Operational Plan and Budget
2023 - 2024

ARMID▲LE
Regional Council

Contents

Acknowledgement of Country

We acknowledge the traditional custodians of this land and pay our respects to elders past and present. The Armidale regional community pays tribute to their love of land, love of people, and love of culture.

Climate Change Declaration

At the Council Meeting of 23 October 2019, the Armidale Regional Council resolved unanimously to declare that we are in a Climate Emergency and that it acknowledges *'our local and global communities are facing a climate emergency that requires urgent action by all levels of government; that human-induced climate change represents a great threat to humanity, civilisation and other species;* and that, to prevent the most catastrophic outcomes, societies including local councils, need to take urgent action'*. In the preparation of this document, Council has taken into consideration its important role in advocating for greater acceptance and action for Climate Change, as well as the actions that Council itself can undertake in its policies, processes, and services to adapt to Climate Change.

Introduction

The *Operational Plan and Budget 2023-2024* (the Plan) includes a list of actions designed to achieve the objectives of the **second year of the adopted four-year Delivery Program 2022-2026** and to deliver the programs and services that the community expects and needs.

The Plan also includes the 2023-24 budget to forecast and allocate revenue and expenditure across the business for the upcoming financial year.

On 15 June 2023, Armidale Regional Council was advised that it's application to NSW Independent Pricing and Regulatory Tribunal (IPART) for a permanent 50% (58.8% cumulative including the rate peg) Special Rate Variation (SRV) was accepted.

In its draft documents for public exhibition, endorsed by Council on 16 May 2023, Council presented two scenarios:

Scenario One (SRV)

Assumes that the SRV is approved as per the application IPART. That is a budget based on the rate peg and a 50% Special Variation. In this Scenario, the budget includes all baselines operations and proposed special operational projects and proposed capital projects as included in this document.

Scenario Two (Managed Decline)

The budget model assumes a non-approval of Council's SRV application by IPART. Therefore the budget excludes the proposed 50% SRV. A rate peg of 3.7% has been applied for the 2023-2024 year and assumes a 2.5% increase for 2024-2025 and 2025-2026 financial years.

In light of IPART's decision to approve a SRV, Council has removed the 'Scenario 2 (Managed Decline)' from this final document to operate under Scenario 1 (SRV) for the 2023-2024 Financial Year.

General Manager's Report

'Leadership is different to management.'

Armidale Regional Council is setting the course for an exciting new pathway to success, both as a region and longer term, a regional NSW city of significance.

In December 2021 following the Local Government Elections, ARC saw a full contingent of 11 Councillors returned to Armidale Regional Council. Since that time staff and the new Councillors have invested a significant amount of time reviewing council operations and putting together the adopted Delivery Program, Operational Plan and Budget. The new Council remains focused on a platform of regional activation centered on growth, underpinned by fiscal responsibility, and seeking to put Armidale Regional Council back on a firm financial footing.

This was further underpinned by an ambitious target of 4,000 new jobs by 2040 in order to grow the population to where it needs to be. Not having rates appropriately reviewed and set in the past means it has fallen to the newly elected council to resolve the systemic revenue problem.

Council has a multi-million-dollar shortfall in its asset maintenance and that backlog has swamped it – particularly the road network which you all see daily. While we want to be a progressive and expanding council, we also need to fix what has not been fixed in the past and get back to basics, increase efficiency, maintain the vast asset network and deliver greater levels of service.

To do this, Council sought a Special Rate Variation (SRV) via IPART in February 2023 for a general rates increase of 58.8% to be phased in over three financial years. On 15 June 2023 ARC received formal advice from IPART that its application for a special rate variation had been granted.

Council's Operational Plan and Budget for 2022-2023 was developed during a time of difficult circumstances. The 2022-2023 Budget proposed a General Fund operating deficit of $3.2 million and a draw down on internal reserves of $2.4 million. In summary, Council adopted to go into deficit and dip into reserves to fund the budget.

This approach was predicated around applying for and receiving approval for an SRV and being able to do much of the preparatory work required in the 2022-2023 financial year to take full advantage of an approved SRV and be able to hit the ground running. That is because any meaningful rate increase would not come into effect (in part) until the 2023-2024 financial year and it is at that point the financial improvement would start to be realised and ARC would be able to continue the process of building a stronger and more resilient region.

The SRV now approved is part of the solution to:

- Improve financial sustainability working towards eliminating the General Fund operating deficit;
- Deliver the services as outlined in the draft Integrated Planning and Reporting documents;
- Provide sufficient funding to meet asset renewal funding requirements and appropriately manage the infrastructure backlog; and
- Meet compliance obligations under the Local Government Act and other forms of legislation.

The 2023/24 budget process had some layers of complexity around it with ARC needing to prepare two draft budgets for Councils consideration and adoption. The first budget (Budget Scenario One (SRV)) assumed success with the SRV application and full steam ahead as was described in last year's budget engagement program and the further and extensive engagement sessions around the SRV.

A second draft budget (Budget Scenario Two (Managed Decline) was produced and was presented as part of this suite of documents, which assumed the SRV had been unsuccessful; this was a very scary proposition with the financial position of council, the future of the region and the magnificent lifestyle we all get to enjoy looking incredibly ugly and uninspiring. To make ends meet ARC would have needed to immediately trim its operational budget and this would have resulted in a very visible and impactful scenario that places delivery of core services and the vibrancy of our community at risk.

Thankfully though, with the recent news from IPART about the successful outcome of the Councils SRV application, Council's long-term vision to retain future generations in the region and attract new residents through increased work opportunities, improved liveability and access to quality services can now fully come to life. The 'SRV assumed' Operational Plan and Budget 2023-2024 underpins this vision.

James Roncon
General Manager,
Armidale Regional Council

Council's Organisational Structure

Council implemented a new organisational structure for Armidale Regional Council in October 2022. The current structure, which frames the reporting lines for our staff, is outlined below:
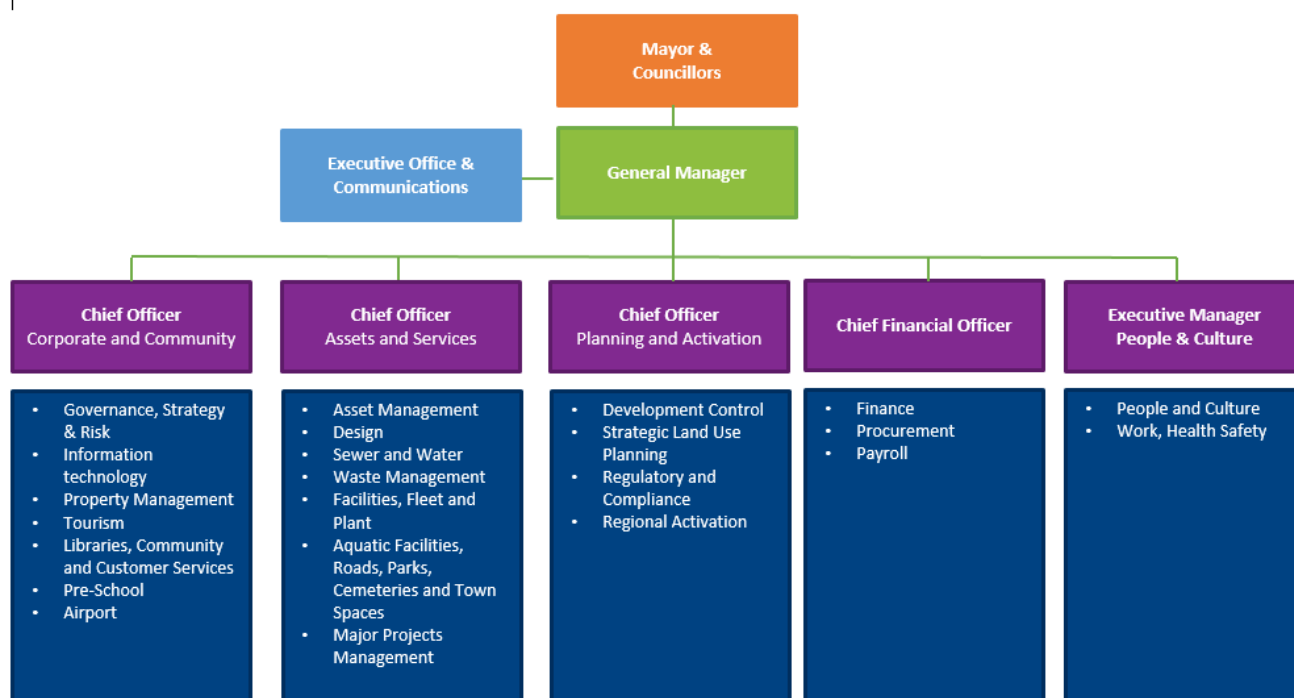
Our Culture Journey

In the past 2 years, Council has embarked on a culture-change journey involving all staff. Following on from a culture audit, a 'Restore and Thrive – Strategy Map' was developed outlining the direction that the staff body, as a whole, wanted to take to turnaround the culture and hold each other to account. This Strategy Map continues to evolve and is regularly updated by Council's "Operation Planet ARC (OPARC)" Leadership Team which was formed with approximately 25 staff from all levels across the organisation.

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 whilst many communities have similar aspirations, the responses to those aspirations will be local.

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 2021*. This Operational Plan and Budget 2023-2024 is part of a suite of documents that were originally developed following the election of Councillors in December 2021.

The Framework includes a reporting process to communicate progress to 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:

- **Advancing our Region Community Plan 2022-2032**
  A ten-year plan that outlines the goals and aspirations of the community, captured through extensive community engagement
- **Delivery Program 2022-2026**
  A program of Council-led initiatives, across four years, that achieve the strategies of the Community Plan that are in Council's remit
- **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 and Budget 2023-2024**
  An annual plan of actions that support the Delivery Program and includes the annual budget allocations to support the activities to be undertaken. The 2023-2024 Operational Plan implements the initiatives of year two of the Delivery Program 2022-2026

Advancing our Region Community Plan 2022-2032

The Advancing our Region Community Plan 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 Council Initiatives (Delivery Program) and Actions (Operational Plan) which it can undertake to help achieve community aspirations.

The Advancing our Region Community Plan six pillars are:

Thriving Region	*Connected Region*	*Future Region*
Economy and Tourism	Transport and Technology	Sustainability and Resilience

Liveable Region	*Enriched Region*	*Strong Region*
Places and Spaces	Community and Culture	Engagement and Responsibility

See Appendix A for a full summary of the *Advancing our Region Community Plan.*

Delivery Program 2022-2026

The Delivery Program 2022-2026 outlines the initiatives that Armidale Regional Council can, and will, undertake to help achieve the goals of the Advancing our Region Community Plan.

The Delivery Program is Armidale Regional Council's commitment to the community for the duration of the councillor elected term, and up to four years.

The *Operational Plan 2023-2024* includes a list of actions designed to achieve the second year of the four-year Delivery Program

The Delivery Program 2022-2026 is based around the **Restore and Thrive Strategy**. This strategy is designed to restore financial viability and mitigate future asset funding gaps, in a financially responsible way in the short-term, and prepare Council and the region to create the growth and activation that will solidify the Armidale Region as a vibrant and popular major regional centre.

This strategy centres on a Special Rate Variation (SRV), which Council successfully applied for through the Independent Pricing and Regulatory Tribunal (IPART) to ensure the long-term financial sustainability of Council services.

2023-2024

Delivery Program 2022-2026			
Restore		Thrive	
Year 1	Year 2	Year 3	Year 4
Operational Plan 2022-2023	Operational Plan 2023-2024	Operational Plan 2024-2025	Operational Plan 2025-2026

Draw on reserves, apply for SRV, plan for future

Financial sustainability, asset health, growth and activation

- Put Council on a path to financial sustainability
- Plan for growth and activation

- Resolve budget structural issues
- Rationalise assets and restore remaining asset quality
- Improve service levels
- Build financial capacity to invest in future initiatives
- Implement growth and activation initiatives

What does this document include?

Operational Plan 2023-2024

The Operational Plan determines which key projects are budgeted and approved for the financial year 2023-2024 and sets the parameters used to measure the progress and success of these projects, as well as the services Council provides.

The actions contained in the Plan have been aligned to the Year 2 Council initiatives outlined in the Delivery Program 2022-2026, and balanced against the resources, requirements and functions of the organisation.

How to read the Operational Plan

➔ The Operational Plan has been organised in relation to Council's key functions and services, these are outlined below. These functions are outlined in relation to Council's new organisational structure implemented in October 2022.

➔ Each function or service outlines the key outputs, key stakeholders, links to the Community Plan and Delivery Program, 2023-2024 Actions, measures, and budget, and gives a clear picture of the responsibilities of each department.

Office of the General Manager	Finance	Corporate and Community	Planning and Activation	Assets and Services
Executive Office Communications and Engagement People and Culture Finance and Procurement	Finance Procurement	Airport Community Services Customer Services Governance and Strategy Information Technology Libraries, Museums and Visitors Information Centre Guyra Preschool	Development and Certification Regulatory Services Strategic Land Use Planning Regional Activation Property Management	Asset Management Design and Delivery Major Projects Management Parks and Facilities Plant, Fleet and Depots Transport Waste Water Waste Management Water

Section Example:

TABLE KEY	OP Operational Project, Program or Service	CAP Capital Project

Link to Delivery Program Initiative/s that the action seeks to achieve

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
CCTV condition assessment of sewerage lines	Complete a CCTV condition assessment of selected sewerage lines to determine the focus of maintenance and replacement programs	OP	F2.5.5	$100,000

Allocated project budget $, or associated operations budget number

Budget 2023-2024

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
- Equity Statement

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

- Water Fund
- Sewerage Fund
- 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 and Budget 2023-2024.

Special Rate Variation Application – 2023

Following extensive community consultation, ARC submitted an application to IPART in February 2023 for a Special Rate Variation (SRV) of 50% (58.8% cumulative including rate peg) over three years. In its engagement with the community, Council presented three options for the future of ARC:

Unmanaged Decline – business as usual approach, this would see Council have no cash reserves and a negative unrestricted funds balance by 2024-2025.

Managed Decline – services are cut to free-up funds for renewal of infrastructure, but infrastructure backlog would remain.

50% SRV (58.8% cumulative including rate peg) over three years to restore real cost of maintaining assets and afford and provide services to grow and be sustainable.

Council was advised in June 2023 that it was successful in its application for a 50% SRV (58.8% cumulative including rate peg) and the rate increase can take effect in 2023-2024.

Kempsey to Armidale Road Recovery Project (KARRP)

Council has been funded by the NSW Government to undertake the largest transport project undertaken by Local Government in NSW's history – the Kempsey to Armidale Road Recovery Project. This $400 million project will likely run across four years, and aims to restore the Armidale-Kempsey Road back to its previous condition before drought, fires and floods made it mostly inaccessible. Once the road is restored, it is expected that it will be managed through funding from the NSW Government ongoing.

Due to the large spikes in revenue and expenditure that this project will create, Council has separated this funding away from general operations to ensure the financial position of Council is not skewed. The finances of the project are therefore note included in this document and will be budgeted and reported through Council Meeting Reports.

Grant distribution

Council has received $3.4m in grant funding for the restoration of roads from the NSW State Government. This grant funding will be received in the 2022-2023 financial year, however a majority of the funds will be spent in the 2023-2024 financial year – causing a spike of expenditure in the Budget 2023-2024 and placing the overall consolidated budget position into deficit.

Budget Summaries

Operational Budget Summary

In June 2022, Council adopted an Operational Plan and Budget that was based on a four-year Delivery Program, and predicated on Council applying for a 50% (58.8% cumulative) Special Rate Variation (SRV) to be implemented over three years. In 2022-23, Council agreed to adopt a $3.2 million deficit budget, with the view to draw on reserves in 2022-2023, then start to repair our finances from 2023-2024 onwards with the assistance of an SRV. This approach was in line with Council's *Restore and Thrive Strategy* that outlines a four-year plan to achieve financial sustainability, asset health and growth and activation.

Fast forward to the 2023-24 Budget, and Council has prepared the Budget in accordance with this approach and in response to a successful application to IPART for a SRV. The consolidated budget results has been improved (to a $475,382 deficit) however the General Fund result remains more than $3m in deficit. The context for this result can be viewed through the challenges of this year's budget process including:

- The Rate Peg increasing from the expected 2.5% to 3.7% - reducing the revenue from the SRV by 1.2% as the rate peg must be included in the SRV increase.
- Increases in depreciation ($3.8m), electricity prices ($600k), Emergency Services Levy ($400k), Insurance ($300k)
- Reduction Landfill Levy collection revenue ($660m) as adopted by Councillors during the SRV process.
- The skewing of revenue and expenditure of $3.4m pot hole grants across financial periods
- The staged input of rate increases – full increase for 2023-24 isn't realised until late in the financial year

Pleasingly, Council also forecasted an increase interest and investment revenue ($1.3m) and has made a number of changes to budget systems that will promote greater reporting capabilities and transparency.

Council has been cautious while developing the Budget 2023-24 to remain judicious with spending, and to align the Budget with its commitment to improving asset maintenance and reducing budget deficits.

The impacts of a rate increase are forecasted to be realised from 2024-25 onwards, when forecasts show that Council will be trending positively with both surplus budgets and stronger reserves.

Council forecasts the following Budget results for 2023-24:

Fund	Operating Surplus/Deficit
General (Inc Waste)	($3,862,696)
Water	$1,332,422
Sewer	$2,054,892
Consolidated Result	($475,382)

Operational Plan Actions

RESTORE & THRIVE

ARMIDALE
Regional Council

Office of the General Manager

RESTORE & THRIVE

ARMIDALE
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Executive Office

Manager: General Manager

The Executive Office supports the General Manager, Mayor and Councillors in day to day operations, along with governance and administration support for Council Meetings.

Key Outputs

- Coordination of the offices of the General Manager and Mayor including diary management, correspondence, travel arrangements, workflow management and meeting support
- Agendas, minutes and actions for Council meetings, workshops/briefings committee meetings and Key Pillar Working Groups.
- Provision of support to Councillors

Key Stakeholders

Internal:

- Mayor and Councillors
- General Manager
- Executive Leadership Team
- Broader Council staffing group

External:

- Office of Local Government
- Neighbouring Councils
- State and Federal Members of Parliament
- Council/election candidates
- Community groups/ stakeholders
- Key Pillar Working Groups

Community Plan and Delivery Program

Strong Region – Goal 1 - An informed and actively engaged community that builds partnerships and shapes its future

S1.2 - Create partnerships between our community, levels of government and businesses that contribute to our growth and development

S1.2.1 Establish Council Key Pillar Working Groups to deliver initiatives that achieve the Community Plan Goals and Strategies

S1.2.2 Work across the region's neighbouring LGAs with the New England Joint Organisation to advocate for broader-region priorities

S1.2.3 Foster constructive relationships with state and federal representatives and agencies to ensure our voices, challenges and opportunities are voiced

S1.2.4 Partner with the UNE, as our major educational institution, to enhance regional opportunities

S1.3 - Empower the community and our leaders to make positive change and to unify the region

S1.3.1 Provide administration and professional support to Councillors to assist them to undertake their duties

S1.3.2 Ensure community accessibility of information pertaining to Council Meetings

S1.3.3 Promote and facilitate 'Have Your Say' opportunities on Council Meeting Agenda items

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.4 - Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies

S2.4.1 Maintain and upgrade Council systems to meet current demands and future requirements

S2.4.3 Provide access to Council Meetings and in compliance with legislation and with online accessibility

Liveable Region – Goal 1 - Public spaces and infrastructure that facilitate health, community connections and opportunities

L1.3 - Our towns and villages are vibrant, well-serviced and supported to achieve their localised priorities

L1.3.3 Develop a Guyra Precinct Group

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
UNE partnership opportunities	Liaise with the UNE regarding regional enhancement partnership opportunities and consider an agreed initiative through the Strong Region Key Pillar Working Group	OP	S1.2.1 S1.2.4	#210653
Government advocacy package	Prepare an Advocacy Strategy to foster constructive relationships with State and Commonwealth representatives and agencies	OP	S1.2.3	#210650
Guyra Precinct Group	Continue to support the Guyra Precinct Group to deliver initiatives that benefit the Guyra and surrounding communities	OP	L1.3.3	$25,000
Key Pillar Working Groups	Operate the six Key Pillar Working Groups to deliver initiatives from the Advancing Our Region Community Plan	OP	S1.2.1	$5,000

Title	Operations	Delivery Program	Budget #
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	S1.3.1 S1.3.2	#210653 #210650
Administration and Councillor Support	• Provide administration support to the General Manager, Councillors and Mayor. • Prepare and distribute council agendas and meeting minutes • Organise functions and events • Records and correspondence management	S1.3.1	#210655

Measures

Measure	Source
Mayor and Councillor satisfaction levels - qualitative and quantitative survey	Survey Monkey
Average days to resolve a complaint - < 10 Business days	Content management Data
Rate of response/response times - Councillor information requests and service requests - <10 Business days	Councillor Request System data
Improvement in satisfaction score for 'Being and well-run and managed Council' - >1.99/5 mean score	ARC Community Satisfaction Survey

People and Culture

Manager: People and Culture

The People and Culture division leads the development of an evolving customer-centred organisation that is focused on its people, the organisational culture, and quality continuous improvement and learning outcomes.

Key Outputs

- Strategic and technical Human Resource Management support
- Organisation development and culture
- Employee relations
- Workforce planning
- Employee development and succession planning
- Performance Management System operation
- Recruitment support

Key Stakeholders

- Staff
- Management
- Industrial Associations
- Local Government NSW
- Community

Community Plan and Delivery Program

Thriving Region – Goal 1 – A strong economy, sustainable growth, and opportunity

T1.5 – Foster a culture of lifetime education and ensure local education services meet the needs of our community

T1.4.2   Increase the number of apprentices and trainees employed by Council and promote the successes of the employment and training

Strong Region – Goal 2 – Strong governance and leadership that supports our region to grow and prosper

S2.1 – Provide strong, sustainable, and responsive governance and leadership.

