$63.64	\$6.36	\$70.00	7.69%	Per Hour
Use of canteen facilities (available to local home sporting clubs only)	\$0.00	\$18.18	\$1.82	\$20.00	∞	Per season
Change rooms/toilets cleaning	\$0.00	\$63.64	\$6.36	\$70.00	∞	Per clean
Goalpost Removal	\$205.00	\$190.91	\$19.09	\$210.00	2.44%	Per Hour
Use of Playing Fields Without Prior Booking and Confirmation	\$82.00	\$77.27	\$7.73	\$85.00	3.66%	Per occurrence

## Armidale & Guyra Playing Field Facilities – Other Than Armidale Sportsground – Commerical Use

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Playing Fields	\$190.00	\$177.27	\$17.73	\$195.00	2.63%	Per day
Bookings for use of playing fields are essential						
Harris Park Meeting Room Hire	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	Per hour
Rologas Meeting Room Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	Per hour
Meeting Room Cleaning	\$65.00	\$60.91	\$6.09	\$67.00	3.08%	Per clean
Applies if premises not left clean and tidy						
Goalposts Removal	\$205.00	\$190.91	\$19.09	\$210.00	2.44%	Per hour
Use of playing fields without prior booking and confirmation	\$82.00	\$77.27	\$7.73	\$85.00	3.66%	Per occurrence
Applies in addition to hire fees						

## Playing Field Lighting

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Lambert Park Field lighting – 12kWh	\$30.75	\$31.82	\$3.18	\$35.00	13.82%	Per hour
Rologas Oval Field lighting – 12kWh	\$33.75	\$31.82	\$3.18	\$35.00	3.70%	Per hour
Rologas Oval Field lighting – 24kWh	\$56.75	\$52.73	\$5.27	\$58.00	2.20%	Per hour
Both sets of lights						
Newling Fields Field lighting – 12kWh	\$30.75	\$28.64	\$2.86	\$31.50	2.44%	Per hour
Elizabeth Park 1 Field lighting – 12kWh	\$30.75	\$28.64	\$2.86	\$31.50	2.44%	Per hour

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## Playing Field Lighting [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Guyra Sports Complex Field lighting	\$30.75	\$28.64	\$2.86	\$31.50	2.44%	Per Hour
Guyra Recreation Ground Field lighting	\$30.75	\$28.64	\$2.86	\$31.50	2.44%	Per Hour
Harris Park Field lighting 50 Lux	\$0.00	\$27.27	\$2.73	\$30.00	∞	Per hour
Harris Park Field lighting 100 Lux	\$0.00	\$54.55	\$5.45	\$60.00	∞	Per hour

## Armidale Sportsground Facilities – Commercial Use

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Clubhouse Hire	\$34.00	\$31.82	\$3.18	\$35.00	2.94%	Per hour
Club Fixtures – includes kiosk	\$352.00	\$327.27	\$32.73	\$360.00	2.27%	Per fixture / Per club
Cricket, Rugby League, Union and Soccer						
Applies unless a seasonal fee is paid						
Maximum Charge 6 Fixtures	\$1,755.00	\$1,633.64	\$163.36	\$1,797.00	2.39%	Per season / Per club
Major Events	\$1,680.00	\$1,565.45	\$156.55	\$1,722.00	2.50%	Per event
Inter / State / Region						
Interschool Event					Exempt	Per event
Conditions apply – refer policy						
7 days notice and booking form required						
Sportsground Floodlighting – 100 lux level (32kWh)	\$39.75	\$40.91	\$4.09	\$45.00	13.21%	Per hour
Sportsground Floodlighting – 200 lux level (64kWh)	\$75.75	\$70.91	\$7.09	\$78.00	2.97%	Per hour
Sportsground Floodlighting – 500 lux level (114kWh)	\$116.00	\$108.18	\$10.82	\$119.00	2.59%	Per hour

## Guyra Showground

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Showground Hire – Per Day	\$460.00	\$418.18	\$41.82	\$460.00	0.00%	Per day
Main Arena (max charge out 8 hours)	\$28.00	\$25.45	\$2.55	\$28.00	0.00%	Per hour
Sheep Yards Plus Toilets (max charge out 8 hours)	\$28.00	\$25.45	\$2.55	\$28.00	0.00%	Per hour
Cattle Shed Yards Plus Toilets (max charge out 8 hours)	\$28.00	\$25.45	\$2.55	\$28.00	0.00%	Per hour
Shower and Toilet Block Hire (max charge out 8 hours)	\$26.00	\$23.64	\$2.36	\$26.00	0.00%	Per hour
Showground Ring Lighting	\$28.00	\$25.45	\$2.55	\$28.00	0.00%	Per hour
Plus actual electricity cost						

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## Guyra Showground [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Approved RV and Camping Powered Site	\$28.00	\$25.45	\$2.55	\$28.00	0.00%	Per van / Per day
Restricted to requiring camping facilities in conjunction with stock agistment as showground facilities Includes use of showers and toilets						
Approved Group Camping – Non Powered Sites – With Toilet Access	\$7.00	\$6.36	\$0.64	\$7.00	0.00%	Per person/Per day
Additional Services – waste, etc					Full cost recovery	Per service
Agistment	\$17.35	\$15.77	\$1.58	\$17.35	0.00%	Per animal / Per week
Not available during booked events						

## Other Park Utilisation

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Civic/Curtis Park – Commercial Event/Display	\$648.00	\$604.55	\$60.45	\$665.00	2.62%	Per day
Electricity Usage Charge	\$37.00	\$40.91	\$4.09	\$45.00	21.62%	Per day
Rubbish Removal	\$120.00	\$111.82	\$11.18	\$123.00	2.50%	Per hour
Park Facility Opening Fee (e.g. toilet etc)	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	Per event
Charlton Willows Camping	\$256.00	\$238.18	\$23.82	\$262.00	2.34%	Per day
Based on maximum 60 campers minimum 2 days						

## Park Key Replacement

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
First lock or single lock	\$160.00	\$149.09	\$14.91	\$164.00	2.50%	Per lock
Re-key a lock or replace lost keys						
Subsequent locks of multiple lock set	\$43.00	\$80.00	\$8.00	\$88.00	104.65%	Per lock
Late Key Return	\$38.00	\$36.36	\$3.64	\$40.00	5.26%	Per key / Per week
Applies where key returned more than one week after return date						

## Personal Trainers Facilities Hire

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Guyra Room and Equipment Hire – 1 class per week	\$160.00	\$150.91	\$15.09	\$166.00	3.75%	Per annum
Guyra Room and Equipment Hire – 2-3 classes per week	\$213.00	\$200.00	\$20.00	\$220.00	3.29%	Per annum
Guyra Room and Equipment Hire > 4 classes per week	\$320.00	\$300.00	\$30.00	\$330.00	3.13%	Per annum

