

Operational Plan
2020-2021



Unleash the opportunities

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Introduction

Strength and recovery in 2020-2021

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

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

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

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

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

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

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

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

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

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

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



Susan Law
CEO, Armidale Regional Council

Integrated Planning and Reporting

The Framework

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

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

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

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

Community Strategic Plan (CSP) 2017-2027

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

Delivery Program 2018 – 2021

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

Operational Plan 2020-2021

An annual plan of actions that support the Delivery Program.

Resourcing Strategy:

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

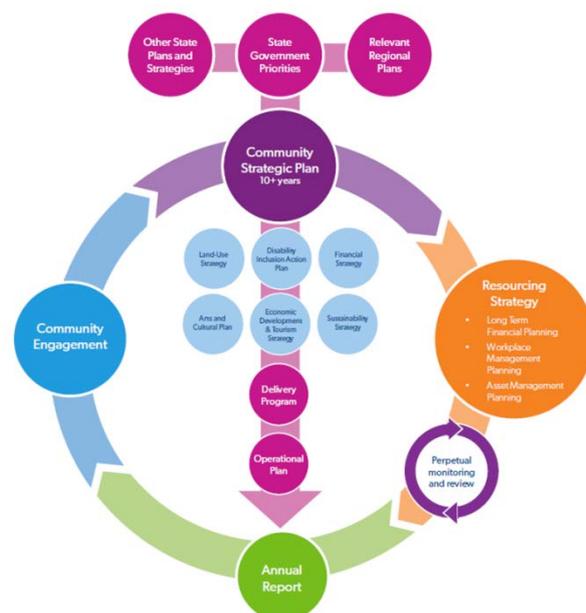
A set of plans and strategies that ensure Council has the necessary resources and assets, and that Council plans for the future accordingly.

Operational Plan

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

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

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



Operational Budget Summary

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

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

There will be a detrimental impact to Council's operating result and key performance indicators as a result of the current conditions and associated impacts on Council's budget with the operating performance ratio and the asset renewals ratio being most impacted. The 2020-2021 budget includes a consolidated operating deficit of \$2.3 million with the following fund operating deficit results:

General Fund	(\$1,456,477)
Water Fund	(\$621,045)
Sewer Fund	(\$205,177)
Consolidated	(\$2,282,699)

Capital Budget Summary

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

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

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

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

Description	Gross	External Funding	Council Funding
General Fund	\$30,488,104	\$23,005,044	\$7,483,060
Water Fund	\$8,360,000	\$2,592,500	\$5,767,500
Sewer Fund	\$1,200,000	\$0	\$1,200,000
Total	\$40,048,104	\$25,597,544	\$14,450,560

Community Strategic Plan

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

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

The Community Strategic Plan categories are:

Growth, Prosperity and Economic Development

- Planning
- Tourism
- Agriculture
- Economic Development

Our People, Our Community

- Wellbeing
- Diversity
- Culture
- Education

Leadership for the Region

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

Environment and Infrastructure

- Environment
- Infrastructure
- Sustainability
- Transport

Growth, Prosperity and Economic Development

The image shows the exterior of the Armidale Regional Airport building. The building is a modern, single-story structure with a grey facade and several windows. A large sign on the side of the building reads "Armidale Regional Airport" in white, sans-serif font. To the left of the text is a logo consisting of three stylized, overlapping shapes in green, blue, and yellow. The building is set against a clear blue sky with some light clouds. In the foreground, there is a brick-paved walkway and a landscaped area with small green shrubs and rocks.

Armidale Regional Airport

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

Key Projects

Business Ecosystem

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

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

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

Armidale Business Park

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

This extensive project will create opportunities for increased business investment to stimulate jobs and regional income - linking the Airport and other strategic assets to this brand new business estate.

In 2020-2021, Armidale Regional Council will complete the pre-sale contracted works including land clearing, roads, kerbs and utilities.

Building construction will also commence and 24 lots will be prepared for sale, with certificates and approvals completed by November 2020.