S2.1.5   Deliver actions and outcomes as defined in the Workforce Management Plan

S2.1.6   Foster a culture of safety and wellbeing for our workforce

S2.1.7   Implement strategies to support the development of an inspiring organisational culture that motivates, sustains and rewards growth

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Complete Insurance Audit	Close out items from the StateCover self-audit	OP	S2.1.6	#210701
Salary System Review	Finalise the review and implementation of the Salary System Review	OP	S2.1.5	$35,000
Supervisor Program	Build the capability of supervisors with leadership training	OP	S2.1.4	$10,000
Performance Capability	Embed a Performance Capability Framework into the P&C lifecycle functions, including recruitment, performance management and development	OP	S2.1.5	$20,000
Succession Planning	Develop and integrate a Succession Planning program which addresses corporate knowledge transfer and skill retention	OP	S2.1.5	$10,000
WHS Communications Tools Development.	Develop specific tools and strategies to increase engagement with staff creating a greater culture and awareness of WHS.	OP	S2.1.6	$56,000 (grant)
WHS Trust Assessment and Tools for Trust Development.	Develop specific tools and strategies to achieve sufficient levels of trust in WHS	OP	S2.1.6	$10,000 (grant)
Future Leaders Program	Develop and implement a Developing Future Leaders program developing internal leadership and managerial skills within our workforce	OP	S2.1.7	#210701
Employment-based Training Strategy	Develop and implement a whole-of-council Employment-based Training Strategy to bring apprentices, trainees and graduates into our organisation, particularly in skills shortage areas	OP	S2.1.7	#210701
Restore and Thrive culture development	Continue to develop and support the 'Restore and Thrive' culture journey	OP	S2.1.7	$350,000
HR Management System	Implement Human Resources Management System – Technology One – to provide an all-in-one online platform to support HR and Payroll functions for employee and workforce management	OP	S2.1.5	#210701

Digitise WHS Hazard Management	Transfer to electronic WHS hazard management and training system in Ci Anywhere	OP	S2.1.6	$10,000 (grant)
Cultural Awareness Training	Delivery of cultural awareness training to Council staff	OP	S2.1.2	$22,000

Title	Operations	Delivery Program	Budget #
Elsa Dixon Aboriginal Employment Program	Participate in the Elsa Dixon Aboriginal Employment Program – a NSW Government funded initiative for Aboriginal School-based traineeships from the NSW Department of Industry and Training Services	T1.4.2	#220110
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 • Provide recruitment, on boarding and human resources support	S2.1.5, S2.1.6, S2.1.7	#210701

Measures:

Measure	Source
Two school-based trainees provided with trainee/employment opportunities within the financial year	Council data
Develop a Performance Management Framework by June 2024	Council data
All new staff inducted within 8 weeks of employment	Council data
Succession Planning program implemented with clear framework for succession	Council data
Employee incentive and wellbeing program developed and implemented	Council data
Establish base data to measure improvements in staff retention and staff satisfaction levels	Council data
Baseline goal for retention of staff established	Council data
All human resources policies reviewed by December 2022 and streamlined to ensure easy navigation by all stakeholders by June 2023	Council data
Implementation plan developed within agreed timeframes	Project Plan
Culture survey indicates a positive movement in satisfaction	Staff feedback

Engagement & External Relations

Manager: General Manager

Engagement is built on openness, transparency, trust and respect. This service is critical to council's obligations to keep the community informed, and have input into Council's decision making. Successful community engagement develops a positive relationship with the community and a positive relationship will lead to better decision making and build Council's brand and reputation in the community.

Key Outputs

- Internal communications
- Community engagement
- External relations
- Focus groups
- Surveys
- Your Say (Public Exhibition)
- Project engagement support and advice
- Advertising, including media and creative
- Media releases
- Public relations
- Crisis management
- External communications
- Social media
- Media liaison/monitoring

Key Stakeholders

- Armidale Regional Council – Mayor, Councillors, Executive Leadership Team and Staff
- Community groups and organisations
- Residents of the Armidale Regional local Government Area
- First Nations community
- People with disability
- Government ministers and staff. State and Commonwealth
- Neighbouring councils
- Visitors to the Armidale region

Community Plan and Delivery Program

Strong Region – Goal 1 – An informed and actively engaged community that builds partnerships and shapes its future

S1.1 – Help the community to be informed and have input into decisions about its region and future

S1.1.1	Implement the Community Engagement Strategy, including its supporting framework and processes
S1.1.2	Deliver an effective Communications Strategy to inform the community of Council activities.
S1.1.4	Provide efficient technology-based platforms for enquiries, applications, bookings, compliments, and complaints

S1.3 – Empower the community and our leaders to make positive change and to unify the region

S1.3.1	Provide administration and professional support to Councillors to assist them to undertake their duties
S1.3.2	Ensure community accessibility of information pertaining to Council Meetings
S1.3.3	Promote and facilitate 'Have Your Say' opportunities on Council Meeting Agenda items

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Internal Communication survey	Engage with staff to determine preferred method of communication. In line with OPARC outcomes.	OP	S1.1.2	#210057
Implement the Community Engagement Strategy, including its supporting framework and processes	Determine Council's preferred online engagement platform for financial savings in-line with the proposed development of a new external website.	OP	S1.1.1	#210057
Schools Education Tour Resources	Develop a schools education resource for tours of the sewer and water treatment plants and Council Governance	OP	S2.4.2	$20,000
Graphic Design Support	Contract for Graphic Design to offset staff shortages	OP	S2.4.2	$20,000
ARC website upgrade	Ensure website resources are made available to the public, removing friction from obtaining information, completing transactions (forms&/or payments) and providing feedback. The additional feature of an overarching community calendar with filters for business, tourism and general information.	OP	S1.1.2, S1.1.4	$150,000

Title	Operations	Delivery Program	Budget #
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 and licences, engagement events, advertising, subscriptions, brand and reputation management	S1.1.1 S1.1.2 S1.3.3	#210057

Measures:

Measure	Source
Increase satisfaction score with 'Community Information and Consultation' > 2.69/5 mean score	ARC Community Satisfaction Survey
Increase existing subscriber base by 10%	ARC Community Satisfaction Survey

Finance

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Finance and Procurement

Manager: Chief Financial Officer

This service exists to manage the financial resources of Council and to provide an advisory and support service to the organisation on financial matters. Sound financial management ensures the organisation is able to meet its long-term objectives, complies with laws, codes, accounting standards, policies and procedures and meets community expectations of accountability and transparency.

Key Outputs

- Annual Financial Statements
- Annual Budget, Quarterly Budget Reviews and Long Term Financial Plan
- Grant Acquittals and Management Reporting
- Cashflow and Investment Management
- Rate Notices, Water Bills, Debtor Accounts and Debt Recovery
- Procurement Strategy and Compliance, Lease Administration and Stores
- Employee and Supplier Payments

Key Stakeholders

- Office of Local Government
- NSW Treasury Corporation
- NSW Audit Office
- Forsyths (Contract Auditors)
- Audit, Risk and Improvement Committee
- Various State and Commonwealth Government Departments (Grants and Statutory Returns)
- Suppliers and Contractors
- IT Vendors – Technology One and Infor (Pathway)
- Council General Manager, Executive and All Council staff
- Mayor and Councillors
- ARC community, ratepayers, water users, Council debtors and community groups

Community Plan and Delivery Program

Thriving Region – Goal 1 – A strong economy, sustainable growth, and opportunity

T1.2 - Support existing businesses and local industries to grow, prosper, change and adapt

T1.2.3   Maintain and enhance Council's local procurement policy and associated targets for local procurement

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.1   Implement the Integrated Planning and Reporting Framework in compliance with legislation

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.2   Maintain financial sustainability by meeting Performance Ratios and Fit For the Future Benchmarks, while ensuring sustainable cash reserves to support service levels and assets

S2.3.3   Deliver a Financial Improvement Program that determines the future efficiencies and revenue sources required to fund current and future service levels

S2.3.4   Explore the need with the community to secure additional funding through changes to the rating system to provide the quality of services and facilities expected by our community. Options will include special rate variations and rating category restructures

S2.4 - Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies

S2.4.2   Improve user experience, including capability and capacity, of internal enterprise systems

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Waste, water and sewerage charges review	Review of Waste, Water and Sewerage charging and reserve provisions in line with infrastructure requirements and population growth targets	OR	S2.3.1	$70,000
Revenue efficiency improvements	Complete revenue efficiency and software projects, to combine multiple rates and water bills into one electronic file, saving on postage costs	OP	S2.3.3 S2.3.1	$4,700
TechOne upgrades	Deliver the TechOne CiAnywhere module	OP	S2.4.2	$10,000
Asset systems upgrade	Transition the Asset Register to TechOne	OP	S2.4.2	$30,000
Prepare for TechOne Cloud transition	Develop a TechOne Cloud Readiness Transition Plan and costings	OP	S2.4.2	#210815
Costing systems review	Review of costing systems for financial management	OP	S2.4.2	$15,000

Monthly Cash Restrictions reporting	Design and implement (a more automated) monthly cash restrictions reporting	OP	S2.3.3	$5,000
Grant reporting – monthly	Design & implement (a more automated) Grant report to facilitate timely monthly grant reporting	OP	S2.3.3	$5,000

Title	Operations	Delivery Program	Budget #
Financial Services	Undertake financial services to support organisational function and health, and future planning	S2.3.1 S2.3.2 S2.3.3 S2.1.1	#210815
Procurement Activities	Effectively manage procurement services such as contract management and administration, tender services and goods and materials storage	S2.1.1 S2.1.2 T1.2.3	#210350

Measures

Measure	Source
Timely completion of Monthly Cash & Investment Report for Council meetings	Monthly Cash & Investment Report & QBR
Operating Performance Ratio >0%	Quarterly Budget Review
Own Source Operating Revenue >60%	Quarterly Budget Review
Unrestricted Cash $4-5 million as per Performance Improvement Order	Quarterly Budget Review
Debt Service Cover Ratio >2x	Quarterly Budget Review
Rates and Annual Charges Outstanding <10%	Annual Financial Statements

Corporate and Community

RESTORE & THRIVE

ARMID△LE
Regional Council

Airport   Manager: Airport

Provide a safe, compliant, effective, efficient, functional and clean regional airport for the Armidale community and greater region. Conduct effective airline, and airfield user stakeholder consultation and engagement to ensure the highest quality of safety and user service.

Key Outputs

Position Armidale Regional Airport as a growing hub for public transport services. Support and grow existing general aviation and aviation related business activity. Diversify current airport income through expansion of the airports property portfolio, café, office/retail space, and upgrade and expand current airport infrastructure, capabilities, leases and services.

Maintain aerodrome compliance through effectively managing the aerodrome manual in accordance with the regulator Civil Aviation Safety Authority (CASA), which includes the safety management system, aerodrome emergency procedure, drug and alcohol management procedure, wildlife hazard management plan, maintenance, inspections and improvements.

Key Stakeholders

- Regulators / Government
- Civil Aviation Safety Authority (CASA)
- Australian Department of Home Affairs – Aviation security
- Department of Infrastructure, Transport, Regional Development, Communications and the Arts
- Airservices Australia
- Australian Transport Safety Bureau (ATSB)
- NSW State Government
- Australia Commonwealth Government
- State Member of Parliament
- Commonwealth Member of Parliament
- QantasLink
- Regional Express
- LINK - Fly Corporate
- Local community / constituents
- Armidale Aviation Services
- Aus Flight Handling
- MSS Security
- VIVA Fuel

- Cleaners
- Rural Fire Service (RFS)
- Local Emergency Services and responders
- Armidale Regional Council staff – airport, finance, human resources, work health and safety, wildlife hazard management
- Australian Airports Association (AAA)
- General Aviation users (Australia wide)
- Corporate Aviation
- Aeromedical / Patient transfer / Organ transfer
- Non-emergency flight charities
- Rural Fire Service (RFS) Air Attack
- Flight Training Providers
- Fleet Helicopters – Fire bombing, aerial work, charter and scenic flights
- SuperAir – Aerial Application / Flight Training
- Edwards Aviation – Corporate Charter / Aeromedical
- Everett Aviation – Corporate Charter / Aeromedical
- Car rental providers

Community Plan and Delivery Program

Connected Region – Goal 2 – Transport and technology that enable connectivity both locally and outside the region

C2.1 - Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.

| C2.1.4 | Improve and maintain air services at the Armidale Regional Airport |
| C2.1.5 | Conduct effective airport stakeholder engagement with local commercial airport operators |

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Airport Masterplan	Develop a new Airport Masterplan for runway extension and facility upgrade	OP	C2.1.4	$90,000
Airport Box Gutter Repair	Repairs of box gutters on Terminal Building to weather-proof building	OP	L1.1.1	$11,000
Boundary Road Repair	Remediate water damaged track with gravel to provide access for boundary inspections.	CAP	C2.1.4	$50,000
Airport Runway And Taxiways	Runway reseal in line with compliance inspections and recommendations.	CAP	C2.1.4	$ 1,943,185
Replace Secondary Windsocks	Complete asset repair and maintenance	CAP	C2.1.4	$30,000
Machinery Upgrade	Mower and tractor (Inc attachments) to be reviewed as fit for purpose and upgraded	CAP	C2.1.4	$60,000
Airport Works Design and Planning	Complete design concepts and plan for the following: • Terminal bathroom upgrade ($20,000) • General Aviation Hangers ($20,000) • Taxiway Bravo ($20,000)	CAP	C2.1.4	$60,000

Title	Operations	Delivery Program	Budget #
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 • Support General Aviation productivity, growth and development	C2.1.4 C2.1.5	#272000

Measures

Measure	Source
Stakeholder Consultation and engagement	Airline and airport user feedback
Maintained or increased passenger numbers and satisfaction scores	Monthly airline statistics and accounts, ARC complaints database, ARC satisfaction survey
Airport Security Compliance in line with Department of Home Affairs and the Civil Aviation Safety Authority (CASA) requirements and legislation	Airport SMS incident reporting / Department of Home Affairs reporting, CASA, weekly security and safety toolbox meetings and six monthly airport stakeholder airport safety meetings
Maintain and increase satisfaction score for 'Airport Operations' =/>3.65/5 mean score	ARC Community Satisfaction Survey

Community Services

Manager: Community Services

Provide support to Young people, Multicultural community, Aboriginal community, Home Support Services and Volunteer Referral Service with the aim of enriching and supporting the community. Community support is also provided through the use of short-term community funding.

Key Outputs

- Provide support and advocacy for local youth, multicultural and the Aboriginal Community.
- Operate the Volunteer Referral Service to encourage community cohesiveness and connectedness
- Provide support to aged residents in Guyra and Tingha, via the Home Support Service in Guyra
- Support and promote community groups and community-based initiatives and goals
- Advocate and provide support for the needs of vulnerable and diverse community members.
- Manage the outcomes of the Disability Inclusion Action Plan.

Key Stakeholders

- ARC Customer Experience Team
- ARC Corporate & Community Team
- Aboriginal Culture Centre and Keeping Place (ACCKP)
- Youth Service Providers
- Aboriginal Elders and Community Members and Aboriginal Support Services
- Aboriginal Land Councils
- Department of Communities and Justice
- Department of Regional NSW
- Commonwealth Home Support Programme (CHSP)
- Tablelands Community Transport (TCT)
- Uralla Shire Council
- Armidale Neighbourhood Centre
- The Hub at Guyra
- Community members
- Community housing developers
- NSW Government
- Settlement Services International
- Mosaic Multicultural Services
- New England Family Support Services

Community Plan and Delivery Program

Enriched Region – Goal 1 – Access to the services and support that facilitate quality of life

E1.1 – Ensure health and community service provision meets the needs of our growing and ageing population

E1.1.1   Advocate and lobby on behalf of the community to see more specialist and general health and community services

E1.2 – Recognise and support the diverse and changing needs of our community, including those who are disadvantaged

E1.2.1   Implement the Disability Inclusion and Action Plan

E1.2.2   Provide youth services, events and support including coordinating Youth Week and developing a Youth Working Group

E1.2.3   Participate in local Inter-Agency meetings to foster links between agencies and community services

E1.2.4   Promote events, training, and job opportunities for young people through Council's information channels

E1.2.5   Support our ageing population with services, support and infrastructure. Provide Home Support Services in Guyra and Tingha in accordance with funding arrangements, and review the future delivery model of the service

E1.2.6   Provide support to local settlement services to assist in successfully integrating refugees into our community

E1.3 – Foster safety and security within our community and support the provision of basic needs

E1.3.2   Develop partnerships and advocate to improve local housing and homelessness to be considered through the Council Key Pillar Working Groups

Enriched Region – Goal 2 – A proud, inclusive, and cohesive community that celebrates our region in all its diversity & culture

E2.3 – Celebrate our local Aboriginal history and traditions, and support cultural understanding and development

E2.3.1   Adopt and deliver a Reconciliation Action Plan to actively promote and encourage reconciliation across the region and address the Closing the Gap priorities

E2.5 – Creating an inclusive and cohesive community that celebrates differences and similarities

E2.5.1   Encourage, promote, or deliver community events that bring people together and celebrate our community.

E2.5.2   Access and promote funding opportunities that enhance community cohesiveness and inclusion

E2.6 – Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life

E2.6.1   Operate the Volunteer Rural Referral Service within the ARC local government area

E2.6.2   Provide volunteer service opportunities and positions within Council

E2.6.3   Advocate on behalf of, and provide support for, volunteer-led initiatives

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Local Area Committee Grants	Provide Local Area Committee Grants as per Council policy	OP	L1.3.2	$24,500
Reconciliation Plan	Draft and adopt a Reconciliation Action Plan in line with Closing the Gap initiatives	OP	E2.3.1	$5,000
Disability Inclusion Action Plan	Implement the Year 2 Actions of the Disability Inclusion Action Plan	OP	E1.1.3	#220131
Child Safety Framework	Implement Child Safety Framework and Initiatives across Council in collaboration with People and Culture and Governance	OP	E1.2.1	#220131
Youth Committee	Develop a Youth Advisory Committee to represent the needs of our young people	OP	S2.1.7	#220131
Promotion of youth events and opportunities	Promote events, training, and job opportunities for young people through Council's information channels	OP	E1.2.2	#220131
Housing and homelessness	Support community homelessness initiatives in our region including increasing the supply of available land in the LGA as part of the Housing Strategy. Better management of Council housing facilities in Guyra with transition of Management to Homes North (April 2023).	OP	E1.2.2	#220131
Social Cohesion Framework	Develop a program of initiatives in line with the Social Cohesion Framework for Local Governments	OP	E1.3.2	#220131
Health and community services access	Support the health and community service advocacy and initiatives developed through the Enriched Region Key Pillar Working Group.	OP	E2.5.2	#220131
Refugee Resettlement Program	Support Settlement Services International and Mosaic Multicultural Services in Refugee Resettlement Program and migrant settlement.	OP	E1.2.6	#220131

Title	Operations	Delivery Program	Budget #
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	E1.1.1 E1.2.5	#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	E1.1.1 E1.2.5 E2.5.2	#300074
Community Support Initiatives	Provide support for community initiatives that support community cohesion and promote diversity and inclusion across our region.	E1.2.1 E1.2.5 E1.2.6 E2.3.1 E2.5.1 E2.5.2 E1.2.3	#220131
Annual Youth Activities	Fund and deliver Youth Development Activities such as Youth Week	E1.2.2 E1.2.4	#220151
Youth Week Support and Activities	Deliver Youth Week activities in line with funding guidelines	E1.2.2 E1.2.4	#220159
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	E1.2.5 E1.1.1	#300707
Aboriginal Community Development Support and Activities	Support Aboriginal community development through: • NAIDOC Week activities (grant funded) • Aboriginal Advisory Committee Coordination • Aboriginal Interagency meetings facilitation • Promote and support Reconciliation Week activities and events within the community • Delivery of cultural awareness training to Council staff	E2.3.1	#220100

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	E2.5.1 E2.5.2 E2.6.3	#220200
Armidale Volunteer Referral Service	Operate the Armidale Volunteer Referral Service and celebrate volunteer contributions in the community.	E2.6.1 E2.6.2 E2.6.3	#220080
Armidale Neighbourhood Centre	Provide contributions to the Armidale Neighbourhood Centre operations in line with Council resolution	E2.5.2	#220182

Measures

Measure	Source
Youth Advisory Committee reinstated by June 2024	Council minutes
Reconciliation Action Plan adopted by Council by June 2024	Council minutes
Programs have been delivered in line with grant funding conditions, such as Youth Week and NAIDOC Week. Also including the delivery of Volunteer Service and Home Support Services	Council Minutes
Community financial support recommendations adopted by Council and Memorandum of Understanding (MOU) with these groups signed	Council Minutes
Improve satisfaction score for 'Youth facilities/services' - >2.83/5 mean score	ARC Community Satisfaction Survey
Improve satisfaction score for 'Disability access and inclusion' - >3.19/5 mean score	ARC Community Satisfaction Survey
Improve satisfaction score for 'Home support services' - >2.87/5 mean score	ARC Community Satisfaction Survey

Customer Services

Manager: Customer Experience

Provide customer service to both internal and external customers, from the Guyra and Armidale administration buildings

Key Outputs

- Provide front facing customer services for Council from the Guyra and Armidale Council Administration Buildings
- Act as a conduit between the public and Council officers
- Assist the public in accessing current Council information
- Ensure a commitment to Customer Service by promoting the Customer Service Charter initiatives internally

