ARMIDALE Regional Council

ORDINARY MEETING OF COUNCIL

To be held on

Wednesday, 26 May 2021
4pm

at

Armidale Council Chambers

SUPPLEMENTARY ATTACHMENTS

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8 LEADERSHIP FOR THE REGION

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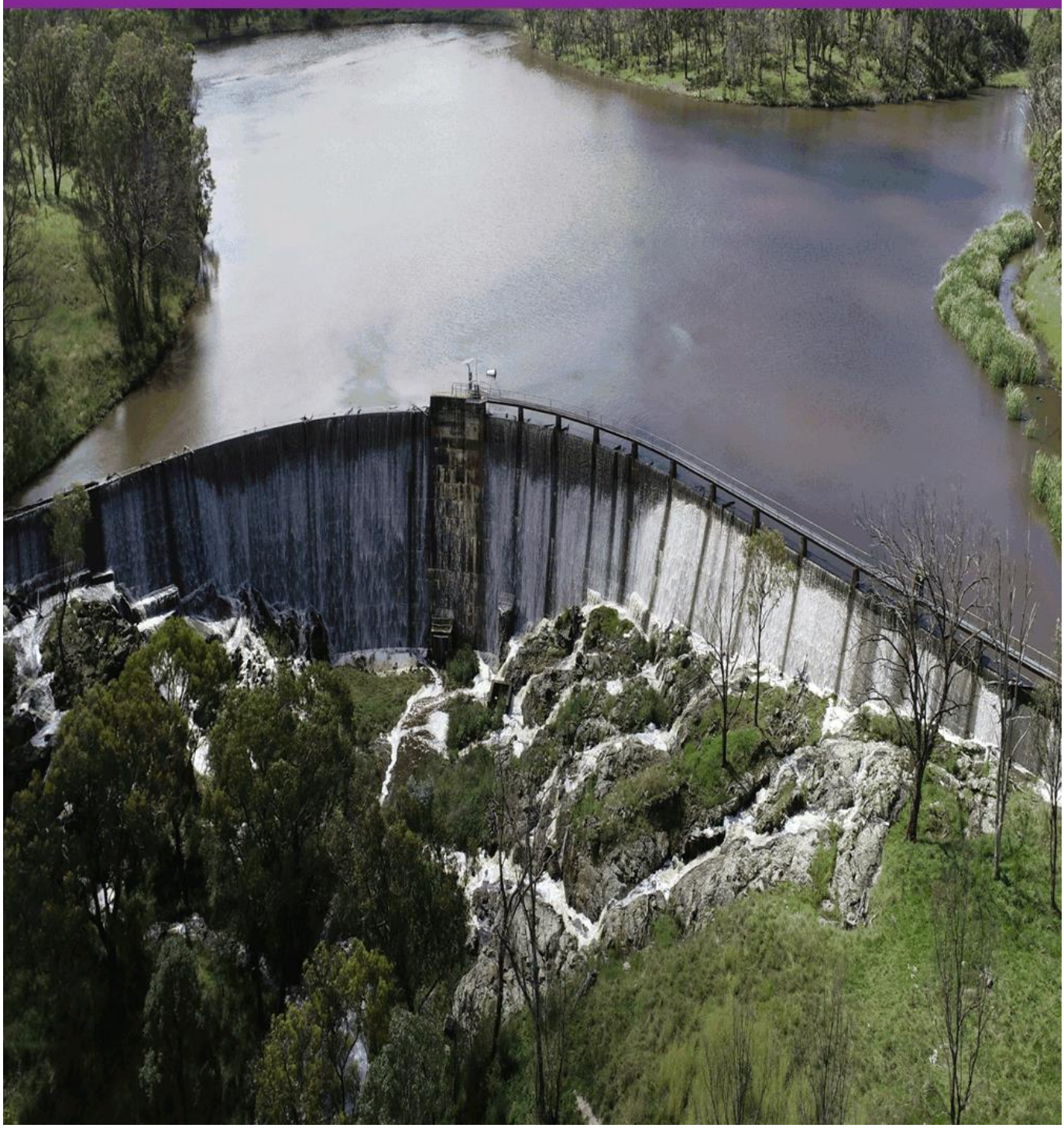
ARMIDALE Regional Council

Draft Operational Plan and Budget

2021-2022



Document Control		
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Date	Action	Council Minute #
26 May 2021	Draft for public exhibition	

Introduction

Mayor's Message

For several months now, Council staff and Councillors have worked together to produce the draft 2021-2022 Operational Plan and Budget. The process has been challenging as we set a course to long-term financial sustainability. The milestones Council has to meet under the Performance Improvement Order (PIO) placed on the Council by the Minster for Local Government last year, make this process more difficult but essential. The budget now presented for review by the community reflects this situation. The effects of the global pandemic and the recent drought have also substantially impacted the draft budget.

To ensure Council succeeds in meeting the Ministerial PIO and also to build trust and confidence with the community, Councillors and senior staff have conducted five budget workshops reviewing the draft budget and making some very difficult decisions. Regrettably, several deserving projects cannot presently be funded. In total, $11.4 million in projects presented for consideration in the budget have had to be removed or deferred.

The decisions to not include these projects does not result in any reduction to core services. The vast majority of proposed projects removed are discretionary in nature or represent an increase in services, which is not presently financially achievable. The difficult decisions being now made together with the requirements of the PIO are the essential first steps. Prudent budgetary decisions in the next few years will also be important as Council strives for financial sustainability and some financial discretionary capacity.

The draft budget for 2021-2022 envisages a modest $68k surplus in the General Fund, achieved by difficult decisions to reduce expenditure. Council's current 2020-2021 consolidated operating surplus has been improved by $2.2 million. Council is bound by the PIO and its stringent financial protocols to eventually achieve a General Fund surplus of between $4 million to $5 million.

Because of an unprecedented increase in Federal and State Government funding to local councils to stimulate economies in the aftermath of the bushfires, prolonged drought and the COVID-19 pandemic, for next financial year Council is able to deliver a $69.5 million capital works program. The support we have received from our local State Member Adam Marshall and Federal Member Barnaby Joyce as champions and advocates for our region has been most welcome during this difficult phase for Council.

Numerous small projects are being funded from bushfire and drought stimulus packages across the Council area. When Council cannot achieve the necessary funds it will continue to apply for full cost funded projects to improve community assets and stimulate the local economy.

Large scale infrastructure projects are also being funded including the replacement of the aging Puddledock Dam water pipeline, new heat pumps at the Monckton Aquatic Centre, continuation of the timber bridge replacement program, and feasibility and design for the intended increase in height to the wall at Malpas water supply dam.

The challenges the Council is currently facing are manageable and not insurmountable but will require fiscal discipline. We have a new General Manager, James Roncon who is currently recruiting unfilled positions in the management team and rebuilding the organisational structure. I am confident that staff morale and culture is also improving.

On 4 August this year, the current Council will move into caretaker mode and the Council election will be held on 4 September. A plebiscite will be held on that day seeking the views of the electors on whether to reduce the number of Councillors from 11 to nine. If the majority vote was to reduce numbers, it would take effect from the 2024 Council election.

Information sessions will be held in the coming months for people considering nominating for a position on Council. The General Manager will advise the roles and responsibilities of Councillors and the required commitment. I encourage anyone considering nominating for council to attend an information session.

Ian Tiley

Mayor,

Armidale Regional Council

General Manager's Report

James Roncon
General Manager,
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 and includes the annual budget allocations to support the activities to be undertaken.

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.

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 2021-2022 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

Due to COVID-19 health risks, the 2020 Councillor Elections were postponed by the NSW Government until September 2021, adding an additional year to the Council's term. This has required the existing Delivery Program to be extended by 12 months, and an additional Operational Plan to be prepared.

Following the election of a new Council in September, the entire suite of Integrated Planning and Reporting Documents will be reviewed and adopted.

This includes a revised Community Strategic Plan (CSP), and a newly developed three-year Delivery Program. Council will seek the views of the community to develop the revised CSP, in order to reflect any change in community goals and priorities since the development of the current CSP in 2016.

This revised document will guide the Councillors to develop the principal activities that will make up the Delivery Program for their Council term, and will inform the annual actions of Armidale Regional Council.

What does this document include?

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 2021-2022 has been compiled following extensive discussions and workshops with Council staff and Councillors. 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 actions in the 2021-2022 Operational Plan have been aligned to the parameters set by Council's Special Rate Variation application to 'Maintain Services'. The Plan is required to be placed on 28 days exhibition for community feedback, and adopted by June 30 each year.

Budget

Council reviews and adjusts the budget on an annual basis to forecast and allocate revenue and expenditure across the business for the upcoming financial year.

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 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).

A consolidated result is also reported. Assets and liabilities for each of the three funds above is required to be accounted for separately and, in particular, Council must only use cash reserves pertaining to each fund to support that fund's activities.

Information about Rates, Annual Charges and Water Usage Charges is contained in the Revenue Policy, provided under separate cover and information about Fees and Charges is contained in a separate Fees and Charges document.

The Capital Budget is also outlined in this document, and all Capital Projects are included in the Operational Plan.

How to read the Operational Plan

Delivery Program Principal Activity

Community Strategic Plan Goal

How we will measure our success.

Operational Plan Actions

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
LEP and DCP Merge Project	Merge the Guyra and Armidale Local Environmental Plan (LEP) and the Development Control Plans (DCP) in accordance with the Local Strategic Planning Statement (LSPS) Implementation.	OP	G1.1	DEV	• Region-wide and consistent planning and control guides completed by June 2022 in compliance with planning legislation.	$50,000 250203
Operations and Activities:						
Planning Proposals	Prepare and/or assess proposed amendments to the Armidale Dumaresq, Guyra Shire, and Armidale Regional Council LEPs.	OP	G1.1, G1.2, G1.3, G1.4	DEV	• All planning proposals align with regional and local strategic land use objectives.	250203

Origin of the action:

- OP Operational Budget
- CAP Capital Program
- RO Roll-over from last financial year
- CO Contribution to an organisation of community group

Link to the Delivery Program Principal Activities

Responsible Department:

- AM Asset Management and Design
- DEV Development and Regulatory
- R/P Roads and Parks
- FIN Finance
- PC People and Culture
- PRE Preschool
- P/F Plant and Fleet
- CM Communications and Marketing
- GOV Governance
- IT Information Technology
- CUST Customer Service
- EO Executive Office

Budget amount or budget number reference (full list included in the Budget section of this document)

ARMIDALE Regional Council

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Operational Budget Summary

A key focus of the 2021-2022 budget has been on achieving key performance indicator results that support financially sustainable outcomes as far as possible given funding constraints and other impacts.

Some of the key budget challenges are outlined on the following pages and these have made it difficult to strike a budget that produces a positive operating result and an unrestricted cash position that does not deteriorate.

It is not possible for Council to meet all of the benchmarks required by the Office of Local Government in the 2021-2022 budget; however, progress is being made in relation to improving on current reported results supported by a financial improvement strategy that would see progress made to improve on this over the medium to long term.

A focus has been made on getting back to basics and not increasing service levels. This focus is in line with the community feedback received from the Special Rate Variation consultation process where the majority view was for Council to continue to deliver existing services within current funding levels. This will only be possible with tight financial controls in place and prioritising decision-making to ensure positive financial outcomes are achieved for Council at all times.

The 2021-2022 budget includes a consolidated operating surplus of $1 million with the following fund results:

Fund	Operating Result
General Fund	$100,121
Water Fund	$690,566
Sewer Fund	$242,099
Consolidated	**$1,032,786**

Capital Budget Summary

Council is committed to investing in infrastructure that supports the needs of the community, both now and in the future, and drives further investment and population growth across our region. However, this commitment is balanced against the need to ensure that existing assets are maintained and that, as far as possible, asset renewal outcomes are optimised through the budget process.

The 2021-2022 Capital Budget includes approximately $65 million worth of infrastructure projects including scheduled and ongoing asset renewal investment.

Council was successful in obtaining approval from IPART to continue with the temporary Special Rate Variation on a permanent basis from 2021-2022. This will provide $1.5 million in funding annually for asset renewals including roads, footpaths, kerb and gutter, community facilities and buildings.

Many projects are partially funded through state and federal funding grants, allowing 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.

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

Description	Budget	Grant/Externally Restricted Funding	Council/Internally Restricted Funding
General Fund	$42,443,686	$33,547,244	$8,896,442
Water Fund	$20,550,993	$8,001,335	$12,549,659
Sewer Fund	$2,280,000	$150,000	$2,130,000
Consolidated	**$65,274,679**	**$41,698,579**	**$23,576,100**

Your Rates in Action

Council revenue collected through ordinary rates and annual charges is utilised to provide a range of services and functions to the community. The amount by which rates can rise each year is set be the NSW Independent Pricing & Regulatory Tribunal (IPART). Council must apply to IPART if it wishes to increase rates above this level.

Below is a list of some of the services and programs delivered to our community through the provision of rates and charges revenue:

- Utilities - Water supply, sewer disposal and treatment, waste disposal – providing the community with the utilities services essential for daily life and a clean, safe environment.
- Roads and Parks - Keeping roads, footpaths and kerbs safe and maintaining our transport assets to avoid deterioration.
- Capital Works and Planning - Planning, building and maintaining the community assets that help us function as a community and create a desirable region.
- Planning and Development - Managing and certifying building and development, health services and regulatory requirements in line with local, state and federal plans, strategic documents and legislation.
- Emergency Services - Collecting the Local Emergency Services Levy, supporting local agencies with building maintenance and financial support, and providing assistance in emergencies.
- Aged Care, Community Services and Facilities – Providing assistance and support programs to the elderly (including meals, transport and social support), youth, Aboriginal and Torres Strait Island people, and other groups, along with providing library and museum services.
- Economic Development – Support for local business, attracting new industry and growing the population.
- Governance and Corporate Support – Maintaining the administration and operations that allow for Council to provide the services and initiatives to the community.

Budget Challenges

In preparing the 2021-2022 Budget, Council has had to take into consideration a number of challenging factors. These challenges have been both externally driven, such as the impact of COVD-19, and internally-driven, such as our asset renewal backlog. They have set the tone for the budget and have impacted what resources Council has available to allocate during the financial period.

Some of these budget challenges are outlined below:

COVID-19

The initial and ongoing costs of the COVID-19 pandemic are wide-ranging and have impacted on community members and businesses across our region. Council, and its finances, has also been heavily impacted by the pandemic.

The current 2021-2022 expected revenue loss from 2019-2020 (pre-COVID-19) budgeted level is at least $1.2 million for airport revenues.

The outlook for airport revenues is not for a return to previous budgeted levels due to the ongoing impacts of COVID-19 on international and interstate travel.

In preparing the 2021-2022 Budget, Council has not only had to mitigate the revenue losses experienced in 2020-2021, it has also had to plan for a forecast future downturn in revenue – at least for the next financial year. This has meant additional cuts to planned projects and a further tightening of operational expenditure.

Asset Renewal

Councils 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.

More than 50% of Council's assets are in Condition 1 (excellent/very good), however there are $157m of assets that are in 'satisfactory, poor and very poor condition'. The main asset classes in these categories are: buildings, other structures and roads (including sealed and unsealed roads, kerb and gutter, bridges and footpaths). Ongoing investment in asset renewal helps prevent the deterioration of asset condition and avoids the need to spend significantly more in the future to restore the asset to a satisfactory condition.

Council will need to implement a tailored improvement program to improve the building and infrastructure renewal and asset backlog ratios and seek grants to assist with funding asset renewal requirements. Planning for these requirements has been a key consideration during the preparation of the budget, and key projects have been budgeted in the Operational Plan to facilitate better asset management including a review of Council's current Asset Management Framework.

Special Rate Variation

In early 2021 Council applied for a Special Rate Variation (SV) from the NSW Independent Pricing & Regulatory Tribunal (IPART) of a permanent 8.5% plus 2.0% rate peg (total 10.5%) commencing in 2021-2022. This SV would make permanent a previous seven year temporary rate increase due to expire 30 June 2021. This funding is critical for Council to continue a program of asset renewal works to manage existing assets across the region.

The community was consulted on three SV options:

1. Improve Services - A permanent SV of 18.5% plus 2% rate peg (total 20.5%) commencing in 2021-2022
2. Maintain Services - A permanent SV of 8.5% plus 2% rate peg (total 10.5%) commencing in 2021-2022

3. Decrease Services - Discontinuation of the temporary SV of 10% (above the rate peg) applied by the former Armidale Dumaresq Council and ending on 30 June 2021

Community feedback obtained through an extensive consultation process indicated that ratepayers wanted Council to maintain existing services with the majority of responses indicated the community was unwilling to fund new or increased service levels through rate rises.

Following the consultation period, Council resolved to apply to IPART for Option 2, Maintain Services – a permanent SV of 8.5% plus 2% rate peg (total 10.5%) commencing in 2021-2022.

On 17 May 2021 IPART announced that it approved Council's SV application in full.

This Operational Plan reflects the Council's requirement to maintain service levels to reflect the SV determination. Council is also focused on improving governance standards, financial sustainability and asset management in line with a focus on getting back to basics.

Rates Harmonisation

Since amalgamation of Armidale Dumaresq and Guyra Shire Councils in 2016 Council has been required to maintain two rating systems for the local government area. This was due to a four year rate freeze imposed by the NSW Government. This meant that Council could not adjust rates beyond the rate peg in the first four years after amalgamation which saw different rates being paid in the former local government areas.

Ultimately Council must maintain one consistent rating structure to ensure a fairer and more equitable system across all rating categories within the Armidale Regional Local Government Area. This will take effect from 1 July 2021 and will only affect general rates.

Revised legislation effected under the Local Government Amendment (Rates) Bill 2021 means that the harmonisation process can be undertaken gradually with provision made of up to 8 years. Council has determined that a 4 year harmonisation timeframe is reasonable and intends to implement this in the 2021-2022 budget.

There will be no increase in total rates collected by Council due to harmonisation, but the structure and distribution between rating sub-categories will change as a result. Rate modelling has identified that the Farmland, Residential Non-Urban/Residential Village and Business Non-Urban rate categories will be most affected by rates harmonisation.

The harmonisation of rates has been incorporated into the budget in line with legislative requirements, and in consultation with the community.

Performance Improvement Order

Council has experienced the impact of significant change and disruption over the past 12 months. Following suspension of the Council, the organisation was placed under administration for 6 months. At this time, Council is operating with 7 returned Mayor and Councillors and is under a Performance Improvement Order monitored by the Minister for Local Government.

Council's 2021-2022 Operational Plan and Budget has therefore been developed during a time of difficult circumstances and, as such, a focus has been placed on rebuilding the organisation and resourcing the requirements of the Performance Improvement Order Council is operating under.

The focus on rebuilding the organisation and resourcing the requirements of the Performance Improvement Order will produce significant benefits. From the investment proposed to be made in these areas, Council expects to realise improvements in asset management, governance standards and financial sustainability outcomes.

Key Issues Raised in Community Engagement

During recent engagement activities, Council heard concerns about a number of key issues directly from the community. Below is a summary list of issues raised, and the corresponding projects that relate to, and directly impact, these issues.

Issue	Key Projects	Section
Water capture, storage and sustainability	SNEL/ARC Guyra Water Quality project	E3
	Water automation upgrades – dam sensors and automated infrastructure	E3
	Environmental studies of dams	E3
	Water Treatment Plant Regional Plan and upgrades	E3
	Water Pumping Stations upgrades	E3
	Water metre replacement program	E3
	Puddledock mains replacement project	E3
	Dumaresq Dam – wall stabilisation project	E3
	Ground water infrastructure project	E3
	Malpas Dam – various upgrades	E3
Financial sustainability, fiscal responsibility, efficient operations and rates utilisation	Special Rate Variation – Expenditure Program	L2
	Special Rate Variation – Council Improvement Program	L2
	Performance Improvement Order initiatives	L2
	Information technology review	L3
	Human Resources Management System implementation	L3
	Asset Management Framework review	L4
	Software installation for waste management – weighbridge accuracy	E2
	Internal Audit Committee improvements program	L2
Promotion of our region and economic development support	Inaugural Armidale Spring Games	G3
	Waterfall Way campaign delivery	G3
	Wollomombi Sound Trails installation	G3
	Saleyards upgrade planning process	G2
	Rail Trail governance and engagement initiatives	G3
	Upgrades to the Folk Museum	P2
	Dumaresq Dam recreation area upgrades planning process	E3
	Armidale Airside marketing program	G4
Existing asset maintenance and renewals, new infrastructure management and grant applications	Water and sewer valuation project	L2
	Property and Building Facility Database implementation	L2
	Shovel-ready project preparation	L2
	Heat pump replacement at Monckton Aquatic Centre	E3
Roads and bridges maintenance and repair	Kempsey-Armidale Road Disaster Recovery project	E3
	Laura Creek Bridge causeway and bridge upgrades	E4
	Lambs Valley bridge removal and culvert installation	E4
	Boorolong Creek Bridge replacement	E4
	Bakers Creek Bridge replacement	E4
	Martin's Gully Bridge replacement	E4
	Gravel Resheeting Program	E4
	Rural and Urban Reseal Programs	E4
Mall and town centre revitalisation	Guyra Main Street Upgrades – Stage 2 works	E3
	Water main and other services replacement – for Guyra Main Street Upgrade	E3
	Parking Strategy	E3
Environment and sustainability	Black Gully revegetation and erosion control	E1
	Landfill remediation works	E2
	Monckton Aquatic Centre solar panel installation	E2
	Sustainability Initiatives – air quality education, koala management, EcoARC, ESAC partnership	E1

Growth, Prosperity and Economic Development

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

Spring Games to provide local visitor boost

The inaugural Armidale Spring Games will be held in October 2021, featuring a weekend carnival that is expected to attract more than 50 teams from inter and intra–state.

The Armidale Spring Games will present an opportunity to showcase the region from both a sporting and tourism angle and will deliver a significant boost to the local economy.

With many teams travelling to the region for the event, local accommodation, eateries and shops will experience in influx of customers, helping to boost our local economy.

This bushfire recovery initiative is funded by a grant from the Australian Government through the Regional Tourism Bushfire Recovery grants program.

Armidale Regional Council and participating sporting clubs have committed to this event for the next two years, with it hoped to be a permanent fixture on Armidale's sporting calendar.

The event will be held over the October Long Weekend 2021.

The three sporting codes involved will be hockey, cricket and football, and will take place at several venues across the city.

Image: Mayor, Dr Tilley and local sporting competitors at the announcement of the Spring Games

Planning begins for Saleyards upgrade

The Armidale region is set to become a centre of excellence in the management and sale of livestock with a $5 million redevelopment of the Armidale and Guyra Livestock Selling Facilities.

Planning and approvals will get underway during the 2021-2022 Financial Year for this major project, which when completed the following year, will see significant safety, animal husbandry, water recycling and online sales improvements.

Council secured the funding in collaboration with the New England Associated Agents through the State and Federal Government funded Bushfire Local Economic Recovery Fund.

The Armidale Saleyards will continue to only manage cattle and the Guyra Saleyards will remain the focus for sheep sales in the region. Upgrades will include holding yard replacements and extensions, amenities improvements, weigh scale replacements, water infrastructure and the installation of solar panels. The project will be shovel ready with all planning and approval processes complete by the end of the Financial Year, ready for work to commence.

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
LEP and DCP Merge Project	Merge the Guyra and Armidale Local Environmental Plan (LEP) and the Development Control Plans (DCP) in accordance with the Local Strategic Planning Statement (LSPS) Implementation.	OP	G1.1	DEV	• Region-wide and consistent planning and control guides completed by June 2022 in compliance with planning legislation.	$50,000 250203
Operations and Activities:						
Planning Proposals	Prepare and/or assess proposed amendments to the Armidale Dumaresq, Guyra Shire, and Armidale Regional Council LEPs.	OP	G1.1, G1.2, G1.3, G1.4	DEV	• All planning proposals align with regional and local strategic land use objectives.	250203
LSPS implementation	Implement relevant Local Strategic Planning Statement (LSPS) planning and administrative actions.	OP	G1.1, G1.2, G1.3, G1.4	DEV	• Progress on LSPS implementation is reported on six monthly basis as per LSPS Implementation Plan.	250203
State Planning Initiatives	Monitor and respond (as appropriate) to NSW Government planning initiatives.	OP	G1.1	DEV	• All State planning initiatives and plans include input from the ARC LGA.	250203
Development and Regulatory Applications and Approvals Processing	Receive and action development, building, health and regulatory applications and approvals in line with relevant legislation.	OP	G1.1	DEV	• All applicable buildings, businesses and homes meet safety and compliance standards with approvals determined within a median of 30 days (10 days median action of Pre-DAs).	250100
Certification and Inspection Services	Provide building and development certification and inspections services to the community in line with legislative obligations.	OP	G1.4	DEV	• All applicants meet safe and compliance standards and are certified accordingly with a 20 day median determination for certificates.	250102
Environmental Health	Provide Environmental Health advice, approvals and inspections.	OP	G1.4	DEV	• All health premises meet safety and compliance standards and where relevant are inspected annually.	250315

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, and provide safe and effective livestock selling infrastructure that add to the local economy and improve environmental sustainability.

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Saleyard Upgrades	Complete project planning and approvals for the upgrade of the Armidale and Guyra Livestock Selling Centres/Saleyards that will include amenities block, car parking, livestock handling equipment, yarding infrastructure, and water harvesting. Total project cost: $4,998,000	CAP	G2.1	P/F	• Project shovel ready by June 2022	$100,000 (grant) 260416
Operations and Activities:						
New England Weeds Authority	Auspice the New England Weeds Authority program of works including the control of listed noxious weeds, particularly Soda Apple.	OP	E1.4	R/P	• Region-wide noxious weed control program implemented. • Decline in Soda Apple weed infestations.	230245

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 Develop a marketing program of attractions, combined with effective signage, to encourage people to stop and visit the region's centres as they commute between other destinations.

G3.3 Provide Central Business District (CBD) infrastructure that supports a more vibrant and varied offering of shopping experiences for tourists.