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## Personal Trainers Facilities Hire [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Use of Parks by Personal Trainers	\$110.00	\$104.55	\$10.45	\$115.00	4.55%	Per annum
Must be a financial member of the Sports Council						

## Sports Council Membership

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Sports Development Levy – junior	\$9.75	\$9.09	\$0.91	\$10.00	2.56%	Per person / Per season
Sports Development Levy – senior	\$14.30	\$13.64	\$1.36	\$15.00	4.90%	Per person / Per season
Affiliation to Sports Council – individual	\$16.30	\$15.45	\$1.55	\$17.00	4.29%	Per annum
Affiliation to Sports Council – Group	\$58.25	\$54.55	\$5.45	\$60.00	3.00%	Per annum
Affiliation fee subject to Sports Council conditions						

## Property Management

### Facilities Hire

#### Armidale Facilities Hire

##### Civic Administration Building

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Chambers	\$26.35	\$23.95	\$2.40	\$26.35	0.00%	Per hour (min 2 hours)
Chambers with Committee Room	\$34.30	\$31.18	\$3.12	\$34.30	0.00%	Per hour (min 2 hours)
Committee Room	\$14.00	\$12.73	\$1.27	\$14.00	0.00%	Per hour
Function Room	\$14.00	\$12.73	\$1.27	\$14.00	0.00%	Per hour
Councillors Meeting Room	\$14.00	\$12.73	\$1.27	\$14.00	0.00%	Per hour
DCU Meeting Room	\$9.20	\$8.36	\$0.84	\$9.20	0.00%	Per hour
Teleconferencing Facilities	\$68.50	\$62.27	\$6.23	\$68.50	0.00%	Per hour

##### Armidale Town Hall

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Minimum Charge	\$300.00	\$272.73	\$27.27	\$300.00	0.00%	Per hire
7 days per week excluding public holidays Minimum fee plus hourly rate applies						

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**Armidale Town Hall** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Minimum Charge	\$300.00	\$272.73	\$27.27	\$300.00	0.00%	Per hire
7 days per week excluding public holidays Minimum fee plus hourly rate applies						
Includes use of kitchen, crockery, furniture, lighting and heater						
Hall Hire	\$42.00	\$38.18	\$3.82	\$42.00	0.00%	Per hour
Surcharge – after designated closing time	\$86.00	\$78.18	\$7.82	\$86.00	0.00%	Per hour
Applied if function exceeds closing time of venue						
Pre and Post Function Preparation/Cleaning	\$16.90	\$15.36	\$1.54	\$16.90	0.00%	Per hour
Overtime Rate	Current rate x 2					Per hour
Charged when event extends beyond the agreed function finishing time						
Standby Rate	25% of booking fee					
Must be paid 28 days in advance						
Kitchen Hire Only	\$59.20	\$54.55	\$5.45	\$60.00	1.35%	Per day
Data Projector Hire	\$51.00	\$46.36	\$4.64	\$51.00	0.00%	Per day
Laptop Hire	\$51.00	\$46.36	\$4.64	\$51.00	0.00%	Per day
A Steinway Grand Piano is available to professional pianist through prior arrangement	Price on application					
Conditions of use apply If tuning is required, the professional tuning of the piano prior to performance is at the hirers cost						
Cutlery and crockery loss or damage	Replacement cost					

**Digital Learning Centre**

Available during business hours only.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Digital Learning Centre Hire	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	Per hour (min 2 hours)
Digital Learning Centre – IT support	\$68.00	\$61.82	\$6.18	\$68.00	0.00%	Per hour

**Hire of Equipment to Approved External Organisations**

All hire is subject to availability.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Data Projector Hire	\$223.00	\$202.73	\$20.27	\$223.00	0.00%	Per day
Laptop Hire	\$76.00	\$69.09	\$6.91	\$76.00	0.00%	Per day
Portable PA System Hire – small	\$49.00	\$44.55	\$4.45	\$49.00	0.00%	Per day
Portable PA System Hire – large	\$97.00	\$88.18	\$8.82	\$97.00	0.00%	Per day

**Rural Halls**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Non-Commercial Hire < 4 hours	\$18.00	\$16.36	\$1.64	\$18.00	0.00%	Per hour
Daily rate applies for 4 hours or more						
Non-Commercial Hire	\$144.00	\$130.91	\$13.09	\$144.00	0.00%	Per day
Local Resident Hire < 4 hours	\$9.00	\$8.18	\$0.82	\$9.00	0.00%	Per hour
Non commercial private functions organised and managed by a community member (as the applicant) as a resident of the relevant local community area						
Daily rate applies for 4 hours or more						
Local Resident Hire	\$72.00	\$65.45	\$6.55	\$72.00	0.00%	Per day
Non commercial private functions organised and managed by a community member (as the applicant) as a resident of the relevant local community area						

**Car Parking Tenant Agreements**

Short term parking is for a minimum of 7 days then a per day rate applies.  
Standard vehicles only to a maximum of 6m long and height restrictions also apply.  
Vehicles must comply with RMS registration requirements.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Short Term Parking Covered Deck – first 7 days	\$88.00	\$80.00	\$8.00	\$88.00	0.00%	Per bay
Short Term Parking Covered Deck – subsequent day	\$13.30	\$12.09	\$1.21	\$13.30	0.00%	Per day
Short Term Parking Uncovered Deck – first 7 days	\$74.00	\$67.27	\$6.73	\$74.00	0.00%	Per bay
Short Term Parking Uncovered Deck – subsequent day	\$11.50	\$10.45	\$1.05	\$11.50	0.00%	Per day
Rusden Street Carpark Annual Lease – central deck, first floor, covered	\$820.00	\$745.45	\$74.55	\$820.00	0.00%	Per bay / Per annum
Rusden Street Carpark Annual Lease – upper deck, second floor, uncovered	\$412.00	\$374.55	\$37.45	\$412.00	0.00%	Per bay / Per annum

**Traffic Education Centre****Facilities**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Conference Room	\$19.50	\$17.73	\$1.77	\$19.50	0.00%	Per hour
Training Room	\$8.70	\$7.91	\$0.79	\$8.70	0.00%	Per hour
Skid Pan	\$32.70	\$29.73	\$2.97	\$32.70	0.00%	Per hour
Highway Circuit	\$32.70	\$29.73	\$2.97	\$32.70	0.00%	Per hour
Motorbike Area	\$13.30	\$12.09	\$1.21	\$13.30	0.00%	Per hour
Bicycle Area	\$62.30	\$56.64	\$5.66	\$62.30	0.00%	Per day