Key Stakeholders

- Ratepayers
- Community members/groups
- Council staff
- Developers

Community Plan and Delivery Program

Strong Region – Goal 1 - An informed and actively engaged community that builds partnerships and shapes its future

S1.1 - Help the community to be informed and have input into decisions about its region and future

S1.1.3   Review and implement a customer experience strategy to improve community and council interactions

S1.1.4   Provide efficient technology-based platforms for enquiries, applications, bookings, compliments, and complaints

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.1 - Provide a strong, transparent, sustainable, and responsive governance for our region

S2.1.1   Satisfy the Office of Local Government Compliance and Reporting Requirements

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.4   Deliver a program of Service Planning and Review to ensure services are delivered efficiently and to service levels

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.1   Provide high quality, targeted and sustainable services to the community that remain affordable

S2.4 - Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies

S2.4.2   Improve user experience, including capability and capacity, of internal enterprise systems

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Customer Service Charter	Promote the Customer Service Promise and embed across the organisation to ensure consistent customer service to all customers	OP	S1.1.3	#210070
Facilities Booking Improvements	Review and improve booking systems for all council facilities in collaboration with Manager Activations and Precincts and Manager Parks and Facilities	OP	S1.1.4	#210070
Customer Service Strategy	Adopt updated Customer Experience Strategy including actions to improve service to both external and internal customers	OP	S1.1.3 S2.3.1	#210070
Service Counters Upgrade	Complete accessibility upgrades to the Customer Service counters in the Armidale and Guyra administration buildings	CAP	S1.1.4 E1.2.1	$50,000
Cemetery Management System	Integrate new cemetery management system in collaboration with external service providers, Parks and Facilities team and IT.	OP	S1.1.4 S2.2.4 S2.4.2	#210070

Title	Operations	Delivery Program	Budget #
Customer Service Activities	Provide front facing services to the public including phone, counter and online enquiries, administration in both Armidale and Guyra, and promote customer service excellence across the organisation	S2.3.1	#210070

Measures

Measure	Source
Improve satisfaction score for 'Customer service' - >3.09/5 mean score	ARC Community Satisfaction Survey
Number of contacts with Council before issue resolved - > 50% resolved on first call	ARC Community Satisfaction Survey
Satisfaction with handling enquiry (process) - > 50% state well or very well for how well council handled the enquiry	ARC Community Satisfaction Survey
Satisfaction with handling enquiry (timeliness of response) - > 60% state well or very well for how well council handled the enquiry	ARC Community Satisfaction Survey
Internal processes relating to cemeteries management and receipting have improved and efficiencies in staff time have been achieved	ARC Community Satisfaction Survey
New Customer Service Strategy has been adopted by Council by June 30 2024	ARC Community Satisfaction Survey

Governance, Strategy and Risk

Manager: Governance

Provision of governance, risk management, legal, audit, records and corporate planning services to facilitate the running of Council

Key Outputs

- Legal services
- Corporate planning and reporting
- Statutory reporting for governance
- Internal audit
- Coordination/secretariat of the Audit Risk and Improvement Committee (ARIC)
- Corporate and strategic risk management
- Business continuity planning
- Policy management
- Delegations management
- Local government election coordination
- Insurance management
- Public liability claims handling
- Service planning and reviews
- Government Information Public Access Act (GIPA Act) requests
- Complaints management
- Public Officer function
- Implementation of Performance Improvement Order (PIO) and Governance Review recommendations
- Complaints Coordinator (Code of Conduct/Councillors)
- Provision of records management program in accordance with standards under the State Records Act 1998

Key Stakeholders

Internal:
- Councillors
- General Manager
- Executive Team
- Executive Office
- Managers/Coordinators
- Finance
- Customer Service
- Facilities Management
- ICT
- Project Management Office
- Workshops (insurance claims
- Facilities and Parks (insurance claims and risk management)
- People & Culture

External:
- State-wide Mutual
- Office of Local Government
- NSW Electoral Commission
- Office of the Privacy Commissioner
- Legal panel members
- Audit Risk and Improvement Committee
- NCATT (Complaints)
- External Complaints Investigators
- Auditors/accreditation bodies
- Northern Inland Risk Management Group
- Council/election candidates
- Community
- Key Pillar Working Groups
- State Records – NSW Regional Archives
- UNE Regional repository

Community Plan and Delivery Program

Strong Region – Goal 1 – An informed and actively engaged community that builds partnerships and shapes its future

S1.1 - Help the community to be informed and have input into decisions about its region and future

S1.1.1   Implement the adopted Community Engagement Strategy

Strong Region – Goal 2 – Strong governance and leadership that supports our region to grow and prosper

S2.1 - Provide a strong, transparent, sustainable, and responsive governance for our region

S2.1.1   Satisfy the Office of Local Government Compliance and Reporting Requirements
S2.1.2   Deliver quality governance frameworks and reforms in line with remaining Performance Improvement Order and Governance review actions
S2.1.3   Implement robust Audit, Risk and Improvement processes and frameworks and undertake the requirements of the Internal Audit and Risk Management Framework for Local Governments
S2.1.4   Implement a robust Risk Management Framework for Council including operational, strategic and climate change risk

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.1   Implement the Integrated Planning and Reporting Framework in compliance with legislation
S2.2.3   Seek funding opportunities where they achieve the Community Plan Goals and Strategies, or agreed priorities
S2.2.4   Deliver a program of Service Planning and Review to ensure Council services are delivered efficiently and to service levels

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community
S2.3.7   Maintain an appropriate Insurance portfolio in relation to Council's assets and operations

S2.4 - Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies
S2.4.2   Provide access to Council Meetings in compliance with legislation and with online accessibility

Future Region – Goal 1 – A clean, green, and responsible region

F2.6 – Prepare for, prevent, and manage natural disasters

F2.6.2   Maintain a fit-for-purpose business continuity plan that facilities Council's effective recovery and resilience building from a disaster

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Renewable Energy Action Plan	Implement and report and REAP actions including investigation of dashboard design and integration with corporate reporting. Require staff time, systems /data integration and training of staff	OP	F2.1.4	$36,000
Records Management Strategy	Develop Phase 1 of a Records Management Strategy including information architecture, strategy development and roadmap	OP	S2.1.1	$90,000
Local Government Election Preparation	Commence pre-election preparation as per Office of Local Government guidelines	OP	S2.1.1	$5,000
Climate Change Risk Assessment	Undertake climate change risk assessment - an expectation of Council by its insurer and in line with Councils commitments under the Renewable Energy Action Plan, Climate Change Emergency declaration and Enterprise Risk Management implementation.	OP	S2.1.4	$30,000
Community Satisfaction Survey	Conduct a Community Satisfaction Survey to measure progress from November 2021 survey	OP	S2.2.1	$25,000
Service Reviews	Complete service reviews for two areas of the business as per Integrated Planning and Reporting (IP&R) Guidelines to be delivered by external provider for independence	OP	S2.2.4	$60,000
Risk Management Software	Review and implement a Risk Management software solution	OP	S2.1.4	$20,000

Title	Operations	Delivery Program	Budget #
Good Governance	Implement the recommendations from the September 2020 Governance review, delegations register, Pecuniary Interest Disclosures, complaints management, Government Information Public Access Act, Public Interest Disclosure Report, Code of Conduct Reporting, Internal Audit	S2.1.2 F2.6.2 S2.1.1 S2.3.7	#210050
Audit Risk and Improvement Committee	Support the Audit, Risk and Improvement Committee to review the following aspects of Council's operations: compliance, risk management, fraud control financial management, governance, implementation of IP&R strategies, and collection of performance measurement data	S2.1.3 S2.1.4 S2.1.1 S2.1.2	#210606
Risk Management	Manage risk and safety through a Risk Management Framework and a program of continuous improvement	S2.1.2 S2.1.4 F2.6.2 S2.1.1 S2.3.7	#210050
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 • Conduct Service Reviews in line with IP&R Guidelines	S2.2.1 S2.1.1	#210309
Records Management	Maintain records 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 catalogue and destruction.	S2.4.1 S2.1.1	#210040
Insurance	• Maintain Council insurance portfolio • Manage the insurance renewal process • Manage public liability claims and complex whole of Council insurance claims • Support Property and fleet in routine claims management	S2.3.7	#210100
Election Coordination	Preparation for the September 2024 local government elections	S2.1.1	#210602

Legal Services	Manage the engagement of legal practitioners for matters that are not standard conveyancing or planning advice matters which are managed by Planning & Activation Division.	S2.1.2	#210050

Measures

Measure	Source
Accurate and current registers -2 x registers reviewed per year	Registers
Average days to resolve formal GIPA average less than 45 days	Disclosure Log
Average days to resolve an insurance matters 80% - <60 business days	Claims / Pathway
Number of open governance audit recommendations – 75% closed within 9 months of recommendation	Audit Recommendation Register
Currency of risk register - Achievement of milestones in risk management roadmap	Risk Register
OLG compliance calendar actions completed – 100% within timeframes	Council reports/ submission to the office of Local Government
Completion of 2x Service Reviews by 30 June 2024	Council's own records
Average days to resolve a complaint - 90% less than 45 business days	Complaints Register
Improvement in satisfaction for "being a well managed and run Council" - > 1.99/5 mean score	ARC Community Satisfaction Survey

Information Technology

Manager: Information Technology

Provide secure solutions using technology so that Council staff can deliver services to the community. Implement online solutions for the community to interact with council, for example Rate payments and Reporting issues back to Council.

Key Outputs

- A secure desktop environment with access to all the relevant applications for all the departments to do their job affectively from the office and remote locations.
- Process mapping and identifying inefficiencies in business processes and determining viable solutions

Key Stakeholders

- All Council staff
- Councillors
- Audit, Risk and Improvement Committee
- Community
- Contractors

Community Plan and Delivery Program

Strong Region – Goal 1 – An informed and actively engaged community that builds partnerships and shapes its future

S1.1 - Help the community to be informed and have input into decisions about its region and future

S1.1.4   Improve customer experience for residents and ratepayers through enhancements to technology systems including enquiries, applications, bookings, compliments, and complaints

Strong Region – Goal 2 – Strong governance and leadership that supports our region to grow and prosper

S2.4 - Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies

S2.4.1   Develop and commence implementation of an information technology long-term strategy including ICT governance

S2.4.2   Improve user experience, including capability and capacity, of internal enterprise systems

S2.4.3   Provide access to Council Meetings and in compliance with legislation and with online accessibility

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Online bookings improvements	Develop and implement online bookings capabilities to generate operational efficiencies	OP	S1.1.4	$10,000
Finalisation of IT Strategy	Prepare the IT Strategy documentation to guide the Council	OP	S2.4.1	#210910
Deliver a technology upgrade - MS 365 rollout	Migration to Microsoft 365 for all Council users	OP	S2.4.2	$60,000
Cyber Security Strategy	Develop a Cyber Security Strategy in response audit concerns and to manage risk	OP	S2.4.2	$10,000
Techone 'One Council' solution	Licencing costs for the procurement of the Technology One 'One Council' cloud-based modules for improved systems integration and productivity.	OP	S2.4.2	$250,000
IT Customer Service Software	Implement an IT Customer Service Management Software solution (SYSAID) including IT help desk ticketing system and self-service portal for users	OP	S2.4.2	$10,500
Records System Improvements	Upgrade Council's records system (Content Manager 9 to Content Manager 10) and provide training to staff	OP	S2.4.2, S2.1.2	$20,000
Mobile System Access Management	Citrix Endpoint Management to MS Intune migration for mobile	OP	S2.4.2	#210910
MS Teams Rollout	Part of the phased transition to MS365. Test environment for MS365 set up throughout May 2023, with the view to transition by June 30 2023. MS Teams will be phased in as part of this transition.	OP	S2.4.2	$25,000
Customer Management System	Implement Pathway UX and provide training for users across the organisation	OP	S1.1.4	25,000

Improvements				
IT Upgrades and Renewals	Replacement and upgrades of IT hardware as required	CAP	S2.4.2	$120,000

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Title	Operations	Delivery Program	Budget #
Information Technology Systems	Maintain and upgrade information technology systems	S2.4.1 S2.4.2 S2.4.3	#210910

Measures

Measure	Source
Number of Audit, Risk and Improvement Committee Open IT Cyber-related items – halved	ARIC Meeting Minutes
Content Manager Upgraded to Version 10	Operational Plan reporting
Pathway UX Available for use	Operational Plan reporting
Improve satisfaction score for 'online services' - >3.14/5 mean score	ARC Community Satisfaction Survey

Libraries, Museums & Visitor Information Centre

Manager: Customer Experience

Provide the community with access to two library services, three museums and a Visitor Information Centre.

Key Outputs

- Provide a modern and adaptable library service and collection in Armidale and Guyra, which supports literacy, learning and enjoyment.
- Provide and support access to local history and heritage at Armidale Folk Museum, Hillgrove and Railway Museums
- Support and promote arts and culture across the region
- Promote and highlight local attractions and events in the Armidale region through the Visitor Information Centre

Key Stakeholders

- Local community
- Local community
- Visitors to the region
- State Library of NSW
- NSW PLA
- Library North East Zone
- Northern Tablelands Co-operative Libraries
- Friends of Armidale Library
- Arts North West
- Schools in the region
- Home schooling groups
- Local tourism operators
- New England Conservatorium of Music (NECOM)
- New England Regional Art Museum (NERAM)
- Aboriginal Cultural Centre & Keeping Place (ACCKP)
- New England High Country
- ARC Community Services Team
- ARC Precincts & Activation Team

Community Plan and Delivery Program

Thriving Region – Goal 1 – A strong economy, sustainable growth, and opportunity

T1.5 - Foster a culture of lifetime education and ensure local education services meet the needs of our community

T1.5.1   Provide library services that support education and learning

Thriving Region – Goal 2 – A destination of choice, renowned for its beauty, heritage, and unique attractions

T2.1 - Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW

T2.1.3   Enhance signage, visitor information and traffic direction through our regional city, town, and villages

T2.2 - Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys

T2.2.1   Attract increased visitors through our natural assets and local attractions through initiatives

Enriched Region – Goal 2 - A proud, inclusive, and cohesive community that celebrates our region in all its diversity and culture

E2.1 - Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene

E2.1.1   Develop and deliver a revised Arts and Culture Strategic Plan
E2.1.2   Promote regional arts and culture events and opportunities
E2.1.3   Support arts and culture organisations to continue to provide artistic entertainment and programs across the Region

E2.2 - Providing public access to facilities that enhance our learning, social and culture fulfilment

E2.2.1   Maintain an educational, inspirational, and accessible public library network across the region, including improved outreach services
E2.2.2   Deliver actions from the Library Strategic Plan to enhance the library experience, services, and community contribution

E2.3 - Celebrate our local Aboriginal history and traditions, and support cultural understanding and development

E2.3.2   Actively engage with the local Aboriginal Community to assist in the development of Aboriginal resources and collections at our Libraries that showcase the unique story of our area.

E2.4 - Celebrate our rich regional history and heritage

E2.4.1   Provide and support Museum experiences including exhibitions and events across the region and maintain relevant and engaging collections
E2.4.2   Investigate opportunities to digitise the ARC museum collections to facilitate preservation and online access
E2.4.3   Promote the tourism value and opportunities of our local history, heritage, and collections
E2.4.4   Support community organisations to promote and preserve heritage and history collections
E2.4.5   Continue to operate and expand our local heritage tours, and investigate future partnerships

E2.6 - Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life

E2.6.2   Provide volunteer service opportunities and positions within Council

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Digitisation of Museum Collection	Implement online access of digital museum collection	OP	E2.4.2	$28,000 (grant)

Arts and Culture Strategic Plan	Develop an updated Arts and Cultural Strategic Plan for the next 4 years that focuses on enhancing and celebrating the unique character of our region while building a connected, creative and dynamic place to live and visit	OP	E2.1.1	#220605
Library Volunteer Program	Library service to participate in a council-wide volunteer program that will allow community members to assist with appropriate library activities	OP	E2.6.2	#220500
Tourism Promotion Across Locations	Make tourist information available at other front facing Council locations such as libraries, museums and Council Admin buildings	OP	T2.1.3	#210255
Promotion of Arts, culture, heritage	Collaboration with local arts, culture and heritage organisations to promote arts, culture and heritage across the region	OP	E2.1.2	#220205 #220650
Library Collection Development	Collection purchasing budget to develop library collection in line with Library Collection management Policy.	CAP	E2.2.1	$125,000
Access & Upgrades to Armidale Folk Museum	Refurbishment of Armidale Folk Museum to include accessible entrance, toilets, kitchenette and relocate office and storage.	CAP	E2.4.1 L1.1.1	$150,000 (grant)

Title	Operations	Delivery Program	Budget #
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	E2.1.1 E2.1.2 E2.1.3	#220205 #220650
Northern Tablelands Cooperative Library Service	Support the Northern Tablelands Cooperative Library Service (NTCLS) through the purchase and distribution of materials throughout the region	E2.2.1 E2.2.2 T1.5.1	#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 delivering programs ▪ Promotion and preservation of the collection ▪ Providing access to technology such as computers, iPads, daisy players, and support the community in the use of this technology • Deliver actions from the Library Strategic Plan to enhance the library experience, services, and community contribution	E2.2.1 E2.2.2 T1.5.1	#220500
Operation of local Museums	Support the operation of the Armidale Folk, Hillgrove and Railway Museums to enable the promotion and preservation of our historical collections	E2.4.1 E2.4.2 E2.4.3 E2.4.4 E2.4.5	#220605
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	E2.4.3 T2.1.3	#210255

Measures

Measure	Source
An increase in visitor numbers through doors at libraries, museum and Visitor Information Centre – increase by 5-10%	Visitor entry data
Increased engagement in community programs across libraries and museums – increased participation by 5-10%	Program data
Participation in a Council wide volunteering program – program commenced by December 2023	Operational Plan reporting data
Adoption of Arts and Cultural Strategic Plan – adopted by December 2023	Operational Plan reporting data
Maintain community satisfaction levels for 'Libraries' at 3.97/5 mean score	ARC Community Satisfaction Survey
Maintain community satisfaction levels for 'Arts, Culture and Heritage' at 3.46/5 mean score	ARC Community Satisfaction Survey
Improve community satisfaction levels for 'Tourism resources and marketing' to > 3.00/5 mean score	ARC Community Satisfaction Survey

Preschool Services

To provide high quality education and care to children aged six weeks to six years, and six years to 12 years in the Guyra community

Key Outputs

- High quality education and care
- Long-day care services
- Pre-school services
- Before and After school services
- Holiday care
- Community partnerships
- Early Years Learning Framework
- My Time Our Place
- Developmental milestones
- National Quality Standards compliance

Key Stakeholders

- Children and families of the Guyra community
- Council
- Local schools
- Early intervention services and professionals

Community Plan and Delivery Program

Enriched Region – Goal 1 – Access to the services and support that facilitate quality of life

E1.1 - Ensure health and community service provision meets the needs of our growing and ageing population

E1.1.2   Provide preschool, childcare, and long-daycare services to the Guyra community

E1.1.3   Finalise the business case for an upgrade or rebuild of the Guyra Preschool and Long Daycare Centre and adopt the preferred solution

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Preschool redevelopment business case	Finalise the business case and seek funding for a new Early Childcare and Learning Centre (ECLC)	OP	E1.1.3	#300565

Title	Operations	Delivery Program	Budget #
Operate the Guyra Preschool and Long Daycare 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	E1.1.2	#300565

Measures

Measure	Source
Compliance of childcare regulations and law - maintain National Quality Standards rating of "meeting"	Department of Education Monitoring and Compliance visit and Assessment and rating outcomes
Full enrolments maintained - fees income budget met or exceeded	Financial Statements
New ECLC centre built, licensed and operational by January 2025	Department of Education license, financial statements/ budget

Planning and Activation

ARMIDALE
Regional Council

Development and Certification

Manager: Development and Certification

The provision of development and certification services in accordance with the EP&A Act and Regulations.

Key Outputs

- Provide statutory development and certification services in accordance with legislation and state and local performance measures.
- Act as principal certifier for building and subdivision works in accordance with legislation and state and local performance measures.
- Provide name and addressing and other land information services.