Operational Plan

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Armidale Spring Games	Coordinate the inaugural Armidale Spring Games in October including hockey, cricket and football bringing thousands of players to the region over three days.	OP	G3.1	CM	• Visitor numbers to Armidale are increased, including 100% occupancy in Armidale Hotels, during the weekend.	$135,000 (grant) 210713
Waterfall Way Campaign	Implement actions from the Waterfall Way Marketing & Recovery Campaign including: • Completion of My Waterfall Way Website. • Digital Marketing Campaign. • Print / Outdoor Campaign.	OP	G3.1	CM	• The region and its visitor experiences are promoted to potential tourists. • Agencies briefed on campaign components by October 2021. • All elements of the campaign implemented by June 2022. • All funding guidelines met and acquittal by June 2022.	$120,000 (grant) 272044
Wollomombi Sound Trails	Install Sound Trails at Wollomombi Gorge: • Liaise with Sound Trails Company and guide them on production. • Assist Walcha Council in the delivery of the project.	OP	G3.1	CM	• Increased tourist offering in the broader region with four sound trails (Apsley Falls, Wollomombi Gorge, Gibraltar NP, and Bald Rock NP) installed by New England High Country by November 2021.	$120,000 (NEHC grant)
Economic Development, Tourism and Marketing Contributions	Provide the following contributions: • World Endurance Mountain Bike Organisation Championships. November 2021 ($6,500). • Guyra Christmas (Rotary, $6,000). • Dam Buster Sports Event ($2,000). • UNE 12hr in Piney ($2,000). • Guyra Lamb and Potato Festival ($8,000 facility hire). • Veterans Golf ($2,000). • Local spending initiatives (gift cards). • Other contributions for new events in Villages.	CO	G3.1	CM	• Financial contributions distributed to support community initiatives and events related to economic development, tourism and marketing.	$26,500 210713

Title	Actions	Origin	DP	Dept.	Measures	Budget
Parking Strategy	Implementation of Parking Strategy - new parking sensors, reconfiguring existing parking sensors, and updating signage.	OP	G3.3	DEV	• 100% of parking enforcements are compliant with regulation, and all timing sensors are updated and accurate.	$40,000 250502
Operations and Activities:						
Attracting visitors to the region	Market the Armidale region to NSW & Southern Queensland to promote visitation with a strong emphasis on nature, culture and history and sporting events including: • Journalist Famils. • Attract events through third party promoters. • Collaborate New England High Country campaigns (cars, bikes, nature). • Create a digital marketing strategy for Armidale. • Attract, support and promote sporting events such as Gymnastics and Mountain Biking. • Attract and support conferencing to the region.	OP	G3.1	CM	• Increase visitor numbers to 2018 levels as we recover from fire and COVID-19.	210205
ARC Visitors Information Centre and Heritage Tours	Operate an Armidale Visitors Information Centre that promotes the Armidale region to visitors with the aim to extend visitation and overnight stays by enticing them to explore the many varied attractions in the area.	OP	G3.1	CM	• Increase Visitor numbers to 2018 levels as we recover from fire and COVID-19.	210255
Annual events and promotions activities	Provide an events and promotions program that: • Stimulates the local economy through events and activation. This includes creating, attracting and marketing events that promote visitation and overnight stays, as well as activating precincts such as the Armidale mall and CBD. • Celebrate significant dates and occasions in the community calendar (Christmas, New Year, Autumn) as well as hosting citizenship ceremonies and other commemorative events.	OP	G3.1	CM	• All events stimulate local economy by increasing overnight stays during event periods. • Minimum attendance targets achieved. • Program of events delivered as per Tourism and Events Strategy.	210713

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

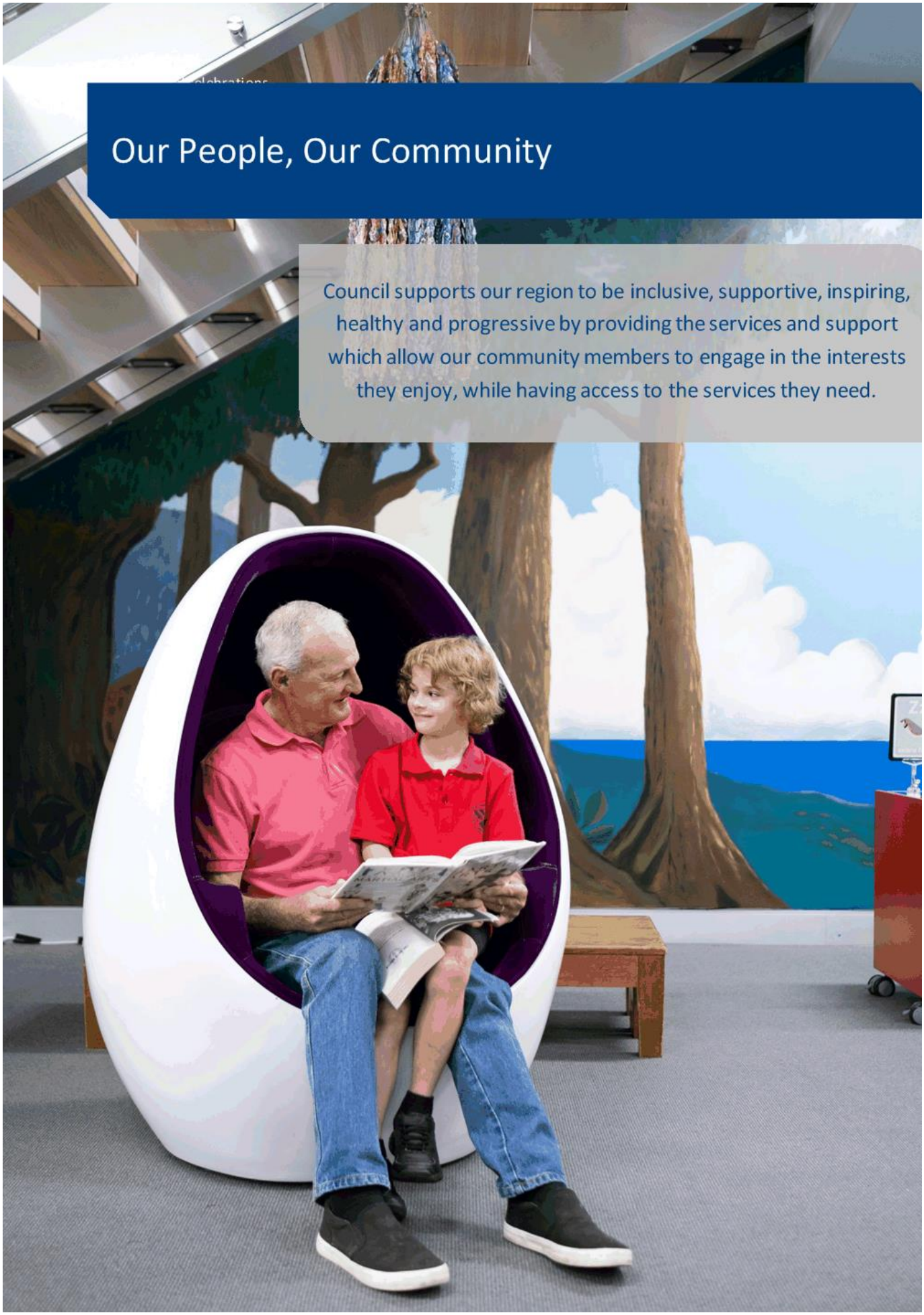
G4.2 Investigate opportunities for new partnerships with educational institutions across the region to develop programs which support the vocational upskilling of students and workers

G4.3 Encourage new business investment in the Armidale region

G4.4 Support businesses across the region with resources and events.

Operational Plan

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Armidale Airside	Conduct a marketing program for Armidale Airside Business Park.	OP	G4.3	CM	• Marketing Plan created by September 2021. • A minimum of 2 x lots sold per annum. • > 15 employees per annum (not replacement) attributed to businesses investments in the broader Airport precinct.	Up to 3% of net sale proceeds each year
Operations and Activities:						
Economic Development	Coordinate economic development initiatives to: • Provide Regional Business Support, Engagement and optimisation. • Provide strategic planning input into economic and commercial decision-making for deployment of ARC resources, such as developing a Renewable Energy Action Plan and Policy. • Facilitation of government and private investment into the region and business precincts, such as Renewable Energy Initiatives, New England Rail Trail (NERT) as well as commercial enterprises into the CBDs of Guyra and Armidale. • Lead CBD activation via encouraging new businesses into the precinct. • Redraft and refresh the ARC Economic Development Strategy to include updated metrics and targets.	OP	G4.4	CM	• Calendar of Economic Development initiatives dedicated to assist with promoting economic prosperity and stimulus for local business developed by December 2021. • 40 local business per annum assisted with expansion, local procurement, regional export enhancement and funding opportunities. • Regional Energy Action Plan and ARC Renewable Energy Policy developed by June 2022. • Governance Structure and community engagement of joint project initiative of ARC, NERT and GISC completed by September 2021. • Further government funding opportunities for NERT identified by June 2022. • CBD activation working group established by December 2021. • ARC ED Strategy completed by December 2021.	210225



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

Creative opportunities flourish in Digital Makerspace

The Armidale War Memorial Library will be home to a new Digital Makerspace, to be launched in early 2021-22, enabling the community to explore and experiment with high quality digital technology independently and affordably.

The Digital Makerspace will be designed to foster learning and creativity. The vision for the space is that it will be used for podcasting, oral history interviews, recording music, creating video content for streaming or posting online and access to creative design.

The space will include a green screen, cameras, a recording POD, studio quality audio visual equipment, and dedicated computers for sound recording, visual recordings and graphic design.

This is in addition to existing equipment and programing already utilised in the libraries including robotics, coding, 3D printing, virtual reality and augmented reality.

The space will allow people to try out and utilise technology that they may not be able afford, have access to, or have the knowledge or skills to use. Dedicated Library staff will be trained in operating the technology and will be on hand to run workshops and to assist individuals with the equipment.

The funding for this exciting project has been made available by the Federal Government through a variation of existing Drought Communities Program funding, made up of surplus remaining funding from completed projects.

Traineeships continue under the Elsa Dixon Aboriginal Employment Program

Council's commitment to providing ongoing Aboriginal training and employment opportunities continues in 2021-2022 with its ongoing involvement in the Elsa Dixon Aboriginal Employment Grant program.

Council has participated in the program since 2018, with four trainees having gained valuable skills and experience towards their traineeship.

The Elsa Dixon Aboriginal Employment Grant supports the employment of Aboriginal people in NSW's public and local government sectors. It provides training and employment opportunities by subsidising the salary, development and support costs of Aboriginal employees. The program also delivers work experience opportunities for Aboriginal students.

In 2021-2022, Council aims to provide two places under the scholarship program in the areas of Customer Service and Corporate Services. Currently Council has two graduates of the program who have now been employed in a role and continue to contribute to the organisation.

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Library Infrastructure Grant	Complete works to create a 'community living room' space including: • Removal and relocation of circulation desk to facilitate a more adaptable and inviting space. • Purchase of new storage solutions and furniture. • Improved signage and street presence.	CAP	P1.2	CM	• Complete works by December 2021. • Launch new space in early 2022.	$166,000 (grant) 272061
Launching of the Digital Makerspace	Launch the digital makerspace in the Armidale Library that features a sound-proof room, a green screen, high quality audio-visual equipment and a recording POD.	CAP	P1.2	CM	• Launch the Makerspace by December 2021.	N/A
Library Resources	Complete annual purchase of library books and AV materials.	CAP	P1.2	CM	• All resources purchased by June 2022.	$125,000 220506
Library Smart Furniture	Seek funding opportunities to introduce 'smart furniture' throughout the Guyra and Armidale Libraries.	OP	P1.2	CM	• Apply for any applicable grants. • Purchase furniture if grant awarded.	N/A
Operations and Activities:						
Northern Tablelands Cooperative Library Service	Support the Northern Tablelands Cooperative Library Service (NTCLS) through the purchase and distribution of materials throughout the region.	OP	P1.2	CM	• Deliver cooperative library services as per the NTCLS Service Level Agreement	220503
Library Services	Operate thriving and relevant library services in Armidale and Guyra that include: • Programing and events such as books clubs, story time, school holiday activities and entertainment. • Community Outreach programs - liaising with schools and community groups, sharing resources, and	OP	P1.2	CM	• Develop and deliver community program in digital literacy. • Provide regular ongoing community programming. • Expand relationships with local schools and community groups via increased visitation.	220500

Title	Actions	Origin	DP	Dept.	Measures	Budget
	delivering programs. • Promotion and preservation of the collection. • Promotion of literacy and education. • Providing access to technology such as PC's, ipads, daisy players, and support the community in the use of this technology. • Providing support to community groups.					
Community Transport	Administer and support the NSW Government-funded Tablelands Community Transport program for people over 65 years who need to travel out of the Local Government Area for appointments.	OP	P1.2	CM	• All transport referrals accommodated within contract parameters. • All referrals contacted within the next working day.	300707
Armidale Volunteer Referral Service	• Continue Volunteer Centre Operations through the Armidale Volunteer Referral Service, which helps members of the community find a volunteer position that suits their skills and interests. • Host International Volunteer Day, NSW Volunteer of the Year Awards, funded by the Department of Family and Community Services.	OP	P1.2	CM	• Average of two new referrals accepted and processed per week. • One event hosted for international volunteer day. • One event hosted for national volunteer week.	220080

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Grant opportunities for Folk Museum	Investigate funding opportunities for the Armidale Folk Museum building upgrade works including: accessible entry, accessible toilet, kitchenette, and upgrades to storage and office area. Specific actions include: • Scope project. • Apply for any applicable grants. • Begin upgrades if grant funding successful.	CAP	P2.3	CM	• Improved safety and usability of the Folk Museum facility • Scope project by December 2021. • Apply for any applicable grants. • Begin upgrades if grant funding successful.	N/A
Operations and Activities:						
Community Support Initiatives	Provide support for community initiatives including the Seniors Extravaganza, Multicultural Inclusion Days, Disability Action and Inclusion planning (DIAP), and NARWAN Project contributions.	CO	P2.1 P2.4	CM	• Programs and events delivered within budget and in line with community needs. • One multicultural event delivered by June 2022. • New DIAP delivered for council consideration by December 2022.	220131
Contributions to Indigenous programs	Provide a contribution to the Aboriginal Cultural Centre and operation of the Aboriginal Cultural Centre and Keeping Place.	CO	P2.1 P2.4	CM	• Financial contribution made within agreed timeframes. • Appropriate MOU developed for council contribution by December 2021.	22103
Operation of local Museums	Operate the Armidale, Hillgrove and Railway Museums to enable: • Promotion and preservation of our historical collections. • Programming and events such as exhibitions. • Collaboration with local arts, culture and heritage organisations to promote arts, culture and heritage across the region.	OP	P2.1	CM	• Maintain visitor numbers to the Museums.	220605
Sports Council Administration	Undertake the Sports Council Administration program including: • Running the SDC Committee. • Administrating the Small Grants Program.	OP	P2.2	R/P	• Improved sports facilities capital upgrades through agreed project management. • $10,000 of grants distributed.	240250

Title	Actions	Origin	DP	Dept.	Measures	Budget
	• Managing Sports Council capital projects and liaison with local clubs.				• All Sports Council meetings administered. • Manage the player levies and assess as per criteria for project funding.	
Community Assistance Grants	Administer the Community Assistance Grants s356 program that is traditionally offered in two separate rounds per year to support local not-for-profit organisations from across the local government area.	OP	P2.4	CM	• Grants Program provided within budget. • Round 1 completed by September, Round 2 completed by March 2022. • All grants acquitted by June 2022.	220200
Arts and Culture Contributions	Provide the following contributions and sponsorships: • Annual financial contribution to Arts North West to build community cultural capacity and generate creative opportunities in the Armidale Regional Council LGA. • Annual financial support for New England Regional Arts Museum (NERAM) in accordance with the Memorandum of Understanding.	CO	P2.1 P2.3 P2.4	CM	• Provide financial contributions in line with agreements/MOUs to support art exhibitions, development and promotion.	220205, 220650

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Operations and Activities:						
Community Health Related Transport Program	Administer the Community Health Related Transport program that includes driver payments for patient care (over 65yrs) and transport to medical appointments across the region: Tingha, Guyra and Armidale.	OP	P3.1	CM	• No eligible referrals refused. • Meet 100% of demand.	300502
Guyra Home Support Services	Operate Home Support Services (HSS) in Guyra through the Commonwealth Home Support Program, providing services for Over 65, including group social support (craft activities, exercise, etc.) transport, Meals on Wheels and individual social support.	OP	P3.1	CM	• Compliance with program standards. • All reporting completed on time. • Program numbers sustained or increased.	300074
Armidale Neighbourhood Centre	Provide contributions to the Armidale Neighbourhood Centre operations.	CO	P3.1	CM	• Financial contributions provided within agreed timeframe.	220182

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Operations and Activities:						
Operate the Guyra Preschool and Long Day care Centre	• Provide day care, pre-school, after school and holiday care services. • Balance community childcare needs with the enrolment capacity. • Implement service policies. • Provide professional development for staff as per annual program. • Deliver School Holidays program to children aged 6-12. • Complete annual facility maintenance program.	OP	P4.1	PRE	• Provide high quality childcare services within regulatory requirements. • Maintain maximum numbers of enrolments. • Zero non-compliance breeches. • Reduction in departmental notifications. • <5 complaints annually. • Complete 2 professional development days per staff member by December 2021. • Operate OSHC minimum 2 days per week in each school holiday period. • All planned and unplanned maintenance requirements completed.	300565
Annual Youth Activities	Fund and deliver Youth Development Activities	OP	P4.2	CM	• Provide adequate staff resources to deliver a program of youth development activities.	220151
Youth Week Support and Activities	Provide a program of Youth Week activities - Youth Survey, incentives and prizes, and holiday programming in Armidale Library.	OP	P4.2	CM	• Regional youth development supported through a program of events. • Increase in event participation. • All funding requirements met and acquittals submitted.	220159
Aboriginal Community Development Support and Activities	Support Aboriginal Community Development through: • NAIDOC Week activities. • Organisation of 'A Day in the Dale' and Cultural Inclusion Days. • Land Title liaison. • Aboriginal Advisory Committee Coordination.	CO	P4.3	CM	• Aboriginal Community events delivered. • Cross-community and cross-service coordination achieved with all inter-agency meetings coordinated and facilitated monthly.	220100

Title	Actions	Origin	DP	Dept.	Measures	Budget
	• Aboriginal Advisory & interagency meetings facilitation. • Annual Mayor's Reconciliation Cricket Match.					
Elsa Dixon Aboriginal Employment Program	Participate in the Elsa Dixon Aboriginal Employment Program - a state Government funded initiative for Aboriginal School-based traineeships from the NSW Department of Industry and Training Services.	OP	P4.3	CM	• Two school-based trainees provided with trainee/employment opportunities within the FY. • All grant requirements met.	220110

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 Projects

Resetting our strategic direction

September 2021 will see the election of 11 new Councillors for Armidale Regional Council.

Following the completion of their induction and training, one of the key first tasks for the Councillors will be to adopt the revised ARC strategic plans, setting the tone for the coming years.

During this process, Council will be consulting with the community on its goals for the ten years between 2022 and 2032 through the review of the Community Strategic Plan.

This Plan will create a vision for the Council to work towards, and Councillors will then use the framework and goals of the Community Strategic Plan to create a four-year Delivery Program for the period of their Council term.

These plans shape the strategic direction of the Council and community for the short, medium and long-term and are critical to ensuring community needs and aspirations are met through the activities of Council.

Key to preparing a Community Strategic Plan that accurately reflects our community, is the direct and widespread involvement of our residents and ratepayers.

Council will be asking for the community's involvement and are keen to hear feedback on where our region should be heading and the type of strategic actions that will get us there.

The Community Strategic Plan 2022-2032 and the Delivery Program 2022-2026 are required under legislation to be adopted by June 30 2022.

Council Improvement Program to drive efficiencies

As part of Council's application for a Special Rate Variation, and in pursuit of continuous business improvement, a number of actions have been identified as part of a Council Improvement Program.

The Program aims to support the organisation to improve its systems and processes, and in turn create efficiencies, budget savings and service improvements.

The identified actions include the implementation of system improvements such as payroll and purchasing, along with the first stage of a service review to determine the level of service that the community expects matched with the level of service that the organisation can achieve.

This program is part of a larger suite of improvement initiatives, including actions from the Performance Improvement Order, which will refine business operations and return Council to a strong financial and operational position in order to deliver the best services to the community.

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, including for the specific purpose of a Special Rate Variation application to IPART at a rate determined through community consultation of three scenarios and in line with Council resources and viability.

Scenarios:

1. A permanent SRV of 18.5% plus 2.0% rate peg (total 20.5%) commencing in 2021-22;
2. A permanent SRV of 8.5% plus 2.0% rate peg (total 10.5%) commencing in 2021-22; and
3. Discontinuation of the temporary SRV of 10% (above the rate peg) applied by the former Armidale Dumaresq Council and ending on 30 June 2021.

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

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Operations and Activities:						
Communication and Engagement Activities	Deliver communications and engagement initiatives to ensure the community is well informed and heard, including through newsletters, editorials, advertorials, merchandise, signage, website maintenance & licences, engagement events, advertising, subscriptions, brand & reputation management.	OP	L1.1	CM	• Improved communication and engagement between Council and its community. • Increased participation on 'Your Say'. • Publication of 80% of media releases sent to local press, online and radio outlets. • Increase website visitation by 3%.	210057

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 an application to IPART for a Special Rate Variation at a rate determined through community consultation in line with Council resources and viability for the specific purpose of creating revenue to fund asset maintenance and renewals.

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Water and Sewer Valuation	Conduct a valuation of water and sewer infrastructure assets in accordance with Australian Accounting Standards and external audit timeframes	OP	L2.1	FIN	• All water and sewer asset valuations are up to date and reported to the Audit, Risk & Improvement Committee by June 2022.	$100,000 280100, 260050
Special Rate Variation – Expenditure Program	Complete a program of expenditure of SRV Funding including: • Kerb and Gutter program. • Footpath program. • Urban reseal program. • Rural reseal program. • Gravel Re-sheeting program. • Building Renewal program.	OP	L2.1	FIN	• SRV program expenditure finalised by June 2022. • Annual report disclosure prepared on prior year SRV expenditure by October 2021.	$1,512,868
Change Management	Implement a program of change management including: • Organisational structure improvements. • Change management process. • Transformation consultancy.	OP	L2.1	HR	• Transformation consultant appointed by August 2021. • Structure improvements determined by November 2021. • Stakeholder management and consultation process completed by February 2022. • All actions to implement change in prioritised areas commenced by March 2022. • Implementation of identified changes to organisational structure by June 2022.	$300,000 210650
Special Rate Variation – Council Improvement Program	Implement the Council Improvement Program - including implementation of payroll system improvements and purchasing system improvements.	OP	L2.2	FIN	• Costing system realignment and improvements implemented by June 2022. • Stage 1 of service review program implemented by June 2022.	$150,000 210815

Title	Actions	Origin	DP	Dept.	Measures	Budget
Performance Improvement Order	Implement the Performance Improvement Order (PIO) actions from the Office of Local Government including: • Governance practices review recommendations. • Land management practices review recommendations. • Council finances review recommendations.	OP	L2.2	FIN	• Council performance is improved to PIO target criteria levels. • All recommendations implemented by June 2022.	$990,000 210655
Facility Management Database	Establish a Property and Building Facility Database for asset maintenance and renewal. Project actions: • Engage SPM Assets to undertake a comprehensive assessment on the condition of Council's building assets. • Identify major risks. Produce a lifecycle analysis over 20 years that is inclusive of major maintenance and capital replacement expenses.	OP	L2.4	P/F	• All future valuation and insurance requirements for Council properties and buildings identified. • All current compliance and audit reporting requirements are facilitated through a robust operational and financial replacement program. • Contractor engaged by September 2021. • Assessment completed by December 2021.	$90,000 241000
Project Planning	Shovel-ready projects - design and planning for: • Bundarra & Moore Park Rd inside corner. • Douglas / Kirkwood Creek outlet. • Bishops Cr stormwater. • Beadle Grove Black Gully – stormwater upgrade. • Rockvale Road - upgrade to seal. • Lagoon Road - upgrade to seal.	OP	L2.4	AM	• All projects are designed and planned within the Financial Year in preparation for emerging funding opportunities.	$440,000 210303
Plant Renewal Program	Undertake an annual program of plant purchase and sale.	CAP	L2.4	P/F	• All plant renewal is managed within Asset Management Plan guidelines and according to budget.	$2,818,979 210501
Standard Council operations and activities:						
Financial Services	Undertake financial services to support organisational function and health, and future planning.	OP	L2.1	FIN	• Quarterly budget reviews undertaken within required timeframes and report at minimum the original budget position or better. • Management of budget variations demonstrates improved compliance through fewer budget amendments. • Budget reporting systems are consolidated and reporting efficiency is improved.	210815
Insurances and Claims	Manage insurances and claims for the organisation	OP	L2.1	GOV	• All notifiable incidents reported to Worksafe NSW within 48 hours. • All insurance claims lodged within 5 days of incident.	210100

Title	Actions	Origin	DP	Dept.	Measures	Budget
					• All clams comply with insurers specifications. • All insurances are reviewed annually to ensure they are fit for purpose and comply with legislative responsibilities. • All required insurances are paid on time and remain current.	
Internal Audit Committee	Support the Internal Audit Committee to review the following aspects of Council's operations: • Compliance. • Risk management. • Fraud control. • Financial Management. • Governance. • Implementation of Community Strategic Plan, Delivery Program and Operational Plan strategies. • Collection of performance measurement data.	OP	L2.2	GOV	• Audit Risk and Improvement Report provided to Council. • 2020- 2021 Internal Audit Plan actions implemented. • 2022-2023 Internal Audit Plan developed by June 2022.	210606
Property Services including Management of Crown Land	Manage property services including land registers, leasing and licensing of Council or Crown Land, residential tenancies management, and property disposal and purchase.	OP	L2.2	GOV	• Employ a Property Officer by December 2021. • Consultant engaged to draft Plans of Management (Crown Lands) by December 2021. • Plans of Management (Crown Lands) adopted by June 2022. • Armidale Land Divestment Strategy and Plan for future land divestment revised and adopted by December 2021. • Residential tenancies reviewed at end of all leases and updated to reflect market values. • Land register reviewed and updated by June 2022.	210268
Plant and Fleet Program	Operate a Plant and Fleet program that ensures the most efficient and cost effective use, maintenance and replacement.	OP	L2.2	P/F	• 100% of plant and fleet meets regulatory safety standards. • Plant fleet is efficient and reliable with reduced incidence of plant downtime. • Plant and fleet maintained and replaced as per replacement program.	210504
Customer Service Activities	Provide the resources, training and systems to provide outstanding Customer Services to the community. Specific actions for 2021-2022 include: • Implement a digital application and file delivery solution for GIPA requests. • Implement Pathway system at the Animal Shelter and main Waste Transfer Centres.	OP	L2.4	CUST	• 60% overall satisfaction with customer contact. • All service requests acknowledged within same business day. • Service requests actioned between 3-10 business days. • 60% of customer enquiries resolved on first contact. • Electronic receipting. Administration reduced by	210070

Title	Actions	Origin	DP	Dept.	Measures	Budget
					Waste Transfer Centre and Animal Shelter Pathway implementation. • 100% of GIPA requests processed online. • Percentage of hang up and abandoned calls reduced.	
Procurement Activities	Effectively manage procurement services such as contract management and administration, tender services and goods and materials storage.	OP	L2.4	FIN	• All procurement activities undertaken in accordance with Council's Procurement Policy. • Procurement reporting systems are developed as part of a compliance improvement framework.	210350
Investigations and Design	Provide internal investigations and design services to support capital works and maintenance activity.	OP	L2.4	AM	• Investigations and designs completed on time and to budget • Design costs target 7.5% of capital construction	210310

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
HR Management System	Implement HR Management System – Technology 1 - to provide an all in one online platform to support HR and Payroll functions for employee and workforce management.	OP	L3.2	PC/IT	• HR Management System implemented by June 2022. • Training plan and material developed for roll out of HR Management System by June 2022.	$15 000 210910
Information Technology Review	Implement selected recommendations from the David Thompson Review - IT & Digital Services Strategy, including: • Licence reviews. • Citrix upgrade. • Telephony optimisations. • Operating system upgrades and patching.	OP	L3.3	IT	• Licence review completed by September 2021. • Citrix upgrade completed by December 2021. • Telephony updates completed by December 2021. • Operating system upgraded by March 2022.	$100,000 210910
IT Customer service management including customer satisfaction survey	Implement IT customer service management software (SYSAID).	OP	L3.3	IT	• SYSAID installed and implemented by March 2022. • Ongoing continuous improvement methodology in place by April 2022.	$10,500 210910
Cemeteries and Crematorium Digitisation Project	Cemeteries & Crematorium Transformation / Digitisation Project - Stage 1: • Contract a surveyor for Cemetery 'Ground truthing'. • Funnelling of information back into a centralised database (stage 1). • Roll-out of further stages as budgeted.	OP	L3.3	CUST	• Improved clarity, transparencies and efficiencies for cemeteries and minimising risk through accurate data. • Surveyor contracted by September 2021. • Stage 1 – Ground truthing completed by September 2021. • Database matching by September 2021.	$40,000 210070
Customer Data Collection and Reporting	Completed the INFOR Pathway Business Reporting project - collecting and reporting Pathway	OP	L3.3	CUST	• Increased number of trained users and widen data analysis and insights to inform strategy development.	$1,800 210070