**Special Rates**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
NSW and Rural Fire Brigade	\$1,005.00	\$913.64	\$91.36	\$1,005.00	0.00%	Per day
Rate is for the use of the Highway Circuit and Skid Pan						
Community Based Non Profit Group	\$2.00	\$1.82	\$0.18	\$2.00	0.00%	Per person / Per day
Fees to be collected by the organiser and paid to Council prior to the hire						
Cancellation – without notice					Full fee	
Cancellation – less than 1 week notice					Half of fee	
Cancellation – less than 3 weeks notice					Third of fee	

**Electronic Access Device Issue or Replacement**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Electronic Card – non printed	\$8.50	\$7.73	\$0.77	\$8.50	0.00%	Per card
Electronic Card – printed	\$10.50	\$9.55	\$0.95	\$10.50	0.00%	Per card
Electronic Fob	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	Per fob
Lanyard	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	Per item
Plastic Sleeve	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	Per item

**Armidale Truck Wash**

Truck wash is at the Saleyards.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Truckwash Hire	\$0.70	\$0.64	\$0.06	\$0.70	0.00%	Per minute

**Guyra Facilities Hire****Civic Administration Building**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Council Chambers (per hour – max charge out 8 hours)	\$0.00	\$27.27	\$2.73	\$30.00	∞	Per hour
Conference/Committee Room (per hour – max charge out 8 hours)	\$30.00	\$27.27	\$2.73	\$30.00	0.00%	Per hour
Daily rate applies for 4 hours or more						
Teleconferencing Facilities	\$68.50	\$62.27	\$6.23	\$68.50	0.00%	Per hour

**Outdoor Movie Screen**

Fees do not include movie hire, purchase or public screening licence fees.

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**Outdoor Movie Screen** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Equipment Hire Only	\$816.00	\$741.82	\$74.18	\$816.00	0.00%	Per hire
Operator	\$94.00	\$85.45	\$8.55	\$94.00	0.00%	Per hour

**Guyra Community Hall**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Hall Dining Area Hire	\$42.00	\$38.18	\$3.82	\$42.00	0.00%	Per hour
Daily rate applies for 4 hours or more						
Hall Hire – Minimum Fee	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	Per hire
Hall Hire – Hourly Rate	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	Per day
Pre & Post Function Preparation/Cleaning	\$16.50	\$15.00	\$1.50	\$16.50	0.00%	Per hour
Kitchen Hire	\$60.00	\$54.55	\$5.45	\$60.00	0.00%	Per hour
Table Hire	\$2.10	\$1.91	\$0.19	\$2.10	0.00%	Per table / Per day
Chair Hire	\$17.00	\$15.45	\$1.55	\$17.00	0.00%	Per 12 chairs / Per day

**Vacant Office Space**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Commercial lease for vacant office space (per sq mtr)		To be set by local market rates and facility attributes.				Per square metre

**Grazing and Agistment**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Charlston Willows (per head/per week)	\$0.00	\$4.36	\$0.44	\$4.80	∞	Per head/Per week
Grazing permits	Crown lands minimum annual rental and administration fees applicable					

**Public Spaces and Streetscapes**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Developer Street Tree Charge	\$205.00	\$240.00	\$0.00	\$240.00	17.07%	Per tree
Street tree supply and establishment in new developments						
Relocation of Street Tree (less than 12 months old only)	\$330.00	\$309.09	\$30.91	\$340.00	3.03%	Per tree

## Mall and East Mall

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Outdoor Eating Licence – Beardy Street Mall (all areas)	\$40.00	\$42.00	\$0.00	\$42.00	5.00%	Square Metre/Per Annum
Based on number of chairs able to fit in allocated space						
Outdoor Eating Licence – Road Reserves (footpath areas)	\$80.00	\$82.00	\$0.00	\$82.00	2.50%	Square Metre/Per Annum
Mall Booking Administration Fee	\$20.50	\$21.00	\$0.00	\$21.00	2.44%	Per booking
Not applicable for community non-profit use						
Commercial Hire of Mall Space	\$183.00	\$30.00	\$0.00	\$30.00	-83.61%	Per day
Available to Mall business occupants only						
Electricity Key – refundable deposit	\$32.00	\$32.80	\$0.00	\$32.80	2.50%	Per key
GST applies if deposit used						
Electricity Charge	\$37.00	\$40.91	\$4.09	\$45.00	21.62%	Per day
Private Hire of Mall Space	\$200.00	\$218.18	\$21.82	\$240.00	20.00%	Per day
Road Closure – Mall markets	\$0.00	\$262.00	\$0.00	\$262.00	∞	

## Sustainability and Development

### Planning

#### Development Applications

Some fees based on the estimated value of construction referred to as Value Of Works (VOW).

#### Complying Development Certificates

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Certificate Modification				\$160 + 50% original fee		Per modification
				Last YR Fee \$140 + 50% original fee		
Construction Projects				\$320.00 + \$3.50 per \$1,000 VOW or part thereof		Per application
				Last YR Fee \$300.00 + \$3.00 per \$1,000 VOW or part thereof		
Inspection fees additional						
Strata Subdivision				\$460.00 + \$50.00 per additional lot		Per application
Other than a dual occupancy for which development consent or complying development certificate was granted or has been issued in the last 5 years						
Other Applications	\$650.00	\$613.64	\$61.36	\$675.00	3.85%	Per application
Application Processing	\$120.00	\$118.18	\$11.82	\$130.00	8.33%	Per hour
Applies where applications are reviewed but are not able to be processed in their submitted form						
Bushfire Hazard Certificate up to BAL 19	\$270.00	\$272.73	\$27.27	\$300.00	11.11%	Per certificate
Flood Hazard Certificate	\$270.00	\$272.73	\$27.27	\$300.00	11.11%	Per certificate

#### Development Applications for Building/Works

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Application Fee		VOW	Minimum	Pro Rata		Per application
		< \$5,001		\$110		
		\$5,001-\$50,000		\$170	\$3.00	
		\$50,001-\$250,000		\$352	\$3.64	
		\$250,001-\$500,000		\$1,160	\$2.34	
		\$500,001-\$1,000,000		\$1,745	\$1.64	
		\$1,000,001-\$10,000,000		\$2,615	\$1.44	
		> \$10,000,000		\$15,875	\$1.19	
Fee is calculated as follows:						
<ul style="list-style-type: none"><li>• minimum for relevant VOW band</li><li>• plus pro rata rate applies to each \$1,000 or part thereof over the lower VOW amount for that band</li></ul>						

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## Development Applications for Building/Works [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
State Government Planning Reform					(0.64xE/1,000)-5	Per application
Based on VOW > \$50,000 for each \$1,000 where E=VOW to nearest \$1,000						
Applies in addition to application fee						
Application Withdrawal Refund – prior to determination					50% original application fee	Per application
If an application is withdrawn after determination no refund will be given						
All unused inspection fees refunded in full for withdrawn applications before or after determination						