Key Stakeholders

- Assets and Services Department
- Activation and Precincts Team
- Land Use Planning Team
- Regulatory Services Team
- Development industry
- Community members

- NSW Fair Trading
- NSW Planning and Environment
- Department of Regional NSW
- Rural Fire Service
- Transport NSW
- NSW Heritage Office
- EPA
- Department of Primary Industries

Community Plan and Delivery Program

Enriched Region – Goal 2 Access to the services and support that facilitate quality of life

E1.3 - Foster safety and security within our community and support the provision of basic needs

E1.3.3   Undertake regulatory controls that maintain community order including Companion Animals Regulation, parking management, building compliance and development assessment certification

2023/2024 Operational Actions

Title	Operations	Delivery Program	Budget #
Certification and Inspection Services	Provide building and development certification and inspections services to the community in line with legislative obligations	E1.3.3	#250102

Measures

Measure	Source
Average application time Construction Certificates (Class 1 and 10 Buildings) – 20 days	Council data
Average application time Complying Development Certificates (Class 1 and 10 Buildings) – 20 days	Council data
Average application time for S68 approvals – 15 days	Council data
Average time to determine development applications – 32 days	Council data
Respond to Customer Service Requests – 10 days	Council data

Regulatory Services

Manager: Regulatory Services

Undertake statutory regulatory functions of Council including companion animals and parking, development and building control, environment and public health

Key Outputs

- Provide statutory regulatory functions including companion animals and parking, development and building control, environment and public health in accordance with legislation and state and local performance measures

Key Stakeholders

- Assets and Services Department
- Activation and Precincts Team
- Land Use Planning Team
- Development and Certification Team

- Office of Local Government
- Animal Welfare Groups
- Fire and Rescue NSW
- NSW Public Health
- NSW Police
- Local vets
- Revenue NSW

Community Plan and Delivery Program

Enriched Region – Goal 2 – Access to the services and support that facilitate quality of life

E1.3 - Foster safety and security within our community and support the provision of basic needs

E1.3.3   Undertake regulatory controls that maintain community order including Companion Animals Regulation, parking management, building compliance and development assessment certification

Future Region – Goal 2 – A clean, green, and responsible region

F2.4 – Create a cleaner, healthier environment with good air quality

F2.4.1   Advocate to the NSW and Federal Governments real time and publically accessible monitoring of the Armidale air quality during the winter months

F2.4.2   Advocate to the NSW and Federal Governments for assistance to develop a Clean Air Strategy and deliver an education program on the causes, impacts and ways to improve air quality in the Armidale Region

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Swimming Pool Fence Program	Implement a Swimming Pool Compliance Program	OP	E1.3.3	#250102
Healthy Winter Air Business Case	Develop a Healthy Winter Air business case, and apply for funding to: • Educate on the harms to human health from air pollution • Provide subsidies for home energy efficiency measures and installation of cleaner forms of heating	OP	F2.4.1	#250315
Air Quality Data	Reinstall Council's Purple Air Monitors (or equivalent) and make their real-time air quality data accessible.	OP	F2.4.2	#250315
Free animal microchipping events	Deliver free microchipping and Companion Animal education days in partnership with Animal Welfare Organisations and local vets	OP	E1.3.3	$7,000
Feral cat trapping program	Deliver a feral cat trapping program in the ARC Local Government Area	OP	E1.3.3	$5,000

Title	Operations	Delivery Program	Budget #
Development and Regulatory Applications and Approvals Processing	Receive and action development, building, health and regulatory applications and approvals in line with relevant legislation	E1.3.3	#250100
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	E1.3.3	#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	E1.3.3	#250400
Environmental Health	Provide Environmental Health advice, approvals and inspections	E1.3.3	#250315
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	E1.3.3	#250315
NSW Government Air quality monitoring options review	Investigate options to link to NSW Government monitoring	F2.4.1	#250315
Public accessibility to air quality monitoring advocacy	Advocate for NSW Government real time and publically accessible monitoring of the Armidale air quality during the winter months	F2.4.1	#250315
Clean Air Strategy and education program	Advocate for NSW Government assistance to develop a Clean Air Strategy and deliver an education program on the causes, impacts and ways to improve air quality in the Armidale Region	F2.4.2	#250315

Measures

Measure	Source
Report dog attacks - within 72 hours	Council Data
Report Pound activities – Annual report completed by June 2024	Annual Report
Respond to Public safety complaints with service standards - respond within 24 hours	Customer complaints
Respond to other complaints with service standards - within 10 days	Customer complaints
Average application time Regulated Services - 20 days	Council Data
Improve community satisfaction levels for 'Environmental monitoring and protection' to > 3.02/5 mean score	ARC Community Satisfaction Survey

Land Use Planning

Manager: Land Use Planning

Provide strategic land use planning functions in accordance with the Environmental Planning and Assessment Act.

Key Outputs

- Prepare Land Use Strategies for residential, employment and rural lands;
- Assessment of planning proposals lodged by external parties to amend the Local Environmental Plan;
- Planning proposals that ensure the Local Environmental Plan is fit for purpose;
- Plans for and deliver job precincts that enable the highest, best use of land.

Key Stakeholders

Internal

- Assets and Services Department
- Activation and Precincts Team
- Land Use Planning Team
- Regulatory Services Team

External

- Development industry
- Community members
- NSW Fair Trading
- NSW Planning and Environment
- Department of Regional NSW
- Rural Fire Service
- Transport NSW
- NSW Heritage Office
- EPA
- Department of Primary Industries

Community Plan and Delivery Program

Thriving Region – Goal 1 – A strong economy, sustainable growth, and opportunity

T1.3 - Plan and enable sustainable job and economic growth

T1.3.1	Prepare a 20 year planning vision for the region
T1.3.2	Review the Local Environmental Plan to ensure industries and land uses that are compatible with the region's vision are welcomed in

Connected Region – Goal 1 – Quality infrastructure makes it safe and easy to travel around our region

C1.2 - Support the implementation and usage of active transport infrastructure across the region

C1.2.1	Develop an Active Transport Strategy to plan for future infrastructure including a network of cycleways across the region that link residents with business, attractions, and lifestyle infrastructure
C1.2.2	Develop an Open Spaces Strategy and upgrade infrastructure accordingly

Connected Region – Goal 2 – Transport and technology that enable connectivity both locally and outside the region

C2.1 - Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure

C2.1.1	Partner with community groups and other tiers of government to advocate for additional transport options to other regions and cities
C2.1.2	Partner with the UNE and transport providers to investigate and improve campus-to-CBD transport links
C2.1.3	Advocate for improved transport options between Armidale, Guyra and our villages

C2.2 - Promote and encourage the establishment and uptake of sustainable transport options and services

C2.2.1	Provide increased electric car charging points across the region to promote usage and visitor spending

C2.3 - Utilise our access to the high-speed data and advancing technology to increase connectivity within and outside our region

C2.3.1	Plan, seek funding and implement Smart Communities Framework in line with the NSW Smart Public Places Guide including streets, public facilities, and open spaces

Future Region – Goal 1 – A flourishing natural environment that is protected and enhanced

F1.1 – Promote and support biodiversity protection and management

F1.1.1	Develop a Biodiversity Strategy
F1.1.2	Identify parcels of land for the Biodiversity Offsets Scheme

F1.3 – Foster collaborations that improve understanding and action to protect our natural environment

F1.3.1	Partner with environmental, Land Care and business groups to promote local environmental, biodiversity and agricultural events and programs -
F1.3.2	Support local environmental groups through in-kind and financial support, where agreed, to facilitate improved environmental outcomes

Future Region – Goal 2 – A clean, green, and responsible region

F2.1 – Proactively adapt to and mitigate the local impacts of climate change

F2.1.1	Review and deliver actions from Project Zero30 and Council's EcoARC strategy –

F2.1.2   Maintain Council's commitment to the Climate Emergency Declaration and promote further community-led action–

F2.1.3   Partner with community groups to educate and promote urban sustainability initiatives

F2.2 – Promote and increase use of renewable resources and alternative energy sources

F2.2.1   Advocate for greater access to renewable energy for the local community as part of Renewable Energy Zone

F2.2.2   Attract further local investment in renewable energy in line with community expectations

Liveable Region – Goal 1 – Public spaces and infrastructure that facilitate health, community connections and opportunities

F1.3 - Foster collaborations that improve understanding and action to protect our natural environment

L1.3.1   Support villages to develop, or deliver existing, strategic priorities

L1.3.2   Create partnerships with Villages to enhance service provision and collaboration to enhance their liveability

Liveable Region – Goal 2 - Proactive and innovative regional planning that grows us sustainably

L2.2 - Ensure adequate and available land and housing to meet community needs

L2.2.1   Develop a Housing Strategy

L2.3 - Preserve and enhance our architecture and heritage

L2.3.1   Review heritage related planning controls and supporting heritage studies

L2.4 - Protect prime agricultural land and support future innovations and industries

L2.4.1   Prepare Rural Futures Land Use Strategy

Enriched Region – Goal 1 - Access to the services and support that facilitate quality of life

E1.3 - Foster safety and security within our community and support the provision of basic needs

E1.3.2   Develop partnerships and advocate to improve local housing and homelessness to be considered through the Council Working Groups

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Local renewable energy deal agreement	Meet with NSW Government and other Councils in the Renewable Energy Zone (REZ) to advocate of local renewable energy deal	OP	F2.2.2	#250203
Community energy projects development	Develop community energy projects and negotiate funding with proponents of State Significant and Regionally Significant Energy Developments	OP	F2.2.2	$5,000
Master plan for villages	Prepare master plan for villages. Prepare plans of management for community lands and buildings	OP	L1.3.1	#250203
Prepare a Housing Strategy	Prepare a Housing Strategy to identify housing land based on a number of population scenarios, identify where new housing will be accommodated and what type of housing Council needs to encourage as part of its changing demographics and household makeup	OP	L2.2.1	$200,000 ($100,000 grant)
Review the Local Environmental Plan	Review the Local Environmental Plan in response to proposed changes the zoning of land, additional permitted uses on certain land or amended development standards	OP	T1.3.2	$40,000
Local Strategic Planning Statement	Prepare a 20-year planning vision for the region through the Local Strategic Planning Statement	OP	T1.3.1	$200,000 ($100,000 grant)
Local Environmental Plan	Review the Local Environmental Plan to ensure industries and land uses that are compatible with the region's vision are welcomed in.	OP	T1.3.2	$30,000
Climate Emergency Declaration	Maintain Council's commitment to the Climate Emergency Declaration and promote further community-led action	OP	F2.1.2	#250203
Koala Management Plan	Implement actions from the Koala Management Plan Implementation Strategy including making appropriate changes to the Local Environment Plan and the Development Control Plan	OP	T1.3.2	$30,000
Project Zero30 actions	Complete Project Zero30 actions including: · Develop a baseline carbon account that will estimate emissions from all sectors of the LGA	OP	F2.1.1	#250203
Sustainability partnerships	Seek partnership opportunities with local groups to promote sustainability	OP	F2.1.3	#250203

Title	Operations	Delivery Program	Budget #
LSPS implementation	Implement relevant Local Strategic Planning Statement (LSPS) planning and administrative actions	T1.3.1 T1.3.3	#250203
State Planning Initiatives	Monitor and respond (as appropriate) to NSW Government planning initiatives	T1.3.1	#250203

Measures

Measure	Source
Determine support for Planning Proposals in 90 days	Council
Review LEP every 12 months	Council
Number of EcoARC strategy actions delivered	Council
Number of Koala strategy actions delivered	Council
Number of biodiversity enhancement program delivered	Council

Regional Activation

Position the Armidale Region as a destination of choice for tourist, business and industry and people. Target and attract engine industries to the Armidale Region to grow jobs

Key Outputs

- Deliver vibrant local events and spaces that enhance the liveability of the Region.
- Develop region identity that is attractive to people and businesses.
- Attract engine industries to the region to grow jobs by 1000 by 2027.
- Provide business and planning concierge services that welcomes in new investment.
- Deliver council led property development.

Key Stakeholders

Internal
- Assets and Services Department
- Land Use Planning Team
- Development and Certification Team

External
- Development industry
- Business community
- Community members
- Department of Regional NSW
- Tourism and hospitality businesses
- National Parks and Wildlife Service
- New England High Country
- New England Regional Art Museum
- Arts North West
- New England Conservatorium of Music
- University of New England
- Armidale Region Schools
- Sporting and Community groups

- Local events, markets, theatre and musical groups Armidale Region community Visitors to the region
- Prospective investors into the Region
- Real estate agencies
- Chambers of Commerce and other business support / networking agencies
- Austrade
- NSW State Government stakeholders (e.g., NSW Department of Regional Development, NSW Department of Planning and Environment)
- Regional Development Australia Northern Inland (RDA-NI)
- University of New England
- Smart Regional Incubator (SRI)
- TAFE and schools

Community Plan and Delivery Program

Thriving Region – Goal 1 – A strong economy, sustainable growth, and opportunity

T1.1 - Attract new job creating investment to the region

T1.1.1   Deliver a targeted industry attraction package for engine industries including protected horticulture, renewables, small manufacturing, and education

T1.1.2   Deliver promotion package focused on our regions lifestyle proposition to encourage people to relocate to our region

T1.1.3   Deliver activation precincts package for engine industries including the Airside Precinct

T1.1.4   Leverage our status as a Renewable Energy Zone to attract new engine industries and negotiate community benefit sharing arrangements that deliver a long term dividend for the region

T1.2 - Support existing businesses and local industries to grow, prosper, change and adapt

T1.2.1   Partner with local business groups and industry bodies to develop initiatives to support local businesses

T1.2.2   Assist local businesses to develop their skills and online presence

T1.3 - Plan and enable sustainable job and economic growth

T1.3.3   Provide planning and business concierge services for engine industries

T1.4 - Champion local employers to provide employment and training opportunities

T1.4.1   Partner with the local TAFE to encourage local employers to employ apprentices and trainees

T1.5 - Foster a culture of lifetime education and ensure local education services meet the needs of our community

T1.5.2   Support the UNE Smart Region Incubator by providing an appropriate facility within the Old War Memorial Library

Thriving Region – Goal 2 – A destination of choice, renowned for its beauty, heritage, and unique attractions

A destination of choice, renowned for its beauty, heritage, and unique attractions

T2.1.1   Promote the ARC Local Government Area via the development of a regional brand

T2.1.2   Deliver the ARC Tourism Strategy Initiatives

T2.1.3   Enhance signage, visitor information and traffic direction through our regional city, town and villages

T2.2 - Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys

T2.2.1   Attract increased visitors through our natural assets and local attractions

T2.2.2   Partner with, or advocate on behalf of National Parks and other stakeholders to develop an integrated plan of our natural assets

T2.2.3   Continue to partner with neighbouring councils to leverage the broader area, via New England High Country campaigns

T2.3 - Provide attractions and events that enhance our Region's offering to locals and tourists

T2.3.1   Partner with community groups and organisations to plan and support events that will attract tourism and provide entertainment to our local community

T2.3.2   Investigate future entertainment, attractions and lifestyle infrastructure that would enhance the region's offerings

T2.4 - Encourage locals to shop in the Region, and make our Region the choice for shopping in the broader New England area

T2.4.1   Partner with local business groups to create a 'shop local' campaign

T2.4.2   Develop CBD Activation Plans

T2.4.3   Host events and engagements in the mall and regional CBD's to attract additional foot traffic

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.3   Seek funding opportunities where they achieve the Community Plan Goals and Strategies, or agreed priorities

L2.1 - Plan for and enable growth that supports a sustainable local economy

L2.1.1   Prepare water security and economic activation package

L2.1.2   Prepare airport and airside precinct economic activation package

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Water Security activation package	Prepare and implement a water security and economic activation package	OP	S2.4.2	$15,000
Airport activation package	Prepare and implement an airport and airside precinct economic activation package	OP	L2.1.1	$15,000
Invest Armidale Website Update	Update the Invest Armidale website - the current website is Airside only, needs to expand and include other opportunities	OP	L2.1.2	$30,000
Industry attraction package for engine industries	Deliver a targeted industry attraction package for engine industries including protected horticulture, renewables, small manufacturing, and education	OP	T1.1.1	$50,000
Promote Regional Lifestyle	Deliver a promotion package focused on our region's lifestyle proposition to encourage people to relocate to our region	OP	T1.1.1	$50,000
Project GONZO support	Support Project GONZO - World Class Mountain Bike Facilities by assisting with promotion	OP	T1.1.2	$5,000
Planning and business concierge	Provide planning and business concierge services for engine industries	OP	T2.3.1	#210225
Facility support for UNE Smart Regional Incubator	Support the UNE Smart Region Incubator by providing an appropriate facility within the Old War Memorial Library	OP	T1.3.3	#210225
Regional Tourism Enhancements	Investigate future entertainment, attractions and lifestyle infrastructure that would enhance the region's offering	OP	T1.5.2	#210225
Christmas in the Mall	Community focused event to celebrate the Christmas holiday period and to support local retailers. Event includes reindeer feature in Armidale and Guyra and Christmas tree lighting launch	OP	T2.3.2	$40,000
Australia Day Celebrations and events	Community and civic events, including Citizenship Ceremony, breakfast at Ben Lomond, Guyra flag raising and ceremony, and Armidale presentation ceremony. Some funding is received from the Australia Day Council.	OP	T2.4.3	$30,000 (grant)
Autumn Festival	Community event including street parade and stage entertainment celebrating community groups and our unique seasonal beauty	OP	T2.4.3	$50,000
Twilight Markets	Community market in summer and spring, conducted at least three times per year, aimed at attracting activity to Armidale Mall	OP	T2.4.3	$45,000
Halloween celebration	Large community participation event to celebrate Halloween - held successfully for the first time in October 2022 and attracted significant participation	OP	T2.4.3	$50,000
Light Show event	Grant funded, Vivid-inspired light show to attract locals and visitors to the Armidale Mall in Winter. Event was held 2017, and will be re-established as an annual event.	OP	T2.4.3	$50,000 (grant)
New England High Country Campaign	Continue to partner with neighbouring Councils to leverage the broader area, via New England High Country campaigns	OP	T2.4.3	$50,000
Big Chill Festival	Organise and deliver the Big Chill Festival	OP	T2.2.3	$100,000

Skill building for local businesses	Assist local businesses to develop their skills and online presence	OP	T2.3.1	$15,000
Regional Sign Enhancements	Enhance signage, visitor information and traffic direction through our regional city, town, and villages	OP	T1.2.2	$15,000
Funding for New England Rail Trail	Seek funding for the New England Rail Trail from Ben Lomond to Armidale	OP	T2.1.3	#210205
Local business partnerships	Partner with local business groups and industry bodies to develop initiatives to support local businesses	OP	C2.1.6	#210225
ARC Tourism Strategy	Deliver the ARC Tourism Strategy initiatives	OP	T1.2.1	#210205
CBD Activation Plans	Develop CBD Activation Plans	OP	T2.1.2	#210225
Local sustainability events	Partner with environmental, Land Care and business groups to promote local environmental, biodiversity and agricultural events and programs	OP	L1.2.3	#210225
Local sustainability community support	Support local environmental groups through in-kind and financial support, where agreed, to facilitate improved environmental outcomes	OP	F1.3.1	#210225
Local sustainability events	Partner with community groups to educate and promote urban sustainability initiatives	OP	F1.3.2	#210225

Title	Operations	Delivery Program	Budget #
Attracting visitors to the region	Market the Armidale region to NSW and 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 • Create a digital marketing strategy for Armidale • Attract, support and promote sporting events • Attract and support conferencing to the region	T2.2.1 T2.2.3	#210205
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, and Autumn) as well as hosting citizenship ceremonies and other commemorative events	T2.3.1 T2.4.3	#210713
Regional Activation	Coordinate activation 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	T1.1.1 T1.1.2 T1.1.3 T1.1.4 T1.2.1 T1.2.2 T1.2.3 T1.4.1 T1.4.2 T1.5.2 T2.4.1 S2.2.3	#210225

Measures

Measure	Source
Increase in visitation to the Armidale Region. To activate our post-Covid recovery to achieve our 2018/2019 visitation levels	Tourism Research Australia and Armidale Visitor Information Centre statistics
Improve community satisfaction levels for 'Tourism resources and marketing' to > 3.00/5 mean score	ARC Community Satisfaction Survey
New jobs - 200 per year	ABS Data
New Jobs – 1,000 by 2027	ABS Data
New jobs – 4,000 by 2040	ABS Data
Increased GRP	ABS Data
Improve community satisfaction levels for 'Economic development and attracting new investment' to > 2.05/5 mean score	ARC Community Satisfaction Survey

Property Management

Manager: Chief Officer, Planning and Activation

Provision of strategic property services and advice to Council in relation to Council's property portfolio and management of the Crown Lands function.

Key Outputs

- Plans of management for all community and Crown Lands
- Native title management
- Commercial lease management
- Armidale Regional Council property development and divestment strategy
- Administration of Property Register
- Community Leases Register
- Crowns Lands function
- Strategic advice on property and land management to internal stakeholders

Key Stakeholders

- Crowns Lands Office
- Department of Planning and Industry
- Department of Land and Housing
- Community groups interested in using spaces/assets
- Community lease holders
- Commercial lease holders
- Transport for NSW

Community Plan and Delivery Program

Future Region – Goal 1 - A flourishing natural environment that is protected and enhanced

F1.1 - Promote and support biodiversity protection and management

F1.1.3   Maintain and implement Council's Crown Land Plans of Management

Liveable Region – Goal 1 - Public spaces and infrastructure that facilitate health, community connections and opportunities

L1.1 - Provide appropriate, planned and maintained community facilities that allow people to meet, congregate and learn

L1.1.2   Regularly review Council's property portfolio for functionality and seek opportunities for development or divestment

L1.2 - Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem

L1.2.2   Continue community partnerships and investigate further opportunities to support future upgrades and developments

L1.5 - Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors

L1.5.4   Seek opportunities to enhance other recreational areas that are within resource capacity and community interest

L1.5.5   Consolidate and upgrade our regional playgrounds to meet community demand and operational efficiencies

Enriched Region – Goal 2 - A proud, inclusive, and cohesive community that celebrates our region in all its diversity and culture

E2.5 - Creating an inclusive and cohesive community that celebrates differences and similarities

E2.5.3   Provide fit-for-purpose shared spaces for community groups that support diversity, shared interests, and community spirit

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.6   Maintain a property portfolio relevant to the services of Council and future growth

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Council property review and development	Regularly review Council's property portfolio for functionality and seek opportunities for development or divestment	OP	S2.4.2	$150,000

Title	Operations		Delivery Program	Budget #
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		S2.3.6 L1.2.2	#210050

Measures

Measure	Source
Completion of Plans of Management for review and public exhibition	Council Meeting Minutes

Parks and Facilities

Manager: Parks and Facilities

The Facilities program includes the management of Council facilities and buildings across the Armidale LGA. These are managed to achieve effective and appropriate use in order to service the wider community. Armidale Regional Council strives to meet the reasonable expectations of the community by delivering safe, compliant and fit for purpose facilities.