Title	Actions	Origin	DP	Dept.	Measures	Budget
	data on customer interactions, including: • Preparing standardised reports. • Training of staff.				• Data utilised to report on and drive change with Service Level Standards (SLSs) across the business to improve Customer Experience.	
Election of Councillors – September 2021	Undertake the election of new Councillors in September 2021, and provide the appropriate induction and training program, including Code of Conduct, Meeting Procedures, Financial, Legislation, Roles and Responsibilities.	OP	L3.3	GOV	• New Council is elected within legislative framework • Election plan completed July 2021. • 3 x potential Councillors information events held pre-election. • All statutory requirements completed. • Induction plan completed by 4 September 2021. • Induction activities completed by October 2021.	$30,000 210602
Standard Council operations and activities:						
People and Culture Management	• Implement a transformational change management program that motivates, sustains and rewards growth within an inspiring organisational culture. • Develop and Implement a learning and organisational development program. • Develop an employee incentive and wellbeing program.	OP	L3.2	PC	• Workforce Management Plan reviewed and revised by April 2022. • Develop a Performance Management Framework by June 2022. • Baseline goal for retention of staff established. • All HR policies reviewed by December 2021 and streamlined to ensure easy navigation by all stakeholders by June 2022. • All new staff inducted within 8 weeks of employment. • Employee incentive and wellbeing program developed and implemented. • Establish base data to measure improvements in staff retention and staff satisfaction levels.	210701
Information Technology Systems	Maintain and upgrade Information Technology systems.	OP	L3.3	GOV	• Appropriate IT systems available to support business operation. • All planned system upgrades scheduled throughout year completed. • Training programs offered and attendance recorded	210910
Records preservation and management	Maintain records to in line with the State Records Act 1998 no. 17 to ensure the preservation and management of official and non-official records, and: • Conduct disposal program. • Complete backlog of merger cataloguing and destruction.	OP	L3.3	GOV	• Records maintenance services provided in line with legislation to support business operations • Conduct disposal program at least 2 times per year • Documents received (email or hard copy), saved within 24 hours during week days	210040

Title	Actions	Origin	DP	Dept.	Measures	Budget
					• Begin Transfer of State Record Archives annual program by March 2022. • Complete backlog of merger cataloguing by June 2022.	
Good Governance	Implement the recommendations from the September 2020 Governance review Review and maintain all statutory policies and registers including: • Delegations Register. • Pecuniary Interest Disclosures. • Complaints Management. • Government Information Public Access. • Public Interest Disclosure Report. • Code of Conduct Reporting. • Risk Management Roadmap.	OP	L3.4	GOV	• 2020 Governance Review implementation plan prepared and commenced. • Policy and delegations framework maintained. • All policies updated in line with adopted program review dates. • Risk management system updated by end of June 2022.	210050
Enforcement Services	Provide management and enforcement services for: parking and carparks, litter control, illegal dumping, livestock control, unsafe properties, abandoned vehicles and trollies, and water restrictions/misuse.	OP	L3.4	DEV	• Legislative enforcement maintained for community health, safety, and ordinance. • All enforcement services undertaken within legislative and regulatory requirements. • All reporting completed.	250502
Companion Animals Management	Provide Companion Animals management and enforcement services including: • Companion Animal Shelter. • Barking, nuisance, menacing, stray, roaming or dangerous dogs. • Microchipping and registration.	OP	L3.4	DEV	• Compliance with all Companion Animal Act obligations. • Operate a companion Animal Shelter for rehoming of lost animals.	250400
Environmental Health Services	Provide environmental health services including: • Section 68 applications. • Assessments/inspections of food safety, health premises, caravan parks, boarding houses, swimming pools, awnings, and on-site waste water management. • Trade waste.	OP	L3.4	DEV	• Provision of all environmental health services as required by legislation.	250315

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:

L4.1 Council initiates and fosters strong partnerships with all levels of government, peak bodies and agencies and the community

L4.2 Council's strategic planning documents are integrated in a way which delivers community outcomes while effectively managing budgets, asset management and workforce planning

L4.3 Elected officials can easily access information and support to allow them to make decisions in the interest of the community

L4.4 Develop and implement a robust enterprise risk management framework, encompassing risk and safety, across all of Council's operations

Operational Plan

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Local Area Committees Support	Provide Local Area Committee Grants as per Council Policy	CO	L4.1	CM	• Applicable village-based projects and programs supported through the grants program by December 2022.	$20,000 220200
New England Joint Organisation Subscription	• Contribute a subscription fee to the New England Joint Organisation, along with other New England Councils, to facilitate its executive operations. • Key projects for Joint Organisation identified in areas of: ○ Sustainable Economic Growth ○ Educated, Healthy Connected Communities ○ Investment in Critical Infrastructure	CO	L4.1	EO	• Work program developed and progress reported by April 2022	$30,000 210650
Strategic Documents Revision Post-Election	Review of the suite of Integrated Planning and Reporting documents following the election of Councillors including a revised Community Strategic Plan and a new Delivery Program	OP	L4.2	GOV	• Community Strategic Plan, Delivery Program and Operational Plan reviewed by March 2022 • Community Engagement Plan developed and program competed by March 2022 • Community Strategic Plan, Delivery Program and Operational Plan finalised and adopted by Council by June 2022 • Resourcing Strategy reviewed and updated by June 2022 to enable the achievement of DP and OP	$70,000 210309

Title	Actions	Origin	DP	Dept.	Measures	Budget
					objectives commencing July 2023.	
Review Assets Framework	Review and implement an Asset Management Framework including to: • Prepare Asset Management. Improvement Plan. • Establish Asset Management Working Group. • Provide professional development opportunities for key personnel. • Review and update asset management strategy.	OP	L4.2	AM	• Asset Management Improvement Plan prepared. • Asset Management Working Group formed and meetings scheduled. • Professional development opportunities provided to key staff to upgrade skills and knowledge of asset management techniques. • Asset Management Strategy updated and implemented.	$300,000 210305
Safety in the Workplace	Re-launch Live Safe (safety and wellbeing) marketing & merchandise to staff, contractors and Councillors.	OP	L4.4	GOV	• Staff engagement program rolled out ensuring awareness and knowledge of WHS responsibilities across Council operations. • Implementation and application of strategies. • Educational resources distributed. • Increase in reporting of leading safety indicators. • Reduction in severity of safety incidents.	$15,000 210607
Standard Council operations and activities:						
Emergency Services support	Provide infrastructure, maintenance and/or administrative support to the Rural Fire Service, Guyra State Emergency Service and the Armidale Fire Brigade.	CO	L4.1	R/P	• Emergency management support and collaboration achieved. • Maintenance and support delivered as per agreements.	210400, 210402, 250320, 250321
Integrated Planning and Reporting	Implement the Integrated Planning and Reporting Framework (IP&R) including to: • Report regularly to Councillors and the community on the progress towards the goals, strategies and activities of the IP&R documents. • Prepare an Annual Report	OP	L4.2	GOV	• Meet or exceed the legislated requirements. • Complete Annual Report and load onto website by 30 November. • Complete quarterly reporting no later than two months after the completion of the quarter.	210309
Grant Applications	Apply for grants that align with Council's strategic plans, to fund projects to support the facilities, infrastructure and lifestyle of the Local Government Area.	OP	L4.2	AM	• Additional resources secured for community projects and programs. • All grants applicable to shovel-ready projects applied for. • All grants implemented within grant guidelines and acquitted within required period. • All grants received applicable to Community	N/A

Title	Actions	Origin	DP	Dept.	Measures	Budget
					Strategic Plan objectives and shovel-ready projects.	
Councillor Facilities and Equipment	Implement service standards in line with Councillor request procedure Provide the facilities, equipment and support to Executive and Councillors required to carry-out their roles including: • Access to council information readily available through Councillor Portal. • Provide and manage electronic hardware and access cards. • Effective coordination of meetings and agendas.	OP	L4.3	GOV	• All Councillor requests considered within 5 days of request and actioned. • All information provided in line with adopted timeframes. • Access to facilities maintained, electronic equipment provided and functional. • Meetings are timely and undertaken in line with code of meeting practice.	210653, 210650
Risk Management	Manage risk and safety through a Risk Management Framework and a program of continuous improvement.	OP	L4.4	GOV	• Risk Management Framework developed by June 2021. • Establish baseline data to enable ongoing measurement of improvements achieved by June 2021.	210607

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.

Image: Waste and Recycling Centre

Key Projects

Dumaresq Dam Wall stabilised for the future

One of the largest projects being undertaken in 2021-2022 is the stabilisation of the Dumaresq Dam Wall – a project that has been many years in the making for the 1896-built dam wall that is in urgent need for safety upgrades.

In 2020, Council secured fifty percent of the estimated $8.1 million project cost from the NSW Government's Department of Planning, Industry & Environment's Safe and Secure Water Program. Council will contribute the remainder of the funding from water fund reserves.

The Dumaresq Dam wall was identified by Dam Safety NSW as not meeting current safety standards and at risk of failure during an extreme flooding event, posing a threat to people downstream. In 2014 Council conducted extensive consultation with the community that overwhelmingly supported the dam remaining at its current height to maintain the popular recreation area. Council then moved to source funding and begin the planning process.

Strengthening of the dam wall involves the installation of post tensioned anchor bars both from the crest of the dam and through the toe down into the underlying rock. This work will take place by contractors between May and November 2021.

As part of the project, the embankment to the west of the dam wall will be raised and strengthened and the wall to the east will be extended.

Monckton Aquatic Centre Heat Pump Replacement

Swimmers at the Monckton Aquatic Centre will return to warmer water temperatures when the pool opens in Autumn 2021 thanks to the planned installation of new heat pumps.

The current ageing heat pumps will be replaced during the pool's closure over Winter 2021, to be ready for the start of the new swimming season.

They will give pool-goers a more pleasant experience by maintaining an additional three degrees warmer than without heat pumps, meaning Council can maintain pool temperatures at 26 degrees.

The works were made possible thanks to $350,000 from the Australian Government's Local Roads and Community Infrastructure (LRCI) funding program.

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Joegla to Carrai Plateua Bushfire Recovery Project	Implement feral animal and weed control in the Joegla to Carrai Plateau in partnership with Northern Tablelands Local Land Services, New England Weeds Authority and BackTrack Youth Works. Total grant - $150,000 - $62,500 to each partner and $20,000 to BackTrack.	OP	E1.4	DEV	• Reduction of feral animals and weeds within the project area. • Grant monies provided to partners to undertake work. • 5,000ha of land treated for weed infestation. • 5,000ha of land targeted for Feral Animal control. • Chemical certification achieved for BackTrack participants.	$5,000 (grant) 250203
Black Gully revegetation and erosion control	Complete Black Gully revegetation and erosion control including restricting vehicle access and replanting vegetation between Taylor Street and the Grazing area Kentucky Street.	OP	E1.4	R/P	• 50% less soil erosion damage and no reports of vehicle damage in the target area.	$15,000 240383
Koala Drinkers - Ongoing maintenance by Armidale Tree Group staff	Collaborate and fund the ongoing maintenance of nine koala drinkers across the region by Armidale Tree Group.	OP	E1.4	DEV	• All drinkers are operational. • Funding is distributed to Armidale Tree Group.	$2,000 250203
Standard Council operations and activities:						
Urban Forest Tree Management Program	Conduct the Urban Forest Tree Management Program including tree inspection and maintenance, and urban planting program.	OP	E1.4	R/P	• 20% per year of urban trees inspected and managed in compliance with insurance policy for public safety. • Minimum 150 trees planted across urban streets. • Program completed by June 2022. • 100% compliance with insurance requirements.	240510

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

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Council emissions reduction	Climate Emergency Australia (Council/s group) capacity building for Council: • Attendance at webinars. • Dissemination of information about impacts of climate change on Council assets and services.	OP	E2.1	DEV	• Increased understanding of potential climate change impacts on council assets, services and communities.	N/A
Software for Waste Management	Complete Armidale Waste Management Facility software updates (2nd Weighbridge & Software Update).	CAP	E2.2	UT	• Additional weighbridge installed by January 2022. • 100% of waste weighed accurately.	$225,000 290251
Landfill Remediation Works	Complete Waste Landfill Remediation Works (Guyra Waste Transfer Station, Long Swamp Rd Landfill, Regional Landfill) including: • Installation of groundwater quality measurement boreholes (Guyra WTS) Total project cost: $2,000,000	CAP	E2.2 G1.1, E1.4	UT	• Boreholes completed by June 2022.	$400,000 290153
Waste Sorting Plant and Baler	Complete installations at the Armidale WMF (Long Swamp Road) including waste sorting plant and baler.	CAP	E2.2	UT	• Installations completed by June 2022.	$1,350,000 290251
Waste Transfer Station Upgrades	Complete upgrades and modifications at the Waste Transfer Station including adding increased security to Ebor site, and closing Woolomombi and Hillgrove facilities and replacing with kerb side collections.	CAP	E2.2	UT	• Upgrades completed by December 2021 • Kerbside collections at Wollomombi and Hillgrove active from September 2021.	$150,000 290576
Monckton Aquatic Centre Solar Panels	Install solar panels at Monckton Aquatic Centre as allocated as part of the recommendations of the Climate Emergency Working Group Report 'A framework for climate action'.	RO	E2.4	P/F	• Solar panels installed by March 2022. • Reduction in electricity usage and expenses. • Reduction in Co2 equivalents emitted.	$39,066 272047

Title	Actions	Origin	DP	Dept.	Measures	Budget
Standard Council operations and activities:						
Sustainability Initiatives	Provide sustainability initiatives including: • Air quality education/advocacy programs to improve air quality across the region. • Complete Koala Management Strategy actions for 2021-2022. • Complete 2021-2022 EcoARC actions, Council's 'Green print' document including the development of a 10 year implementation plan. • ESAC Partnership (Committee) support services.	OP	E2.4	DEV	• Increase air quality awareness. • Increased education about the operation wood heaters to reduce air quality impacts in Armidale including community radio announcements. • Koala Management actions completed. • Implementation plan completed by June 2022.	250203
Landfill Services	Provide landfill services including waste (rubbish, organic matter and recycling) collection, sorting, transfer, management and disposal, as well as maintain waste facilities, in compliance with the NSW Protection of the Environment Operational (Waste) Regulation 2014.	OP	E1.2	UT	• 100% compliance with regulations. • Services provided within service standards.	290248, 290550, 290060

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 Partner with all levels of government to support the provision of essential infrastructure and improvements to Council assets for the benefit of 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 meet community needs, are provided to an acceptable level of service and accessibility standards, and are utilised to their full potential.

E3.4 Provide and maintain functional, appropriate, safe and desirable community facilities.

Operational Plan

Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Kempsey-Armidale Road Disaster Recovery	Essential Public Asset Restoration Work commenced to return Kempsey Road to pre-disaster levels. Lobby the State Government for increased funding for necessary works. Lobby government to change road classification.	RO	E3.1	AM	• Work towards Kempsey road re-classification as a State or Regional Road progressed or completed. • Restoration work defined, Essential Public Asset Restoration proposal submitted to TfNSW and upper limit funding approved. • Work commenced on restoration of road width (down slope stabilisation). • Drainage work commenced with installation of culverts and table drains. • Pavement resheeting and grading commenced, • Big Hill Slip completed.	$15,000,000 270444
SNEL/ARC Guyra Dam Water Quality Project	Support the Southern New England Landcare (SNEL) NSW Environmental Trust Restoration and Rehabilitation Grant application ($150,000) and provide fencing and water point installation as part of the project.	CAP	E3.2, E1.1, E1.4	UT	• Enhanced water quality in Guyra Dams. • Complete fencing by December 2021. • Comply with terms of Memorandum of Understanding.	$50,000 280751
Armidale Sewerage Treatment Plan Upgrades	Conduct upgrades to the Armidale Sewerage Treatment Plant - Initial works and upgrade, new centre pivot and Work Health and Safety improvements (Effluent Reuse Farm)	CAP	E3.2 G1.1, G1.3	UT	• Armidale STP Upgrades completed by June 2022. • Centre Pivot installation completed December 2022. • WHS improvements completed June 2022. • Complete all actions within budget.	$600,000 260417

Title	Actions	Origin	DP	Dept.	Measures	Budget
Water Automation Upgrades	Conduct SCADA/Telemetry improvement works for better automation (dam level sensors, Guyra WTP/STP automation installations).	CAP	E3.2	UT	• Reduced risk of water supply failure when plant's not manned. • Complete installations by March 2022.	$200,000 280743
Water Security Project	Implement the prioritised recommendations from the Integrated Water Cycle Management Plan & Secure Yield study.	CAP	E3.2 G1.1, G1.2, G1.3	UT	• Implement prioritised actions by June 2022.	$500,000 280750
Water Treatment Plant Regional Plan and Upgrades	Implement the prioritised recommendations from the Regional Master Plan including the investigation, design and tender process for the following projects: Design and modifications to plant to manage sludge. Refurbishment or purchase and Installation of a clear water tank at Guyra Water Treatment Plant. Total project cost: $2,250,000	CAP	E3.2, G1.1, G1.3, E1.1, E2.4	UT	• Sludge managed to EPA standards. • Both projects completed by June 2022.	$1,000,000 280332
Fluoride Plant Upgrade	Replace outdated fluoride treatment plant at the Guyra Water Treatment Plant.	CAP	E3.2	UT	• Improved accuracy of fluoride dosing and monitoring. • Project completed by June 2022. • Increased automation achieved.	$400,000 280716
Sewer Network Upgrades – various projects	Complete upgrades to the Sewer network – Capital Projects (mains relining, manhole rehab, vent stacks, CCTV works, Acacia Park rising main renewal).	CAP	E3.2	UT	• Sewer network functioning to service standards. • All sewer network line failures rehabilitated as required. • 7-8km of sewer main relining completed by March 2022. • 6 vent stacks replaced by December 2022. • Acacia Park project completed by March 2022.	$1,480,000 260217 - $1.2m 260197 - $60k 260198 - $195k 260199 - $25k
Sewer Pump Station Upgrade	Upgrade Sewer Pump Station Capital Works (Guyra wet well coating, storage well & pump upgrade)	CAP	E3.2	UT	• Sewer infrastructure functioning to service standards. • Sewer pump failures reduced with increased automation. • 3 pump stations completed by June 2022.	$200,000 260301
Work Health Safety upgrades at the Water Treatment Plants	Conduct Work Health Safety upgrades at the Water Treatment Plants including the installation of polymer dosing at Guyra Water Treatment Plant.	CAP	E3.2	UT	• Reduction in emergency failures to maintain continuous and safe water supply to the community.	$500,000 280754

Title	Actions	Origin	DP	Dept.	Measures	Budget
Reservoir Upgrades	Conduct cathodic protection (coating) of 3 steel reservoirs to protect from degradation ($150,000) Total project cost: $800,000 Access and road upgrade at the Southern High Level Reservoir ($150,000). Total project cost: $800,000	CAP	E3.2	UT	• Upgraded reservoir infrastructure. • Complete cathodic protection project by June 2022. • Complete road upgrade and access by December 2022.	$300,000 280746, 280747
Water Pumping Stations Upgrade	Upgrade the Water Pumping Stations (Pump overhaul or replacement depending on diagnosis).	CAP	E3.2	UT	• Water security and consistency maintained. • Complete upgrade by June 2022 as prioritised in maintenance program.	$100,000 280425
Water Main Replacement Program	Complete the 2021-22 Water Main Replacement Program – 6 blocks of main services, stormwater replacement and conduit for CCTV, power and communications as part of the Guyra Main Street Upgrade.	CAP	E3.2	UT	• Utilities upgrade works completed by June 2022 to facilitate Main Street completion.	$800,000 280371
Water Meter Replacement Program	Complete the 2021-22 Water Meter Replacement Program.	CAP	E3.2	UT	• Consistent and quality water service provided. • Deteriorated water metres replaced as required. • Annual high-consumption replacement program completed.	$150,000 280276
Service Line Replacement Program	Complete the 2021-22 Service Line Replacement Program.	CAP	E3.2	UT	• Replaced service lines as required.	$150,000 280748
Distribution Main Upgrade	Upgrade DN 375/300 Distribution Main Rockvale Rd/Marsh St by relining existing failing pipe.	CAP	E3.2	UT	• Reduction in main failures achieved. • Reduction in community complaints. • Project completed by June 2022.	$1,600,000 280749
Puddledock Mains Replacement	Replace the trump main from Puddledock Raw Water Storage to the Water Treatment Plant. Total project cost: $11,541,000	RO	E3.2	UT	• Tender completed and awarded by September 2022. • Construction commenced December 2022. • Complete 75% of construction by June 2022.	$11,000,000 280861
Dumaresq Dam Upgrade – Wall Stabilisation	Ongoing construction work on the strengthening of the dam wall. Total project cost: $8,100,000	RO	E3.2	UT	• Construction milestones completed in accordance with the construction schedule provided by the contractor.	$3,455,967 280216
Ground Water Infrastructure Project	Complete the fourth and final leg of the ground water pipework. Await approval of licenses. Link pipe network and bores once licenses received. Total project cost: $1,500,000	RO	E3.2	UT	• Ground water network completed for future water security. • Pipework finalised by December 2022. • Project completed by June 2022.	$185,026 280333

Title	Actions	Origin	DP	Dept.	Measures	Budget
Malpas Dam – various upgrades	Complete the following works at Malpas Dam: Replace air compressor of destratification unit to increase water quality ($60k), and WHS works at intake tower ($100k) as identified in Type 2 Dam Surveillance Report.	CAP	E3.2	UT	• Improved water quality due to oxygenation. • Improved safety as per report recommendations.	$160,000 280752, 280753
Guyra Main Street Upgrades – Stage 2	Complete beautification of Guyra CBD through a combination of road upgrades, services installations, footpath replacement, landscaping and art installations. The project will enhance the community and tourist experience in the CBD, in turn improving the local economy.	RO	E3.3	AM	• Stage 2 roadworks, Essential Energy power line upgrades, water main and other services upgrades, and footpath completed by June 2022.	$900,847 270251
Lawn Beams for Armidale Cemetery	Construct lawn cemetery beams at the Armidale Cemetery for headstone and plaque placement.	CAP	E3.3, E3.4	R/P	• Additional beams to ensure sufficient interment sites available annually. • Minimum of 3 beams contracted by June 2022.	$15,000 240208
Playground warning signage	Install playground warning signage (including active supervision and sun protection signage).	CAP	E3.3	R/P	• Warning signage implemented in accordance with insurance requirements at all playgrounds. • Risk assessment conducted by December 2022. • Erection of signage by June 2022.	$10,000
Heat Pump Replacement at Monckton Aquatic Centre	Replace Monckton Aquatic Centre Heat Pumps to enable temperature increases and control.	PP	E3.4, P2.2	P/F	• Increased patronage through more consistent temperature during opening hours.	$335,000
Playground Shade Program	Implement the Playground Renewal (Shade) Program. Lambert Park shade structure construction. Planting of natural tree shade at Guyra Playgrounds. Total project cost: $306,864	CAP	E3.4, P2.2	R/P	• Sun safety and reduction of solar radiation risk across the region. • Program implemented by June 2022.	$27,000
Sports Grant Projects	Continue to oversee the Armidale District Cricket Association externally funded and managed sports grant project – completion of cricket indoor training centre. Total project cost: $120,000	OP		R/P	• Improved cricket facilities for local and district competitions. • Completion of stage 1 and stage 2 (pending external funding application).	N/A
Dumaresq Dam Recreation Upgrades	Complete planning and approvals for the Dumaresq Dam Recreation area upgrades, which will include new toilets, BBQs, picnic facilities, carpark, primitive camping area, boat ramp, playground, and environmental works. Total project cost: $3,889,131	CAP	E3.4, P2.2, E1.1, E1.4,	R/P	• Project shovel ready by June 2022.	$100,000

Title	Actions	Origin	DP	Dept.	Measures	Budget
Building Renewal Program	Complete building renewals as identified in the Building Renewal Program.	CAP	E3.4	P/F	• All Council Buildings are safe and compliant.	$842,847
Standard Council operations and activities:						
Effluent Farm Operations	Redirect effluent to the Effluent Farm for production of livestock and crops.	OP	E3.2	UT	• Safe and productive use of effluent. • 100% compliance with EPA standards. • 100% cost recovery from sales.	260500
Sewer Trade Waste Management	Grease trap scanning and mapping system to service traps. Service septics. Monitor trap trade waste.	OP	E3.2	UT	• Commercial trade waste managed safely and effectively. • 0% trade waste units serviced outside of schedule. • Failure to comply letters distributed as required.	260600
Sewer Operations Management	Manage sewer operations including reporting, licences, strategic planning and administration.	OP	E3.2	UT	• Legislative and regulatory requirements completed for ongoing sewer operations.	260005
Sewerage Network Management	Manage and maintain the sewerage network and pumping stations to industry standards and established service levels.	OP	E3.2	UT	• Sewerage services delivered consistently and safely with service levels achieved. • Reporting to EPA, DPIE completed. • Maintenance program completed by June 2022.	260195, 260300
New Connections - Sewer	Provide new sewerage connections services.	OP	E3.2	UT	• Sewer connections completed as requested within service levels.	260020
Sewerage Treatment Plant Management	Manage and maintain the Sewage Treatment Plant to enable high quality processing standards.	OP	E3.2	UT	• Sewerage services delivered consistently and safely with service levels achieved. • Compliance with EPA standards. • All reporting completed as required.	260400
Water Storage Testing	Inspect, maintain and test raw water storage dams and mains to ensure adequate, safe water supply.	OP	E3.2	UT	• Safe drinking water available at all times. • Weekly tests reported to FAS. • 0% non-compliance with standards. • All unplanned failures fixed. • Decrease in water shutdowns annually.	280200, 280250

Title	Actions	Origin	DP	Dept.	Measures	Budget
					• All reporting completed as required.	
Provision of Water	Provide domestic and commercial treated water through effective planning, administration, monitoring, testing and distribution.	OP	E3.2	UT	• Safe drinking water available at all times. • Compliance with legislation and regulations including Safe Drinking water Guidelines. • Reduction in community complaints annually.	280010, 280110, 280278
Water Quality Administration	Manage the water network including providing technical support, meter reading, maintenance and repair, and provide new water connections services.	OP	E3.2	UT	• Compliance with EPA standards. • All reporting completed as required.	280270, 280294
Water Network Monitoring	Manage and maintain the Water Treatment Plant to enable high quality processing standards and maintain service reservoirs with necessary inspections, quality monitoring and technical equipment.	OP	E3.2	UT	• Safe drinking water available at all times. • Compliance with EPA standards. • All reporting completed as required.	280300, 280700
Parks and Reserves Maintenance	Maintain parks and reserves, in accordance with the current adopted service level plan including: Mowing urban and village parks, walkways and walking tracks. Mowing urban roads. Maintaining all park buildings, toilets and park furniture, fences, public memorials. Removing waste.	OP	E3.3	R/P	• Provide desirable and usable community spaces. • Maintain the quality of community and public open space. • Compliance as per adopted service levels. • Adopt and implement a reviewed service level agreement by end of Q4.	240350
Parks and Reserves Administration	Provide parks and recreation administration and support including: Urban/village park and playground operations. Cemeteries operations. Sportsfields operations and leases. Grazing licences. Community group activities such as Urban Rivercare and Bushcare. Parks and sportsfields security.	OP	E3.3	R/P	• Parks and reserves are managed in compliance with legislation and local policy.	240520
Aquatic Centre Management	Operate and maintain public aquatic centres in Guyra and Armidale.	OP	E3.3	R/P	• Provide a safe and enjoyable aquatic facility for the community. • Compliance in accordance with the Royal Lifesaving NSW Operation Manual. • 0 major safety incidents. • 100% of lifeguard qualifications maintained annually. • Provide facilities at least 5 months per year.	240001, 300008

Title	Actions	Origin	DP	Dept.	Measures	Budget
Public Sportsfields Maintenance	Maintain public sportsfields including mowing and infrastructure maintenance (clubhouses, fences, field lighting, irrigation) as defined by service levels.	OP	E3.3	R/P	• Provide access to high quality playing surfaces for community wellbeing. • Maintenance achieved in accordance with adopted service levels. • Reduced injury risk achieved. • Maintain low level of community service requests.	240300
Village and Urban Cemeteries Maintenance	Provide grounds and building maintenance, along with interments, at all village and urban cemeteries.	OP	E3.4	R/P	• Sufficient land available for annual interments and respectfully attractive grounds maintained. • 100% of interment demand met. • Grounds maintained as per service levels.	240200
City Spaces Maintenance and Services	Provide city maintenance and services in accordance with service levels including: Mall and CBD maintenance of furniture, trees, mall paving, mall lighting and waste. Road closures for mall markets and Farmers Markets. Maintenance of all urban public toilets. Urban street sweeping. Roundabout and car park vegetation maintenance.	OP	E3.4	R/P	• Provide attractive and user friendly urban spaces for the community and business use. • All service levels met or exceeded. • Maintain low level of community service requests.	240601
Facility Management and Maintenance	Provide facility management, function management, certification, security, lease management and maintenance for council building assets.	OP	E3.4	P/F	• Ensure compliance, risk mitigation and ongoing asset management and maintenance.	241000, 240400

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, through appropriate resourcing, including applying for a Special Rate Variation to maintain and renew roads and bridges to expected service levels.