## Other (EPA Regulation)

Fees apply in addition to any other fees e.g. building fees.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Outdoor Advertising					\$285 for first sign + \$93 each additional sign or fee based on VOW, whichever is greater	Per application
Subdivision – new road to be created	\$665.00	\$665.00	\$0.00	\$665.00	0.00%	Per application
Subdivision New Road – additional lot	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	Per lot
Subdivision – no new road to be created	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	Per application
Subdivision No New Road – additional lot	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	Per lot
Subdivision – strata	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	Per application
Subdivision Strata – additional lot	\$65.00	\$65.00	\$0.00	\$65.00	0.00%	Per lot
Other Development (e.g. change of use) – once per DA only	\$285.00	\$285.00	\$0.00	\$285.00	0.00%	Per application
Dwelling Construction < \$100,000	\$455.00	\$455.00	\$0.00	\$455.00	0.00%	Per application

## Review Decision to Reject s8.2 – s8.5

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Development < \$100,000	\$55.00	\$55.00	\$0.00	\$55.00	0.00%	Per review
Development \$100,000–\$1,000,000	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	Per review
Development > \$1,000,000	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	Per review

## Review of Determination s8.2 – s8.5

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Review Fee	VOW		Minimum	Pro Rata		Per application
	< \$5,001			\$55		
	\$5,001–\$250,000			\$85	\$1.50	

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## Review of Determination s8.2 – s8.5 [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Year 20/21 Fee (incl. GST)	Increase %	Unit
Review Fee	VOW		Minimum	Pro Rata		Per application
	< \$5,001			\$55		
	\$5,001-\$250,000			\$85		
	\$250,001-\$500,000			\$500		
	\$500,001-\$1,000,000			\$712		
	\$1,000,001-\$10,000,000			\$987		
	> \$10,000,000			\$4,737		
Fee is calculated as follows:						
<ul style="list-style-type: none"><li>• minimum fee for relevant VOW band</li><li>• plus pro rata applies to each \$1,000 or part thereof over the lower VOW amount for that band</li></ul>						
Non Building Work	50% original DA fee					Per application
Dwelling < \$100,000	\$190.00	\$190.00	\$0.00	\$190.00	0.00%	Per application
Required Notice s.82A	\$620.00	\$620.00	\$0.00	\$620.00	0.00%	Per application
Applies in addition to review fee						

## Modifications of Consent at Request of Applicant

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21 Fee (excl. GST)	Year 20/21 GST	Year 20/21 Fee (incl. GST)	Increase %	Unit
Minor Error or Discrepancy – s4.55(1)	\$71.00	\$71.00	\$0.00	\$71.00	0.00%	Per application
If Council error no fee applies						
Modifications of Minimal Environmental Impact – s4.55(1A) + s4.55AA(1)	\$645 or 50% original DA fee					Per application

## Other Modifications s4.55(2) or s4.56(1) Non Minor Environmental Impact

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Application Fee	VOW		Minimum		Pro Rata	
	< \$5,001		\$55			
	\$5,001-\$250,000		\$85		\$1.50	
	\$250,001-\$500,000		\$500		\$0.85	
	\$500,001-\$1,000,000		\$712		\$0.50	
	\$1,000,001-\$10,000,000		\$987		\$0.40	
	> \$10,000,000		\$4,737		\$0.27	
Fee is calculated as follows:						
<ul style="list-style-type: none"><li>• minimum for relevant VOW band</li><li>• plus pro rata applies to each \$1,000 or part thereof over the lower VOW amount for that band</li></ul>						
Original Fee < \$100	50% original DA fee					Per application
Non Building Work Original Fee > \$100	50% original DA fee					Per application
Dwelling < \$100,000 Original Fee > \$100	\$190.00	\$190.00	\$0.00	\$190.00	0.00%	Per application

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**Armidale Truck Wash** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Consent Modification Requiring Advertisement	\$665.00	\$665.00	\$0.00	\$665.00	0.00%	Per application
Unspent amounts will be refunded						
Required Notice SEPP 65	\$760.00	\$760.00	\$0.00	\$760.00	0.00%	Per application

**Designated Development**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Development Fee	\$920.00	\$920.00	\$0.00	\$920.00	0.00%	Per application

**Advertising**

Additional to the fees specified under development applications.  
Unspent amount to be refunded.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Designated Development	\$2,220.00	\$2,220.00	\$0.00	\$2,220.00	0.00%	Per application
Other Applications Requiring Newspaper Advertising	\$1,105.00	\$1,105.00	\$0.00	\$1,105.00	0.00%	Per application
Including advertised of prohibited development						

**Developer Contributions**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Developer Contribution						As per Local Contributions Plan(s)

**Other Development**

Fees apply in addition to any other fees e.g. building fees.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Integrated Development – application	\$320.00	\$320.00	\$0.00	\$320.00	0.00%	Per application
Integrated Development – administration	\$140.00	\$140.00	\$0.00	\$140.00	0.00%	Per application
Concurrence – application	\$320.00	\$320.00	\$0.00	\$320.00	0.00%	Per application
Does not apply if concurrence may be assumed						
Concurrence – administration	\$140.00	\$140.00	\$0.00	\$140.00	0.00%	Per application
SEP 65 Design Review Panel	\$3,000.00	\$3,000.00	\$0.00	\$3,000.00	0.00%	Per application

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## Other Development [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Tree Removal Application – 1-3 trees	\$125.00	\$128.00	\$0.00	\$128.00	2.40%	Per application
Tree Removal Application > 3 trees	\$85.00	\$85.00	\$0.00	\$85.00	0.00%	Per tree
Tree Removal Application – review of determination	\$160.00	\$164.00	\$0.00	\$164.00	2.50%	Per review
Tree Assessment	\$70.00	\$72.00	\$0.00	\$72.00	2.86%	Per hour
Assessment of Trees						

## Construction Certificates

Fees based on processing times for state construction costs.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Certificate Modification – building				\$160 + 50% original fee		Per modification
				Last YR Fee \$150 + 50% original fee		
Residential				\$320.00 + \$3.00 / \$1,000 VOW		Per certificate
				Last YR Fee \$300 + \$2.50 / \$1,000 VOW		
Inspection fees additional						
Commercial / Industrial / Other				\$425.00 + \$3.50 / \$1,000 VOW		Per certificate
				Last YR Fee \$400 + \$3.00 / \$1,000 VOW		
Inspection fees additional						
Long Service Levy Commission VOW > \$25,000					0.35% VOW	
Applied in accordance with Building and Construction Industry Long Service Payments Regulation 2011						
Alternative Solutions	\$3,000.00	\$2,954.55	\$295.45	\$3,250.00	8.33%	Per alternative solution

## Subdivision Certificate

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Units, Occupancies or Lots – 2-10				\$400 + \$70 per unit/lot		Per certificate
				Last YR Fee \$300 + \$50 per unit		
Units, Occupancies or Lots > 10				\$1,000 + \$50 per unit/lot		Per certificate
				Last YR Fee \$900 + \$30 per unit		