The Parks program has responsibility for a wide range of function areas including the maintenance and development of parks, reserves and aquatic centres, local and regional sporting facilities and buildings, and open space and urban bushland, including urban and rural cemeteries

Key Outputs

- Coordinating the maintenance, leasing and upgrade programs for all facilities and buildings owned or leased by Council
- Management of service contracts for facilities
- Developing a long-term financial plan that focuses on the cost and community benefit of each asset
- Parks, reserves and open space maintenance
- City services – mall and CBD street sweeping, rubbish removal, and public convenience cleaning
- Urban forest tree planting and maintenance
- Sports field maintenance and administration
- Urban roads mowing
- Business planning and strategy
- CCTV City Safe Program implementation and management
- Aquatic venues management and maintenance
- Cemetery management, operations and maintenance
- Guyra Showground management
- Saleyards management and maintenance

Key Stakeholders

Internal
- Elected Councillors
- Elected Councillors
- CFO & Finance/Payroll/Accounts Payable
- Customer Service
- Assets & Services business units; including Utilities, Plant & Fleet, Roads & Drainage, PMO, Design, Asset Management
- Communications team
- General Manager & Executive Office

External
- All community members who access or use Council owned or leased buildings
- Commercial Customers
- New England Weeds Authority (NEWA)
- Rural Fire Service (RFS)
- State Emergency Services (SES)
- Local Area Committees (LAC)
- Institute Public Works Engineering Association (IPWEA)
- Environment Protection Authority (EPA)
- Cemetery and Crematoria NSW (CC NSW)
- Public Works Advisory (PWA)

- NSW Police
- Office of Local Government
- Commonwealth Government – Infrastructure Investment Programs
- NSW State Government – Department of Planning and Environment, Office of Environment and Heritage, Crown Lands
- Federal Government – Department of Industry, Science and Resources
- Commonwealth and State Parliamentary Members – Local Members
- Community
- Groups and affiliated organisations Including but not limited to:
- Village Progress Associations, Southern New England Landcare, Visions for Armidale Creek lands, Garden Clubs, Ratepayers Association, Urban Rivercare Group, Sports Council, Learn to Swim and swimming associations, and The YNSW

Community Plan and Delivery Program

Liveable Region – Goal 1 – Public spaces and infrastructure that facilitate health, community connections and opportunities

1.1- Provide appropriate, planned and maintained community facilities that allow people to meet, congregate and learn

L1.1.1   Develop and maintain Council-owned facilities and service infrastructure in line with Asset Management Plans and community needs

L1.1.3   Support local groups and advocate on behalf of the community to seek grants and project manage upgrades of local facilities and infrastructure

L1.2 - Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem

L1.2.1   Deliver Stage 1 of the Creeklands Masterplan through Public Spaces Legacy Program funding and investigate further funding for Stages 2-5

L1.2.4   Maintain Council-managed parks, gardens, verges, and other shared spaces to provide attractiveness and usability in line with an Open Spaces Strategy

L1.4 - Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state, and national events

L1.4.1   Maintain and enhance our sporting facilities to expected levels of service

L1.5 - Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors

L1.5.1   Upgrade and maintain Council owned and managed recreation spaces

L1.5.2   Consider and implement the YMCA report on the optimisation of our pool facilities including future viability and enhancements

L1.5.3   Complete funded upgrades to the Dumaresq Dam Recreation area

L1.5.4   Seek opportunities to enhance other recreational areas that are within resource capacity and community interest

L1.5.5   Consolidate and upgrade our regional playgrounds to meet community demand and operational efficiencies

Future Region – Goal 1 – A flourishing natural environment that is protected and enhanced

F1.2 - Protect and enhance our waterways, catchments and creeklands

F1.2.1   Work with key stakeholders to support the clean-up and remediation of creeks and waterways through agreed provisions and services

F1.3 – Foster collaborations that improve understanding and action to protect our natural environment

F1.3.1   Partner with environmental, Land Care and business groups to promote local environmental, biodiversity and agricultural events and programs -

F1.3.2   Support local environmental groups through in-kind and financial support, where agreed, to facilitate improved environmental outcomes

Enriched Region – Goal 1 – Access to the services and support that facilitate quality of life

E1.3 – Foster safety and security within our community and support the provision of basic needs

E1.3.1   Implement and operate initiatives such as improved CCTV and street lighting, through grant opportunities, to assist in making our community safer

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Partner engagement with Urban Rivercare and Southern New England Land Care – Weedy Wasteland to Wildlife Wetland Project	Work with key stakeholders to support the clean-up and remediation of creeks and waterways through agreed provisions and services	OP	F1.2.1	$50,000
Facilities masterplan	Create a Facilities Masterplan that plans for the future upgrades and usage of ARC's facilities	OP	S2.3.6, L1.1.1, L1.1.2	$100,000
Sporting Group Strategic Plans	Integrate Australian Sports Commissions 'Game Plan Platform' to assist sporting groups improve their capability, key areas of club administration and club development whilst identifying their unique strengths and areas for improvement.	OP	L1.1.3 L1.4.1 L1.5.4	#240520
Aquatic facilities review	Consider and implement the YMCA report on the optimisation of our aquatic facilities including future viability enhancements. Receive and present a report on aquatic facilities to Council and commit to an operational model for continuing years of the Delivery Program	OP	L1.5.2	#240001
Cemetery Land Use Strategy	Develop a 10 year strategy for Armidale, Guyra and Rural Cemeteries in the Armidale Region.	OP	L1.1.1	#240200
Armidale & Guyra Cemetery Plaque Beams	Construction of concrete plaque beams within the lawn cemetery section – continuing program 2023/24	CAP	L1.1.1	$15,000
Stage 1 Creeklands Restoration Project	Deliver Stage 1 of the Creeklands Masterplan through Public Spaces Legacy Program funding including removal of woody weeds, revegetation, new park facilities toilet, BBQ, picnic tables, cycleway extension and shade for skate park - design only	CAP	L1.2.1	$351,547 (grant)
Aquatic facilities review and implementation (YMCA)	Receive and present the YMCA report on aquatic facilities to Council and commit to an operational model for continuing years of the Delivery Program - tender for Concept Design including project management	CAP	L1.5.2	$ 200,000
Dumaresq Dam Fishing Jetty	Install a recreational fishing jetty in compliment to the Dumaresq Dam Recreational Area Upgrade project	CAP	L1.5.3	$144,000 (grant)
Playground Replacements Program (5 year program)	Replace deteriorated playground equipment, paved or softfall surfaces and ancillary facilities as per Council resolution	CAP	L1.5.1 L1.5.5	$49,000
Smart Solar Bins	Upgrade high use bins with smart solar bins that are self compactable and can hold six times the amount, and are smart tech fitted to alert staff when they are nearing capacity	CAP	S2.3.5	$170,000 (grant)
Cemetery Management - Rural Cemeteries	Erect naming signs and entry signs to ensure Council compliance with legislation at rural cemeteries	CAP	L1.1.1	50,000

Stage 2 - Armidale pedestrian and bicycle safety solar lighting	Delivery Stage 2 - the provision of solar street lighting to a portion of the primary pedestrian and bicycle route from the University to the Armidale (Niagara St).	CAP	E1.3.1 L1.5.1	$100,000
Playground Extension Armidale Creeklands	Extend the Armidale Creeklands Playground features including disability inclusive swing, additional feature side, tiered supervision seating, BBQs and additional shelters, drinking fountain, safety fencing & lighting of the facility. (LRCI phase 4 provisional sum)	CAP	L1.5.5	$701,353
Albion Park Armidale Pedestrian Bridge	Repair and refurbish the asset, whilst maintaining the heritage uniqueness of the suspension style bridge.(LRCI phase 4 provisional sum)	CAP	L1.5.1	$400,000
Armidale Sportsground Car Park – Stage 2	Construct off street car parking in the Armidale Sportsground. This will facilitate all weather parking for the public for major events at the ground. The creation of the car parking will eliminate maintenance costs associated with maintaining grassed areas used for parking, will improve amenity by providing compliant disability parking on site and improve safety by separating vehicle and pedestrian access. (LRCI phase 4 provisional sum)	CAP	L1.4.1	$135,000
Sportsground Security Perimeter Fencing	Replace the 50+ year old wire security fencing for Armidale's precinct with up to date galvanised steel perimeter fencing. This is consistent with premier sporting precincts in other regions (LRCI phase 4 provisional sum)	CAP	L1.4.1	$305,000 ($193,348 grant)
Guyra Skate Park recreation upgrades	Upgrade the shelter, BBQ and picnic tables at the Guyra Skate Park	CAP	L1.5.1	$70,000
Guyra CAB and Library roof replacement	Replace the roofing on the Guyra Civic Administration and Library Building including ceiling tiles	CAP	L1.1.1	$100,000
Facilitates renewals 22/23	Complete the facilities renewals planned for 2022/23 including…	CAP	L1.1.1	$231,766 (SRV)
Salto Expansion (building access system)	Salto building access system expansion with remote access capabilities	CAP	L1.1.1	$18,000
Furniture Replacement Program	Provide a replacement and renewal program for standard furniture requirements organisation wide.	CAP	L1.1.1	$30,000
Community Facilities Upgrades	Complete the 23/24 renewal program for Community Facilities	CAP	L1.1.1	$20,904
Community halls Upgrades	Complete the 23/24 renewal program for Community halls	CAP	L1.1.1	$71,980
Council Services Upgrades	Complete the 23/24 renewal program for Council Services	CAP	L1.1.1	$40,841
Recreational Facilities Upgrades	Complete the 23/24 renewal program for Recreational Facilities	CAP	L1.5.1	$238,441
Rental Properties Upgrades	Complete the 23/24 renewal program for Rental Properties	CAP	L1.1.1	$62,568
Show Ground/ Crown Lands Upgrades	Complete the 23/24 renewal program for Show Ground - Crown Lands	CAP	L1.1.1	$97,257

Title	Operations	Delivery Program	Budget #
Village and Urban Cemeteries Maintenance	Provide grounds and building maintenance, along with interments, at all village and urban cemeteries	L1.1.1 L1.2.4 L1.2.2	#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	L1.2.3	#240601
Urban Forest Tree Management Program	Conduct the Urban Forest Tree Management Program including tree inspection and maintenance, and urban planting program.	L1.2.4	#240510
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	L1.2.4 L1.5.1	#240350

	· Maintaining all park buildings, toilets and park furniture, fences, public memorials · Removing waste		
Parks and Reserves Administration	Provide parks and recreation administration and support including: · Urban/village park and playground operations · Cemeteries operations · Sports fields operations and leases · Grazing licences · Community group activities such as Urban Rivercare and Bushcare · Parks and sportsfields security	L1.2.4	#240520
Sports Council Administration	Undertake the Sports Council Administration program including: · Administering the Sports Council Committee and Sports Development Program · Administrating the Small Grants Program ($10,000) · Managing Sports Council capital projects and liaison with local clubs	L1.4.1	#240520
Public Sportsfields Maintenance	Maintain public sportsfields including mowing and infrastructure maintenance (clubhouses, fences, field lighting, irrigation) as defined by service levels	L1.4.1 L1.4.2	#240300

Measures

Measure	Source
Contract renewals processed and actioned – 0% outstanding in 23/24 target	Contracts Monitor
All Council Buildings are safe and compliant - Building Renewal Program within 10% of allocated budget	SPM Buildings Plus Module Tech-One
Ensure compliance, risk mitigation and ongoing asset management and maintenance - meet > 90% compliance	SPM Buildings Plus Module Annual Fire Safety Statement
Mall revitalisation - patronage and utilisation of Mall and its facilities - 1. Pedestrian counts 2. Increased number of events scheduled 3. Community and Business Surveys 4. Decrease in Negative feedback from Community	1. Pedestrian traffic classifiers 2. Events Coordination Team 3. Online or paper-based survey or Listening Post setup in Mall 4. Complaints Register
Customer Satisfaction – reduction in number of Customer complaints per month	Customer Service Complaints Register
Community satisfaction with parks, reserves and playgrounds facilities and services – maintain 3.74/5 mean average	ARC Community Satisfaction Survey
Community satisfaction with 'Council pools' – maintain 3.68/5 mean average	ARC Community Satisfaction Survey
Community satisfaction with 'Sporting facilities' – maintain 3.74/5 mean average	ARC Community Satisfaction Survey
Delivery of projects within Capital Works Plan - budget expenditure health, project monitoring (Pulse), project completion reports completed, and Asset Manager informed	Monthly forecast and expenditure reports, Monthly updates in Project Management System, Project Completion reports issued to Asset Manager for record updates
Delivery of actions within Operational Plan - monthly expenditure forecasts against operational programs and subprograms are achieved within 15%	Monthly forecast and expenditure reports
Quality of delivery - projects delivered within scope and specification with minimal rework	Quality Assurance reports

Assets and Services

RESTORE & THRIVE

ARMIDALE
Regional Council

Assets Management

Deliver key business outcome of asset management capability, which will include the development and maintenance of a functioning asset management system/ framework. Our purpose is to enable Council's asset management practices to be improved in a coordinated manner, demonstrating a corporate approach to the management of Council's assets.

Key Outputs

- Development of key strategies and plans for assets
- Coordination of grant applications
- Coordination of and forward planning of capital works and associated budget
- Ensure that infrastructure is managed to deliver the requirements of Council's Asset Management Policy and Community Strategic Plan
- Facilitation and coordination of the Asset Management Framework
- Asset revaluations and capitalisations in conjunction with the finance team
- State of the Assets report
- Management of Council's GIS System

Key Stakeholders

- Asset owners
- Finance team
- Asset management working group members
- Community
- ELT
- Councillors
- Contractors and consultants
- Commonwealth and State agencies

Community Plan and Delivery Program

Strong Region – Goal 2 – Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.3   Seek funding opportunities where they achieve the Community Plan Goals and Strategies or agreed priorities

S2.2.5   Ensure the Asset Management Framework is developed and in line with Council's future growth and development

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.5   Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Asset Management System review	Asset Management System investigation and potential implementation	OP	S2.3.4	$20,000
Upgrade to GDA2020 (mapping data)	Transform the current GIS (mapping) Datasets within our Oracle Spatial Database from the Geocentric Datum of Australia 1994 (GDA94) to Geocentric Datum of Australia 2020 (GDA2020).	OP	S2.4.2	$30,000

Title	Operations	Delivery Program	Budget #
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	S2.2.3	N/A
Asset Management Framework	Deliver the Asset Management Framework in line with Council's polices and plans and community expectations	S2.2.5 S2.3.5	#210305
Asset Management	Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden	S2.3.5	#210305
Condition Assessments	Conduct and implement asset condition assessments and data improvement for more efficient financial management and improved understanding of asset performance	S2.3.5	#210305

Measures

Measure	Source
Training - Professional development opportunities provided to key staff to upgrade skills and knowledge of asset management techniques	Certificates
Valuations - Conduct valuation in accordance with Australian Accounting Standards and external audit timeframes (every 5 years)	External audit report
Progressing with the development of the Asset Management Framework	Reports to ELT

Design and Delivery

Manager: Design and Delivery

The Investigation and Design program is responsible for the investigation and delivery of civil infrastructure design projects to meet Councils expectations across all asset areas for capital works and maintenance activities. The department plays a pivotal role in providing technical advice on infrastructure design and engineering matters to the rest of the organisation.

The Delivery Team manage, plan and deliver capital funded construction projects from inception, through design and construction phases, to completion and handover.

Key Outputs

- Investigation and scoping of projects
- Infrastructure design
- Engineering survey and construction set out
- Engineering support to internal council business units
- Management of engineering design codes, construction specifications and project management procedures
- Regulatory Control work on Council land applications
- Regulatory notifications by other utility authorities
- Project management services from project initiation to completion

Key Stakeholders

Internal:
- Roads and Parks
- Plant and Facilities
- Utilities
- Armidale Regional Airport
- Facilities
- Finance
- Community groups such as Local Area Committees

External:
- Armidale Regional Council Community and visitors for:
- Roads / Bridges / Airport / Sporting clubs
- Transport for New South Wales
- Commonwealth and State Government funding agencies
- Local development industry including developers and consultants
- Community members
- Utility authorities

Community Plan and Delivery Program

Connected Region – Goal 1 – Quality infrastructure makes it safe and easy to travel around our region

C1.1 - Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities

C1.1.2	Deliver the 10 year Forward Works Program within resource capability
C1.1.3	Maintain and upgrade transport infrastructure in accordance with the ARC Transport Infrastructure Service Plan
C1.1.4	Partner with the NSW Government to restore and reclassify Armidale-Kempsey Road
C1.1.5	Design and deliver the Saumerez Road Upgrade as part of the National Trust Sustainable Saumarez Homestead Tourism Project (SSHTP)

C1.2 - Support the implementation and usage of active transport infrastructure across the region

C1.2.1	Develop an Active Transport Strategy to plan for future infrastructure including a network of cycleways across the region that link residents with business, attractions, and lifestyle infrastructure
C1.2.2	Upgrade footpaths and pedestrian infrastructure to meet service levels

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.2	Implement an effective Project Management Framework across the organisation
S2.2.3	Seek funding opportunities where they achieve the Community Plan Goals and Strategies or agreed priorities

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Shovel-ready project preparation	Complete a design program for General, Water and Sewerage Funds in preparation for works commencement or funding opportunities	OP	S2.2.3	#210303
Project Management Framework - development	Implement an effective Project Management Framework across the organisation: Engineering Design Code Review	OP	S2.2.2	$13,000

Title	Operations		Delivery Program	Budget #
Kempsey Road Restoration	Engage Main Recovery Contractor for delivery	KARRP	S2.2.2 S2.3.5	(Separate Fund)
Urban Area Drainage Strategy	Develop drainage strategies to identify priority works and ultimate stormwater management solutions for Armidale, Guyra and minor townships throughout the LGA	OP	S2.3.5	$190,000
Project Management Framework - implementation	Implement the Project Management Framework through a software solution	OP	S2.2.2	$20,000
Project Design and Planning Program	Develop a design program to achieve 12 months ahead project ready across a three year period 2023-2026	CAP	F1.2.1 F2.5.1 C1.1.2 C1.1.3 C1.2.1 L1.1.1 L1.1.2 L1.2.3	$511,000
Gasworks Remediation (The Wedge)	Remediate the offsite areas related to the remediation of the former Armidale Gasworks Phase 2 of a 3 Phase program of works	CAP	F1.2.1	$2,520,000
Bakers Creek Bridge	Replace the aged Bakers Creek timber bridge with new concrete bridge structure	CAP	C1.1.2	$2,019,371 ($1,399,707 grant) *
Boorolong Creek Bridge Replacement	Replace the aged Boorolong Creek timber bridge with new concrete bridge structure	CAP	C1.1.2	$2,673,727 ($2,481,826 grant) *
Laura Creek Bridge Replacement	Replace the Laura Creek timber bridge, causeway and culvert with new concrete bridge	CAP	C1.1.2	$2,270,378 ($2,174,169 grant) *
Design Two Mile Waters Bridge Replacement	Design the replacement of the aged Two Mile Waters timber bridge with new concrete structure	CAP	C1.1.2	$50,000 (grant) *
Design Herbert Park Rd Culvert Works	Design the replacement of the aside track on Herbert Park Road with new concrete box culvert	CAP	C1.1.2	$50,000 (grant) *
Design Boundary Creek Bridge Works	Design the replacement of the aside track at Boundary Creek Bridge, Lyndhurst Rd, with new concrete box culvert	CAP	C1.1.2	$50,000 (grant) *
Design the Kaurala Bridge Works	Design the replacement of the aside track on Kaurala Bridge, Old Armidale Rd Guyra, with new concrete box culvert	CAP	C1.1.2	$ 50,000 (grant) *
Saumarez Road private access construction	Prepare plans for the construction of the Saumarez Road Private Access in 2024/2025 as previously adopted by Council	CAP	T1.2.1/ T2.1.3	$15,000

* Any project currently underway is an estimate only

Title	Operations	Delivery Program	Budget #
Investigations and Design	Provide internal investigations and design services to support capital works and maintenance activity	S2.2.2 S2.2.3	#210310
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	S2.2.4	#273000
Project Management Service	Implement effective Project Management across the organisation	S2.2.2	#273000

Measures

Measure	Source
Designs ready on the shelf – sufficient to cover 12-18 months of forward work depending on asset class by 2025-26	10 Year Forward Works Program
Cost of internal design – 10% or less of capital cost of project	Financial Data
Annual EPA – identified Gasworks Remediation project completed by June 2026	EPA Certification
Publication on Council Intranet of The Project Management Framework	Council Intranet
Record of implementation of projects within a Project Management System	Project Management System
Publication of the Engineering Design Code and Construction Specifications on the Council Website	Council website
Publication of an Urban Drainage Strategy	Council website
Opening and reclassification of Kempsey Road	TFNSW List of Classified Roads
Deliver projects to approved scope, timeframes, budget and quality	Approved Business Case Grant Funding Agreement Project Management Plan
Reduced community enquiries regarding project progress	Pathway Records
Increase in the Community Engagement Survey Results "Satisfaction with council allocation of resources" ->2.36/5 mean score	Community Satisfaction Survey

Plant, Fleet and Depots

This service delivers plant and fleet operations, maintenance, servicing, mechanical repairs, metal fabrication/ manufacturing, plant hire and workshops. It also manages Council's two works depots in Armidale and Guyra. These businesses are to be delivered in a safe, efficient and effective manner to their customers.