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

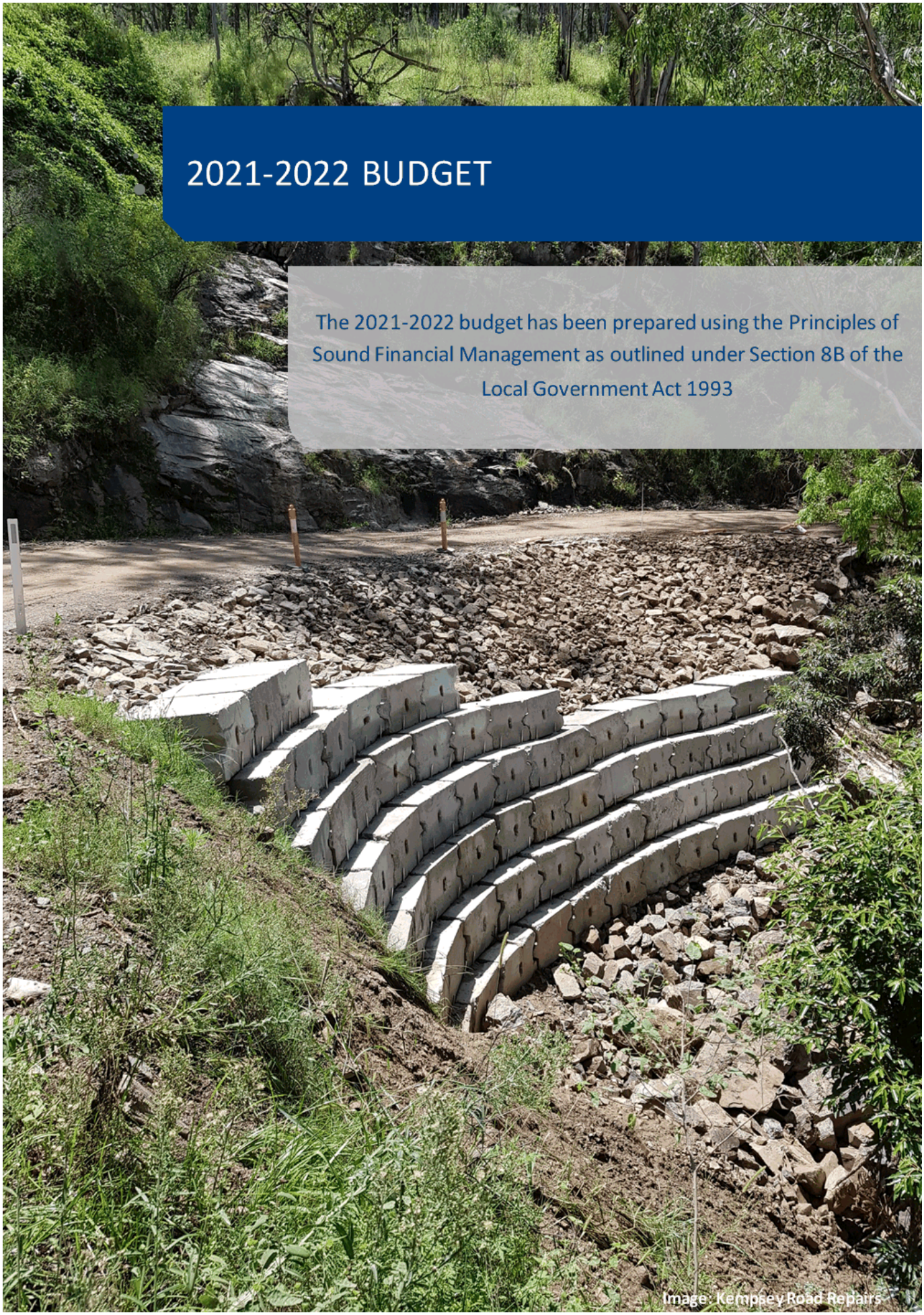
Title	Actions	Origin	DP	Dept.	Measures	Budget
Key Projects and Programs:						
Kerb & Gutter Replacement Program	Complete the 2021-22 Kerb & Gutter Replacement Program.	CAP	E4.1	R/P	• Replacement of prioritised damaged sections of kerb and gutter aligned with available funding.	$243,000 240830
Gravel Re-sheeting Program	Complete the 2021-22 Gravel Re-sheeting Program to the nominated projects in the 10 year plan and that have been prioritised through asset inspections. Priority 1 roads, to be included in considerations, are: . Mt Pleasant Road. . Donald Road – end of seal to Ponts Rd. . Chandler Rd – start from end of seal. . Fassifern Rd - start from end of seal. . Inverinate Rd – start from Fassifern Rd.	CAP	E4.1	R/P	• Safe, functional and durable gravel roads provided. • Projects completed as prioritised through asset inspections and within available funding. • Program of works completed March 2022.	$1,458,053 270414
Rural Reseal program	Complete the 2021-22 Rural Reseal program to the nominated projects in the 10 year plan and that have been prioritised through asset inspections. Priority 1 roads, to be included in considerations, are: . Platform Rd – final seal. reconstructed section. . Rockvale Rd – final seal bridge approaches Wolllomombi River & Boundary Creek.	CAP	E4.1	R/P	• Safe, functional and durable sealed roads provided through maintenance to prevent serious deterioration of the surface layer. • Projects completed as prioritised through asset inspections and within available funding. • Projects completed during warmer weather periods (October to March).	$1,621,838 270471
Urban Reseal program	Complete the 2021-22 Urban Reseal program to the nominated projects in the 10 year plan and that have been prioritised through asset inspections. Priority 1 roads, to be included in considerations, are:	CAP	E4.1	R/P	• Provision of safe, functional and durable sealed roads through maintenance to prevent serious deterioration of the surface layer. • Projects completed as prioritised through asset	$1,200,000 270259

Title	Actions	Origin	DP	Dept.	Measures	Budget
	. Faulkner St – Dumaresq to Kirkwood. . Markham St – Garibaldi to Kentucky. . Long Swamp Rd – Kentucky to Canambe.				inspections and within available funding. • Projects completed during warmer weather periods (October to March).	
Stormwater Drainage Program	Reline and replace drainage network as per CCTV inspection and investigation.	CAP	E3.4	R/P	• Provide a functional and effective stormwater network. • Complete as per prioritisation of investigation report within budget parameters.	$250,000 230269
Kempsey Road Big Hill Project	Upgrade the Big Hill Section of Kempsey Armidale Road to ensure safe access for larger vehicles to help community run their businesses. Total project cost: $4,671,083	RO	E4.1	AM	• Project scope determined in conjunction with TfNSW. • Concept design completed and approved. • Contractor procurement and appointment commenced.	$4,431,147 270442
Laura Creek Bridge	Improve the causeway and the existing Laura Creek timber bridge to minimise the flood effects and road closures and upgrade to meet transport requirements to local industries. The project is fully funded by the Federal Government Fixing Country Bridges program. Total project cost: $638,000	CAP	E4.2	AM	• Investigation, design and tendering completed by February 2022. • Bridge constructed by December 2022.	$608,000 (grant) 272052
Lambs Valley Bridge	Replace the existing Lambs Valley timber bridge with two lane box culvert to meet transport requirements to local industries. The project is fully funded by the Federal Government Fixing Country Bridges program. Total project cost: $440,000	CAP	E4.3	AM	• Investigation, design and tendering completed by October 2021. • Bridge constructed by October 2022.	$390,000 (grant) 272053
Boorolong Creek Bridge	Replace existing Boorolong Creek timber bridge with a new concrete bridge. The project is fully funded by the Federal Government Fixing Country Bridges program. The project will eliminate load limitations and will upgrade to meet transport requirements to local industries.	CAP	E4.2	AM	• Investigation, design and tendering completed by April 2022. • Bridge constructed by April 2023.	$1,204,500 (grant) 272051
Bakers Creek Bridge	Replace existing Bakers Creek timber bridge with a new concrete bridge. The project is fully funded by the Federal Government Fixing Country Bridges program. The project will eliminate load limitations and will upgrade to meet transport requirements to local industries.	CAP	E4.2	AM	• Investigation, design and tendering completed by April 2022. • Bridge constructed by April 2023.	$1,320,000 (grant) 270554
Martin's Gully Bridge	Replace Martins Gully Bridge on Shambrook Avenue, Armidale, jointly funded by Federal Government Bridge Renewal Program and R2R. The project	RO	E4.1	AM	• Bridge constructed by December 2021.	650,000 (grant)

Title	Actions	Origin	DP	Dept.	Measures	Budget
	will restore the bridge to 44T load capacity to meet transport requirements to local industries. Total project cost: $750,000					270549
Kempsey Road Improvement Project	Undertake work aligned with Kempsey Road natural disaster restoration funded from Fixing Local Roads. Total project cost: $4,959,602	CAP	E4.1	AM	• Project scope determined and approved with funding body • Design and investigative work completed • Works commenced	$2,500,000 (grant) 270465
Airport Airside Works Stage 1	Airport Airside Works Stage 1 - Complete the final stage of ARC commitments to improve infrastructure facilities for airside land sales, and improve the safety of general aviation, Emergency and Aero-Medical operations. The full project is funded by a Commonwealth Government grant of $1,227,000 under the Regional Airports Program Round 1 with ARC co-contribution of further $1,227,000. Total project cost: $2,454,000	RO	E4.3	AIR	• Construction completed by December 2021.	$1,454,000 ($727,000 grant) 272024
Footpath Program	Complete the 2021-22 Footpath Program.	CAP	E4.5	R/P	• Safe and functional footpaths provided for community use. • Replacement of prioritised damaged sections - projects ascertained through asset inspections and aligned with available funding.	$175,000 240917
Standard Council operations and activities:						
TfNSW Contract Works	Provide roads maintenance and contract works to TfNSW including an annual resealing program, annual heavy patching and reseal preparation program, and general pavement and corridor repair works.	OP	E4.1	R/P	• Continue to provide requested services to levels required under the contract. • Maintain suitable oversight and resources to deliver services.	270704, 270700, 270702
Gravel Pit Operations	Manage gravel pits in order to supply cost effective materials for roads maintenance and upgrade programs.	OP	E4.1	R/P	• Increase usage of Council gravel reserves for Council works - a minimum of 50,000 tonnes. • Meet regulatory requirements for operations and rehabilitation.	270600
Kerb and Gutter Maintenance	Provide kerb and gutter maintenance in accordance with the Roads Management Strategic Plan 2017.	OP	E4.1	R/P	• Maintain safe and functional kerb and gutter within budget allocations as per priority list.	240800
Transport for NSW Grant Projects	Manage and implement Transport for NSW grant projects including: MR124 (Armidale to Yarrowyck 6.29km). RR7708 (From Waterfall Way, Marsh St, Glen Innes Rd.	OP	E4.1	R/P	• Provide safer roads through maintenance contracts. • Complete nominated works during January and June 2022.	270130, 270110, 270140, 270120 (Rev), 270055 (Rev)

Title	Actions	Origin	DP	Dept.	Measures	Budget
	Regional Roads Block Grant. Repairs and maintenance to regional roads.				• Provide TfNSW with candidate sections for repair and finalisation certificates.	
Private Works Services	Conduct Private Works including grading, driveway repairs & construction, and rural address signs.	OP	L2.4	R/P	• Provide private works not able to be serviced by, or through, local providers. • Complete works as per private agreement.	210340
Roads and Drainage Construction and Maintenance	Deliver planned roads and drainage construction and maintenance.	OP	E4.1	R/P	• Maintain safe and functional roads and drainage systems throughout the region. • Complete works in line with current strategic plan to agreed levels of service.	210319
Rural and Urban Bridge Repairs and Maintenance	Deliver a program of works for rural and urban bridge repairs and maintenance.	OP	E4.1	R/P	• Maintain safe and functional bridges throughout the region. • Works completed as per maintenance backlog within budget.	270050, 270510, 270200
Rural and Urban Sealed Road Works	Deliver a program of works for rural sealed roads repairs and unplanned maintenance.	OP	E4.1	R/P	• Maintain safe and functional rural sealed roads by completing all unplanned maintenance within budget.	270301
Rural Unsealed Road Works	Deliver a program of works for rural unsealed roads maintenance.	OP	E4.1	R/P	• Maintain safe and functional rural unsealed roads by completing works in line with current strategic plan to agreed levels of service.	270400
Street Light Administration	Coordinate Street Lighting payments including LED Lighting Upgrades and Essential Energy rates.	OP	E4.1	R/P	• Continued street light operation. • Subsidy from TfNSw paid to Essential Energy within nominated timeframes.	241002
Traffic Sign Provision and Maintenance	Purchase and maintain traffic signs for use on roads, parks and other appropriate council projects.	OP	E4.1	R/P	• Safe traffic management with no major incidents due to lack of signage. • Complete as per program of works.	210330
Urban and Rural Drainage Works	Conduct urban and rural drainage repairs and maintenance to prevent faults and failures.	OP	E4.1	R/P	• Safe and functional drainage infrastructure maintained across the region. • Complete priority planned and unplanned works.	230208
Works Depot Management	Operate the Armidale and Guyra Works Depots safely and efficiently.	OP	E4.1	R/P	• Operations managed within budget.	210332
Airport Operations	Operate the Armidale Regional Airport including: Maintain regulatory compliance. Facilitate ongoing regular transport services. Manage airport security. Manage leases and tenancies and future developments.	OP	E4.	AIR	• All compliance audits and regulatory surveys completed. • Maintain the number of carriers servicing the port, number of destinations on offer, monthly PAX numbers,	272000

Title	Actions	Origin	DP	Dept.	Measures	Budget
	Support General Aviation productivity, growth and development.				cost of fares and number of daily services. • All passenger and baggage security screening competed in accordance with the Act and Regulations. • Maintain ongoing leases and attract new leases. • Maintain Armidale Airport User Group, Security and Safety Meetings on a quarterly basis.	
Footpath and Cycleway Works	Complete unplanned maintenance and repairs of footpaths and cycleways.	OP	E4.4	R/P	• Complete all unplanned maintenance within budget.	270900, 240900



2021-2022 BUDGET

The 2021-2022 budget has been prepared using the Principles of Sound Financial Management as outlined under Section 8B of the Local Government Act 1993

Image: Kempsey Road Repairs

2021-2022 Budget

Introduction

Council's 2021-2022 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.

Additionally, Council is operating under a Performance Improvement Order issued by the Minister for Local Government and this requires Council to:

- Adopt surplus budgets that ensure financial sustainability over the long term;
- Adopt a Reserves policy that ensures a minimum of $4-5m is available as unrestricted cash to fund working capital requirements before setting aside funds as Internal Restrictions; and
- Ensure adequate resources are provided to improve financial ratios.

Over the last 3 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.

Council has also been managing the combined impacts of drought, fire, flood and pandemic. These events have negatively impacted Council's actual and forecast results over 2019-2020, 2020-2021 and 2021-2022.

COVID-19

Ongoing financial impacts from COVID-19 are likely to continue beyond 2021-2022. The 2021-2022 expected revenue loss from the 2019-2020 (pre-COVID-19) budgeted level is at least $1.2 million for airport revenues.

Total cumulative impacts from COVID-19 are estimated to be $3.6 million including the 2021-2022 budget from reduced revenue pertaining to the airport, leases and parking fines.

Bushfire and Flood

Council has also been impacted by the cumulative natural disaster events that have affected Kempsey Road. Kempsey Road is classified as a local road and, as such, falls under Council's control and responsibility. The impact of extreme bushfire and then subsequent flooding has had severe impacts to the condition of the road and resulted in significant natural disaster claims.

In 2021-2022 Council is forecasting to spend $15 million on natural disaster restoration works along with an additional $6.9 million on associated grant funded works on Kempsey Road. While most of the proposed expenditure on Kempsey Road is externally funded, the size and complexity of the works program on this road alone has required Council to dedicate specialised staff and other resources to solely support this works program, directing effort away from other areas.

Drought

The 2021-2022 budget continues to be impacted by drought in the form of reduced water consumption and some remaining costs relating to groundwater infrastructure. Drought impacts necessitated Council to increase water consumption charges in 2020-2021 and these are recommended to remain at 2020-2021 levels in order to ensure that the Water Fund produces an operating surplus and is able to cover annual operational costs as well as forecast capital expenditure.

Ongoing severe drought conditions have negatively impacted Council's Water Fund by around $6.9 million.

For the 2021-2022 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. 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.

The 2021-2022 budget includes a consolidated operating surplus of $1 million with the following fund results:

Fund	Operating Result
General Fund	$100,121
Water Fund	$690,566
Sewer Fund	$242,099
Consolidated	**$1,032,786**

Council is forecasting an unrestricted cash position of around $3.4 million by 30 June 2022. 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 2021-2022 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, at this time Council would have to decrease service levels in order to this. Given the other significant budget challenges faced and the requirement to focus on rebuilding the organisation's core standards and invest appropriately in asset renewal, it has not been possible to build in an increase in unrestricted cash to the 2021-2022 budget; however, this will remain a focus for future budget review processes.

There are a number of items, such as grants applied for where Council has not been advised the outcome, that have not been included in the 2021-2022 budget, due to the lack of certainty around the timing, funding and/or probability of completion. These 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.

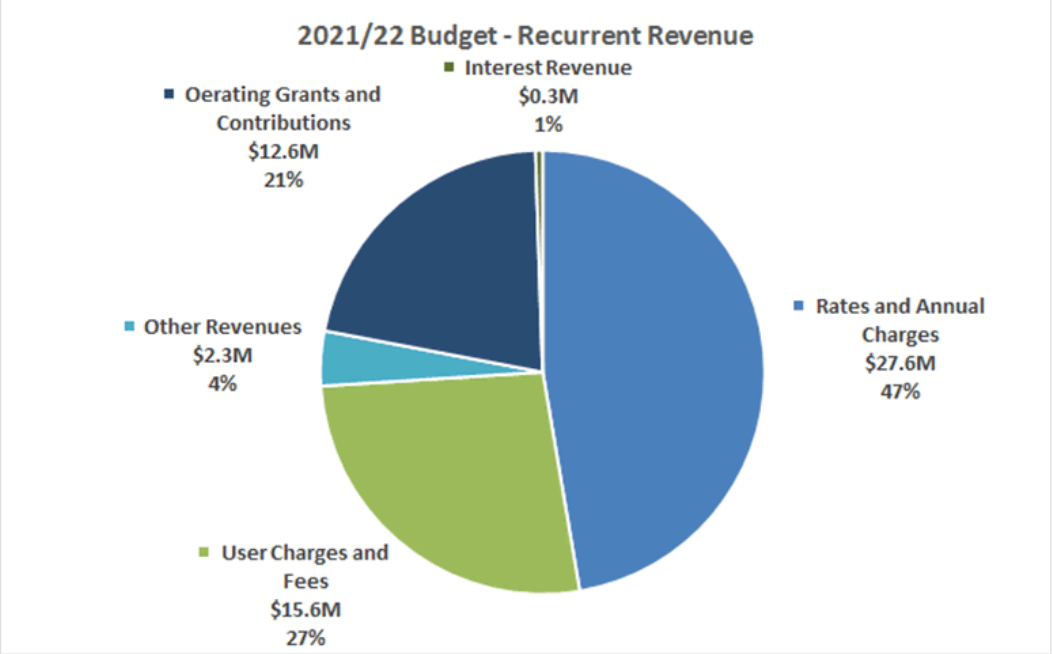
Financial Results

The financial results for the 2021-2022 original budget are outlined on the following pages by fund.

General Fund

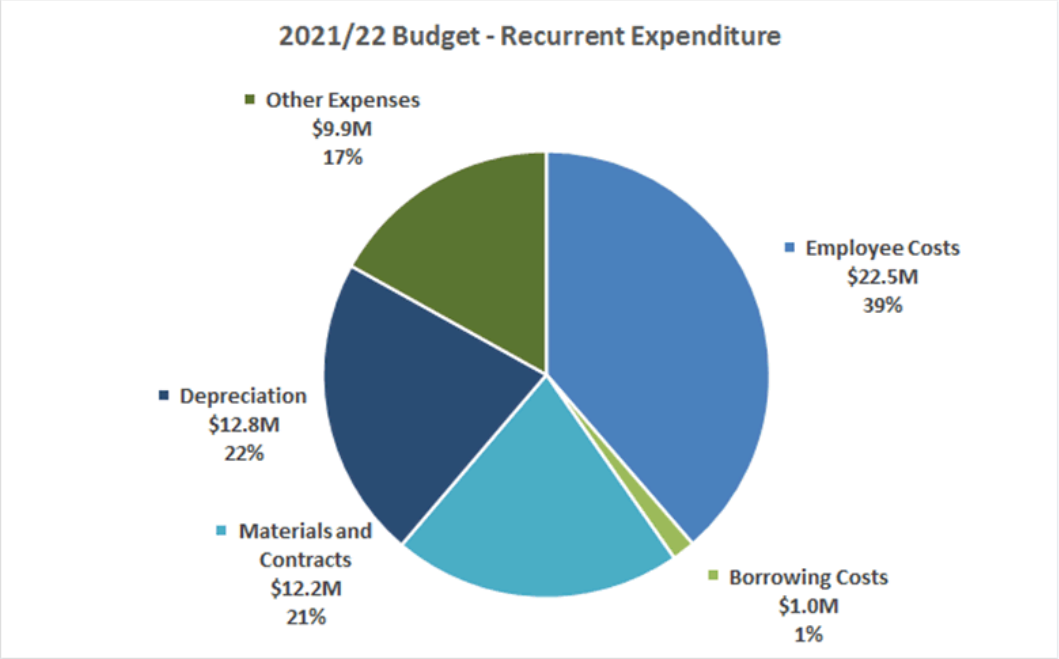
Recurrent Revenue

The 2021-2022 budget includes total recurrent revenue of $58.4 million. The breakup of this revenue is shown below.



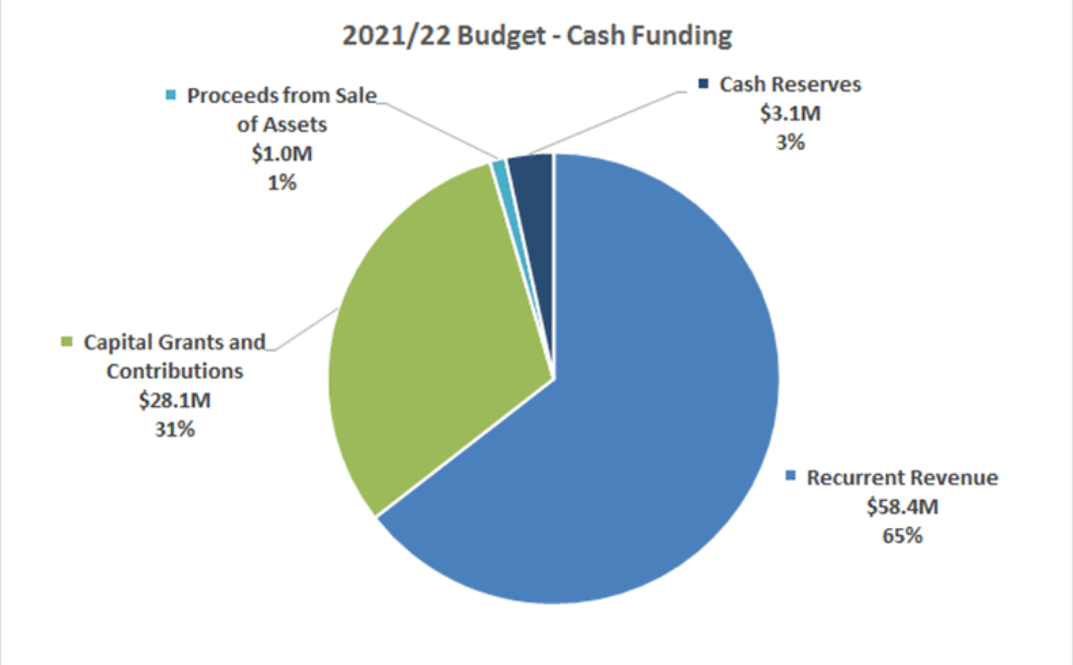
Recurrent Expenditure

The 2021-22 budget includes total recurrent expenditure of $58.3 million. The breakup of this expenditure is shown below.