## Development Information

### Planning Certificates

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
s10.7(2) Planning Certificate ordered online	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	Per certificate
s10.7(5) Planning Certificate – ordered online	\$133.00	\$133.00	\$0.00	\$133.00	0.00%	Per certificate
Administration Service Fee for Manual Requests for s10.7 Certificate	\$125.00	\$150.00	\$0.00	\$150.00	20.00%	Per request
Copy of Certificate	\$15.00	\$20.00	\$0.00	\$20.00	33.33%	Per copy
Outstanding Notice or Order – s121ZP EPAA/s735A LGA	\$125.00	\$150.00	\$0.00	\$150.00	20.00%	Per certificate
Copy of Sewer Drainage Diagram – s23 Conveyancing Act	\$50.00	\$60.00	\$0.00	\$60.00	20.00%	Per copy

### Building Certificates

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Class 1 or 10 Building – including dual occupancy	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	Per certificate
Building < 201m2	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	Per certificate
Building 201m2–2,000m2				\$250 + \$0.50 per m2 over 200m2		Per certificate
Building > 2,000m2				\$1,165 + \$0.075 per m2 over 2,000m2		Per certificate
Part Building/External Wall/No Floor Area	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	Per certificate
Additional Inspection	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	Per inspection
Non-compliance, penalty notice, order or offence				See DA/CC/CDC fees		
Fee calculated per s260(3B) of the EPA Regulation based on DA/CDC/CC fees that would have applied to the relevant work						
Copy of Building Certificate	\$13.00	\$13.00	\$0.00	\$13.00	0.00%	Per copy

### Other Information

Information is available free of charge from Council's website [www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au).

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Development Information Search	\$150.00	\$160.00	\$0.00	\$160.00	6.67%	Per hour or part thereof
Includes staff consultation, research, file searches and administrative services						
Certified Copy of Environmental Planning Instrument or Related Document	\$53.00	\$60.00	\$0.00	\$60.00	13.21%	Per document

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## Other Information [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Pre-lodgement Meeting and Plan Checking	\$200.00	\$200.00	\$20.00	\$220.00	10.00%	Per hour or part thereof
Maximum 2 Council officers attending						
Development Advisory Panel – meeting	\$500.00	\$520.00	\$0.00	\$520.00	4.00%	Per hour
Applies where proposal has previously been subject of a property enquiry and/or pre-lodgement meeting, or large and/or complex proposal which requires consideration by more than 2 Council officers						
Development Advisory Panel – site inspection	\$300.00	\$320.00	\$0.00	\$320.00	6.67%	Per hour
CD Rom of Council LEP, DCP or related Planning / Development Policy	\$50.00	\$60.00	\$0.00	\$60.00	20.00%	Per CD
Copy of Planning / Development Policy – LEP, DCP, etc	\$30.00	\$40.00	\$0.00	\$40.00	33.33%	Per document
Document < 10 pages						
State of the Environment Report	\$100.00	\$120.00	\$0.00	\$120.00	20.00%	Per document
Copy of LEP Document	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	Per document
Binders and Covers – DCP 2012	\$60.00	\$60.00	\$0.00	\$60.00	0.00%	Per set
Written Response to Planning Enquiries			\$160.00 + \$120.00 per hour after first hour			Per response
Executing Legal Documents – Signing/Releasing of Covenants/Restrictions			\$160.00 + \$120.00 per hour after first hour			Per hour or part thereof
Dwelling Entitlement or Existing Holding Search	\$320.00	\$350.00	\$0.00	\$350.00	9.38%	Per allotment or holding
Subdivision Specifications	\$30.00	\$35.00	\$0.00	\$35.00	16.67%	Per item
Title Search Fee	\$35.00	\$35.00	\$0.00	\$35.00	0.00%	Per title search
Title Search Fee						
Deposited Plan Fee	\$35.00	\$35.00	\$0.00	\$35.00	0.00%	Per DP
Deposited Plan Fee						
Dealing Request Fee	\$35.00	\$35.00	\$0.00	\$35.00	0.00%	Per Dealing
Deposited Plan Fee						
S88b Fee	\$35.00	\$35.00	\$0.00	\$35.00	0.00%	Per s88b
S88b Fee						

## Accredited Certified Certificates

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Complying Development Certificate	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	Per certificate
Construction Certificate	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	Per certificate

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**Accredited Certified Certificates** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Occupation Certificate	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	Per certificate
Interim Occupation Certificate	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	Per certificate
Transfer of Application – class 1 and 10 buildings	\$600.00	\$650.00	\$0.00	\$650.00	8.33%	Per application
Inspection fees additional						
Transfer of Application – class 2-9 buildings	\$910.00	\$950.00	\$0.00	\$950.00	4.40%	Per application
Inspection fees additional						

**Photocopying – Plans/Documents/Files**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Print/Copy – A4 black and white	\$0.00	\$0.50	\$0.00	\$0.50	∞	Per single side page
Print/Copy – A4 colour	\$0.00	\$1.25	\$0.00	\$1.25	∞	Per single side page
Print/Copy – A3 black and white	\$0.00	\$1.00	\$0.00	\$1.00	∞	Per single side page
Print/Copy – A3 colour	\$0.00	\$2.50	\$0.00	\$2.50	∞	Per single side page

**Building Inspection Fees**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
New Dwelling	\$945.00	\$890.91	\$89.09	\$980.00	3.70%	Per application
Up to 6 inspections plus 1 interim/occupation certificate						
Alterations/Additions to Dwelling	\$810.00	\$763.64	\$76.36	\$840.00	3.70%	Per application
Up to 5 inspections plus 1 interim/occupation certificate						
Pool	\$405.00	\$381.82	\$38.18	\$420.00	3.70%	Per application
Up to 2 inspections plus 1 interim/occupation certificate						
Garage, Shed or Carport	\$405.00	\$381.82	\$38.18	\$420.00	3.70%	Per application
Up to 2 inspections plus 1 interim/occupation certificate						
Commercial	\$1,350.00	\$1,272.73	\$127.27	\$1,400.00	3.70%	Per application
Up to 9 inspections plus 1 interim/occupation certificate						
Alterations/Additions to Commercial	\$675.00	\$636.36	\$63.64	\$700.00	3.70%	Per application
Up to 4 inspections plus 1 interim/occupation certificate						