Key Outputs

- Acquisition, allocation, maintenance, repair, and disposal of all Council Plant and Fleet
- Coordination of Councils "wet" and "dry" plant fleet hire program
- Developing a long-term financial plan for each business that focuses on the cost and community benefit of each asset

Key Stakeholders

- All Council staff who use Council Depots and or plant fleet assets
- Commercial Customers
- New England Weeds Authority (NEWA)
- Rural Fire Service (RFS)
- Roads and Maritime Services (RMS)
- Local Area Committees (LAC)

- Institute Public Works Engineering Association (IPWEA)
- Australasian Fleet Managers Association (AFMA)
- Environment Protection Authority (EPA)
- Motor Vehicle Repair Industry Council (MVRIC)
- Australian Refrigeration Council

Community Plan and Delivery Program

Strong Region – Goal 2 – Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.5   Ensure the Asset Management Framework is developed and in line with Council's future growth and development

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.5   Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden

S2.3.8   Investigate and develop Council business opportunities

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Fleet and Plant Replacement Program	Replace or dispose of Council plant, fleet and equipment cost-effectively and in line with Council resourcing requirements	CAP	S2.3.5	$1,838,934

Title	Operations	Delivery Program	Budget #
Plant and Fleet Program	Operate a Plant and Fleet Program that ensures the most efficient and cost effective use, maintenance and replacement	S2.3.5	#210504
Depot Management	Manage the operation of Council's works depots	S2.3.1 S2.3.5	#210332

Measures

Measure	Source
All plant renewals are managed within the Asset Management Plan guidelines and according to budget allocation - within 5% of budget allocation	Finance - Budget
• 100% of plant and fleet meets regulatory safety standards • Plant fleet is efficient and reliable with less than 5% incidence of plant downtime • Plant and fleet maintained within 10% of scheduled manufactures servicing intervals	Enterprise Asset Management – Tech One

Transport

Manager: Transport

Operating within the Roads and Drainage area of Council, the Roads and Drainage Construction and Maintenance program is responsible for the planning, coordination and completion of Councils' roads and drainage capital and operational program in line with service delivery standards and expectations. The program has both internal and external clients and is committed to providing quality services in a safe, cost effective and environmentally sustainable manner.

Key Outputs

- Maintenance and renewal of infrastructure assets including urban and rural sealed and gravel roads, bridges and stormwater drainage including structures, pipes, channels and culverts, in accordance with Asset Management Plans and best practice guidelines
- Delivery of road maintenance Construction Contract for TfNSW
- Construction and maintenance of active transport facilities including cycleways, shared paths and pedestrian footpaths

Key Stakeholders

Internal
- Councillors
- General Manager and Executive Office
- Internal services including Finance, Customer Service, Assets and Services business units, Asset Management, Communications team, Design and Delivery

External
- Commonwealth Government – Infrastructure Investment Program
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- Commonwealth and State Parliamentary Members – Local Members and Ministers for Infrastructure
- NSW State Government – Transport for NSW, Department of Planning and Environment, Office of Environment and Heritage, Crown Lands
- Community
- Groups and affiliated organisations – Village Progress Associations
- Weight of Loads Group
- Office of Local Government

Community Plan and Delivery Program

Connected Region – Goal 1 - Quality infrastructure makes it safe and easy to travel around our region

C1.1 - Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities

C1.1.1	Partner with Transport for NSW to deliver the Heavy Vehicle Safety and Productivity (HVSP) Strategy
C1.1.2	Upgrade and maintain transport infrastructure in accordance with the ten-year Capital Works Program and service levels
C1.1.3	Deliver federal and state funding agreements to improve safety including the Blackspot program

Connected Region – Goal 2 - Transport and technology that enable connectivity both locally and outside the region

C2.1 - Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure

C2.1.7	Construct Rail Trail infrastructure from Ben Lomond to Armidale

Future Region – Goal 2 – A clean, green, and responsible region

F2.6 – Prepare for, prevent, and manage natural disasters

F2.6.1	Work with local and state emergency services to prepare for and respond to natural disasters

Future Region – Goal 2 – A clean, green, and responsible region

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.1	Provide high quality, targeted and sustainable services to the community that remain affordable
S2.3.5	Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Bridge safety inspections	Conduct bridge network safety inspections - level 2 inspections/assessment	OP	C1.1.2	$50,000
Apply for grants for lighting bike paths and connected spaces	Apply for grants for $700,000 for lighting of Council's bike paths and connected and enhanced public spaces	OP	C1.2.1	#270050
Roadside Vegetation	Deliver a Roadside Vegetation Management Program including the removal of noxious weeds and vegetation which poses risk of damage to	OP	C1.1.2	$260,000

Management Program	private property and motorists. Program will enhance conservation value of all rural roadsides and enrich biodiversity			
Regional Roads Repair Program	Deliver works under the REPAIR Program including larger rehabilitation and development works on Regional Roads to minimise the long-term maintenance costs of these roads in line with their function and usage	CAP	C1.1.2	$465,621 (grant funded)
Gravel Resheeting renewal program	Application of fresh layer of gravel to unsealed roads to renew the useful life of the asset and to enhance ride quality, structural capacity and future maintainability	CAP	C1.1.2	$1,300,000 (partial SRV funded)
Urban Rehabilitation	Pavement rehabilitation (heavy patching) of failed or severely deteriorated sections of the urban sealed road network	CAP	C1.1.2	$360,000
Rural Rehabilitation	Pavement rehabilitation (heavy patching) of failed or severely deteriorated sections of the rural sealed road network	CAP	C1.1.2	$370,000
Urban reseals renewal program	Deliver the urban reseals renewal program including bitumen resealing of urban streets as well as asphalt resurfacing of fatigued asphalt road surfacings	CAP	C1.1.2	$718,000
Rural reseals renewal program	Deliver the rural reseals renewal program including bitumen resealing of rural roads and additional heavy patching of pavement defects on previous works	CAP	C1.1.2	$741,000
Footpath renewal and construction program	Deliver the pathways and footpath renewal and construction program including replacement of deteriorated section of footpath or where tree roots have led to excessive section lift and subsequent tripping hazard	CAP	C1.1.2	$232,000 (current & partial SRV funding)
Kerb and Gutter Program	Replace existing kerb and gutter and construction of new kerb and gutter to protect property and Council's road assets	CAP	C1.1.2	$344,000 (current & partial SRV funding)
Cycleways renewal/upgrade program	Repair or replace deteriorated sections of the urban cycleway network to maintain and promote active transport usage in the community	CAP	C1.1.2 C1.2.1	$150,000
Causeway Renewal Program	Deliver the Causeway Renewal Program including renewal or upgrade of concrete causeways to restore and improve functionality and to reduce maintenance burden	CAP	C1.1.2	$217,000
Road Safety Program	Deliver a program of works that address road safety issues on road network which do not qualify for State or Commonwealth funding assistance such as rural intersection lighting, guardrail installation, delineation and signage	CAP	C1.1.2	$100,000
Stormwater Culverts renewal program	Replace or renew deteriorated pipe and box culverts in both the urban and rural settings	CAP	C1.1.2 F1.2.1	$261,000
Urban Road Rehabilitation - Barney & Markham Streets	Rehabilitate identified failing urban roads – Locations TBC	CAP	C1.1.2	$492,225
Stormwater Improvements - Bishops Crescent	Undertake stormwater improvements in Bishops Crescent, Black Mountain, Kurrawatha Ave, Guyra Urban areas: • Identify stormwater improvements and issue resolution - Stage 1 of Bishops Crescent Stormwater Upgrade, and Guyra Urban areas • Redesign and implement satisfactory drainage including land dealings - Black Mountain Subdivision Upgrade • Design a stormwater management system at intersection of Kurrawatha Ave and Kearney St including land dealings - Kurrawatha Ave Overland Flowpath Works	CAP	C1.1.2	$955,000
Regional and Local Roads Repair Program - Heavy Patching Local Roads (1)	Undertake heavy patching local roads (Contractor – RWI) as part of the Regional and Local Roads Repair Program	CAP	C1.1.2	$583,127 (grant)
Regional and Local Roads Repair Program - Heavy patching local roads (2)	Undertake heavy patching local roads (Contractor – Stablilcorp) as part of the Regional and Local Roads Repair Program	CAP	C1.1.2	$367,860 (grant)
Regional and Local Roads Repair	Undertake heavy patching of regional roads including Bundarra Road and Glen Innes Road as part of the Regional and Local Roads Repair Program	CAP	C1.1.2	$236,850 (grant)

Program - Heavy Patching Regional Roads				
Regional and Local Roads Repair Program - Miller St Large Heavy Patch	Undertake a large heavy patching on Miller Street as part of the Regional and Local Roads Repair Program	CAP	C1.1.2	$223,000 (grant)
Regional and Local Roads Repair Program - Culvert Program	Deliver a culvert program of works as part of the Regional and Local Roads Repair Program	CAP	C1.1.2	$62,594 (grant)

Title	Operations	Delivery Program	Budget #
Emergency Services support	Provide infrastructure, maintenance and/or administrative support to the Rural Fire Service, Guyra State Emergency Service and the Armidale Fire Brigade	F2.6.1 F2.6.3	#210400 #210402 #250320 #250321
Private Works Services	Conduct Private Works including grading, driveway repairs and construction, and rural address signs	S2.3.1	#210340
Street Light Administration	Coordinate Street Lighting payments including LED Lighting Upgrades and Essential Energy rates	S2.3.1	#241002
Cycleways	Deliver a program of works to maintain existing cycleways	C1.1.2 C1.2.1 S2.3.1 S2.3.5	#270900
Footpath Maintenance	Deliver a program of works to maintain footpath based on identified risk	C1.1.2 S2.3.1 S2.3.5	#240900
Gravel Pit Operation	Deliver a program to source and manage gravel pits to ensure cost effective road maintenance programs	C1.1.2 S2.3.1 S2.3.5	#270600
Gravel Pit Remediation	Deliver a program to rehabilitate non operational gravel pits to meet statutory and environmental requirements.	C1.1.2 S2.3.1 S2.3.5	#270601
Kerb and Gutter Maintenance	Deliver a program of works to maintain kerb and gutter based on identified risk / condition	C1.1.2 S2.3.1 S2.3.5	#240800
Regional roads Maintenance	Deliver a program of works to maintain Regional Roads with State Government Funding to ensure safe travel for the public in accordance with intervention levels of the Transport Infrastructure Service Plan	C1.1.2 S2.3.1 S2.3.5	#270110
Rural Unsealed Road Maintenance	Deliver a program of works to maintain rural gravel roads to ensure safe travel for the public in accordance with intervention levels of the Transport Infrastructure Service Plan	C1.1.2 S2.3.1 S2.3.5	#270400
Street Lighting	Deliver a program of works to maintain existing street lighting to ensure appropriate lighting levels meet required standards. Coordinate Street Lighting payments including LED Lighting Upgrades and Essential Energy rates	C1.1.2 S2.3.1 S2.3.5	#241002
Traffic Facilities	Deliver a program of works to maintain existing road signage, traffic islands and line marking to ensure safe travel for the public in accordance with intervention levels of the Transport Infrastructure Service Plan	C1.1.2 S2.3.1 S2.3.5	#270219
Urban and Rural Bridge Repair	Deliver a program of works for rural and urban bridge repairs, maintenance and inspection.	C1.1.2 S2.3.1 S2.3.5	#270510
Urban Drainage	Deliver a program of works for rural and urban drainage maintenance to support the protection of property and infrastructure.	C1.1.2 S2.3.1 S2.3.5	#230208

Rural Unsealed Road Drainage	Deliver a rolling 10 year program of works for rural gravel road drainage maintenance for the protection of infrastructure to achieve planned life of asset.	C1.1.2 S2.3.1 S2.3.5	#230270
Rural Sealed Road Drainage	Deliver a rolling 6 year program of works for rural sealed road drainage maintenance for the protection of infrastructure to achieve planned life of asset.	C1.1.2 S2.3.1 S2.3.5	#230271
Urban and Rural Sealed Road Maintenance	Deliver a program of works for rural sealed roads repairs and unplanned maintenance in accordance with the Transport Infrastructure Service Plan	C1.1.2 S2.3.1 S2.3.5	#270200

Measures

Measure	Source
Delivery of actions within Operational Plan - monthly expenditure forecasts against operational programs and subprograms are achieved within 15%	Monthly forecast and expenditure reports
Delivery of projects within Capital Works Plan - budget expenditure health, project monitoring (Pulse), project completion reports completed and Asset Manager informed	Monthly forecast and expenditure reports, Monthly updates in Project Management System, Project Completion reports issued to Asset Manager for record updates
Quality of delivery - projects delivered within scope and specification with minimal rework	Quality Assurance reports
Customer Satisfaction – reduction in number of customer complaints per month	Customer Service Complaints Register
Asset Renewal Backlog is successfully managed - renewal Ratios are at or above industry benchmarks	• Asset Management Plan • Finance Quarterly updates
Improve community satisfaction levels for 'Sealed roads' to > 2.96/5 mean score	ARC Community Satisfaction Survey
Improve community satisfaction levels for 'Unsealed roads' to > 2.48/5 mean score	ARC Community Satisfaction Survey
Improve community satisfaction levels for 'Footpaths and cycleways' to > 3.05/5 mean score	ARC Community Satisfaction Survey

Waste Management   Manager: Waste

Waste Services provides waste and recycling services and environmentally responsible waste disposal and resource recovery facilities together with awareness programs to reduce waste and increase recycling.

Key Outputs

- Collection, sorting, reuse, resale, recycling and disposal of waste from the community in accordance with Environmental Protection Authority (EPA) regulations
- Awareness programs to promote 'Waste Less, Recycle More'

Key Stakeholders

Internal
- Council Officers
- Councillors

External
- Rate payers
- Community members
- Environmental Protection Authority (EPA)
- Department of Planning and Environment (DPE)

- NIRW members
- Businesses
- Crown Lands
- Local land Services (LLS)
- Council's Waste and Recycling Contractors
- Various NGOs focussed on improving recycling Other LGA's

Community Plan and Delivery Program

Future Region – Goal 1 - Our natural environment is protected and enhanced

F1.3- Foster collaborations that improve understanding and action to protect our natural environment

F1.3.2   Support local environmental groups through in-kind and financial support, where agreed, to facilitate improved environmental outcomes

Future Region – Goal 2 - Clean, green, and responsible region / Our Region adapts to change and manages resources / we care for our environment

F2.3- Collect, handle, dispose, recycle and reuse waste responsibly and innovatively

F2.3.1   Operate Council's Waste Transfer Stations and Landfills in line with current and future needs and environmental standards
F2.3.2   Review village waste collection and waste sites to meet EPA standards and community expectations
F2.3.3   Negotiate and manage contractual arrangements with recycling operators to provide recycling services
F2.3.4   Maintain and enhance 'reuse' operations and services including 'City to Soil,' Refuse Farm, the Resource Recovery Centre

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.3- Manage public resources responsibly and efficiently for the benefit of the community and in compliance with legislation

S2.3.5   Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Waste Management Strategy	Develop, consult and initiate a Waste Management Strategy	OP	F2.3.1	$100,000
Undertake Landfill Remediation Works (Guyra WTS)	Undertake Landfill Remediation Works at the Guyra Waste Transfer Station	CAP	F2.3.1	#290060
Weighbridge installation	Install a 2nd weighbridge at Armidale Waste Management Facility (Long Swamp Road)	CAP		$200,000
Equipment Purchase – Compactor	Purchase a landfill compactor for the Armidale Regional Landfill	CAP		$800,000
PFAS Treatment Plant	Purchase a PFAS (per- and poly-fluoroalkyl substances) treatment plant for use at the Armidale Regional Landfill to manage PFAS amounts in the leachate	CAP		$300,000

Title	Operations	Delivery Program	Budget #
Landfill Services	Provide landfill services including waste (rubbish, organic matter and recycling) collection, sorting, transfer, management and disposal, as well as maintain waste facilities and manage leachate, groundwater and surface water storage, in compliance with the NSW Protection of the Environment Operational (Waste) Regulation 2014	F2.3.1	#290248 #290550 #290060 #290249

Measures

Measure	Source
Reduced customer complaints regarding waste collection 5% by 30 June 2024	Customer service, Pathway, Waste Contractor
Hillgrove automated WTS is operational	Project plan/closure
100% compliance with EPA Licence requirements	EPA, Incident reporting
Waste Strategy Endorsed	Council report
Maintain community satisfaction levels for 'Waste and recycling' to = 3.49/5 mean score	ARC Community Satisfaction Survey

Waste Water Operations

Manager: Water and Waste Water

Sewerage Operations has responsibility for managing and maintaining the sewerage network, Treatment Plants, pumping stations and installing new connections to industry standards and established service levels.

Key Outputs

- Collection, transport, treatment and reuse of wastewater to Environmental Protection Authority (EPA) regulations and maintaining public health
- Planning, modelling and enhancing council's wastewater infrastructure to be fit for future growth

Key Stakeholders

Internal
- Council staff
- Councillors

External
- Rate payers
- Community members
- Businesses

- NSW Public Health
- Environmental Protection Authority (EPA)
- Department of Planning and Environment (DPE)
- Natural Resources Access Regulator (NRAR)

Community Plan and Delivery Program

Future Region – Goal 2 - A clean, green, and responsible region

F2.3 - Collect, handle, dispose, recycle and reuse waste responsibly and innovatively

F2.3.4 Maintain and enhance 'reuse' operations and services including 'City to Soil,' Refuse Farm, the Resource Recovery Centre

F2.5 - Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future

F2.5.4 Investigate options and funding for the replacement of the Armidale Sewerage Plant

F2.5.5 Operate, maintain, and update the sewerage networks and plants to minimise blockages, overflows, and environmental impact

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.3 Seek funding opportunities where they achieve the Community Plan Goals and Strategies, or agreed priorities

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.5 Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
CCTV condition assessment of sewerage lines	Complete a CCTV condition assessment of selected sewerage lines to determine the focus of maintenance and replacement programs	OP	F2.5.5	$100,000
Inflow and Infiltration Study	Complete an Inflow and Infiltration Study in Armidale Catchments to identify stormwater ingress into the Sewerage Network	OP	F2.5.5	$100,000
Armidale Sewer Treatment Plant Upgrade	Continue engagement with Public Works Advisory (PWA) for concept design, geotechnical investigation (fees and drilling expenses), survey, environmental assessments (including specialists studies), odour assessment, noise assessment, detail design (IDEA plant) and tender document preparation delivered by 30 June 2024.	CAP	F2.5.5	884,452 ($462,919 grant)
Effluent Reuse Farm - New Centre Pivot	Implement a new centre pivot to streamline irrigation operations as part of an annual replacement program	CAP	F2.5.5	$130,000
Effluent Reuse Farm - Diesel Irrigation Pump Replacement	Replace the diesel irrigation pump for the Effluent Reuse Farm	CAP	F2.5.5	$40,000
Sewer Mains Relining - 23/24 program -	Complete the sewer relining program targeting sections of sewer from CCTV condition assessment	CAP	F2.5.5	$2,680,000
Sewer Treatment Plant – Unplanned Failures Contingency	Reserve a contingency budget for unplanned failures and damage to the Sewer Treatment Plant due to weather events	CAP	F2.5.5	$100,000

Sewer Pump Stations - Unplanned Failures Contingency	Reserve a contingency budget for unplanned failures and damage of sewer pump stations due to weather events	CAP	F2.5.5	$50,000
Armidale Sewer Treatment Plant Access Road Upgrade - Safety issues	Complete design for safety upgrades to the Armidale Sewer Treatment Plant access road including realignment of the access grid, and upgrade and seal of the road	CAP	F2.5.5	$30,000
Guyra Sewer Treatment Plant Upgrade	Upgrade works at Guyra Sewer Treatment Plant to meet EPA licencing requirements	CAP	F2.5.5	$50,000

Title	Operations	Delivery Program	Budget #
Sewerage Trade Waste Management	• Grease trap scanning and mapping system to service traps • Service septics • Monitor trap trade waste	F2.5.5	#260600
Sewerage Operations Management	Manage sewerage operations including reporting, licences, strategic planning and administration	F2.5.5	#260005
Sewerage Network Management	Manage and maintain the sewerage network and pumping stations to industry standards and established service levels	F2.5.5	#260195 #260300
New Connections – Sewerage	Provide new sewerage connections services	F2.5.5	#260020
Sewerage Treatment Plant Management	Manage and maintain the Sewage Treatment Plant to enable high quality processing standards	F2.5.5	#260400

Measures

Measure	Source
Safe and productive use of effluent at reuse farm: • 100% compliance with EPA standards • 100% cost recovery from sales	EPA, reporting, budget review
Legislative and regulatory requirements completed for ongoing sewerage operations	EPA

Water Management

Manager: Water and Waste

Water Services – supply water services to meet the community needs in Armidale and Guyra

Key Outputs

- Storage, delivery, treatment, distribution and reticulation of potable water to Australian Drinking Water Guidelines and NSW Public Health standards.
- Planning and reporting
- Modelling and enhancing councils water infrastructure to secure sustainable water for the community into the future

Key Stakeholders

Internal
- Council staff
- Councillors

External
- Rate payers
- Community members
- Businesses
- NSW Public Health
- Environmental Protection Authority (EPA)

- Department of Planning and Environment (DPE)
- Natural Resources Access Regulator (NRAR)
- WaterNSW
- Crown Lands
- Local Land Services (LLS)
- Southern New England Landcare (SNEL)
- Kempsey Shire Council and residents

Community Plan and Delivery Program

Future Region – Goal 1 - Our natural environment is protected and enhanced

F1.2- Protect and enhance our waterways, catchments and creeklands

F1.2.1   Work with key stakeholders to support the clean-up and remediation of creeks and waterways through agreed provisions and services

Future Region – Goal 2 - A clean, green, and responsible region

F2.5- Ensure the community is provided with safe and accessible water and that our water availability is sustainably managed now and into the future

F2.5.1   Collect, store, treat and distribute quality water in line with community needs, availability, and future requirements

F2.5.2   Finalise and implement the Integrated Water Cycle Management Strategy to plan for future infrastructure and water service needs