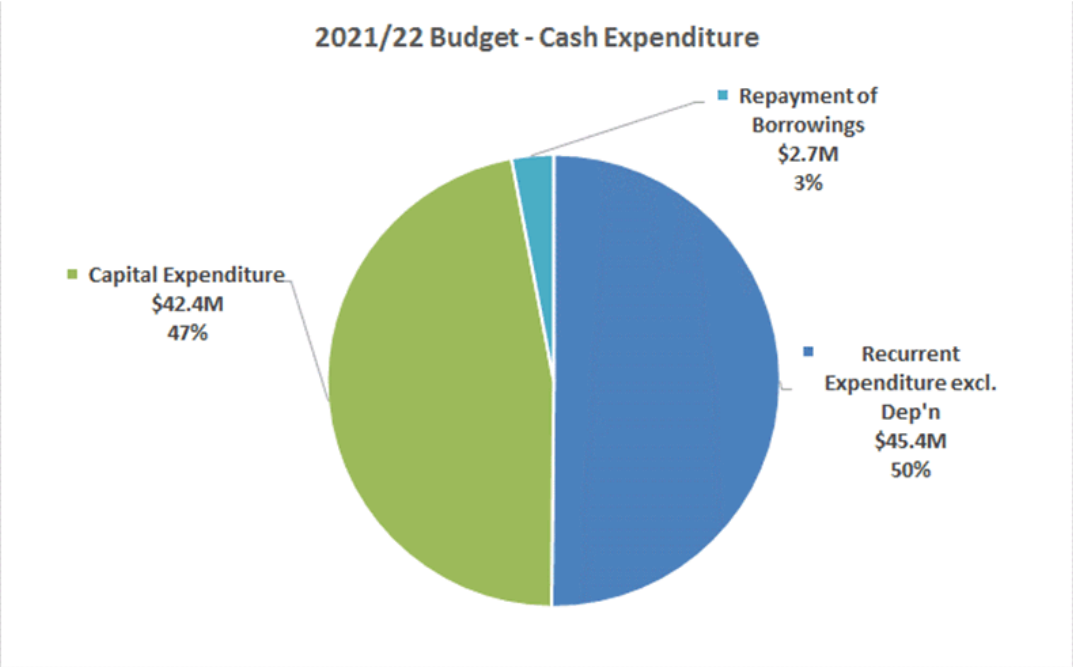
Cash Funding

Total cash funding available for the 2021-2022 budget is $90.6 million. The breakup of funding is shown below.



Cash Expenditure

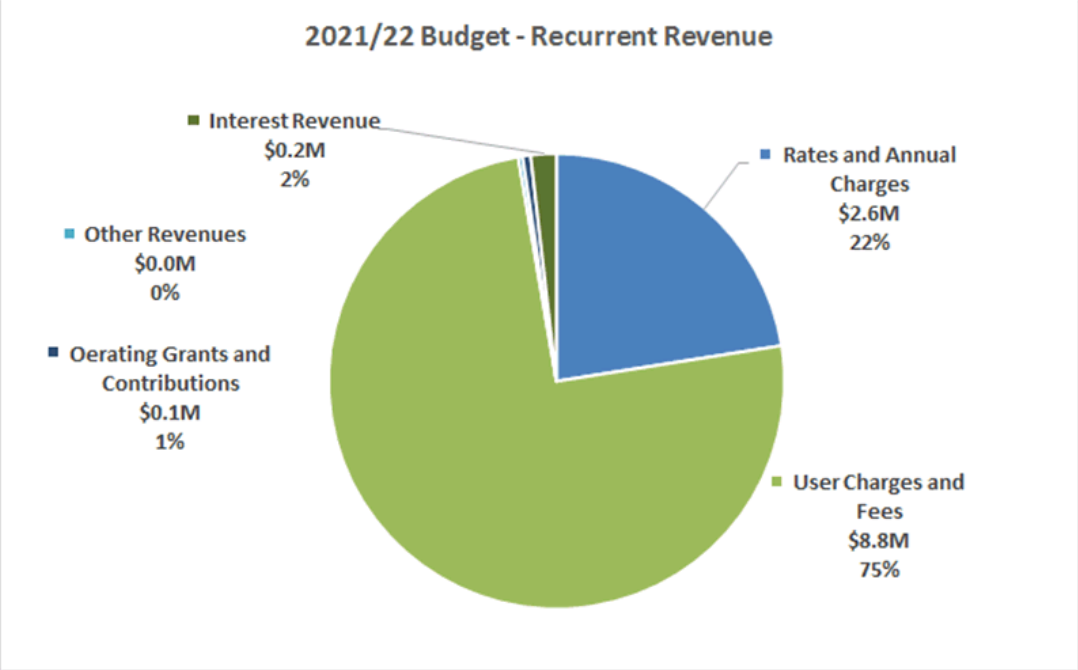
Total cash expended or used in the 2021-2022 budget is $90.6 million. The breakup of expenditure is shown below.



Water Fund

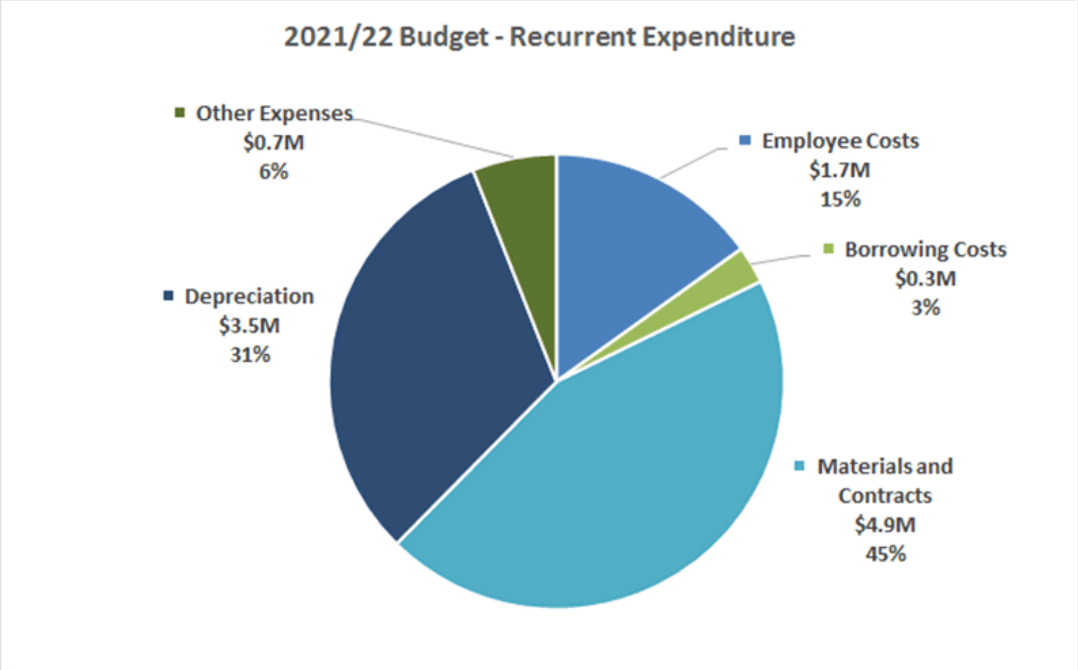
Recurrent Revenue

The 2021-2022 budget includes total recurrent revenue of $11.7 million. The breakup of this revenue is shown below.



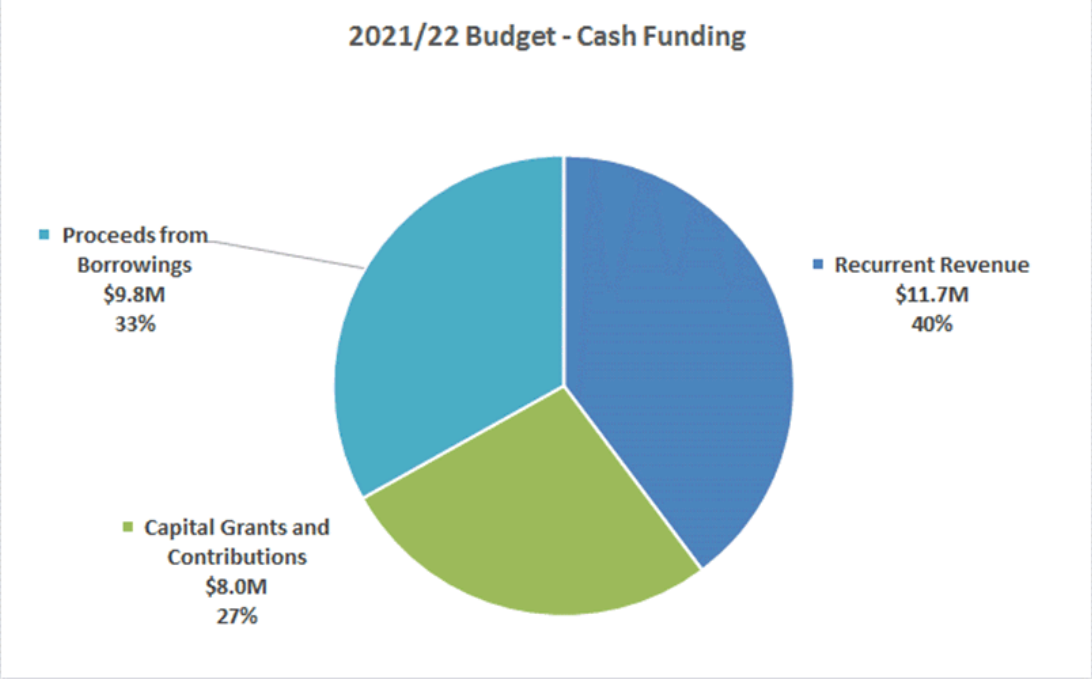
Recurrent Expenditure

The 2021-2022 budget includes total recurrent expenditure of $11.0 million. The breakup of this expenditure is shown below.



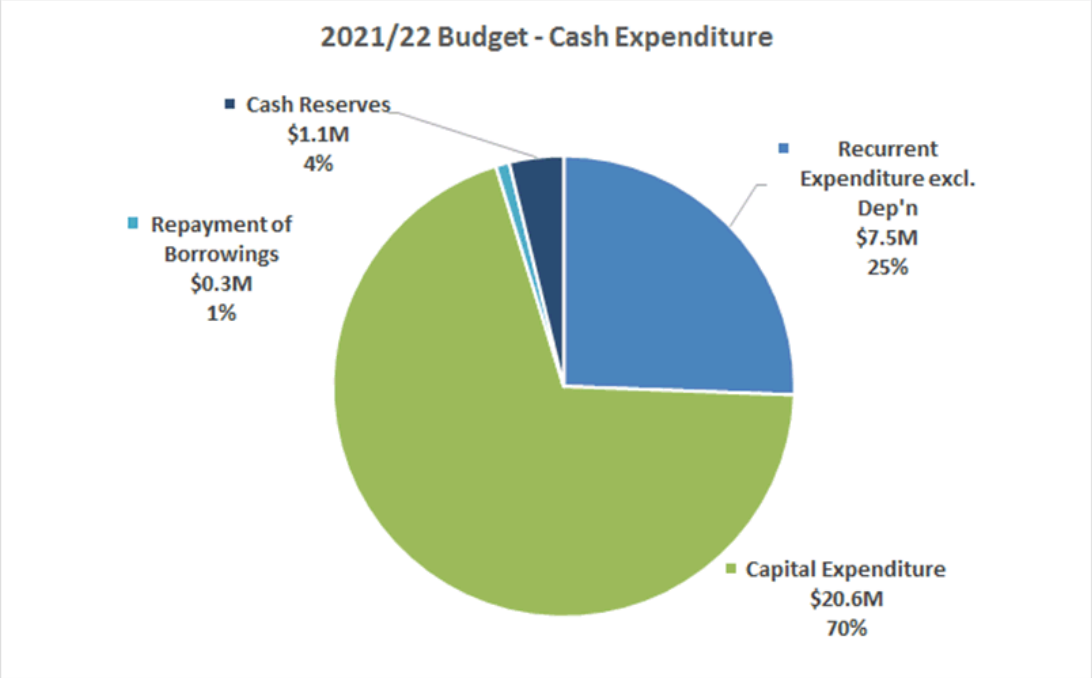
Cash Funding

Total cash funding available for the 2021-2022 budget is $29.5 million. The breakup of funding is shown below.



Cash Expenditure

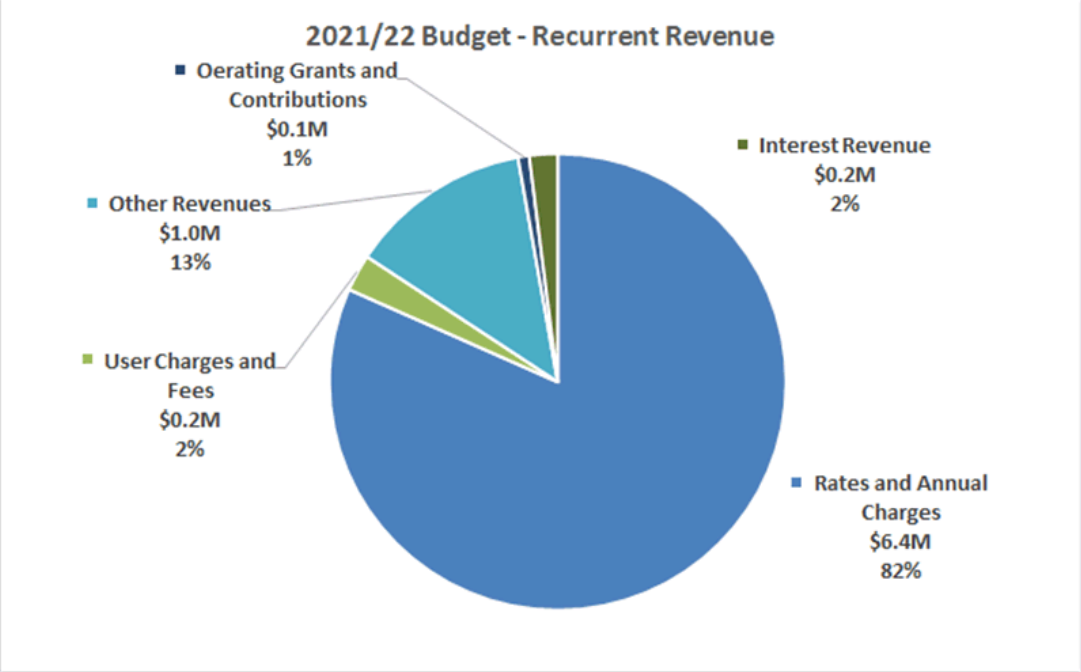
Total cash expended or used in the 2021-2022 budget is $29.5 million. The breakup of expenditure is shown below.



Sewer Fund

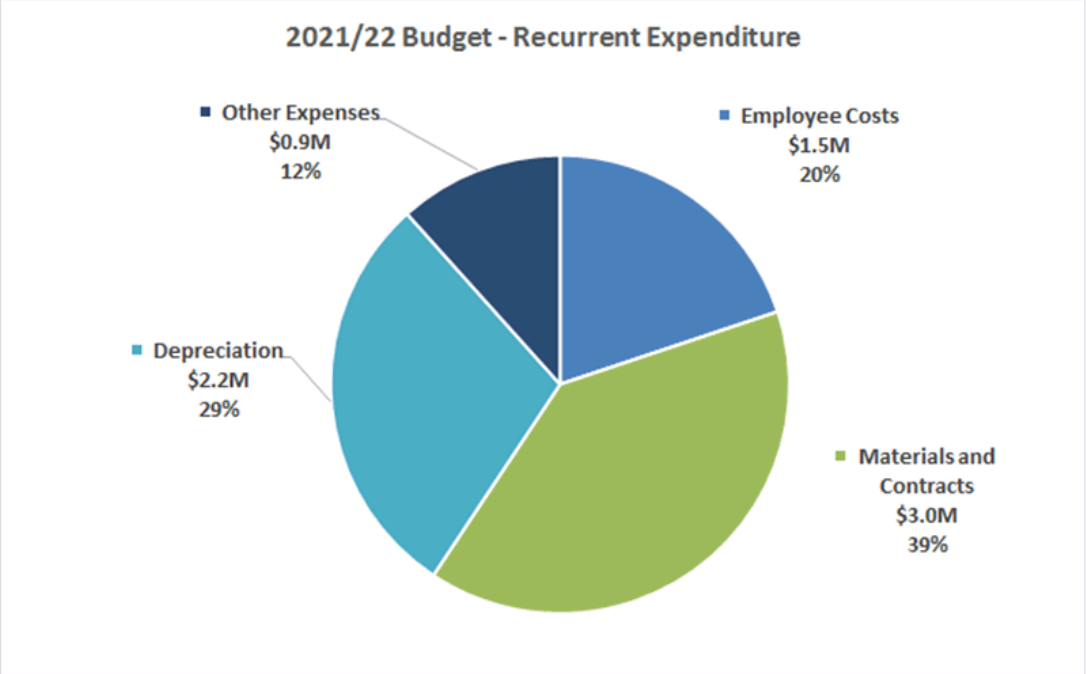
Recurrent Revenue

The 2021-2022 budget includes total recurrent revenue of $7.9 million. The breakup of this revenue is shown below.



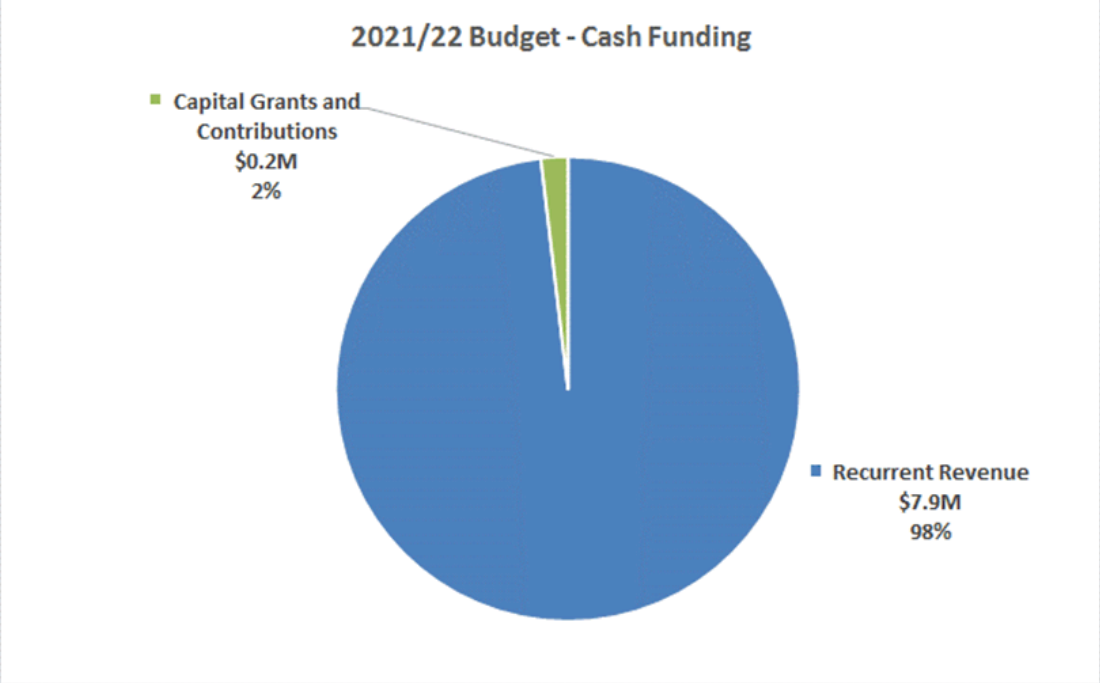
Recurrent Expenditure

The 2021-2022 budget includes total recurrent expenditure of $7.6 million. The breakup of this expenditure is shown below.



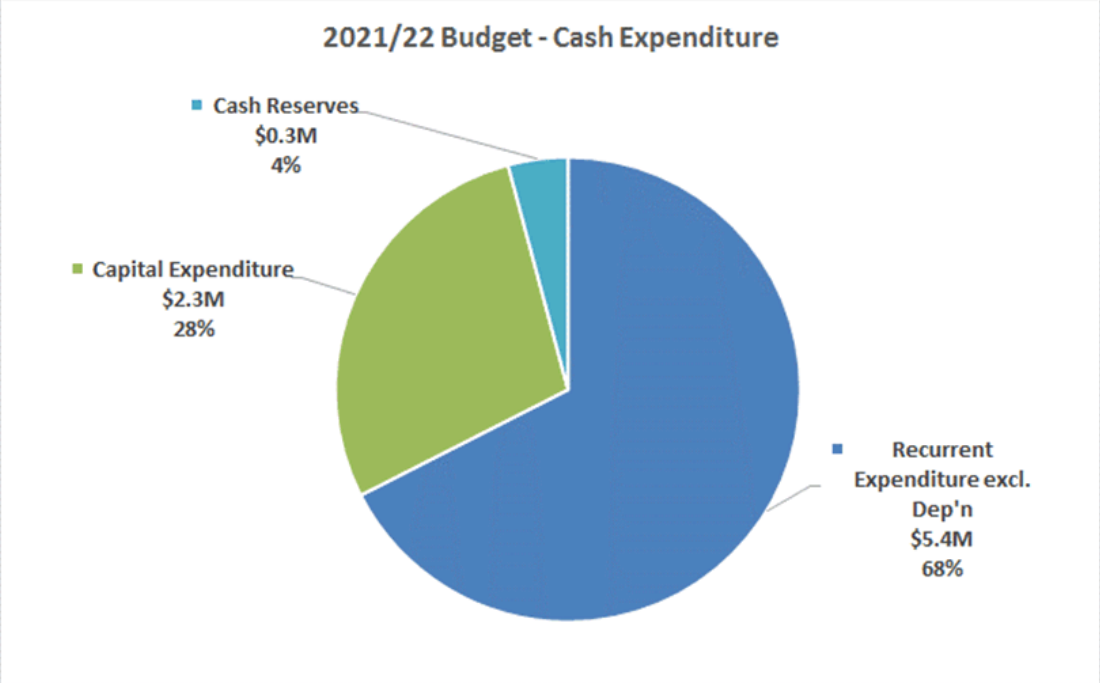
Cash Funding

Total cash funding available for the 2021-2022 budget is $8.0 million. The breakup of funding is shown below.



Cash Expenditure

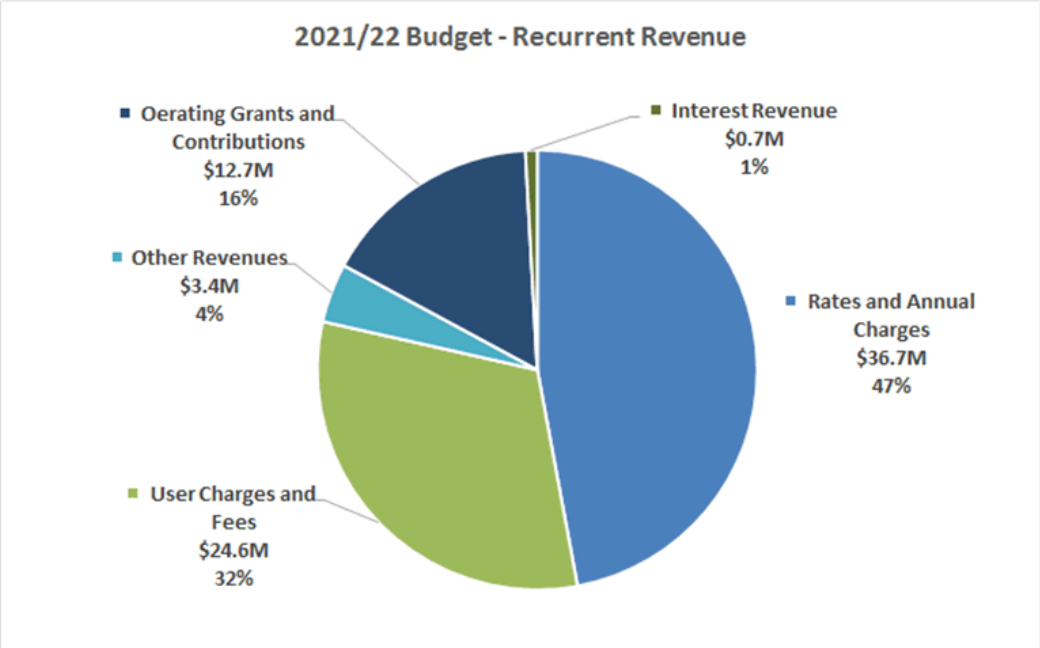
Total cash expended or used in the 2021-2022 budget is $8.0 million. The breakup of expenditure is shown below.



Consolidated Result

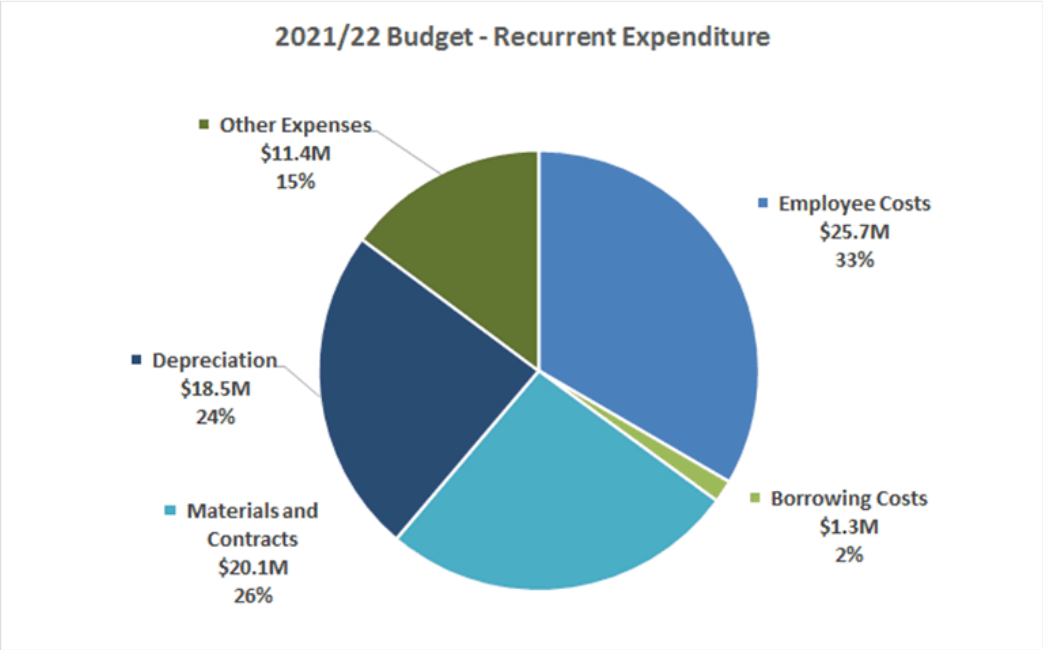
Recurrent Revenue

The 2021-2022 budget includes total recurrent revenue of $78.0 million. The breakup of this revenue is shown below.



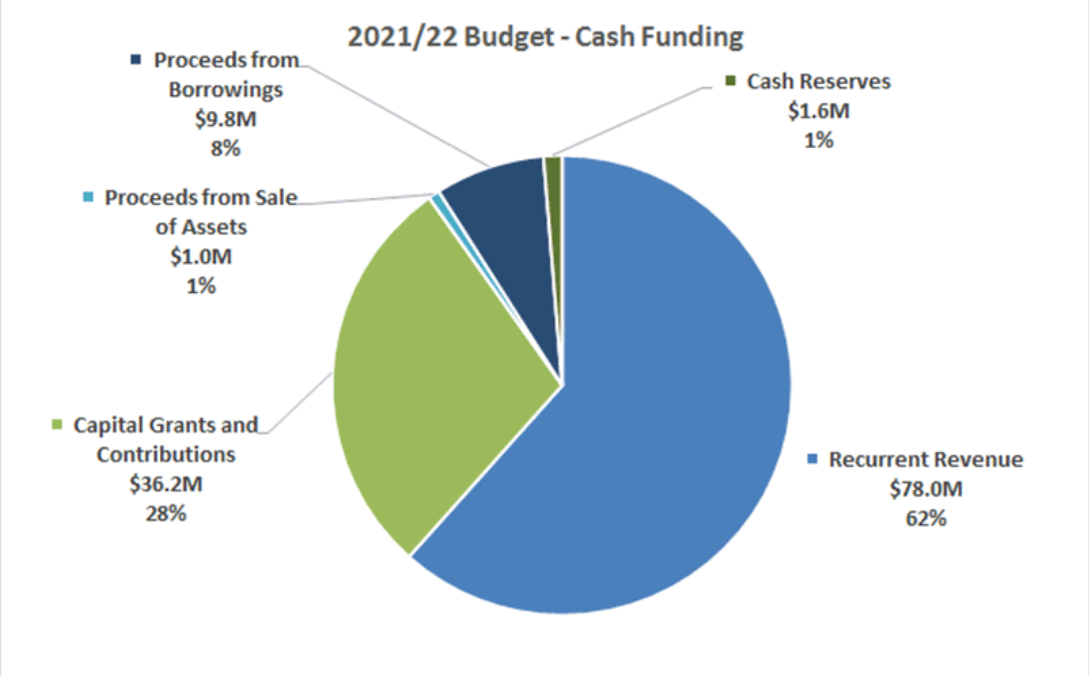
Recurrent Expenditure

The 2021-2022 budget includes total recurrent expenditure of $77.0 million. The breakup of this expenditure is shown below.