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**Building Inspection Fees** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Industrial	\$1,080.00	\$1,018.18	\$101.82	\$1,120.00	3.70%	Per application
Up to 7 inspections plus 1 interim/occupation certificate						
Alterations/Additions to Industrial/Other Non-Residential	\$540.00	\$509.09	\$50.91	\$560.00	3.70%	Per application
Up to 3 inspections plus 1 interim/occupation certificate						
Additional Inspection	\$135.00	\$127.27	\$12.73	\$140.00	3.70%	Per inspection
Inspection of Dwelling for Relocation	\$135.00	\$140.00	\$0.00	\$140.00	3.70%	Per hour
If outside local government area travel of \$0.68 per km also applies						
Drainage Diagram – internal drainage	\$195.00	\$200.00	\$0.00	\$200.00	2.56%	Per plan
Interim or Final Occupation Certificate – class 1 and 10 buildings	\$150.00	\$145.45	\$14.55	\$160.00	6.67%	Per certificate
Interim or Final Occupation Certificate – class 2-9 buildings	\$175.00	\$172.73	\$17.27	\$190.00	8.57%	Per certificate
Inspection PCA + Report – critical stage inspection only	\$250.00	\$227.27	\$22.73	\$250.00	0.00%	Per inspection

**Engineering Plans and Inspections****Construction Certificates for Subdivisions/Works**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Civil Works – other than subdivision				\$400 + \$4.00 / \$1,000 VOW		Per application
				Last YR Fee \$350 + \$3.50 / \$1,000 VOW		
Minor Civil Works – other than subdivision				\$250 + \$3.50 / \$1,000 VOW		Per application
				Last YR Fee \$200 + \$3.00 / \$1,000 VOW		
Subdivision Construction Certificate	\$320.00	\$327.27	\$32.73	\$360.00	12.50%	Per lot
Additional Inspection – design and construction acceptance	\$135.00	\$136.36	\$13.64	\$150.00	11.11%	Per inspection
Hold Point Inspection – road, water, sewer and stormwater works	\$275.00	\$263.64	\$26.36	\$290.00	5.45%	Per inspection
Hold Point Inspection – re-inspection	\$275.00	\$290.91	\$29.09	\$320.00	16.36%	Per inspection

## Off Maintenance Inspections

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
1-5 Lots	\$175.00	\$200.00	\$0.00	\$200.00	14.29%	Per inspection
> 5 Lots	\$350.00	\$375.00	\$0.00	\$375.00	7.14%	Per inspection
Works Other Than Subdivision	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per inspection

## Planning Proposals Minor LEP Amendments

Total overall fee for minor LEP amendments is \$8,004 plus \$153 per hour over 50 hours plus cost of community consultation, public hearings and specialist studies if required.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Stage 1 – lodgement			\$1,600 + \$153 per hour over 10 hours			Per proposal
Stage 2 – submission requesting gateway determination			\$3,202 + \$153 per hour over 20 hours			Per submission
Stage 3 – implement gateway determination and make LEP amendment			\$3,202 + \$153 per hour over 20 hours			Per proposal
Public Notification and Community Consultation				Full cost recovery		Per proposal
Public Hearing				Full cost recovery		Per hearing
Specialist Study				Full cost recovery		Per study

The cost of specialist studies is to be met by the proponent for the planning proposal  
Where Council commissions a specialist study the proponent pays for the full cost of the study

## Other Planning Proposals

Total overall fee for all other LEP amendments is \$12,190 plus \$153 per hour over 77 hours plus costs of community consultation, public hearings and specialist studies if required.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Stage 1 – lodgement			\$2,438 + \$153 per hour over 15 hours			Per proposal
Stage 2 – submission requesting gateway determination			\$4,876 + \$153 per hour over 31 hours			Per submission
Stage 3 – implement gateway determination and make LEP amendment			\$4,876 + \$153 per hour over 31 hours			Per proposal
Public Notification and Community Consultation				Full cost recovery		Per proposal
Public Hearing				Full cost recovery		Per hearing
Specialist Study				Full cost recovery		Per study

The cost of specialist studies is to be met by the proponent for the planning proposal  
Where Council commissions a specialist study the proponent pays for the full cost of the study

## Ranger Services

### Companion Animals Registration and Impounding

Companion Animal registration fees are charged in accordance with Section 18 of the Companion Animals Regulations 2018

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Impounding – first release	\$60.00	\$65.00	\$0.00	\$65.00	8.33%	Per animal
Impounding – subsequent release (within 12 months)	\$110.00	\$120.00	\$0.00	\$120.00	9.09%	Per animal
Sustenance	\$18.50	\$20.00	\$0.00	\$20.00	8.11%	Per day
Microchipping	\$31.00	\$31.82	\$3.18	\$35.00	12.90%	Per animal
Sale of Dog	\$230.00	\$218.18	\$21.82	\$240.00	4.35%	Per animal
Includes microchipping, worming, desexing and first vaccination Excludes registration						
Sale of Cat	\$210.00	\$200.00	\$20.00	\$220.00	4.76%	Per animal
Animal Surrender	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	Per animal

### Stock Impounding

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Ranger Callout – stock impounding	\$112.00	\$120.00	\$0.00	\$120.00	7.14%	Per hour
Sheep or Goats – impounded 6am–6pm Monday-Friday	\$12.00	\$15.00	\$0.00	\$15.00	25.00%	Per animal
Sheep or Goats – impounded 6pm–6am Monday-Friday or weekends or public holidays	\$24.00	\$25.00	\$0.00	\$25.00	4.17%	Per animal
Other Animals – impounded 6am–6pm Monday-Friday	\$42.00	\$45.00	\$0.00	\$45.00	7.14%	Per animal
Other Animals – impounded 6pm–6am Monday-Friday or weekends or public holidays	\$84.00	\$85.00	\$0.00	\$85.00	1.19%	Per animal
Sustenance – sheep or goats	\$10.00	\$10.00	\$0.00	\$10.00	0.00%	Per head / Per day
Sustenance – other animals	\$20.00	\$25.00	\$0.00	\$25.00	25.00%	Per head / Per day
Stock Damage					Full cost recovery	
Veterinary Care					Full cost recovery	
Advertising					Full cost recovery	
Sale of Impounded Stock					Full cost recovery	
Truck or Float Hire					Full cost recovery	Per hire

### Animal Control and Training Aids

Name	Year 19/20 Last YR Fee (incl. GST)	Year 20/21				Unit
		Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	
Citronella Anti Barking Collar – hire (min 2 week charge)	\$62.00	\$59.09	\$5.91	\$65.00	4.84%	Per fortnight

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## Animal Control and Training Aids [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Citronella Anti Barking Collar – refundable deposit	\$48.00	\$50.00	\$0.00	\$50.00	4.17%	Per hire
Refundable if no damage to collar						
GST applies if deposit used						
Citronella Anti Barking Collar – cartridge	\$26.00	\$23.64	\$2.36	\$26.00	0.00%	Per cartridge
1 cartridge to be purchased with hire						
Husher Muzzle – hire	\$40.00	\$36.36	\$3.64	\$40.00	0.00%	Per muzzle
Trap – hire	\$10.00	\$13.64	\$1.36	\$15.00	50.00%	Per day
Trap – refundable deposit	\$50.00	\$50.00	\$0.00	\$50.00	0.00%	Per hire
GST applies if deposit used						