F2.5.3   Work with Southern New-England Landcare, under a Memorandum of Understanding and the 10 Year Catchment Water Quality Strategic Plan to improve the environment and water quality around ARC water catchments

Strong Region – Goal 2 - Strong governance and leadership that supports our region to grow and prosper

S2.2 - Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources

S2.2.3   Seek funding opportunities where they achieve the Community Plan Goals and Strategies, or agreed priorities

S2.3 - Manage public resources responsibly and efficiently for the benefit of the community

S2.3.5   Manage our assets responsibly to ensure greater lifespan and usability and to reduce financial burden

2023/2024 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget $ / #
Puddledock Dam Geotechnical Investigation	Conduct an additional thorough geotechnical investigation of the right hand abutment in order to upgrade the structural stability of the dam wall to meet Australian National Committee on Large Dams' (ANCOLD) safety requirements. Prepare of a report that outlines Council's proposals for undertaking activities necessary in the future to ensure the safety of Puddledock Dam and ensure that it continues to be a vital alternative source of raw water for Armidale's Water Treatment Plant.	OP	F2.5.1	$180,000
Finalise and Implement the Integrated Water Cycle Management Strategy	Finalise and implement the Integrated Water Cycle Management (IWCM) Strategy to plan for future infrastructure and water service needs.	OP	F2.5.2	$100,000
Energy Review	Review of energy consumption within Water & Wastewater to optimise our usage and identify solutions to minimise costs	OP	S2.3.4	$200,000

Title	Operations		Delivery Program	Budget
Catchment Water Quality Strategic Plan (ongoing works)	Install Water Quality monitoring devices in catchments and initiate a Mulloon Institute Landscape Hydration Bootcamp	OP	F2.5.3	$100,000
Water Security Project – Oaky River Dam	Undertake pre-construction works for Oaky River Dam, a pipeline from Oaky to Armidale Water Treatment Plant, and the raising of Malpas Dam pending funding approval.	CAP	F2.5.1	$2,079,040 ($1,258,683 grant)
Oaky River Hydro Scheme Purchase	Finalise the purchase of Oaky Hydro Scheme as per Council Resolution as part of a water security plan.	CAP	F2.5.1	$4,070,000
Southern New England Landcare Guyra Dams Work	Complete a perimeter fence at the Guyra Dam to assist with water quality	CAP	F2.5.1	$50,000
Water Main Replacements	Annual mains replacement program	CAP	F2.5.1	$800,000
Water Meter Replacements	Annual water meter replacement program	CAP	F2.5.1	$200,000
Serviceline Replacements	Annual water serviceline replacement program	CAP	F2.5.1	$250,000
Water Treatment Plant - Unplanned Failures Contingency	Reserve a contingency budget for unplanned failures and damage to the Water Treatment Plant due to weather events	CAP	F2.5.1	$200,000
Water Pump Stations - Unplanned Failures Contingency	Reserve a contingency budget for unplanned failures and damage to the Water Pump Stations due to weather events	CAP	F2.5.1	$100,000
Water Treatment Plant Filter Replacement	Replace the Water Treatment Plant filters in response to Programmable Logic Controller (PLC's) expiring and no longer serviceable or replaceable	CAP	F2.5.1	$200,000
New Pumping Station - Boorolong Rd/Weirs Rd	Purchase and install a new pumping station at Boorolong Road/Weirs Road to replace the need for a reservoir at Toadulla and to transition Raw Water customers on Dumaresq Dam Road	CAP	F2.5.1	$500,000
Puddledock Dam Upgrades – Compliance and Safety	Undertake compliance and safety upgrades at Puddledock Dam including: • Upgrade existing walkway, stairs and guard railing • Remove step irons from dam wall, install barriers and secure gate to prevent unauthorised access to dam wall and walkway • Complete dam wall erosion protection works and trunnion replacement	CAP	F2.5.1	$300,000
Armidale WTP - Ozone Plant Upgrades	Complete upgrades at the Armidale Water Treatment Plant including overhaul of ozone generators, replacement of dielectrics, and replacement of capacitors and air conditioning of ozone generators	CAP	F2.5.1	$110,000
Armidale WTP Tree Removal Program	Remove identified trees at the Armidale Water Treatment Plant that have been assessed as dangerous to infrastructure and properties.	CAP	F2.5.1	$100,000
Regional Water Treatment Plant Masterplan	Implement a Regional Master Plan for the Water Treatment Plants to address issues at the plants including sludge management at the Armidale WTP and additional clear water tank or the baffles in the existing tank at the Guyra WTP site	CAP	F2.5.1	$500,000
Malpas Dam & Guyra Dam Algae Control	Implement solutions to control of blue green algae (destratifier, ultrasonic device or others) at Malpas Dam	CAP	F2.5.1	$100,000

Title	Operations	Delivery Program	Budget #
Water Storage Testing	Inspect, maintain and test raw water storage dams and mains to ensure adequate, safe water supply	F2.5.1	#280200 #280250
Provision of Water	Provide domestic and commercial treated water through effective planning, administration, monitoring, testing and distribution	F2.5.1	#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	F2.5.1	#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	F2.5.1	#280300 #280700
Catchment Water Quality Strategic Plan	Work with Southern New-England Landcare, under a Memorandum of Understanding and the 10 Year Catchment Water Quality Strategic Plan to improve the environment and water quality around ARC water catchments	F2.5.3	#280200

Measures

Measure	Source
Safe drinking water available at all times: • Weekly tests reported to Forensic and Analytical Science Service (FASS) • 0% non-compliance with standards • All unplanned failures fixed • Decrease in water shutdowns annually • All reporting completed as required	NSW Public Health, incident reporting, Quarterly Water Quality meetings, FASS
Safe drinking water available at all times • Compliance with legislation and regulations including Safe Drinking Water Guidelines • Reduction in community complaints annually	NSW Public Health, incident reporting, Quarterly water Quality meetings, FASS
Implement the Catchment Water Quality Strategic Plan and commence high priority actions in partnership with Southern New England Landcare by 30 December 2022	Project reporting

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Budget 2023-2024

RESTORE & THRIVE

ARMIDALE
Regional Council

2023-2024 Budget

Introduction

The 2023-24 budget is based on the development plan (DP) developed by Councillors in 2021 and 2022. The projects proposed in this budget are from year 2 of the adopted 4 year Delivery Program. The 2023-24 budget has been prepared in response to the direction set by the new Council elected in December 2021, who have a vision to grow jobs in the Armidale local government area by 4,000 by 2040. The long-term vision of Council is to retain future generations in the region and attract new residents to the region. This will in turn generate population growth, which will achieve the critical mass necessary to generate infrastructure investment from all levels of government.

However, it has been well documented and known for many years that Council's financial position and outlook is poor with Council not able to meet the benchmarks for the Fit for the Future indicators determined by the Office of Local Government. Therefore, Armidale Regional Council is not financially sustainable. One of the key underlying strengths necessary to deliver on the vision set by Council is that it must have a strong financial position. Currently, this is not the case.

Council has considered this issue and has determined that it will pursue a path with the goal of increasing funding available to the budget, including by way of a Special Rate Variation (SRV). The SRV was applied for in February 2023. At the time the draft 2023-2024 budget was prepared the result of the application was not known. Council prepared two budgets for 2023-24 year for exhibition, Budget 1 assuming that the SRV application will be accepted in full and Budget 2 assuming the SRV application will be rejected in full.

On the 15th of June IPART announced that ARC's SRV application was approved in full. This document has been amended to remove budget 2.

Council is cognisant of the potential impact of an SRV on ratepayers but, conversely, the negative impacts to the community of not taking action now will be significant. Without additional funding, the current outlook will require cuts to services and as a consequence, a decline in the condition of infrastructure assets such as roads. There is a large structural deficit inherent in the existing General Fund budget, and the following issues exist and need to be addressed:

- Ongoing low unrestricted cash position;

- Insufficient funding for operational service levels;

- Insufficient funding for the maintenance and renewal of assets;

- Inability to take on additional borrowings without creating further financial stress; and

- High reliance on grant funding for core asset renewal programs.

Given Council's position of looking to resolve the above issues through additional funding sources, the 2023-24 budget has been developed taking the following areas into account:

- The current financial outlook;

- The activities contained in the *Delivery Program 2022-2026*, which provides for the community aspirations for Regional Activation and Growth; and

- Asset renewal funding requirements identified in the Ten Year Capital Works program.

The SRV application has been approved by IPART giving Council the opportunity to:

- Service standards will be maintained or gradually improved;
- ARC will begin to address infrastructure issues, new infrastructure and maintenance;
- Frees-up funds to deliver the full suite of short-term operational projects;
- Building of reserves for unexpected events and to meet minimum standards; and
- Improving financial ratios.

Had the SRV application not been approved we lose:

- Many funded short-term operational projects;
- Likely downsizing in workforce;
- Service standards reduced;
- Council will be unable to drive the growth strategy and regional activation; and

- Negative impact on financial ratios.

The comparison between the two scenarios.

The graphs below provide the contrast in the operating performance and the building and infrastructure renewals ratios for the General Fund between the two scenarios prepared for the IPART submission.

Operating Performance Ratio - Revised

Building and Infrastructure Renewals Ratio - Revised
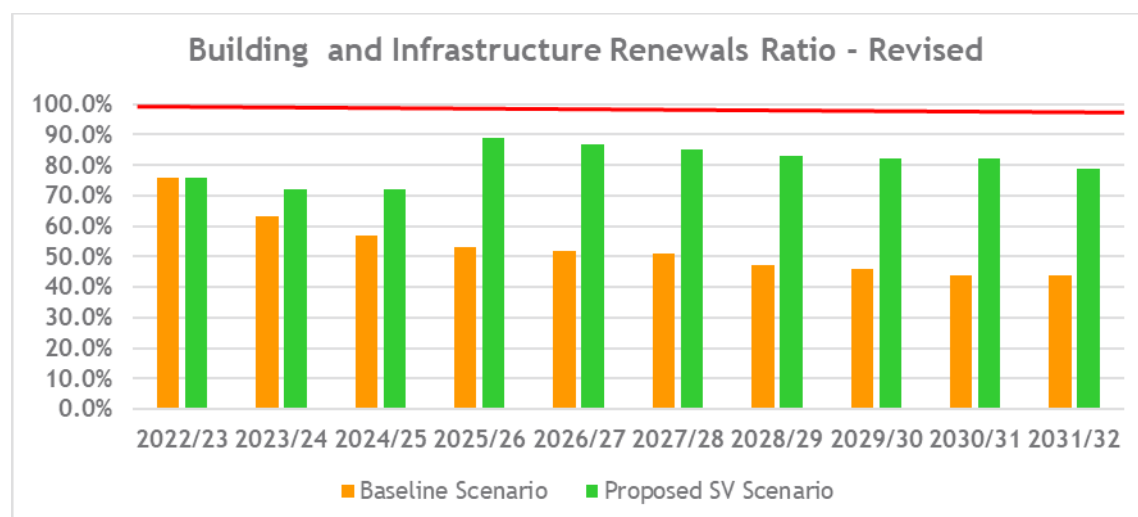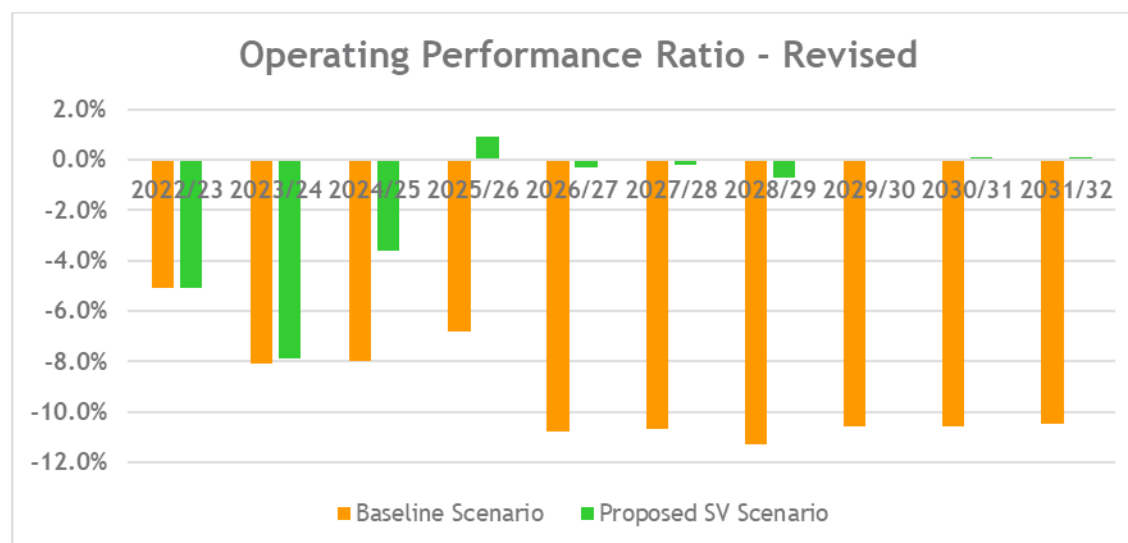
Budget 1 Scenario One (SRV)– SRV application approved by IPART in full

Financial Results

The 2023-2024 budget includes a consolidated operating deficit of $475k with the following fund results:

Fund	Operating Surplus/(Deficit)
General Fund	($3,862,696)
Water Fund	$1,332,422
Sewer Fund	$2,054,892
Kempsey Road Project	$-
Consolidated Result	**($475,382)**

Council is forecasting an unrestricted cash position of around $3.6 million by 30 June 2024. 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 2023-2024 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 achieve 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 a significant increase in unrestricted cash to the 2023-2024 budget; however, this will remain a focus for future budget review processes.

The 2023-24 General Fund budget requires a draw down on internal reserves in order of $2 million. This in part is the result of a timing difference between financial years for the receipt and associated expenditure of grant funded projects. Without intervention, this could not be sustained into the future. However, the forward path determined by Council includes increasing revenue and therefore beyond 2023-24 it is expected that the operating deficit and associated draw down from cash reserves will be eliminated.

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 2023-2024 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 detrimentally impact the forecast operating and cash results.

Fund Results

The financial results for the 2023-2024 original budget Scenario One (SRV) are outlined on the following pages by fund.

General Fund

Operating Revenue

The 2023-2024 budget includes total operating revenue of $70.68 million. The breakup of this revenue is shown below.

2023-24 Budget - Operating Revenue General Fund

- Interest & Investment Revenue $1.46m — 2%
- Other Revenue $2.5m — 4%
- Operational Grants & Contributions $13.1m — 18%
- Rates & Annual Charges $32.3m — 46%
- User Fees & Charges $21.2m — 30%
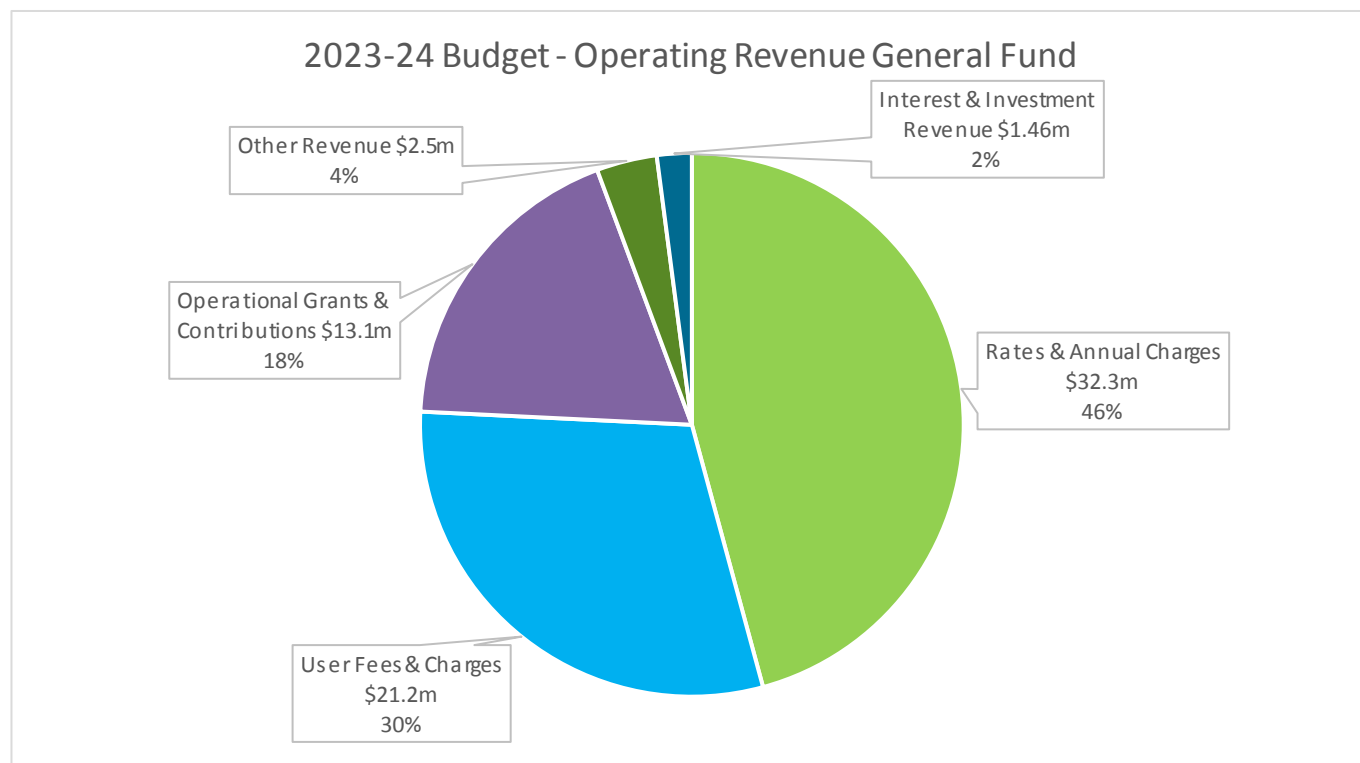
Operating Expenditure

The 2023-24 budget includes total operating expenditure of $74.54 million. The breakup of this expenditure is shown below.

2023-24 Budget - Operating Expenditure

- Depreciation $19.3m — 26%
- Employee Costs $25m — 34%
- Borrowing Costs $740k — 1%
- Materials, Contracts, Other $29.4m — 39%
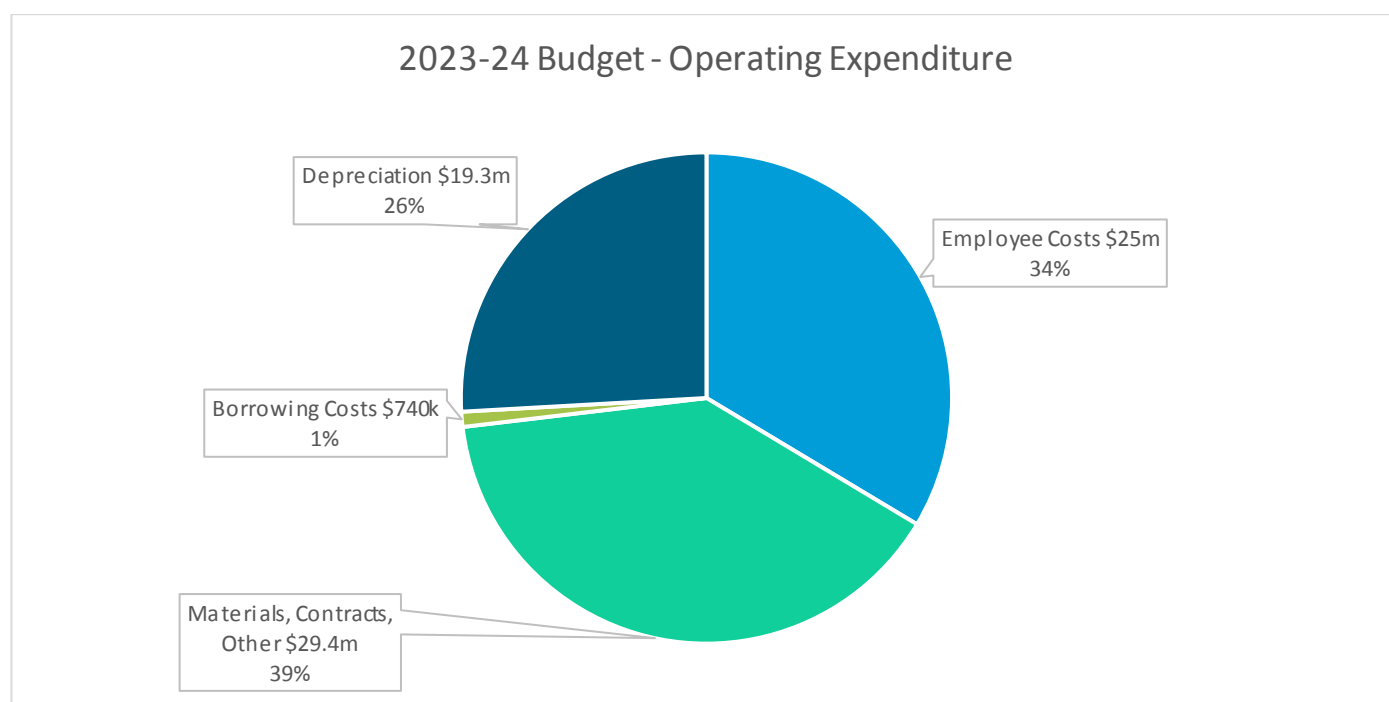
Water Fund

Operating Revenue

The 2023-2024 budget includes total operating revenue of $13.86 million. The breakup of this revenue is shown below.