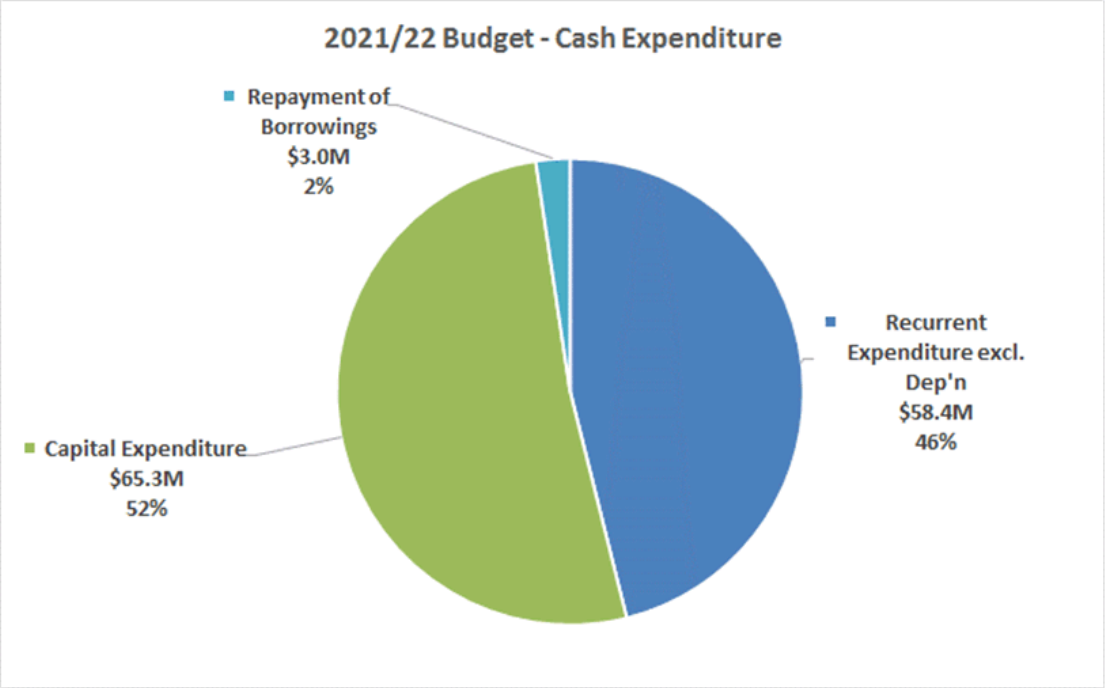
Cash Funding

Total cash funding available for the 2021-2022 budget is $126.7 million. The breakup of funding is shown below.



Cash Expenditure

Total cash expended or used in the 2021-2022 budget is $126.7 million. The breakup of expenditure is shown below.



2021-2022 Income Statement

$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
Income from Continuing Operations				
Rates and Annual Charges	27,648	2,640	6,444	36,731
User Charges and Fees	15,570	8,776	206	24,551
Interest and Investment Revenue	303	212	158	673
Other Revenues	2,333	38	1,022	3,392
Operating Grants and Contributions	12,551	67	63	12,681
Capital Grants and Contributions	28,056	8,001	150	36,207
Total Income from Continuing Operations	86,461	19,734	8,042	114,237
Expenses from Continuing Operations				
Employee Costs	22,540	1,665	1,519	25,724
Borrowing Costs	966	293	-	1,259
Materials and Contracts	12,184	4,930	3,019	20,133
Depreciation	12,757	3,493	2,222	18,472
Other Expenses	9,858	660	890	11,408
Total Expenses from Continuing Operations	58,305	11,042	7,650	76,996
Net Operating Result	**28,156**	**8,692**	**392**	**37,240**
Net Operating Result before Capital Grants and Contributions	**100**	**691**	**242**	**1,033**

2021-2022 Balance Sheet

$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
ASSETS				
Current Assets				
Cash and Investments	26,962	22,845	18,868	68,675
Receivables	7,480	1,382	288	9,150
Inventories	539		488	1,027
Contract Assets	3,073			3,073
Other	1,965			1,965
Total Current Assets	40,019	24,227	19,644	83,889
Non-Current Assets				
Receivables	337			337
Infrastructure, Property, Plant & Equipment (IPP&E)	618,233	196,719	103,676	918,628
Other	279			279
Total Non-Current Assets	618,849	196,719	103,676	919,244
TOTAL ASSETS	658,868	220,946	123,320	1,003,134
LIABILITIES				
Current Liabilities				
Payables	8,258	179		8,437
Contract Liabilities	7,245			7,245
Borrowings	6,926	682		7,608
Provisions	12,303			12,303
Total Current Liabilities	34,732	861	0	35,593
Non-Current Liabilities				
Borrowings	7,087	13,034		20,121
Provisions	19,138			19,138
Other	279			279
Total Non-Current Liabilities	26,503	13,034	0	39,538
TOTAL LIABILITIES	61,236	13,895	0	75,130
Net Assets	**597,632**	**207,051**	**123,320**	**928,003**
EQUITY				
Retained Earnings	580,367	198,659	117,894	896,920
Revaluation Reserves	17,265	8,392	5,426	31,083
Total Equity	**597,632**	**207,051**	**123,320**	**928,003**

2021-2022 Cashflow Statement

$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	27,648	2,640	6,444	36,731
User Charges and Fees	15,570	8,776	206	24,551
Interest and Investment Revenue Received	303	212	158	673
Grants and Contributions	40,608	8,068	213	48,889
Other	2,333	38	1,022	3,392
Payments:				
Employee Costs	(22,540)	(1,665)	(1,519)	(25,724)
Materials and Contracts	(12,184)	(4,930)	(3,019)	(20,133)
Borrowing Costs	(841)	(293)		(1,134)
Other	(9,858)	(660)	(890)	(11,408)
Net Cash provided (or used in) Operating Activities	41,038	12,185	2,614	55,837
Cash Flows from Investing Activities				
Receipts:				
Sale of IPP&E	1,010			1,010
Payments:				
Purchase of IPP&E	(42,444)	(20,551)	(2,280)	(65,275)
Net Cash provided (or used in) Investing Activities	(41,434)	(20,551)	(2,280)	(64,265)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings		9,770		9,770
Payments:				
Repayment of Borrowings	(2,707)	(281)		(2,988)
Net Cash Flow provided (used in) Financing Activities	(2,707)	9,489	0	6,782
Net Increase/(Decrease) in Cash	**(3,103)**	**1,123**	**334**	**(1,646)**
Plus: Cash - beginning of year	21,287	0	610	21,897
Cash - end of the year	18,184	1,123	945	20,252
Investments - end of the year	8,778	21,722	17,923	48,423
Cash & Investments - end of the year	**26,962**	**22,845**	**18,868**	**68,675**

$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
Representing:				
External Restrictions	11,673	22,845	18,868	53,385
Internal Restrictions	11,915			11,915
Unrestricted	3,374			3,374
Total	**26,962**	**22,845**	**18,868**	**68,675**

2021-2022 Equity Statement

$'000	General Fund	Water Fund	Sewer Fund	Consolidated Result
Opening Balance	569,476	198,360	122,928	890,763
Net Operating Result for the Year	28,156	8,692	392	37,240
Closing Equity Balance	597,632	207,051	123,320	928,003

Detailed Operating Budget

General Fund

Project No	Project Description	Recurrent Revenue	Recurrent Expenditure	Net Operating Surplus/(Deficit)
210040	Records Management	0	370,952	(370,952)
210050	Governance	0	498,261	(498,261)
210057	Communications & Engagement	0	623,791	(623,791)
210070	Customer Service	0	703,809	(703,809)
210086	Local Area Committees	0	24,500	(24,500)
210100	Insurances	80,000	1,792,988	(1,712,988)
210205	Tourism Development	0	271,839	(271,839)
210206	Depreciation Tourism	0	6,000	(6,000)
210225	Economic Development	0	231,551	(231,551)
210255	Visitor Information Centre	55,000	262,213	(207,213)
210268	Industrial and Residential Land Disposal	0	19,740	(19,740)
210305	Asset Management and Planning	0	1,056,202	(1,056,202)
210309	Corporate Planning	0	151,255	(151,255)
210310	Investigations and Design	8,500	568,949	(560,449)
210319	Roads & Drainage Construction Management	0	166,511	(166,511)
210330	Traffic Signs used on Jobs	40,000	30,800	9,200
210332	Works Depot	0	310,010	(310,010)
210340	Private Works	250,000	144,182	105,818
210350	Purchasing & Supply	10,000	426,831	(416,831)
210400	Rural Fire Service	565,080	673,371	(108,291)

210401	Depreciation RFS	0	528,000	(528,000)
210402	RFS - Program Maintenence & Repairs	0	362,335	(362,335)
210503	Depreciation Fleet and Workshop	0	1,777,000	(1,777,000)
210504	Plant and Fleet Income and Expenses	330,000	(1,608,456)	1,938,456
210602	Election Expenses	0	300,000	(300,000)
210606	Internal Audit Committee	80,000	229,664	(149,664)
210607	Risk & Safety	0	430,299	(430,299)
210650	Executive Office	0	2,527,235	(2,527,235)
210653	Councillors Expenses	0	456,547	(456,547)
210655	Executive - Performance Improvement Order	0	990,000	(990,000)
210701	Human Resources	0	764,871	(764,871)
210709	Sport Une Staff Memberships	4,500	9,000	(4,500)
210713	Events & Promotions	72,500	348,332	(275,832)
210815	Financial Services	23,992,795	(5,442,987)	29,435,782
210910	Information Technology	0	2,862,228	(2,862,228)
210912	Depreciation Information Technology	0	20,000	(20,000)
210990	Employment Oncosts	110,000	(3,104,074)	3,214,074
220080	Volunteer Centre	25,085	71,983	(46,898)
220100	Aboriginal Community Development	(3,000)	122,011	(125,011)
220131	Community Initiatives	0	178,543	(178,543)
220138	Bushfire Recovery Officer - Resilience NSW	220,000	220,000	0
220151	Youth Development	0	97,326	(97,326)
220159	Youth Services - Youth Week	1,800	3,600	(1,800)
220182	Armidale Neighbourhood Centre	0	20,000	(20,000)
220200	Community Assistance Grants s356	0	20,000	(20,000)
220205	Arts North West Contribution	0	21,588	(21,588)
220500	Libraries	174,500	1,194,184	(1,019,684)
220502	Depreciation Library	0	183,000	(183,000)
220503	Library - Materials (co-op)-T19	39,000	73,500	(34,500)
220605	Museums Folk Operations	1,800	143,107	(141,307)
220650	Museums NERAM and Arts Development	12,205	371,735	(359,530)
230208	Urban & Rural Drainage	467,925	457,723	10,202
230245	New England Weeds Authority	0	206,000	(206,000)
240001	Armidale Aquatic Centre	339,830	521,318	(181,488)
240003	Depreciation Aquatic Centres	0	177,000	(177,000)
240030	Parks Private Works	0	18,666	(18,666)
240200	Cemeteries	230,000	288,833	(58,833)
240250	Sports Council Administration	42,000	42,000	0
240300	Sportsfields	20,851	710,853	(690,002)
240305	Depreciation Parks and Reserves	0	679,000	(679,000)
240350	Parks and Reserves	564	907,096	(906,532)
240400	Grazing and Leases	3,819	107,616	(103,797)

240510	Urban Forest	6,800	302,953	(296,153)
240520	Parks Management & Administration	15,000	481,683	(466,683)
240601	City Services	13,165	647,889	(634,724)
240800	Kerb & Gutter Maintenance	0	74,004	(74,004)
240900	Footpaths Maintenance	0	70,101	(70,101)
241000	Facility Management	343,201	2,063,318	(1,720,117)
241001	Depreciation Facility Management	0	1,768,000	(1,768,000)
241002	Street Lighting (Electricity Bill)	82,000	240,000	(158,000)
250100	Applications and Approvals	428,000	1,012,404	(584,404)
250102	Certification and Inspections	237,000	585,839	(348,839)
250180	Gasworks Site Environmental Monitoring	0	365,055	(365,055)
250203	Sustainability and Strategic Planning	5,000	456,964	(451,964)
250315	Environmental Health	165,330	151,415	13,915
250320	Guyra - State Emergency Service	0	84,781	(84,781)
250321	Fire Brigade Service Armidale	0	180,906	(180,906)
250400	Companion Animals	147,200	668,454	(521,254)
250502	Car Parking and General Enforcement	400,000	284,526	115,474
270050	Roads Maintenance Management	0	1,524,461	(1,524,461)
270052	Depreciation Transport Management	0	6,052,000	(6,052,000)
270055	Roads to Recovery Grants	1,429,700	0	1,429,700
270057	Local Roads & Community Infrastructure Program Grant	1,307,181	0	1,307,181
270110	MR135 Regional Roads Block Grant	946,716	251,611	695,105
270200	Urban Roads Repairs and Maintenance	0	826,380	(826,380)
270219	Traffic Facilities Engineering Support - M & R	116,000	105,415	10,585
270301	Rural Sealed Roads Repairs and Maintenance	2,405,042	405,222	1,999,820
270400	Rural Unsealed Roads Planned Maintenance	12,000	2,239,482	(2,227,482)
270453	Companion Animals Shelter	0	76,000	(76,000)
270510	Urban Bridge Repairs and Maintenance	0	18,996	(18,996)
270530	Rural Bridges Repairs and Maintenance	0	41,355	(41,355)
270600	Gravel Pit Operations	1,251,350	1,252,001	(651)
270700	RMS - RMCC Overheads (E & T)	0	269,670	(269,670)
270702	RMS - RMCC Routine Maintenance	550,000	223,682	326,318
270704	RMS - RMCC Ordered Pavement Works	7,792,410	6,903,871	888,539
270900	Cycleways	0	47,823	(47,823)
272000	Regional Airport	548,857	1,229,575	(680,718)
272001	Depreciation Airport	0	760,000	(760,000)
272038	RMCC MR76 - Corrective Maintenance	0	51,410	(51,410)
272044	Waterfall Way Tourism Recovery Campaign	0	120,000	(120,000)
272055	Technical Office	0	265,357	(265,357)
272057	Wildlife and Habitat Community Grants Program	60,000	110,000	(50,000)
290015	Northern Inland Regional Waste	0	12,247	(12,247)

290060	Waste Management	4,712,675	4,204,435	508,240
290246	Depreciation Waste	0	847,000	(847,000)
290248	Long Swamp Road Waste Transfer Facility	4,024,719	1,550,726	2,473,993
290249	Regional Landfill	2,876,940	880,245	1,996,695
290550	Transfer Station	0	695,599	(695,599)
300008	Guyra Aquatic Centre	70,800	237,672	(166,872)
300074	Home Support Services (HSS) Guyra	158,321	182,727	(24,406)
300083	Kolora Aged Homes	228,173	19,162	209,011
300502	Community Health Related Transport	0	98	(98)
300565	Guyra Preschool & Long Day Care Centre	813,701	835,881	(22,180)
300707	Tablelands Community Transport	82,950	6,037	76,913
	Total	**58,404,985**	**58,304,862**	**100,122**

Water Fund

Project No	Project Description	Recurrent Revenue	Recurrent Expenditure	Net Operating Surplus/(Deficit)
280008	Depreciation Water Services	0	3,493,000	(3,493,000)
280010	Water - Business Administration	11,732,226	4,333,330	7,398,896
280200	Raw Water Dams	0	234,862	(234,862)
280250	Raw Water Mains	0	96,484	(96,484)
280270	Water Network Management	0	1,002,671	(1,002,671)
280294	Water Private Works	0	79,629	(79,629)
280300	Water Service Reservoirs	0	38,243	(38,243)
280400	Water - Pumping Stations	0	178,564	(178,564)
280700	WTP - Management	0	1,584,877	(1,584,877)
	Total	**11,732,226**	**11,041,660**	**690,566**

Sewer Fund

Project No	Project Description	Recurrent Revenue	Recurrent Expenditure	Net Operating Surplus/(Deficit)
260005	Sewer Management	6,685,939	2,371,915	4,314,024
260008	Depreciation Sewerage Services	0	2,222,000	(2,222,000)
260020	Sewerage - New Connections	48,000	10,866	37,134
260195	Sewerage - Network Management	0	1,191,669	(1,191,669)
260300	Sewerage - Pump Stations	0	15,699	(15,699)
260400	STP - Management	0	790,421	(790,421)
260500	Effluent Management	1,000,000	930,119	69,881
260600	Sewer - Trade Waste	158,000	117,151	40,849
	Total	**7,891,939**	**7,649,840**	**242,099**

Capital Budget

The 2021-2022 capital program was developed by identifying critical works, projects that are pre existing commitments, grant dependent projects and a level of asset renewal expenditure that is consistent with Council's Special Rate Variation modelling. Using this criteria has produced a 2021-2022 capital program totaling $65 million as follows.

Description	Budget	Grant/Externally Restricted Funding	Council/Internally Restricted Funding
General Fund	$42,443,686	$33,547,244	$8,896,442
Water Fund	$20,550,993	$8,001,335	$12,549,659
Sewer Fund	$2,280,000	$150,000	$2,130,000
Consolidated	**$65,274,679**	**$41,698,579**	**$23,576,100**

Special Rate Variation

Council was successful in obtaining approval from IPART to continue with the temporary Special Rate Variation (SV) on a permanent basis from 2021-2022. This will provide $1.5 million in funding annually for asset renewals. Council's 2021-2022 SV allocation is as follows:

Asset Renewal Program	2021-2022 Budget as per SV Modelling	SV Allocation
Kerb and Gutter program	$243,000	$65,427
Footpath program	$175,000	$47,118
Urban reseal program	$1,200,000	$323,096
Rural reseal program	$1,621,838	$457,719
Gravel Re-sheeting program	$1,458,053	$392,575
Stormwater drainage program	$250,000	$-
Building Renewal program	$842,847	$226,933
Total	**$5,790,738**	**$1,512,868**

A full list of capital projects is contained below.

General Fund

Project No	Project Description	Total Project Value	2021-2022 Budget
270442	Kempsey Road Big Hill Project	4,671,083	4,431,147
270549	Martins Gully Bridge	750,000	650,000
272024	Airport Airside Works Stage 1	2,454,000	1,454,000
240060	LAC Infrastructure Contributions LRCI	844,674	124,674
270455	Guyra Showgrounds Upgrade	710,608	695,608
240612	Mall Vibrancy LRCI	423,100	284,541
272047	Monckton Aquatic Centre Solar Panels	41,573	39,066
240016	Aquatic Centre Heat Pump Replacement	385,000	335,000
270251	Guyra Main Street Upgrade	2,004,437	900,847
240385	Dumaresq Dam Recreation Area Upgrade	3,889,131	100,000
240062	Armidale and Guyra Saleyard Upgrades	4,998,000	100,000
270551	Laura Creek Bridge	638,000	608,000
270552	Lambs Valley Bridge	440,000	390,000
272051	Boorolong Creek Bridge	1,204,500	1,204,500
270554	Bakers Creek Bridge	1,320,000	1,320,000
270465	Kempsey Road to Black Bird Creek Bridge Renewal	4,959,602	2,500,000

Project No	Project Description	Total Project Value	2021-2022 Budget
240307	Playground Renewal (Shade Program)	27,000	27,000
270470	Regional Roads - REPAIR/Block Grant	367,586	367,586
270444	Kempsey Road Disaster Restoration	15,000,000	15,000,000
272061	Library Infrastructure Grant	166,000	166,000
210303	Design and Planning for Future Capital Works	440,000	440,000
220506	Library Books and AV Materials	125,000	125,000
210881	IT Communications Capital	106,000	106,000
240208	Armidale Cemetery Lawn Cemetery Beams	15,000	15,000
210501	Fleet and Plant Replacement Program	2,818,979	2,818,979
290576	Waste Transfer Station Upgrades	150,000	150,000
290251	Long Swamp Road – Weighbridge Upgrade	225,000	225,000
290252	Long Swamp Road – Waste Sorting Plant & Baler	1,350,000	1,350,000
290146	Regional Landfill	300,000	300,000
290153	Landfill Remediation Works	2,000,000	400,000
240383	Black Gully Revegetation and Erosion Control	15,000	15,000
240384	Playgrounds Warning Signage	10,000	10,000
240830	Kerb and Gutter program	243,000	243,000
240917	Footpath program	175,000	175,000
270259	Urban reseal program	1,200,000	1,200,000
270471	Rural reseal program	1,621,838	1,621,838
270414	Gravel Re-sheeting program	1,458,053	1,458,053
230269	Stormwater drainage program	250,000	250,000
241006	Building Renewal program	842,847	842,847
Total		**58,640,011**	**42,443,686**

Water Fund

Project No	Project Description	Total Project Value	2021-2022 Budget
280216	Dumaresq Dam Wall Upgrade	8,100,000	3,455,967
280333	Ground Water Infrastructure	185,026	185,026
280861	Puddledock Dam Raw Water Main and Pump Station	11,541,000	11,000,000
280716	Water Treatment Plants - Fluoride Plant Upgrades	400,000	400,000
280743	SCADA/Telemetry Upgrades	200,000	200,000
280332	Regional Master Plan Implementation	2,250,000	1,000,000
280746	Reservoirs - Cathodic Protection	800,000	150,000
280747	Reservoirs - Toadulla	800,000	150,000
280425	Water Pumping Stations Upgrade	100,000	100,000
280371	Water Main Replacement Program	800,000	800,000
280276	Water Meter Replacement Program	150,000	150,000
280748	Service Line Replacement Program	150,000	150,000
280749	Rockvale Rd/Marsh St Distribution Main Upgrade	1,600,000	1,600,000
280750	Water Security Project	500,000	500,000
280751	Guyra Dams Water Quality	50,000	50,000
280752	Malpas Dam - Replace Air Compressor	60,000	60,000
280753	Malpas Dam Intake Tower WHS works	100,000	100,000

Project No	Project Description	Total Project Value	2021-2022 Budget
280754	Guyra Water Treatment Plant WHS Works	500,000	500,000
Total		**28,286,026**	**20,550,993**

Sewer Fund

Project No	Project Description	Total Project Value	2021-2022 Budget
260217	Sewer Network – Mains Relining	1,200,000	1,200,000
260197	Sewer Network – Vent Stacks	60,000	60,000
260198	Acacia Park Rising Main Renewal (1.5km of DN150)	195,000	195,000
260301	Guyra Sewer Pump Station Upgrade	200,000	200,000
260407	Armidale Sewerage Treatment Plant Upgrade	200,000	200,000
260416	Effluent Reuse Farm - New Centre Pivot	100,000	100,000
260417	Armidale Sewerage Treatment Plant Upgrade – Initial Works	300,000	300,000
260199	Sewer Manhole Rehabilitation	25,000	25,000
Total		**2,280,000**	**2,280,000**

Long Term Financial Plan

Introduction

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

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

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

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

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

Assumptions

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

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

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

The LTFP also includes the following specific assumptions:

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

LTFP Income Statement

$'000	Actual	Revised 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	2030/31
Income from Continuing Operations												
Revenue:												
Rates & Annual Charges	33,409	34,863	36,731	37,877	38,562	39,776	41,034	42,035	42,276	43,637	45,048	46,510
User Charges & Fees	18,091	21,295	24,551	25,859	26,730	27,634	28,573	29,548	30,560	31,612	32,704	33,839
Interest & Investment Revenue	1,376	646	673	673	673	673	673	673	673	673	673	673
Other Revenues	2,786	3,522	3,392	3,477	3,564	3,653	3,744	3,838	3,934	4,032	4,133	4,236
Operating Grants & Contributions	16,979	16,076	12,681	12,935	13,194	13,458	13,727	14,001	14,281	14,567	14,858	15,156
Capital Grants & Contributions	23,025	13,847	36,207	3,276	1,910	2,248	2,314	1,931	1,784	3,781	2,221	1,515
Total Income	**96,538**	**90,248**	**114,237**	**84,096**	**84,632**	**87,442**	**90,064**	**92,026**	**93,509**	**98,302**	**99,637**	**101,928**
Expenses from Continuing Operations												
Employee Costs	23,750	25,450	25,724	26,367	27,026	27,702	28,395	29,105	29,832	30,578	31,342	32,126
Borrowing Costs	2,000	1,303	1,259	1,348	1,059	915	773	656	584	517	450	403
Materials & Contracts	21,274	17,030	20,133	20,636	21,152	21,681	22,223	22,778	23,348	23,932	24,530	25,143
Depreciation	17,594	18,079	18,472	18,934	19,407	19,892	20,390	20,899	21,422	21,957	22,506	23,069
Other Expenses	8,231	11,927	11,408	11,650	11,898	12,151	12,409	12,673	12,942	13,217	13,498	13,786
Losses on Disposal of Assets	1,454											
Revaluation/impairment IPPE	2,099											
Total Expenses	**76,402**	**73,789**	**76,996**	**78,935**	**80,543**	**82,340**	**84,189**	**86,111**	**88,128**	**90,201**	**92,328**	**94,527**
Net Operating Result	**(22,830)**	**16,459**	**37,240**	**5,161**	**4,090**	**5,102**	**5,875**	**5,915**	**5,381**	**8,102**	**7,310**	**7,401**
Net Operating Result before Capital Grants and Contributions	**(2,889)**	**2,612**	**1,033**	**1,885**	**2,180**	**2,854**	**3,561**	**3,984**	**3,597**	**4,320**	**5,089**	**5,887**
General Fund Operating Result	**177**	**3,026**	**100**	**703**	**460**	**558**	**651**	**418**	**(663)**	**(679)**	**(700)**	**(738)**
Water Fund Operating Result	**(4,084)**	**(399)**	**691**	**773**	**1,131**	**1,514**	**1,923**	**2,358**	**2,815**	**3,303**	**3,822**	**4,371**
Sewer Fund Operating Result	**1,018**	**(14)**	**242**	**409**	**589**	**781**	**987**	**1,208**	**1,444**	**1,697**	**1,966**	**2,254**
Consolidated Operating Result	**(2,889)**	**2,612**	**1,033**	**1,885**	**2,180**	**2,854**	**3,561**	**3,984**	**3,597**	**4,320**	**5,089**	**5,887**