## Other

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Abandoned Vehicle – minimum	\$52.00	\$55.00	\$0.00	\$55.00	5.77%	Per vehicle
Actual costs to recover are additional						
Shopping Trolley Release	\$80.00	\$80.00	\$0.00	\$80.00	0.00%	Per trolley
Impounded shopping trolleys not collect by supermarkets						

## Self Enforcing Infringement Notice System

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Fines	Refer to Local Government Fixed Penalty Handbook and Street Parking Fines Fixed Penalty Handbook as published by NSW State Debt Recovery					

## Regulatory Services

## Public Health – Environmental Control

## Food Premises

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Administration Charge – premise < 6 employees	\$170.00	\$180.00	\$0.00	\$180.00	5.88%	Per annum / Per premise
Administration Charge – premise 6-50 employees	\$360.00	\$380.00	\$0.00	\$380.00	5.56%	Per annum / Per premise
Administration Charge – premise > 50 employees	\$1,500.00	\$1,600.00	\$0.00	\$1,600.00	6.67%	Per annum / Per premise
Inspection Permanent, Mobile or Temporary Operation	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per inspection

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**Food Premises** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Inspection Regular Markets or One Day Events – produce	\$50.00	\$60.00	\$0.00	\$60.00	20.00%	Per inspection
Inspection Regular Markets or One Day Events – manufactured (prepared and packaged)	\$50.00	\$60.00	\$0.00	\$60.00	20.00%	Per inspection
Inspection Regular Markets or One Day Events – onsite cooking or heating	\$50.00	\$60.00	\$0.00	\$60.00	20.00%	Per inspection
Re-inspection	\$75.00	\$90.00	\$0.00	\$90.00	20.00%	Per inspection
Fee covers 1 re-inspection only and all subsequent inspections are at full cost recovery						
Food Improvement Notice	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	Per notice

**Health Premises**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Inspection – skin penetration, hair dresser, beauty parlour, etc	\$150.00	\$180.00	\$0.00	\$180.00	20.00%	Per inspection
Microbial Control Registration – air handling and warm water systems	\$40.00	\$50.00	\$0.00	\$50.00	25.00%	Per registration
Clean Up, Prevention Noise Control Notices	\$520.00	\$520.00	\$0.00	\$520.00	0.00%	Per notice
As per Protection of the Environment Operations Act						
Improvement Notice – other premises (skin penetration, swimming pools)	\$270.00	\$270.00	\$0.00	\$270.00	0.00%	Per notice
As per Public Health Act						
Improvement Notice – regulated system (cooling tower)	\$560.00	\$560.00	\$0.00	\$560.00	0.00%	Per notice
As per Public Health Act						

**Swimming Pool Inspections**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Inspection and Compliance Certificate	\$250.00	\$254.55	\$25.45	\$280.00	12.00%	Per inspection / assessment
Includes 2 inspections						
Additional Inspection	\$135.00	\$136.36	\$13.64	\$150.00	11.11%	Per inspection



## Plumbing and Drainage Act

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Inspections – class 1 and 10 buildings	\$135.00	\$140.00	\$0.00	\$140.00	3.70%	Per inspection
Inspections – class 2-9 buildings	\$175.00	\$180.00	\$0.00	\$180.00	2.86%	Per inspection
Fee covers inspection up to 1 hour then \$125 per hour applies						
Permit – class 1 and 10 buildings	\$50.00	\$60.00	\$0.00	\$60.00	20.00%	Per application
Permit – class 2-9 buildings	\$80.00	\$90.00	\$0.00	\$90.00	12.50%	Per application

## LGA s68 Applications for Approval

### Part A – Structure or Places of Public Entertainment

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Manufactured home, moveable dwelling or associated structure	\$135.00	\$140.00	\$0.00	\$140.00	3.70%	Per inspection
All inspections other than final inspections						
Final – manufactured home, moveable dwelling or associated structure	\$150.00	\$160.00	\$0.00	\$160.00	6.67%	Per inspection
Final inspections only						
Manufactured home, moveable dwelling or associated structure < \$100,000	\$300.00	\$350.00	\$0.00	\$350.00	16.67%	Per application
Other than in an approved manufactured home, estate or caravan park						
Manufactured home, moveable dwelling or associated structure > \$100,000				\$400 plus \$3.50 / \$1,000 VOW		Per inspection
				Last YR Fee \$350 plus \$3.00 / \$1,000 VOW > \$100,000		

### Part B – Water Supply, Sewerage and Stormwater Drainage Work

Single or multiple connection on the same lot.

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Sewer Connection Application	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	Per application
Stormwater Connection Application	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	Per application
Water Connection Application	\$100.00	\$105.00	\$0.00	\$105.00	5.00%	Per application

**PART C – Management of Waste**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
On-Site Waste Water System Approval – new system	\$455.00	\$480.00	\$0.00	\$480.00	5.49%	Per application
Includes 2 site inspection						
On-Site Waste Water System Approval – alteration of system	\$320.00	\$350.00	\$0.00	\$350.00	9.38%	Per application
Application not associated with inspection audit program (includes 1 site inspection)						
On-Site Waste Water Management Approval – operate system	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	Per licence
Applies to licences issued from July 2014						
On-Site Waste Water Management Inspection – POL225 inspection regime	\$175.00	\$180.00	\$0.00	\$180.00	2.86%	Per inspection
\$140 inspection fee + \$40 renewal fee for approval to operate licence						
On-Site Waste Water Management Inspection – POL225 inspection regime (multiple systems)	\$100.00	\$110.00	\$0.00	\$110.00	10.00%	Per system
\$70 inspection fee + \$40 renewal fee for approval to operate licence						
Applies to single properties with multiple systems						
On-Site Waste Water Management System – approval to operate transfer to new owner	\$40.00	\$50.00	\$0.00	\$50.00	25.00%	Per transfer
Additional Sanitary Fitting	\$14.80	\$20.00	\$0.00	\$20.00	35.14%	Per addition
Sewer Plan Alterations	\$80.00	\$90.00	\$0.00	\$90.00	12.50%	Per plan
Copy of Drainage Plan	\$51.00	\$60.00	\$0.00	\$60.00	17.65%	Per plan

**PART D – Community Land**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Engage in trade or business	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per assessment
Direct or procure theatrical, musical or other entertainment for the public	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per assessment
For fee or reward play musical instrument or sing	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per assessment
Refer to not for profit and charitable organisation fees as no charge may apply						
Set up, operate or use a loudspeaker or sound amplifying device	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per assessment
Refer to not for profit and charitable organisation fees as no charge may apply						
Deliver public address or religious service or public meeting	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per assessment
Refer to not for profit and charitable organisation fees as no charge may apply						