Image: Armidale Business Park under construction

Growth, Prosperity and Economic Development

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

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Airport Business Park - Construction, Sale and Opening	<ul style="list-style-type: none"> • Pre-sale contracted works - clearing, roads, kerbs, utilities • Commencement of building construction <p><i>Expected 20/21 Cost: \$4.2 million</i></p> <p><i>Total Stage 1 Costs: \$6.5 million</i></p>	Capital Works Program	G1.1	Project Management Office	<ul style="list-style-type: none"> • 100% of contracted works completed August 2020 • Certificates and approvals completed for sold lots November 2020
Airport Lands Subdivision & Sale	<p>Airside works completed to comply with land sales.</p> <p><i>Expected cost: \$1,206,415 (\$603,207 grant funded)</i></p>	Capital Works Program	G1.1	Asset Management and Strategic Planning	Compliance with agreements
Kempsey Road Big Hill Project - Improvements to Heavy Vehicle Access	<p>Stage 1 and 2 of Tranche 1 - road improvement works to improve heavy vehicle access.</p> <p><i>Expected 20/21 Cost: \$2.8 million</i></p> <p><i>Total Project Costs: \$4.67 million</i></p>	Capital Works Program	G1.1	Asset Management and Strategic Planning	<ul style="list-style-type: none"> • Stage 1 and Stage 2 of Tranche 1 works completed • Compliance with funding deed
Airport Security Screening Compliance	<p>Installation and operation of Airport Security Screening in line with CASA regulations.</p> <p><i>Expected 20/21 Costs: \$927,500</i></p> <p><i>Total Project Costs: \$1.855 million</i></p>	Capital Works Program	G1.1	Airport	Screening operational by December 2020

Upgrade of infrastructure and facilities at the Guyra Community Hub building	<ul style="list-style-type: none"> Fit-out of renewed infrastructure in preparation for completion and handover at 160 Bradley Street, Guyra. Distribution of Federal Bushfire Recovery Funding to cover additional extensions <p><i>Expected 20/21 Costs: \$216,759</i></p> <p><i>Total Project Costs \$440,000</i></p>	Capital Works Program	G1.1	Development and Regulatory Services	Completed within budget, by December 2020.
Complete the design and begin construction on a commercially viable hydrotherapy pool and regional health complex	<ul style="list-style-type: none"> Develop options for the construction and operation of a Community hydrotherapy pool Complete design Begin construction <p><i>Expected 20/21 Costs: \$460,755</i></p> <p><i>Funding sources: \$2.316 million Federal Funding, \$1.1 million State Funding)</i></p>	Capital Works Program	G1.1 E3.1 E3.4	Development and Regulatory Services	<ul style="list-style-type: none"> Final option agreed by Q1 Design developed by Q2 Construction commenced by Q4
Expansion of Rail Trail Business Case	Expand the New England Rail Trail Business Case (Black Mountain to Ben Lomond) to include the sections of Armidale to Black Mountain and Ben Lomond to Glen Innes.	Operational Project	G1.1 G1.3 G3.1 G3.3	Asset Management and Strategic Planning	Complete the expansion of the Business Case by Q4

Other Council operations and activities:

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

Growth, Prosperity and Economic Development

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

Delivery Program Principal Activities:

- G2.1 Partner with local livestock and horticultural industries to ensure the ongoing growth and sustainability of the sectors
- G2.2 Encourage new innovations and technological applications, and work with partners to explore new opportunities and diversification relevant to primary industries, which create a point of difference for the region
- G2.3 Develop partnerships with operators in the agricultural sector including local agencies and UNE, to encourage careers in agriculture
- G2.4 Strive to grow the horticultural industry with new investment attraction strategies throughout the region to reduce the impact of climatic conditions on the produce industry

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Growth, Prosperity and Economic Development

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

Delivery Program Principal Activities:

- G3.1 Develop a Tourism Strategy and branding to: * attract visitors to stay in the Armidale Region longer, and * enhance the economic and cultural offerings and attractions of the region.
- G3.3 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.
- G3.4 Provide Central Business District (CBD) infrastructure that supports a more vibrant and varied offering of shopping experiences for tourists.