LTFP Balance Sheet

$'000	Actual	Revised 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	2030/31
ASSETS												
Current Assets												
Cash & Cash Equivalents	20,856	21,897	20,252	20,942	23,380	24,653	27,653	35,895	40,317	50,953	60,632	73,412
Investments	51,295	48,423	48,423	40,873	36,587	33,153	29,491	29,491	29,491	29,491	29,491	29,491
Receivables	9,175	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150	9,150
Inventories	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027	1,027
Contract Assets	3,073	3,073	3,073	3,073	3,073	3,073	3,073	3,073	3,073	3,073	3,073	3,073
Other	606	606	606	606	606	606	606	606	606	606	606	606
Non-current assets classified as "held for sale"	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359	1,359
Total Current Assets	**87,391**	**85,535**	**83,889**	**77,030**	**75,182**	**73,021**	**72,359**	**80,601**	**85,022**	**95,658**	**105,338**	**118,117**
Non-Current Assets												
Receivables	312	337	337	337	337	337	337	337	337	337	337	337
Infrastructure, Property, Plant & Equipment	857,376	872,835	918,628	927,166	929,575	933,445	936,726	932,989	932,645	928,917	925,511	919,565
Other	279	279	279	279	279	279	279	279	279	279	279	279
Total Non-Current Assets	**857,967**	**873,452**	**919,244**	**927,782**	**930,192**	**934,061**	**937,343**	**933,606**	**933,262**	**929,533**	**926,127**	**920,181**
TOTAL ASSETS	**945,358**	**958,987**	**1,003,134**	**1,004,812**	**1,005,374**	**1,007,082**	**1,009,701**	**1,014,207**	**1,018,284**	**1,025,192**	**1,031,465**	**1,038,299**
LIABILITIES												
Current Liabilities												
Payables	8,437	8,437	8,437	8,437	8,437	8,437	8,437	8,437	8,437	8,437	8,437	8,437
Contract Liabilities	7,245	7,245	7,245	7,245	7,245	7,245	7,245	7,245	7,245	7,245	7,245	7,245
Borrowings	2,831	2,988	7,608	3,653	3,519	3,380	1,535	1,429	1,319	1,162	692	694
Provisions	7,329	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303

$'000	Actual	Revised 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	2030/31
Total Current Liabilities	**25,868**	**30,973**	**35,593**	**31,638**	**31,504**	**31,365**	**29,520**	**29,414**	**29,304**	**29,147**	**28,677**	**28,679**
Non-Current Liabilities												
Lease Liabilties	253	279	279	279	279	279	279	279	279	279	279	279
Borrowings	20,946	17,958	20,121	20,468	16,949	13,568	12,034	10,605	9,286	8,124	7,432	6,738
Provisions	23,987	19,013	19,138	19,263	19,388	19,513	19,638	19,763	19,888	20,013	20,138	20,263
Total Non-Current Liabilities	**45,186**	**37,250**	**39,538**	**40,009**	**36,615**	**33,360**	**31,951**	**30,646**	**29,453**	**28,416**	**27,849**	**27,280**
TOTAL LIABILITIES	**71,054**	**68,224**	**75,130**	**71,648**	**68,120**	**64,726**	**61,470**	**60,061**	**58,757**	**57,563**	**56,526**	**55,959**
Net Assets	**874,304**	**890,763**	**928,003**	**933,164**	**937,254**	**942,356**	**948,231**	**954,146**	**959,527**	**967,629**	**974,938**	**982,339**
EQUITY												
Retained Earnings	843,221	859,680	896,920	902,081	906,171	911,273	917,148	923,063	928,444	936,546	943,855	951,256
Revaluation Reserves	31,083	31,083	31,083	31,083	31,083	31,083	31,083	31,083	31,083	31,083	31,083	31,083
Total Equity	**874,304**	**890,763**	**928,003**	**933,164**	**937,254**	**942,356**	**948,231**	**954,146**	**959,527**	**967,629**	**974,938**	**982,339**

LTFP Cashflow Statement

$'000	Actual	Revised 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	2030/31
Cash Flows from Operating Activities												
Receipts:												
Rates & Annual Charges	33,429	35,033	36,731	37,877	38,562	39,776	41,034	42,035	42,276	43,637	45,048	46,510
User Charges & Fees	19,397	21,295	24,551	25,859	26,730	27,634	28,573	29,548	30,560	31,612	32,704	33,839
Interest & Investment Revenue Received	1,944	646	673	673	673	673	673	673	673	673	673	673
Grants & Contributions	31,469	29,923	48,889	16,211	15,104	15,706	16,041	15,932	16,066	18,348	17,079	16,670
Other	5,031	3,522	3,392	3,477	3,564	3,653	3,744	3,838	3,934	4,032	4,133	4,236
Payments:												
Employee Costs	(23,001)	(25,450)	(25,724)	(26,367)	(27,026)	(27,702)	(28,395)	(29,105)	(29,832)	(30,578)	(31,342)	(32,126)
Materials & Contracts	(25,338)	(17,200)	(20,133)	(20,636)	(21,152)	(21,681)	(22,223)	(22,778)	(23,348)	(23,932)	(24,530)	(25,143)
Borrowing Costs	(1,456)	(1,303)	(1,134)	(1,223)	(934)	(790)	(648)	(531)	(459)	(392)	(325)	(278)
Other	(9,455)	(11,927)	(11,408)	(11,650)	(11,898)	(12,151)	(12,409)	(12,673)	(12,942)	(13,217)	(13,498)	(13,786)
Net Cash provided (or used in) Operating Activities	**32,020**	**34,538**	**55,837**	**24,220**	**23,622**	**25,119**	**26,390**	**26,939**	**26,928**	**30,184**	**29,941**	**30,595**
Cash Flows from Investing Activities												
Receipts:												
Sale of Investment Securities	79,000	2,872	-	7,550	4,286	3,434	3,662	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	2,870	1,958	1,010	1,205	1,367	1,203	1,202	1,197	1,215	1,157	1,177	1,236
Deferred Debtor Receipts	15											
Payments:												
Purchase of Investment Securities	(72,059)											
Purchase of Infrastructure, Property, Plant & Equipment	(29,044)	(35,496)	(65,275)	(28,677)	(23,184)	(24,965)	(24,873)	(18,359)	(22,292)	(19,386)	(20,277)	(18,360)

$'000	Actual 2019/20	Revised Budget 2020/21	Projected Years 2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Net Cash provided (or used in) Investing Activities	**(19,218)**	**(30,666)**	**(64,265)**	**(19,921)**	**(17,531)**	**(20,328)**	**(20,009)**	**(17,163)**	**(21,078)**	**(18,229)**	**(19,100)**	**(17,123)**
Cash Flows from Financing Activities												
Receipts:												
Proceeds from Borrowings & Advances	-	-	9,770	4,000	-	-	-	-	-	-	-	-
Payments:												
Repayment of Borrowings	(2,986)	(2,830)	(2,988)	(7,608)	(3,653)	(3,519)	(3,380)	(1,535)	(1,429)	(1,319)	(1,162)	(692)
Net Cash Flow provided (used in) Financing Activities	**(2,986)**	**(2,830)**	**6,782**	**(3,608)**	**(3,653)**	**(3,519)**	**(3,380)**	**(1,535)**	**(1,429)**	**(1,319)**	**(1,162)**	**(692)**
Net Increase/(Decrease) in Cash & Cash Equivalents	9,816	1,041	(1,646)	691	2,438	1,273	3,001	8,242	4,421	10,636	9,680	12,780
plus: Cash, Cash Equivalents & Investments - beginning of year	11,040	20,856	21,897	20,252	20,942	23,380	24,653	27,653	35,895	40,317	50,953	60,632
Cash & Cash Equivalents - end of the year	**20,856**	**21,897**	**20,252**	**20,942**	**23,380**	**24,653**	**27,653**	**35,895**	**40,317**	**50,953**	**60,632**	**73,412**
Investments - end of the year	51,295	48,423	48,423	40,873	36,587	33,153	29,491	29,491	29,491	29,491	29,491	29,491
Cash, Cash Equivalents & Investments - end of the year	**72,151**	**70,320**	**68,675**	**61,815**	**59,968**	**57,806**	**57,144**	**65,386**	**69,807**	**80,444**	**90,123**	**102,903**
Representing:												
- External Restrictions	59,991	53,527	53,385	45,182	42,311	40,292	38,044	42,646	47,916	51,962	58,843	66,372
- Internal Restrictions	10,020	13,420	11,915	12,786	13,656	14,526	15,397	16,267	17,137	18,008	18,878	19,748
- Unrestricted	2,139	3,374	3,374	3,848	4,000	2,988	3,703	6,474	4,754	10,474	12,402	16,782
Total	**72,151**	**70,320**	**68,675**	**61,815**	**59,968**	**57,806**	**57,144**	**65,386**	**69,807**	**80,444**	**90,123**	**102,903**

Key Performance Indicators

	Bench-mark		Actual	Revised 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	2030/31
Operating Performance Ratio	>0%	General Fund	6.60%	5.23%	0.17%	1.17%	0.75%	0.89%	1.01%	0.64%	-1.01%	-1.01%	-1.01%	-1.05%
		Water Fund	-41.80%	-3.62%	5.89%	6.28%	8.76%	11.18%	13.54%	15.83%	18.01%	20.14%	22.22%	24.22%
		Sewer Fund	14.15%	-0.19%	3.07%	4.96%	6.83%	8.67%	10.49%	12.28%	14.04%	15.77%	17.48%	19.16%
		Consolidated	0.90%	3.42%	1.32%	2.33%	2.64%	3.35%	4.06%	4.42%	3.92%	4.57%	5.22%	5.86%
Own Source Operating Revenue	>60%	General Fund	54.12%	60.81%	53.03%	77.39%	77.51%	77.20%	77.23%	77.69%	77.60%	75.48%	77.31%	78.18%
		Water Fund	64.75%	79.51%	59.11%	84.31%	92.31%	92.63%	92.94%	93.24%	93.53%	93.81%	94.07%	94.33%
		Sewer Fund	91.20%	98.89%	97.35%	99.22%	99.24%	99.26%	99.28%	99.29%	99.31%	99.33%	99.34%	99.36%
		Consolidated	58.56%	66.84%	57.20%	80.72%	82.15%	82.04%	82.19%	82.69%	82.82%	81.33%	82.86%	83.65%
Unrestricted Current Ratio	>1.5x	Consolidated	2.64	1.35	1.08	1.33	1.39	1.39	1.59	1.79	1.76	2.10	2.29	2.56
Debt Service Cover Ratio	>2x	General Fund	4.06	4.62	3.76	1.88	4.11	4.56	5.10	13.40	15.10	18.99	25.14	70.78
		Water Fund	-1.11	5.79	7.79	4.06	4.41	4.78	5.17	6.30	6.80	7.33	8.25	10.25
		Sewer Fund	159	112	123	134	146	159	172	186	201	217	234	251
		Consolidated	4.06	5.30	4.87	2.47	4.79	5.31	5.92	11.55	12.59	14.44	17.18	26.33
Cash Expense Cover Ratio (including restricted cash)	>3 months	General Fund	6.30	8.02	6.72	6.69	7.69	7.87	8.43	9.72	9.65	11.26	11.96	13.21
		Water Fund	142.45	30.93	35.01	22.48	19.95	16.13	11.66	13.15	15.13	18.58	22.26	25.13
		Sewer Fund	57.61	41.85	41.71	34.36	27.71	25.25	23.66	26.97	30.30	28.81	32.12	37.76
		Consolidated	13.91	14.37	13.42	10.99	11.13	10.54	10.23	11.78	12.32	13.90	15.26	17.14
Cash Expense Cover Ratio (unrestricted cash)	>3 months	Consolidated	0.59	0.69	0.66	0.68	0.74	0.54	0.66	1.17	0.84	1.81	2.10	2.80
Buildings & Infrastructure Renewals Ratio	>100%	General Fund	27.36%	41.91%	79.75%	47.41%	48.75%	58.97%	59.96%	57.57%	80.04%	45.25%	60.55%	45.87%
		Water Fund	0.00%	45.75%	81.78%	134.60%	75.38%	144.01%	129.97%	51.18%	49.93%	48.71%	56.88%	70.78%
		Sewer Fund	0.00%	68.67%	98.25%	240.28%	174.48%	123.87%	116.14%	67.52%	65.87%	137.76%	71.28%	50.36%
		Consolidated	17.81%	46.70%	82.94%	94.98%	73.05%	87.48%	83.87%	57.59%	71.20%	59.60%	61.30%	52.14%

	Bench-mark		Actual	Revised 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	2030/31
Infrastructure Backlog Ratio	<2%	General Fund	2.13%	2.21%	2.30%	2.53%	2.76%	2.95%	3.15%	3.37%	3.47%	3.77%	3.99%	4.42%
		Water Fund	0.91%	0.89%	0.96%	0.83%	0.93%	0.74%	0.61%	0.83%	1.05%	1.30%	1.51%	1.66%
		Sewer Fund	2.28%	2.26%	2.26%	1.61%	1.28%	1.17%	1.09%	1.24%	1.39%	1.20%	1.34%	1.59%
		Consolidated	1.9%	1.9%	2.0%	2.0%	2.1%	2.2%	2.3%	2.5%	2.6%	2.8%	3.0%	3.3%
Asset Maintenance Ratio	>100%	General Fund	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%	84%
		Water Fund	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
		Sewer Fund	101%	101%	101%	101%	101%	101%	101%	101%	101%	101%	101%	101%
		Consolidated	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%
Real Operating Expenditure per capita	N/A	General Fund	$1,749	$1,631	$1,675	$1,644	$1,611	$1,582	$1,594	$1,579	$1,565	$1,551	$1,537	$1,524
		Water Fund	$430	$340	$317	$318	$312	$306	$308	$305	$302	$298	$295	$292
		Sewer Fund	$192	$225	$220	$216	$213	$210	$212	$210	$208	$206	$205	$203
		Consolidated	$2,370	$2,195	$2,212	$2,179	$2,136	$2,099	$2,114	$2,094	$2,075	$2,056	$2,037	$2,020

ARMIDALE
Regional Council

Contact Council

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

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

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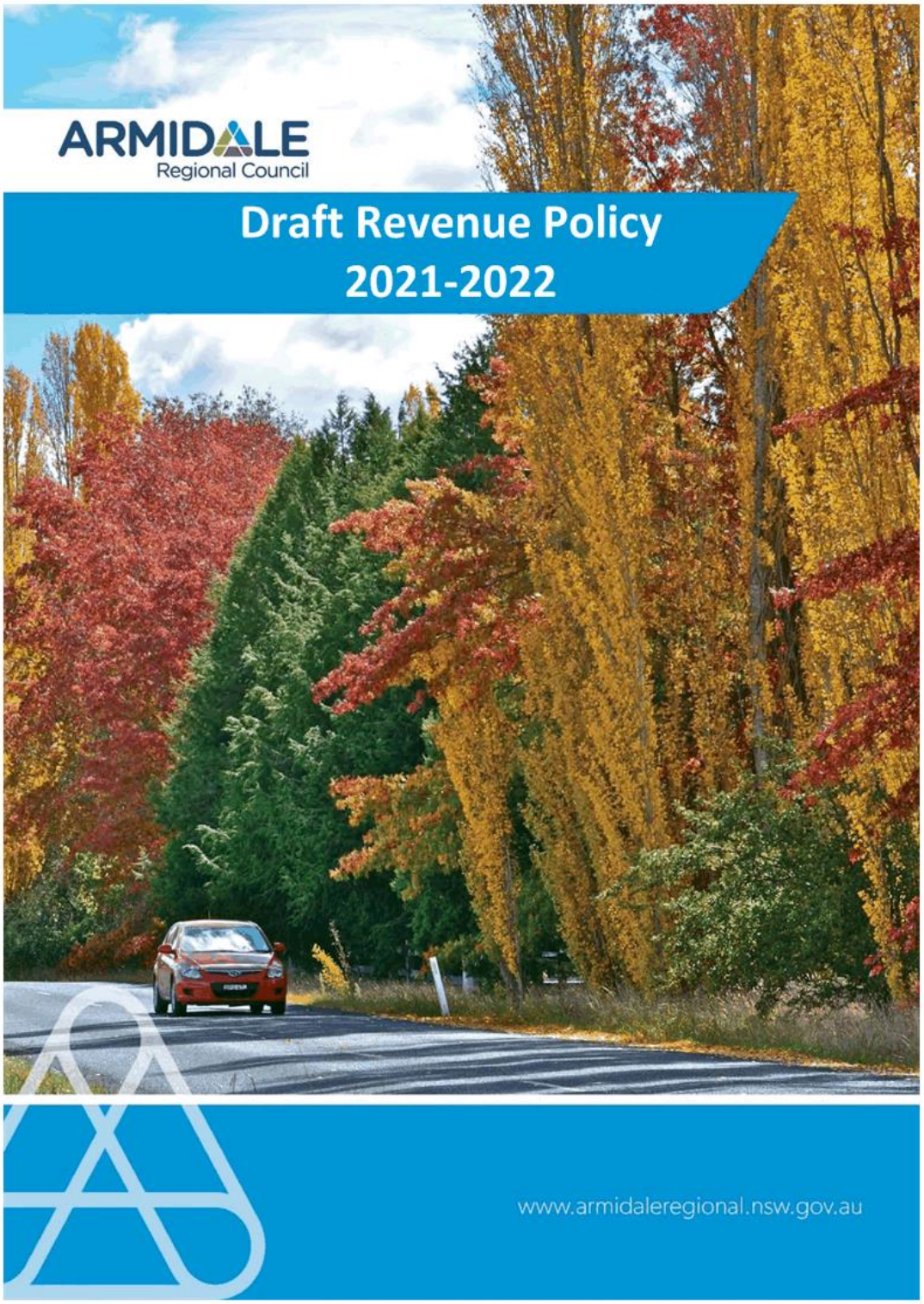
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Draft Revenue Policy
2021-2022
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Introduction

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 2021-2022 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.

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.

Special Rate Variations

Background

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 Councils 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 Councils general income base for 7 years, being 2014-2015 through to and including 2020-2021.

Current Special Rate Variation

Due to the expiry of the temporary Special Rate Variation (SV) Council resolved to apply for a permanent SV of 8.5% plus 2.0% rate peg (total 10.5%) commencing in 2021-2022. This would keep funding from rates at similar levels to what they are currently and would maintain levels of service in the short term; however the asset renewal backlog will increase. Council was successful in obtaining approval from IPART to continue with the temporary Special Rate Variation (SV) on a permanent basis from 2021-2022 and intends to apply the SV along with any available rates catch up in the 2021-2022 financial year.

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.

TRIM:

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;
- 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.

Ordinary Rates to be levied for the 2021-2022 year

Rate Peg

IPART has determined that Council's general income may be increased by the rate peg, which is 2% for the 2021-2022 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 2021-2022 year.

Rates Harmonisation

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 rates path protection period ends on 30 June 2021 and was only applicable to Ordinary and Special Rates and did not apply to Annual Charges. From 1 July 2021 Council must proceed to harmonise the former Armidale Dumaresq and Guyra Shire Council rating structures, which means creating one rating structure for the Armidale Regional Council local government area.

Full harmonisation from 1 July 2021 would have caused some significant shifts in re-balancing rates between rating sub-categories. In recognition of this challenge, the Office of Local Government developed the Exposure Draft Bill *Local Government Amendment (Rates) Bill 2021* in order to provide legislative mechanisms to allow for gradual harmonisation of rating structures.

Council is taking up the gradual harmonisation of rates over four years due to the significant impact on some categories of ratepayers immediate harmonisation would have.

Section 124(4) of the revised Act requires Council to ensure that each annual variation in the amount of an ordinary rate for a rating category or rating sub category during the harmonisation period does not exceed 50% of the difference between the ordinary rate structure at the beginning of the harmonisation period and the ordinary rate structure at the end of the harmonisation period.

At the conclusion of the four year harmonisation period in year 2024-2025, Council will have 9 rating categories/sub-categories as follows:

Rate Category	Rate Sub-Category
Residential	Armidale
Residential	Guyra
Residential	Non-Urban
Business	Armidale
Business	Guyra
Business	Non-Urban
Farmland	
Farmland	Intensive
Mining	

TRIM:

The following tables illustrate the indicative average percentage change due to Rate Harmonisation for each of the current rating categories and sub-categories, including the permanent Special Rate Variation and rate peg:

Former Guyra Shire Council categories/sub-categories:

Category	Sub Category	2021/2022	2022/2023	2023/2024	2024/2025
Residential	Guyra	5.08%	3.49%	2.95%	3.05%
Residential	Village	1.84%	1.15%	3.47%	-4.16%
Residential	Non-Urban	4.33%	9.31%	8.01%	7.60%
Business	Guyra	3.00%	3.24%	2.80%	4.27%
Business	Village	7.66%	9.32%	10.11%	7.49%
Farmland	Guyra	9.35%	6.73%	8.04%	8.21%
Farmland	Guyra Intensive	2.00%	2.47%	2.52%	2.51%

Former Armidale Dumaresq Council categories/sub-categories:

Category	Sub Category	2021/2022	2022/2023	2023/2024	2024/2025
Residential	Armidale City	2.85%	3.01%	3.00%	1.44%
Residential	Armidale (Non-Urban)	1.95%	2.83%	2.58%	3.27%
Residential	Wollomombi	-9.87%	-8.75%	-10.55%	-26.90%
Residential	Ebor	-21.70%	-8.77%	-8.01%	3.71%
Residential	Hillgrove	0.24%	-10.47%	-15.19%	-31.57%
Business	Armidale City	4.76%	1.71%	2.49%	2.73%
Business	Armidale Industrial	3.33%	1.74%	2.53%	2.77%
Business	Non-Urban	-25.42%	-14.99%	-14.99%	-10.75%
Mining	Armidale	2.00%	2.50%	2.50%	2.50%
Farmland	Armidale	-0.32%	-4.14%	-3.18%	1.57%

TRIM:

Rating Categories

Council will be levying rates based on the following categories and sub-categories in 2021-2022:

Rate Code	Category	Sub-Category	Definition
A-101	Residential	Armidale	A rateable parcel of land that is: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling, boarding house or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; and • within the defined geographic area of Armidale city.
A-103	Business	Armidale	A rateable parcel of land that is: • within the geographic area of Armidale City and cannot be categorised as farmland, residential, or mining under Sections 515-517 of the Act, and is the site of a certified structure; or • categorised under Section 518 of the Act and located within the Industrial City Area defined in the Local Environment Plan.
A-500	Residential	Non-Urban (Armidale)	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: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; • in the former Armidale Dumaresq Council local government area; and • outside the defined geographic areas of Armidale city and townships of Wollomombi, Ebor and Hillgrove.
A-501	Residential	Wollomombi	A rateable parcel of land that is: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; and • within the defined geographic township area of Wollomombi.
A-502	Residential	Ebor	A rateable parcel of land that is: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; • in the former Armidale Dumaresq Council local government area; and • within the defined geographic township area of Ebor.
A-503	Residential	Hillgrove	A rateable parcel of land that is: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; and • within the defined geographic township area of Hillgrove.

TRIM:

Rate Code	Category	Sub-Category	Definition
A-520	Business	Non-Urban	A rateable parcel of land that is: • in the former Armidale Dumaresq Council local government area; • outside the defined geographic area of Armidale City; and • cannot be categorised as farmland, residential, or mining under Sections 515-517 of the Act.
A-530	Mining		A rateable parcel of land categorised under Section 517 of the Act.
A-550	Farmland	Armidale	A rateable parcel of land that is: • categorised under Section 515 of the Act; and • in the former Armidale Dumaresq Council local government area. 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.
G-RG	Residential	Guyra	A rateable parcel of land that is: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling, boarding house or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; and • within the defined geographic township area of Guyra.
G-RNU	Residential	Non-Urban (Guyra)	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: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; • in the former Guyra Shire Council local government area; and • outside the defined geographic areas of the township of Guyra and villages of Ben Lomond, Black Mountain, Ebor or Llangothlin.
G-RV	Residential	Village	A rateable parcel of land that is: • categorised under Section 516 or 519 of the Act; • the site of a certified residential dwelling or vacant land; • zoned or otherwise designated for residential use under an environmental planning instrument; • in the former Guyra Shire Council local government area; and • within the defined geographic village areas of Ben Lomond, Black Mountain, Ebor or Llangothlin.
G-BG	Business	Guyra	A rateable parcel of land that is within the defined geographic township area of Guyra and cannot be categorised as farmland, residential, or mining under Sections 515-517 of the Act, and is the site of a certified structure.
G-BV	Business	Village	A rateable parcel of land that is: • in the former Guyra Shire Council local government area; • outside the defined geographic township area of Guyra; and • cannot be categorised as farmland, residential, or mining under Sections 515-517 of the Act.

TRIM:

Rate Code	Category	Sub-Category	Definition
G-F	Farmland	Guyra	A rateable parcel of land that is: • categorised under Section 515 of the Act; and • in the former Guyra Shire Council local government area. 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.
G-FI	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.

TRIM:

Ordinary Rate Yield

Rate Code	Rate Category	Base Rate $	Base Rate %	Ad Valorem Rate in $	Rateable Land Value $	Estimated Yield $
Residential						
A-101	Residential - Armidale	468.00	40.47%	0.005143	1,102,784,977	9,527,007
G-RG	Residential – Guyra	238.00	42.82%	0.005273	56,964,830	525,286
A-501	Residential - Wollomombi	215.00	41.40%	0.013273	366,800	8,309
A-502	Residential – Ebor	213.00	49.81%	0.005524	621,700	6,842
A-503	Residential - Hillgrove	215.00	36.18%	0.016727	2,244,690	58,832
A-500	Residential – Non-Urban (Armidale)	315.00	26.87%	0.003177	289,325,690	1,256,868
G-RNU	Residential – Non Urban (Guyra)	240.00	37.86%	0.002636	22,416,300	95,089
G-RV	Residential – Village	190.00	49.62%	0.004605	6,031,980	55,137
Farmland						
A-550	Farmland – Armidale	1,000.00	28.40%	0.002161	960,072,600	2,897,717
G-F	Farmland – Guyra	750.00	23.25%	0.001627	1,002,876,500	2,125,930
G-FI	Farmland – Intensive	1,147.00	17.89%	0.007109	1,481,000	12,822
Mining						
A-530	Mining	995.00	19.14%	0.080286	628,390	62,391
Business						
A-103	Business – Armidale	882.00	18.43%	0.013418	160,036,053	2,632,464
G-BG	Business – Guyra	410.00	44.27%	0.009386	5,333,990	89,835
A-520	Business – Non Urban (Armidale)	500.00	43.96%	0.002892	6,832,000	35,258
G-BV	Business – Village	145.00	47.30%	0.003289	687,550	4,291
Ordinary Rate Estimated Yield						**19,394,078**

TRIM:

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 Water Reserve needs to be maintained at a sustainable level and this has necessitated a review of water pricing to reflect current usage levels.

As a result the access charge has increased by $50 and water usage charges have remained at the 2020-2021 financial year levels. This will help to ensure that the Water Fund produces an operating surplus and is able to cover annual operational costs as well as forecast capital expenditure.

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	2020/2021	2021/2022
Water Access Charge	$250.00	$300.00

TRIM:

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.

Residential, Commercial and Untreated Water Consumption Stepped Tariff

Stepped Consumption Tariff per Quarter	2020/2021 ($/Kilolitre)	2021/2022 ($/Kilolitre)
0 to 100 kilolitres	4.20	4.20
101 to 250 kilolitres	4.30	4.30
above 250 kilolitres	4.60	4.60

Non-rateable and Non Profit Flat Rate Consumption Tariff

Consumption Tariff	2020/2021 ($/Kilolitre)	2021/2022 ($/Kilolitre)
Non-rateable	4.60	4.60
Non Profit – Sporting	4.60	4.60

Intensive Horticulture - Treated Bulk Water Flat Rate Consumption Tariff

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

Consumption Tariff	2020/2021 ($/Kilolitre)	2021/2022 ($/Kilolitre)
Treated Bulk Water	2.90	3.10

Water Supply Services Charges Estimated Yield

Charge Description	Estimated Yield $
Water Service Access Charge	2,799,600
Water Consumption Charges	8,775,979
Total Estimated Yield	**11,575,579**

TRIM:

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.