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**PART D – Community Land** [continued]

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Event on community land – charitable organisations, schools and Council events	\$0.00	\$0.00	\$0.00	\$0.00	∞	Per event
Applicant must be a charitable organisation, school or Council Charitable organisations must provide a copy of a registered charity certificate						

**PART F – Other Activities**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Operate Caravan Park/Manufactured Homes Estate/Camping Ground – 5 year approval	\$10.00	\$15.00	\$0.00	\$15.00	50.00%	Per caravan, movable dwelling or tent site
Install or Operate Amusement Device – for users over 12 years	\$30.00	\$35.00	\$0.00	\$35.00	16.67%	Per device
Use of a standing vehicle or any other article for the purpose of selling any article in a public place	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per vehicle or article
Carry out an activity prescribed by the regulations of a class or description prescribed by the regulations	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per activity
Install a domestic oil or solid fuel heating appliance – non-portable	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per appliance
Administration	\$135.00	\$150.00	\$0.00	\$150.00	11.11%	Per hour

**Health Water Quality Testing**

Guyra only

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Water Quality Testing					Full cost recovery	Per test
Water Toxicity Testing					Full cost recovery	Per test
Water Sample < 2 hours					Full cost recovery	Per sample

**Fire Safety Statements**

Name	Year 19/20 Last YR Fee (incl. GST)	Fee (excl. GST)	Year 20/21 GST	Fee (incl. GST)	Increase %	Unit
Lodgement & Administration of Annual Fire Safety Statements	\$50.00	\$54.55	\$5.45	\$60.00	20.00%	Per Statement

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## Communications and Engagement Plan

2020/21 Op Plan and budget Public Exhibition 8 June – 6 July 2020

*Unleash the opportunities*

[www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au)

TRIM:

## 1. Introduction

Council's 2020-2021 Budget and Operational Plan will go on public exhibition on 8 June to 6 July 2020, accompanied by a suite of supporting documents:

- Draft Revenue Policy
- Fees and Charges 2020-2021
- Resourcing Strategy (including the Budget and long-term financial plan, Asset Strategy and Workforce Management Plan 2018-2022)

Significant pressures on Council's Budget have been compounded during the past 12 months by drought, bushfires and the effects of the COVID-19 pandemic. This is impacted heavily on Council revenue, creating pressures for increases to fees and charges.

Harmonisation of fees and charges – as remaining steps in the amalgamation of the Armidale Dumaresq and Guyra Shire councils – will also bring adjustments to fees and charges, including significant increases for some customers and reductions for others.

While Council is focusing on consolidating its financial position and long-term financial viability, the Operational Plan 2020-2021 includes a number of key projects to address community safety and bolster the local economy, such as Kempsey Road, Armidale Regional Airport Business Park and Business Hub to name a few.

## 2. Communication Aim

Maximise community awareness of the documents on exhibition

Maximise community awareness of the exceptional external pressures on Council's budget – drought, fire and COVID-19.

Maximise community awareness of Council's continued delivery of key projects despite those budget pressures.

## 3. Key messages

### Operational Plan

The unprecedented impacts of drought, bushfires and COVID-19 have not prevented Council from delivering numerous key projects in recent months, such as Kempsey Road, the Elm Avenue roundabout at the University of New England and shade structures in regional playground.

Careful financial management and a commitment to strengthening our community will also ensure they will not impede progress on valuable projects such as the new Curtis Park Playground, Guyra Main Street restructure and refurbishment, the apron upgrade and new business park at Armidale Regional Airport Apron and the Business Hub.

TRIM:

Council is committed to playing a leading role in equipping our community to recover from the recent challenges and rise to a new position of strength. This will include improving our own efficiencies and effectiveness to aid our recovery.

## 4. Communications & Engagement

Council will utilise various communications and engagement channels including:

- Media releases
- Media interviews including regular radio spots
- Media pack
- Webinars
- fact sheets
- FAQs
- social media
- Video - landfill
- council quarterly rates newsletter
- E-newsletters
- Email campaign to yoursay Armidale registered users
- Village advocates – email distribution
- Advertising print (Guyra Gazette only)
- Advertising radio – Webinars
- Corporate website

## 7. Timeline and major milestones

Public exhibition and consultation will commence for **28 days from Monday 8 June to Monday 6 July 2020**

### Communications

Activity	Message	Date	Status
<b>Corporate website update</b>	Update fees and charges section of website	4 June	
<b>Customer Service</b>	Meeting/email to update Customer Service team	4 June	
<b>Media Releases</b> Introducing Public	Launch exhibition	5 June	



TRIM:

Exhibition period and consultation	Outline Budget & Op Plan direction Roadmap for further changes re SRV consultation and rates harmonisation for implementation 21/22.		
Drought and the impact on water financial reserves / water conservation	Impact on water reserves – Access and water usage charge increases	8 June	
Public Notice	Online notice announcing exhibition period	5 June	
FAQs/fact sheet	For yoursay.armidale & customer service Printed copies for display in rural supplies stores <b>Topics</b> Budget and Op Plan Details of webinars and pop-up sessions	8 June	
Fast facts infographics	Water projects past and future Waste – landfill Budget – capital and operational expenditure. Op Plan projects	8 June	
Video showcase	New regional landfill	8 June	
Social media strategy	As all important information is release eg. MRs, fast facts, video, webinar schedule etc	8 June	
Rates newsletter summary of charge increases etc	Summary of Op Plan and budget snapshot	July/August with rates notice	
Email	Letter to residents/ratepayer groups	5 June	

### Engagement

Activity	Message	Date	Status
Yoursay.armidale page	Summary budget and op plan Docs on exhibition FAQS	8 June	

TRIM:

	Fast facts – infographics Video - landfill Questions and answers forum Schedule for webinar series including dates for face-to-face pop ups in Armidale and Guyra		
Webinars	<b>Topics</b> <ul style="list-style-type: none"> <li>• Drought, bushfires and pandemic – What this means for Council's short term financial sustainability. Budget &amp; Op Plan overview and Q&amp;A</li> <li>• Drought resilience, water infrastructure and the Access &amp; Water Usage Charges</li> <li>• Environmental and regional benefits of the new Waterfall Way Regional Landfill – what this means for you.</li> <li>• Exclusive webinar for Business Chambers &amp; L4L members</li> <li>• Exclusive webinar for NSW Farmers Federation members</li> </ul>	<p>Dates to be determined</p> <p>Dates to be determined</p>	
Pop-up sessions Armidale and Guyra	Face-to-face contact with Councillors and senior staff – setup in empty shops	<p>2 hour sessions X2 in both Arm &amp; Guyra</p> <p>Dates to be determined</p>	
Submissions	Standard Public Exhibition submissions	8 June	