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Growth, Prosperity and Economic Development

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

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Our People, Our Community



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

Key Projects

Community Education and Learning Centre

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

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

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



Curtis Park Amenity and Play Equipment Upgrades

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

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



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

Image: playground concept only

Our People, Our Community

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

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Our People, Our Community

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

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Our People, Our Community

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

Delivery Program Principal Activities:

- P3.1 Provide services and access to support home-based elderly residents
- P3.2 Partner with other levels of government and agencies to support the National Disability Insurance Scheme and advocate for adequate access to services for people with a disability
- P3.3 Promote partnerships between businesses and the community which offer programs that encourage inclusivity and networking, such as the Men's Shed program in Armidale and Guyra
- P3.4 Develop strategies which promote inclusiveness of people from a culture and linguistically diverse (CALD) background

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

- Provision of transport for the aged from Guyra to Armidale.
- Provision of in-house and excursion-based social support for the aged in Guyra.
- Provision of Meals on Wheels in Guyra.
- Support for refugees through a partnership with Settlement Services International.
- Facilitation of Refugee Week activities.
- Support and facilitate migrant start-up businesses and employment skills, in collaboration with community and government stakeholder groups.
- Disability support via Kent and Hughes House.

Our People, Our Community

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

Delivery Program Principal Activities:

- P4.1 Support the delivery of high quality early childhood and out-of-school services in the Guyra region
- P4.2 Support youth through education, encourage leadership, promote good mental health practices and facilitate opportunities for youth to contribute to the strategic direction of the community.
- P4.3 Provide Aboriginal services and programs
- P4.4 Further develop partnerships with educational institutions across all stages of the learning spectrum to ensure that face to face and online education is available to the community

Operational Plan

Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Implement Stage 1 of the Guyra Early Childhood Learning Centre upgrade	<ul style="list-style-type: none"> • Finalise designs and work plans • Submit DA • Engage the community • Tender civil works & construction • Commence demolition • Prepare utilities • Commence construction <p><i>Expected 20/21 Cost: \$1,093,197</i> <i>Total Estimated Stage 1 Costs: \$1.5 million</i> <i>Funding sources: Federal Government funding (\$613,197), ARC (\$480,000)</i></p>	Capital Works Program	P4.1	Preschool	<ul style="list-style-type: none"> • Building Design finalised • DA submitted • Construction Certificate and contract completed • Tenders drafted, released and awarded by Q2 • Demolition, civil works completed by Q2 • Building construction commenced Q3
Provide Community Assistance Grants to community groups	<ul style="list-style-type: none"> • Provide financial assistance to community groups and services to enable greater connectedness with their community. <p><i>Expected cost: \$24,000</i></p>	Operational Project	P2.4 p4.3	Local Services	Distribute financial assistance to all successful applicants within funding timelines

Other Council operations and activities:

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

Leadership for the Region



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

Key Project

Customer Services Realignment

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

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

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

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

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

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

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



Leadership for the Region

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

Delivery Program Principal Activities:

- L1.1 Develop and deliver an engagement strategy to ensure effective engagement with the community and provide opportunities for participation in decision making where appropriate
- L1.2 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

Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Undertake a Customer Services Realignment to improve customer engagement.	<p>Develop a team of agile employees who can provide customer services, administrative support and focus on improving staff efficiency, customer satisfaction and services to the community. Develop increased Customer Touchpoints and provide more online and face to face channels for engagement.</p> <p>Activities:</p> <ul style="list-style-type: none"> • Implement a Knowledge Base • Provide a Skill Gap Analysis and training of employees • Map processes both current and future state • Implement automation (if possible) and standardisation of processes <p><i>Expected cost: \$85,000</i></p>	Operational Project	L1.3 L2.3	Project Management Office	<ul style="list-style-type: none"> • Improved customer feedback • Knowledge Base accessible by 30 September • Hub and Realignment in place and 1st quarterly report completed August 2020 • 85% of current customer service and administration processes mapped by September 2021 • 50% of future state processes mapped by September 2020 • Increased efficiency gains and savings realised by September 2020 • Reduction of costs to outside contractors • Improved online and face-to-face contact channels

Other Council operations and activities:

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

Leadership for the Region

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

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Leadership for the Region

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

Delivery Program Principal Activities:

- L3.1 Staff are provided with the training to carry out their duties effectively and opportunities for professional development
- L3.2 Develop and implement workforce plans and strategies which commit to building a skilled, motivated, inclusive and diverse workforce
- L3.3 Council utilises appropriate data management systems to support service delivery and effective decision making
- L3.4 Ensure the organisation is well led and managed through the implementation of the Good Governance framework

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Leadership for the Region

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

Delivery Program Principal Activities:

- 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

Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Develop the Armidale Masterplan 2040	Finalise the Armidale Masterplan 2014 to establish a spatial representation of the Community Strategic Plan and guide key strategic plans including the Local Strategic Planning Statement (LSPS) <i>Expected cost: \$20,000</i>	Operational Project	L4.2	Asset Management and Strategic Planning	Armidale Masterplan 2014 adopted by Council by Q1 Draft LSPS adopted by Q2

Other Council operations and activities:

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

Environment and Infrastructure

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

Key Projects

Upgrades to stormwater drainage at Newling Park

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

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

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

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

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



Shingle Hut Bridge Replacement

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

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

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

Environment and Infrastructure

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

Delivery Program Principal Activities:

- E1.1 Maintain and improve local waterways, lagoons and creek lands in partnership with community groups and other agencies
- E1.2 Partner with stakeholders to develop strategies and provide programs which improve air quality across the region, including the reduction of smoke pollution by using alternative energy sources
- E1.3 Work with local emergency management agencies and committees to plan for the management of natural disasters
- E1.4 Protect and enhance the natural environment to promote and support biodiversity

Operational Plan

Key Projects and Programs:

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

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

Other Council operations and activities:

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

Environment and Infrastructure

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

Delivery Program Principal Activities:

- E2.1 Promote or provide educational programs to increase community awareness of climate change risks and enable the community to implement climate change adaptation and mitigation actions in daily life
- E2.2 Provide waste and recycling services, and environmentally responsible waste disposal facilities together with education programs to reduce waste and increase recycling
- E2.3 Facilitate access to renewable energy for the local community and businesses
- E2.4 Develop a Sustainability Strategy which includes objectives for the region as a whole as well as Council operations

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Environment and Infrastructure

E3 Infrastructure – The Community is provided with the essential and resilient infrastructure it requires for daily life, and has access to a prioritised schedule of infrastructure works

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

Title	Actions	Origin	Delivery Program	Department	Measures
Implement Bridge Safety Program for timber bridges	Refurbish existing timber bridges as per assessment to extend safe working life <i>Expected cost: \$325,000</i>	Capital Works Program	E3.1	Asset Management and Strategic Planning	Refurbishment of timber bridges to achieve no increase in number of load limited bridges.
Improved Heavy Vehicle Access to Castle Doyle Agribusinesses	Replace Shingle Hut Bridge on Castledoye Road <i>Expected cost: \$984,000</i>	Capital Works Program	E3.1	Asset Management and Strategic Planning	Replace Shingle Hut Bridge on Castledoye Road in 2021
Bridge Renewal Program	<ul style="list-style-type: none"> • Replace Pint Pot Bridge on Rockvale Road • Replace Dumaresq Creek Bridge on Cookes Road <i>Expected Cost \$1.241 million</i>	Capital Works Program	E3.1	Asset Management and Strategic Planning	Replace Pint Pot Bridge in 2021 Replace Dumaresq Creek Bridge in 2021
Renewal of water mains	Deliver watermain replacement program to improve reliability <i>Expected cost: \$700,000</i>	Capital Works Program	E3.2	Local Services	Proportion of network renewed is greater than 2% per annum
Renewal of sewer mains	Deliver program of sewer main relining to minimise groundwater ingress <i>Expected cost: \$1 million</i>	Capital Works Program	E3.2	Local Services	Proportion of network renewed is greater than 2% per annum
Increase water storage capacity of Malpas Dam	Undertake a feasibility analysis and costing of options to raise the full supply level of the dam in order to increase the storage capacity of Malpas Reservoir <i>Expected cost: \$200,000</i>	Capital Works Program	E3.2	Utilities	<ul style="list-style-type: none"> • Study completed • Detailed cost estimates completed
Puddledock Raw Water Main and Pump Station Replacement Program for future water security	Remove current pipeline and install new pipeline. Replace pump station. <i>Expected 20/21 cost: \$2.8million</i> <i>Expected total cost: \$11.54 million (\$5.77 million Infrastructure NSW Grant)</i>	Capital Works Program	E3.1 E3.2	Utilities	50% of works completed Q4

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

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

Other Council operations and activities:

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

Environment and Infrastructure

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

Delivery Program Principal Activities:

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

Operational Plan

Key Projects and Programs:

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

Other Council operations and activities:

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

Contact Council

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

www.armidaleregional.nsw.gov.au

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.

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