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.

Sewerage Service Access Charges

Charge Description	2020/2021	2021/2022
Residential – Sewerage Access Charge	$465.00	$500.00
Vacant – Sewerage Access Charge	$420.00	$500.00
Residential – Multiple Occupancy (each additional Occupancy)	$406.00	$500.00
Non-Residential – Sewerage Access Charge (Commercial)		
Minimum Rate	$465.00	$500.00
Ad Valorem Rate upon connection	$0.0053	$0.0058
*University/Further Education or similar		
Each Additional Water Closet	$152.00	$175.00
Each Additional Urinal	$68.00	$90.00
*Hotel, Motel or similar		
Each Additional Water Closet	$152.00	$175.00

TRIM:

Charge Description	2020/2021	2021/2022
Each Additional Urinal	$73.00	$90.00
*Hospital, School or similar		
Each Additional Water Closet	$73.00	$175.00
Each Additional Urinal	$68.00	$90.00
* Other Non-rateable properties		
Each Additional Water Closet	$140.00	$175.00
Each Additional Urinal	$68.00	$90.00

*The Non Residential Ad Valorem Sewerage Access Charge will be the greater of the amount of the sewerage rate generated on the land using the ad valorem calculation.

Sewer Supply Services Charges Estimated Yield

Charge Description	Estimated Yield $
Sewer Service Charges	5,685,373
Commercial/Industrial Minimum Rate and Ad Valorem	908,187
Total Estimated Yield	**6,593,560**

TRIM:

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, began accepting waste in the 2020-2021 due to the capacity at the Long Swamp Road landfill being exhausted.

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. Under section 124 of the Act Council 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.

Domestic Waste Management Service

Charge Description	2020/2021	2021/2022
Domestic Waste Service – 140 lt	$400.00	$425.00
Additional 140lt Service	$150.00	$160.00
Additional 240lt City to Soil Service	$150.00	$160.00
Domestic Waste Service – 240lt – Guyra Only	$535.00	$560.00
Vacant Domestic Waste Management Charge	$144.00	$150.00

TRIM:

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 Services provided is as follows:

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

Additional Services Available

Council's Commercial Organics (City to Soil) Service comprises of a 240 litre green lid collected fortnightly. Commercial Businesses producing large amounts of organic waste, e.g. restaurants, can request an increase in collection frequency.

Additional 240lt green bins may also be requested.

Additional bins will be charged in multiples of the frequency of collection and charged per service (refer table below).

- Commercial Organics - 1 x 240 litre green lid bin - City to Soil
- Commercial Recycling Service Recycle crates – maximum of 10 crates per property

Charge Description	2020/2021	2021/2022
Commercial Waste Service (1 x 240 litre red lid bin) – Collected Weekly	$422.00	$425.00
Commercial Organics (City to Soil) 240lt Service – Collected 1 x Weekly	$150.00	$160.00
Commercial Organics (City to Soil) 240lt Service – Collected 2 x Weekly	$225.00	$240.00
Commercial Organics (City to Soil) 240lt Service - Collected 3 x Weekly	$495.00	$520.00
Commercial Recycling Service Charge – Collected Weekly	$155.00	$165.00

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	2020/2021	2021/2022
Rural Waste Management Charge former Armidale Dumaresq Council LGA	$144.00	$150.00
Rural Waste Management Charge former Guyra Shire Council LGA	$83.00	$108.00

TRIM:

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:

- The purpose of Waterfall Way Regional Landfill Levy is to raise sufficient funds to cover the repayment of loans taken out to cover the capital cost of the new landfill.
- The purpose of the Waterfall Way Regional Landfill Operation Charge is to raise sufficient funds to cover additional operating costs associated with the new landfill.

Charge Description	2020/2021	2021/2022
Water fall Way Regional Landfill Levy	$150.00	$150.00
Waterfall Way Regional Landfill Operation Charge	$65.00	$70.00

Waste Management Services Charges Estimated Yield

Charge Description	Estimated Yield $
Domestic Waste Management	4,765,475
Commercial Waste Management	411,925
Rural Waste Management	226,794
Waterfall Way Regional Landfill	2,876,940
Total Estimated Yield	**8,281,134**

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	2020/2021	2021/02022
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	2020/2021	2021/2022
Guyra Stormwater Charge	$25.00	$25.00

TRIM:

Other Charges Estimated Yield

Charge Description	Estimated Yield $
Armidale Drainage Charge	445,500
Guyra Stormwater Charge	22,425
Total Estimated Yield	**467,925**

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.

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 2021 to 30 June 2022 (inclusive) will be 6.0% per annum.

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.

TRIM:

Loan Borrowing Program

To provide for the future needs of the community, Council borrows funds to provide infrastructure and community assets which are not able to be funded out of normal revenue sources. The loans are based on periods that represent the economic life of the facility or asset or a reasonable fixed term, whichever is the lesser. Loans are raised by Council from banks or other recognised financial institutions.

New borrowings are proposed for Council's Water Fund in the 2021-2022 financial year. To assist with funding the capital works program, Council is proposing borrowings for:

- Dumaresq Dam Wall Upgrade - $4,000,000
- Puddledock Dam Raw Water Main & Pump Station - $5,770,000

These projects are 50% grant funded with Council's contribution to the projects to be borrowed.

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Statement of Income and Expenditure

Consolidated Result

	2021/22 Estimate $'000
INCOME STATEMENT	
Recurrent Revenue	
Rates and Annual Charges	36,731
User Charges and Fees	24,551
Interest and Investment Revenue	673
Other Revenues	3,392
Operating Grants and Contributions	12,681
RECURRENT REVENUE	**78,029**
Recurrent Expenditure	
Employee Costs	25,724
Materials and Contracts	20,133
Borrowing Costs	1,259
Other Expenses	11,408
Depreciation and Amortisation	18,472
RECURRENT EXPENDITURE	**76,996**
NET OPERATING SURPLUS/(DEFICIT)	**1,033**
Capital Revenue	
Capital Grants and Contributions	36,207
NET SURPLUS/(DEFICIT)	**37,240**
CASHFLOW & RESERVE MOVEMENTS	
Receipts	
Recurrent Revenue	78,029
Proceeds from Sale of PP&E	1,010
Proceeds from Loans	9,770
Capital Grants and Contributions	36,207
Transfer from Cash Reserve	5,328
Payments	
Recurrent Expenditure excluding Depreciation	(58,399)
Purchase of Property, Plant & Equipment	(65,275)
Repayment of Borrowings	(2,988)
Transfer to Cash Reserve	(2,225)
Net Budget Position	**1,457**

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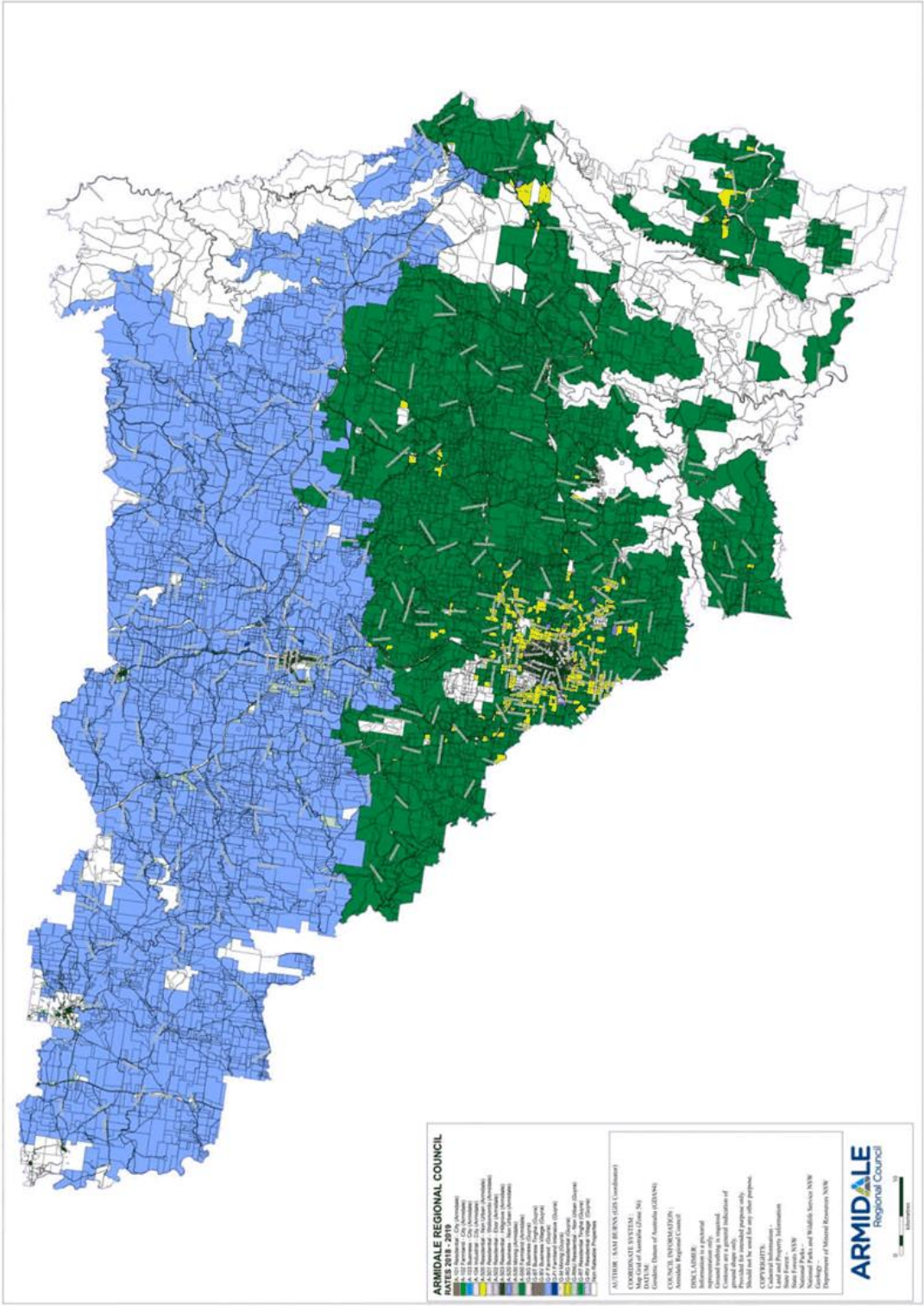
ARMIDALE REGIONAL COUNCIL
RATES 2018 - 2019
AUTHOR : SAM BURNS (GIS Coordinator)
COORDINATE SYSTEM:
Map Grid of Australia (Zone 56)
DATUM:
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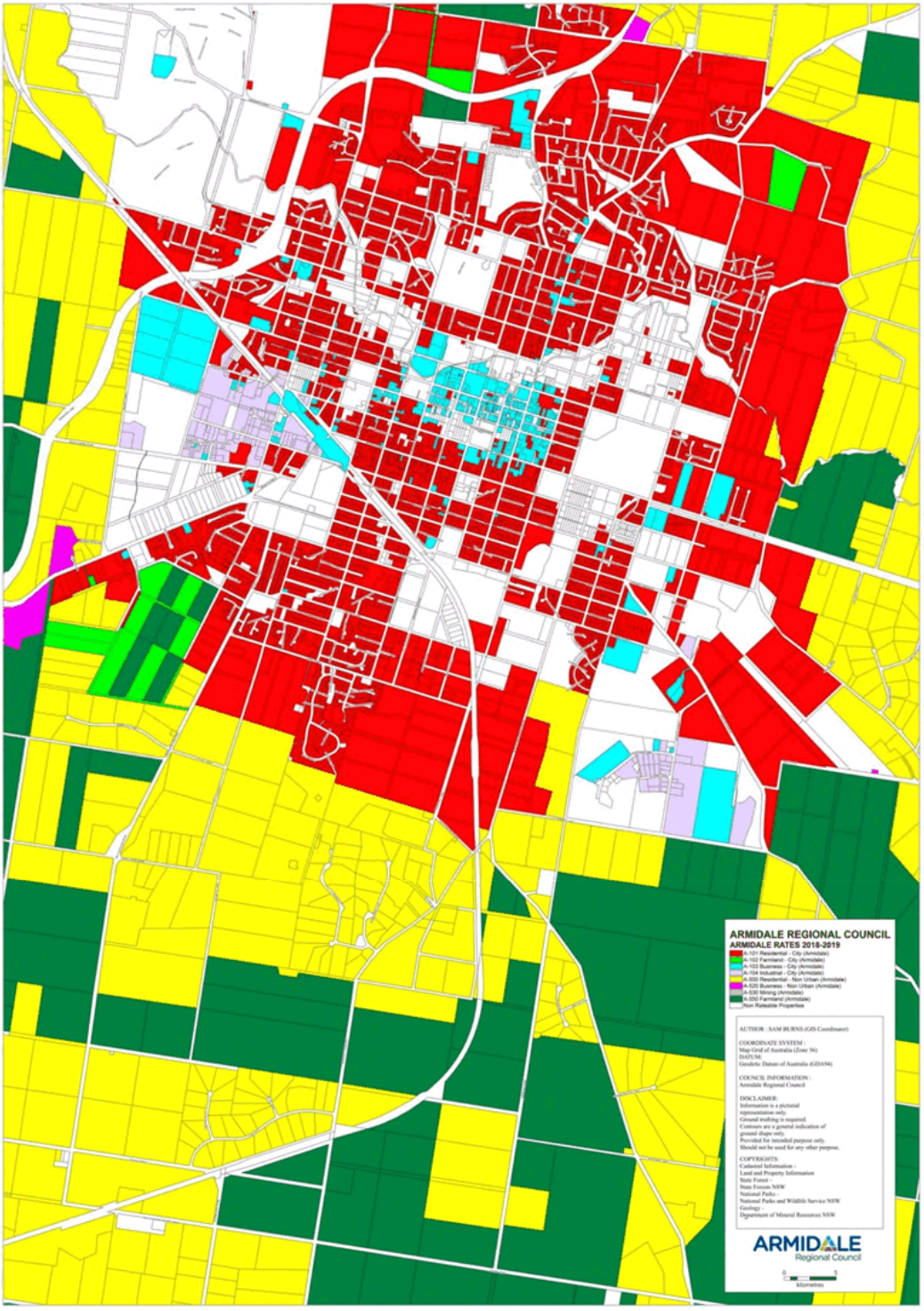
ARMIDALE REGIONAL COUNCIL
ARMIDALE RATES 2018-2019
A-101 Residential - City (Armidale)
A-102 Farmland - City (Armidale)
A-103 Business - City (Armidale)
A-104 Industrial - City (Armidale)
A-500 Residential - Non Urban (Armidale)
A-520 Business - Non Urban (Armidale)
A-530 Mining (Armidale)
A-550 Farmland (Armidale)
Non Rateable Properties
AUTHOR : SAM BURNS (GIS Coordinator)
COORDINATE SYSTEM :
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Kilometres

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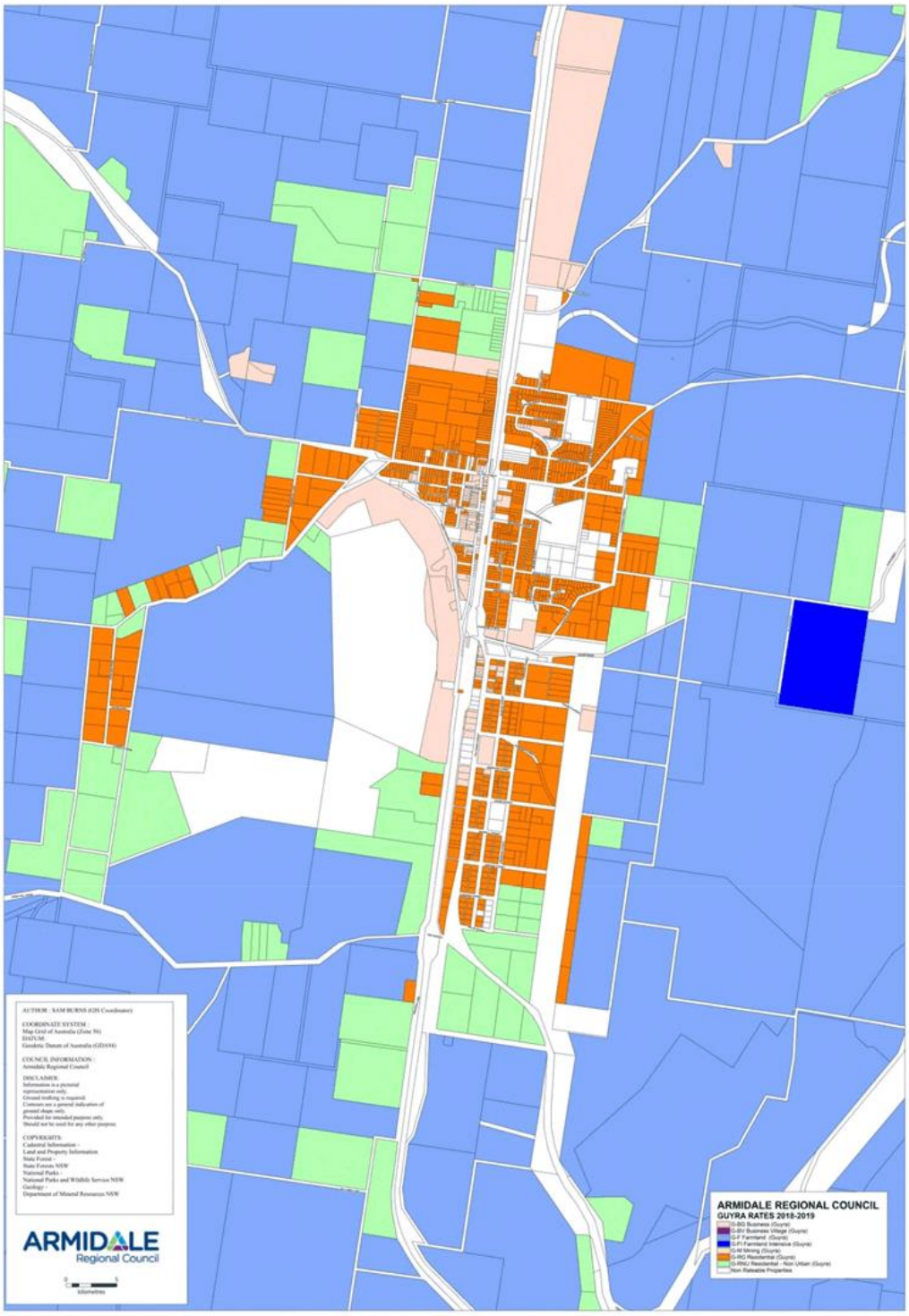
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ARMIDALE REGIONAL COUNCIL
GUYRA RATES 2018-2019
G-BG Business (Guyra)
G-BV Business Village (Guyra)
G-F Farmland (Guyra)
G-FI Farmland Intensive (Guyra)
G-M Mining (Guyra)
G-RG Residential (Guyra)
G-RNU Residential - Non Urban (Guyra)
Non Rateable Properties

IPART
Independent Pricing and Regulatory Tribunal
New South Wales

LOCAL GOVERNMENT ACT 1993

INSTRUMENT UNDER SECTION 508(2)

SPECIAL VARIATION FOR ARMIDALE REGIONAL COUNCIL 2021-22

This instrument is made by the Independent Pricing and Regulatory Tribunal (**IPART**) as delegate for the Minister administering the *Local Government Act 1993* (the **Act**) (Delegation of 6 September 2010).

IPART determines under section 508(2) of the Act that:

1. The percentage by which Armidale Regional Council (**Council**) may increase its general income for Year 2021-22 is 10.5%.

   "**Year**" means the period from 1 July to the following 30 June.

   [*Note: The Council is required to reduce its income for Year 2021-22 to reflect any expiring special variation amount before increasing its general income for that Year in accordance with clause 1 above.*]

2. The percentage increase set out in clause 1 above (**Special Variation**) is subject to the following conditions:

   a) The Council uses the Additional Income for the purposes of improving its financial sustainability, reducing its infrastructure backlog, and maintaining service levels (**Proposed Program**), generally in accordance with Appendix B of the Report.

      "**Additional Income**" means:

      i) the additional general income raised in accordance with clause 1 above, less

      ii) the additional general income that would otherwise be available to the Council under section 506 of the Act.

      "**Report**" means IPART's report entitled "Special Variation Application Armidale Regional Council from 2021-22" dated May 2021 on IPART's determination under section 508(2) of the Act.

   b) The Council report, in its annual report for the Year 2021-22 on the following:

      i) the program of expenditure that was actually funded by the Additional Income;

      ii) any significant differences between the Proposed Program and the program of expenditure that was actually funded by the Additional Income and the reasons for those differences;

      iii) the outcomes achieved as a result of the Additional Income;

iv) the Council's actual revenues, expenses and operating balance against the projected revenues, expenses and operating balance as outlined in the Long Term Financial Plan; and

v) any significant differences between the Council's actual revenues, expenses and operating balance and the projected revenues, expenses and operating balance as outlined in the Long Term Financial Plan and the reasons for those differences.

"**Long Term Financial Plan**" means the long term financial plan for the period from Year 2021-2022 to Year 2030-2031 summarised in Appendix C of the Report.

Dated 14 May 2021

Ms Deborah Cope, Acting Chair
On behalf of the Independent Pricing and Regulatory Tribunal
As delegate for the Minister Administering the *Local Government Act 1993*

IPART
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ARMIDALE Regional Council

Deferred and Deleted Budget Items - Operating
Not included in Draft 2021/2022 Budget

No #	Managment Area	Project	Description	Estimated Cost	Once Off/ Ongoing
1	Economic Development	210225	Saumarez internal road contribution	$ 650,000	Once off
2	Sustainability & Strategic Planning	250203	Air Quality & Wood Smoke: Community Education at Markets - up to 6 in autumn/winter (Guyra & Armidale)	$ 5,000	Ongoing
4	Sustainability & Strategic Planning	250203	Climate Emergency Australia (Council/s group) Capacity building for Council: understanding impacts on council assets, services and communities	$ 1,000	Once off
5	Sustainability & Strategic Planning	250203	Climate Change Risk Assessment	$ 10,000	Once off
6	Sustainability & Strategic Planning	250203	Sustainable Living Expo	$ 5,000	Once off
7	Economic Development	210225	Armidale Regional Council Power Purchasing Agreememt (PPA)	$ 35,000	Once off
8	Museums NERAM and Arts Development	220650	Delivery of Annual Arts & Culture grants program as resolved by Council	$ 20,000	Ongoing
9	Museums NERAM and Arts Development	220650	Annual Public Art Fund annual contribution as resolved by Council	$ 5,000	Ongoing
10	Aboriginal Cultural Centre Cont'n	220103	Donations and Contributions	$ 36,000	Ongoing
11	Community Initiatives	220131	Donations and Contributions - Multicultural Acitivties. I.e., Employment/Safety Expo & Multicultural inclusion days	$ 3,000	Ongoing
12	Communications and Engagement	210057	Reputation Mutual	$ 10,000	Once off
13	Communications and Engagement	210057	Database Drive Promotions	$ 3,000	Ongoing
14	Communications and Engagement	210057	LGA Entry Signs x4	$ 30,000	Once off
15	Events and Promotion	210713	Sports Events to help grow market (value $17mil p/a in economic stimulus to the commuity)	$ 30,000	Once off
16	Companion Animals	250400	Feral Cat Trapping program	$ 8,000	Once off
17	Tree Safety Works	272048	Dead Tree Removal	$ 75,000	Ongoing
18	Footpaths Maintenance	240900	Additional funding required to meet service levels; compromises of $40k works plus $25k for inspections	$ 65,000	Ongoing
19	Kerb and Gutter	240800	Additional funding required to meet service levels	$ 40,000	Ongoing
20	Rural Unsealed Roads	270400	Additional funding required to meet service levels	$ 1,000,000	Ongoing
21	Cattle Grid Repairs	270434	Unfunded grid maintenance and repairs (fundung based on 19/20 FY)	$ 14,000	Ongoing
22	Cycleways	270900	Additional funding required to meet service levels	$ 28,000	Ongoing
23	Sports Councils Administration	240250	Seeking Council approval for $1 for $1 Player fees	$ 42,000	Ongoing
24	Parks and reserves	240350	Additional funding required for additional service levels	$ 30,000	Ongoing
25	Parks and Reserves	240350	Ben Lomond Landcare Group Inc Annual Contribution	$ 10,000	Ongoing
26	Sports Councils Administration	240250	Sports Council Funding for works - Jack valance Oval and Newling Oval	$ 75,000	Ongoing
27	Waste Management	OWM	Rural Waste Voucher System If undertaken and costs were allocated over existing services equivalent to: All Ratpayers - $19.12 per assessment Domestic + Commercial Waste Services - $21.90 per assessment Domestic Waste Services Only - $23.89 per assessment Rural Waste Services - $143.60 per assessment Domestic + Commercial + Rural Waste Services - $19.00 per assessment Note - this would need to be added to proposed 2021-2022 charges	$ 250,000	Ongoing
			Total	**$ 2,480,000**	

ARMIDALE Regional Council

Deferred and Deleted Budget Items - Capital
Not included in Draft 2021/2022 Budget

No #	Managment Area	Funding Source	Description	Estimated Cost
1	Plant & Facilities	Grant/ General revenue	Armidale Hydrotherapy Pool Feasibility Study	$ 200,000
2	Plant & Facilities	Grant/ General revenue	Guyra Preschool/ Implement the Guyra Early Learning centre upgrade	$ -
4	Utilities – Water	Water reserves/ Potential grant	Automatic Meter Reading equipment for the residential water network	$ 4,000,000
5	Asset Management (Design and planning)	General revenue	Gasworks remediation	$ 175,000
6	Regulations	General revenue	Develop a fenced Off-Leash area for Guyra	$ 25,000
7	Roads	General revenue	CCTV Stormwater Inspections - Investigation	$ 300,000
8	Development	General revenue	2 x RoadPod Traffic Classifiers	$ 10,400
9	Development	General revenue	Drone for Bridge/Building Inspections	$ 2,862
10	Development	General revenue	Pedestrian Detectors	$ 99,000
11	Parks	General revenue	Cemeteries - Naming signage/ Conditions of entry	$ 20,000
12	Roads	General revenue	Kerb and Gutter program - difference between amount identified as required to maintain assets and draft capital works program	$ 407,000
13	Roads	General revenue	Rural reseal program - difference between amount identified as required to maintain assets and draft capital works program	$ 302,432
13	Roads	General revenue	Gravel Re-sheeting program - difference between amount identified as required to maintain assets and draft capital works program	$ 1,041,947
14	Roads	General revenue	Stormwater drainage program - difference between amount identified as required to maintain assets and draft capital works program	$ 250,000
15	Roads	General revenue	Stormwater relining program - difference between amount identified as required to maintain assets and draft capital works program	$ 300,000
16	Roads	General revenue	Urban Rehabilitation program - difference between amount identified as required to maintain assets and draft capital works program	$ 2,850,000
17	Roads	General revenue	Rural Rehabilitation program - difference between amount identified as required to maintain assets and draft capital works program	$ 1,000,000
18	Plant & Facilities	General revenue	Building Renewal program - difference between amount identified as required to maintain assets and draft capital works program	$ 357,653
			Total	**$ 11,341,294**