2023-24 Budget - Operating Revenue Water Fund

- Other Revenue $38k 0%
- Interest & Investment Revenue $1786k 6%
- Operational Grants & Contributions $568k 4%
- Rates & Annual Charges $3.49m 25%
- User Fees & Charges $8.97m 65%

Operating Expenditure

The 2023-2024 budget includes total operating expenditure of $12.52 million. The breakup of this expenditure is shown below.

2023-24 Budget - Operating Expenditure Water Fund

- Employee Costs $1.13m 9%
- Depreciation $4.26m 34%
- Materials, Contracts, Other $6.62m 53%
- Borrowing Costs $509k 4%
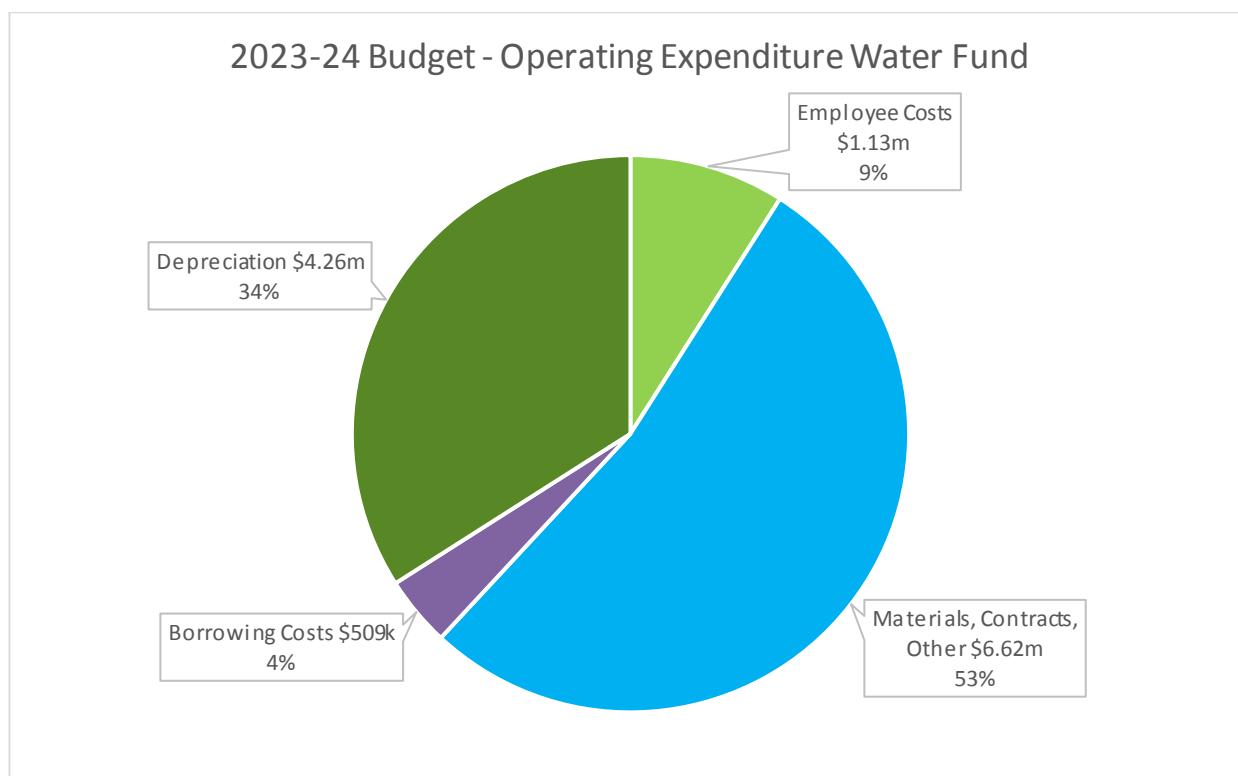
Sewer Fund

Operating Revenue

The 2023-2024 budget includes total operating revenue of $10.36 million. The breakup of this revenue is shown below.

Sewer Fund 2023-24 Budget - Operating Revenue Sewer Fund

- Cattle Sales $1.5m — 14%
- Interest & Investment Revenue $575k — 6%
- Other Revenue $81.8k — 1%
- Operational Grants & Contributions $564k — 5%
- User Fees & Charges $262k — 3%
- Rates & Annual Charges $7.38m — 71%
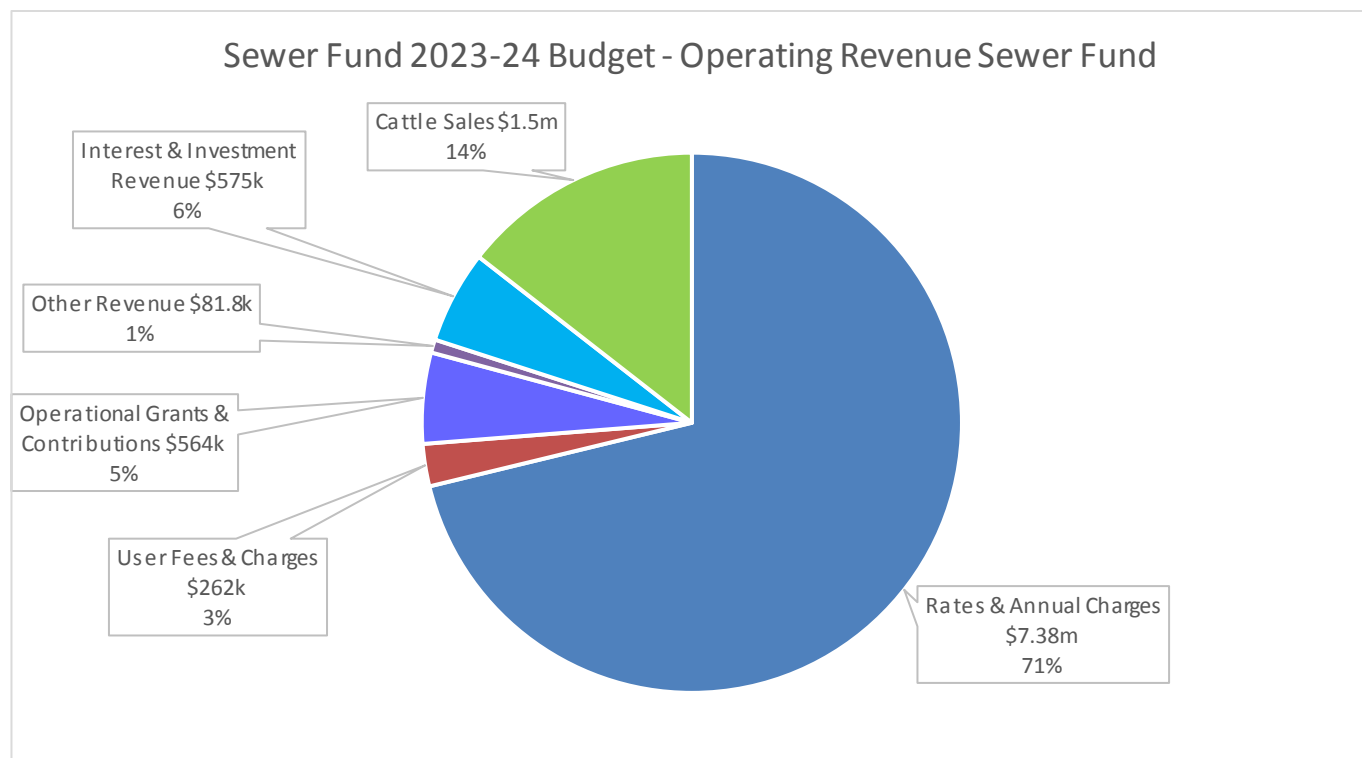
Operating Expenditure

The 2023-2024 budget includes total operating expenditure of $8.31 million. The breakup of this expenditure is shown below.

2023-24 Budget - Operating Expenditure Sewer Fund

- Depreciation $1.97m — 24%
- Employee Costs $1.278m — 15%
- Cattel Purchases $1m — 12%
- Materials, Contracts, Other $4m — 49%
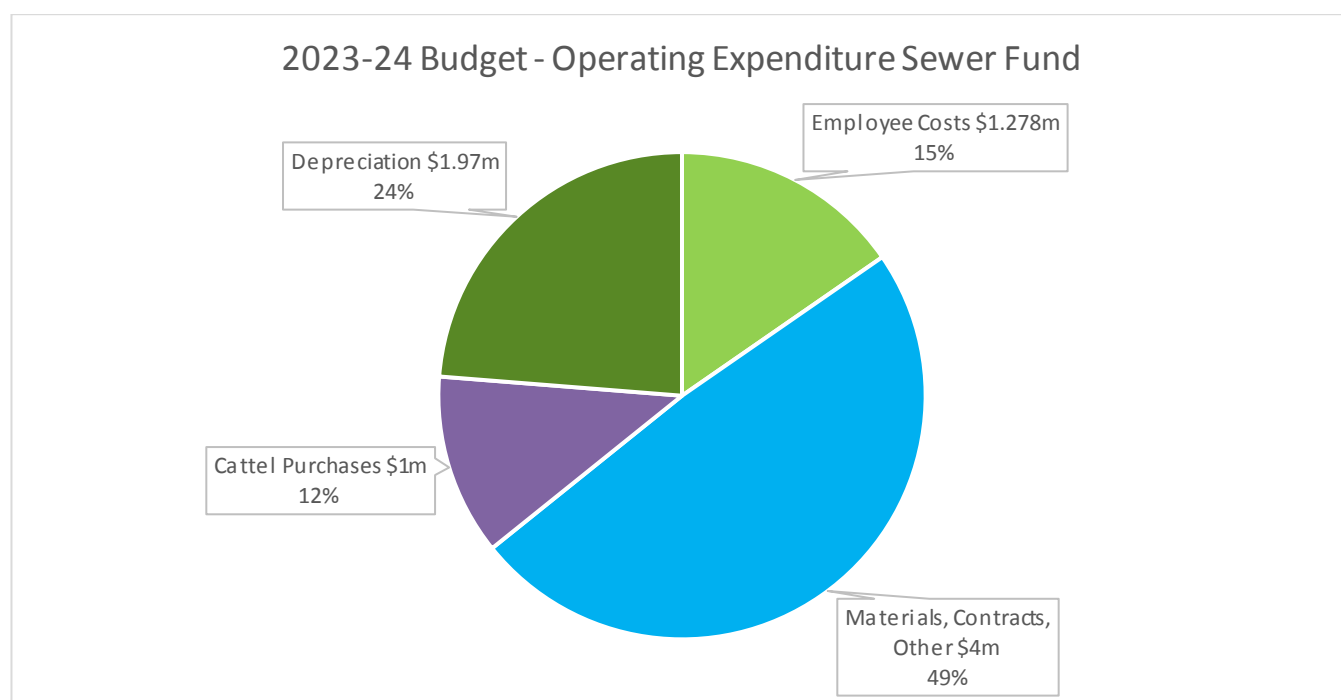
Consolidated Result (excluding Kempsey Road)

Operating Revenue (excluding Kempsey Road)

The 2023-2024 budget includes total operating revenue of $94.9m million. The breakup of this revenue is shown below.

2023-24 Budget - Operating Revenue Consolidated

- Cattle Sales $1.5m — 2%
- Other Revenue $2.66m — 3%
- Operational Grants & Contributions $14.2m — 15%
- User Fees & Charges $30.4m — 32%
- Interest & Investment Revenue $2.8m — 3%
- Rates & Annual Charges $43.2m — 45%
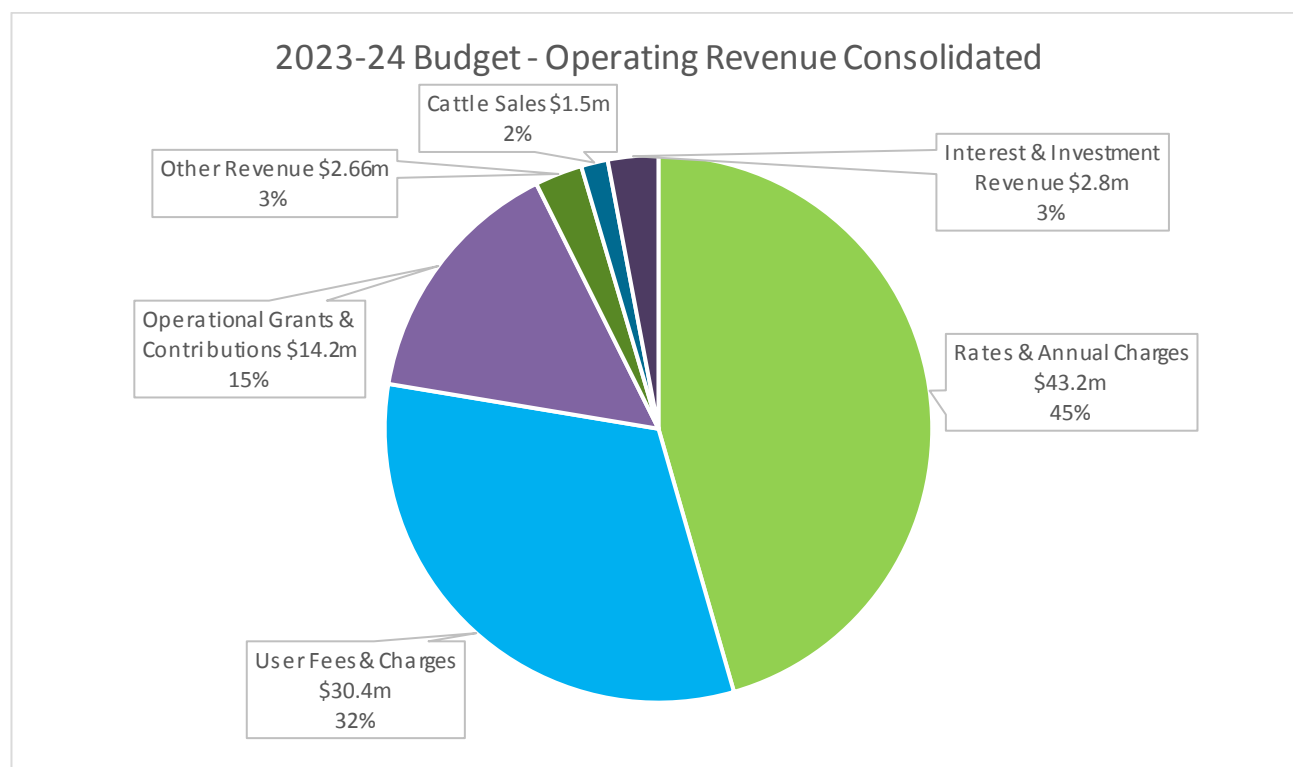
Operating Expenditure (excluding Kempsey Road)

The 2023-2024 budget includes total operating expenditure of $95.38 million. The breakup of this expenditure is shown below.

2023-24 Budget - Operating Expenditure Consolidated

- Depreciation $25.53m — 27%
- Borrowing Costs $1.25m — 1%
- Cattle Purchase $1m — 1%
- Employee Costs $27.45m — 29%
- Materials, Contracts, Other $40.14m — 42%
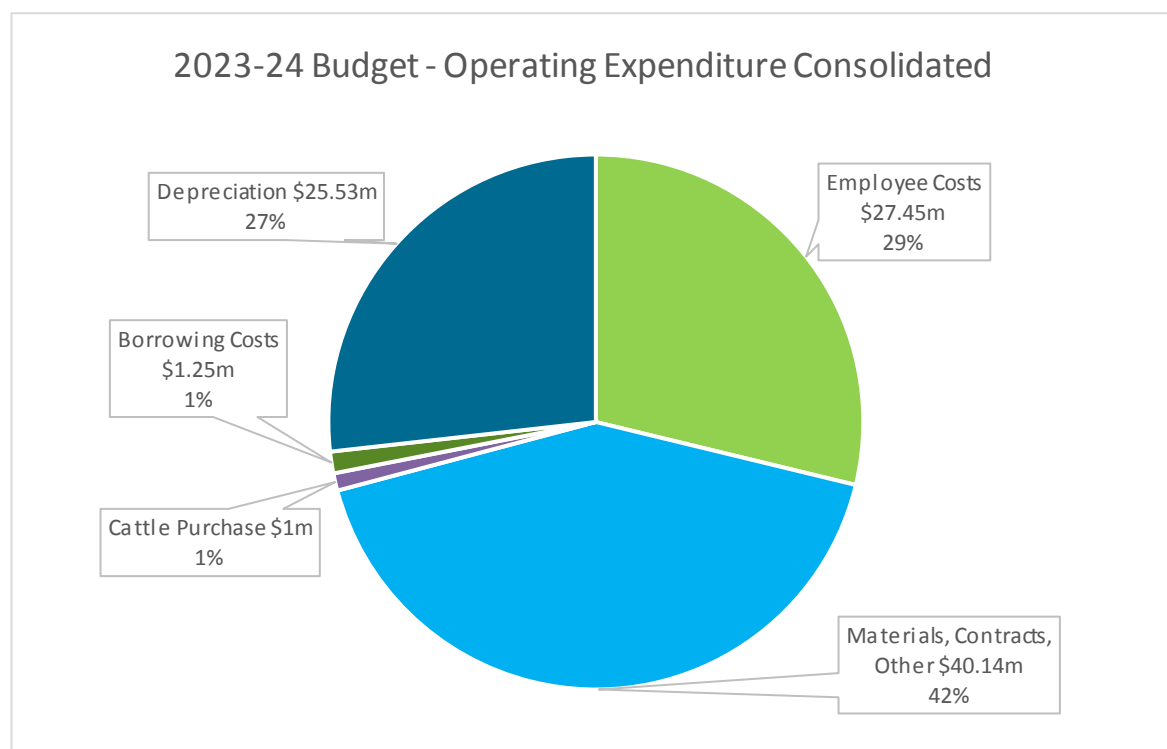
2023-2024 Income Statement

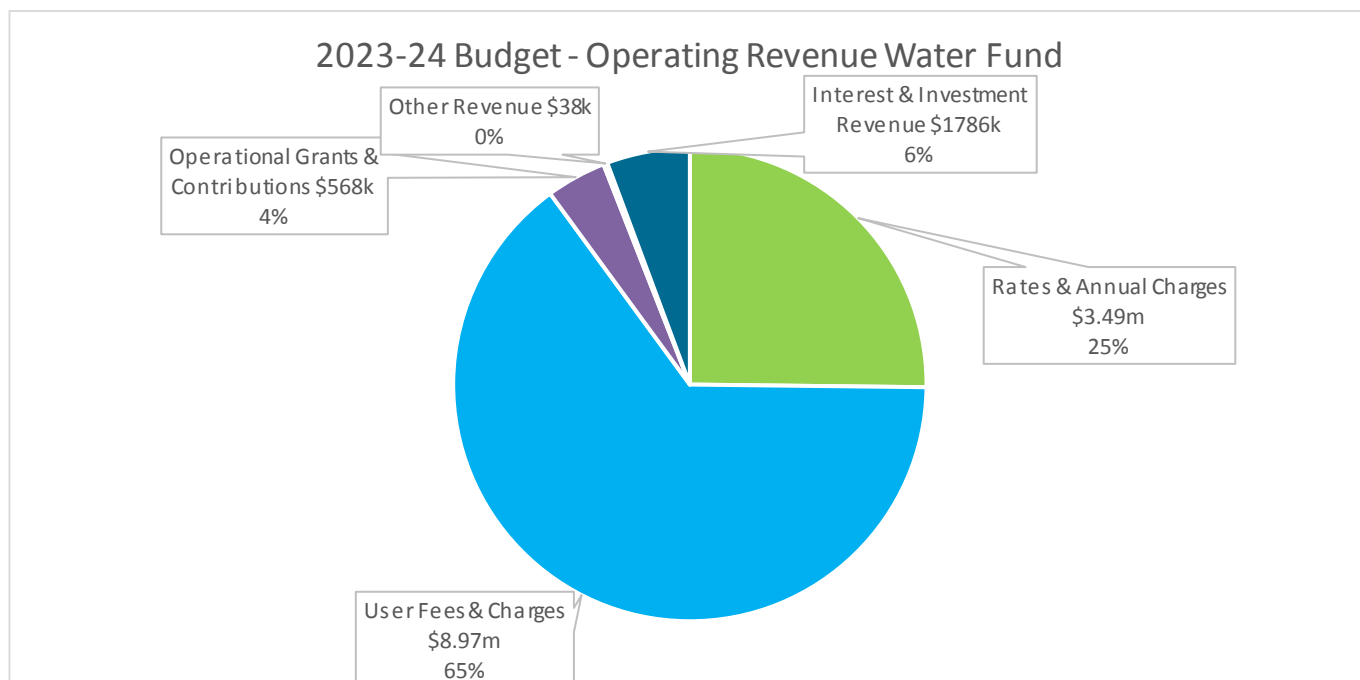| $'000	General Fund	Water Fund	Sewer Fund	Kempsey Road	Consolidated Result
Revenue					
Rates and Annual Charges	32,359	3,489	7,382	-	43,230
User Charges and Fees	21,199	8,975	263	-	30,437
Operating Grants and Contributions	13,119	568	564	-	14,251
Capital Grants and Contributions	11,489	1,259	463	80,000	93,210
Other Revenues	2,541	39	82	-	2,662
Cattle Sales	-	-	1,500	-	1,500
Interest and Investment Revenue	1,462	786	575	-	2,823
Total Revenue	**82,169**	**15,116**	**10,828**	**80,000**	**188,113**
Operating Expenses					
Employee Costs	25,047	1,130	1,278		27,455
Borrowing Costs	742	509	-		1,251
Materials and Contracts	29,455	6,625	4,060		40,140
Depreciation	19,298	4,261	1,973		25,532
Cattle Purchases	-	-	1,000		1,000
Total Operating Expenses	**74,542**	**12,525**	**8,311**	**-**	**95,378**
Net Surplus/(Deficit)	**7,627**	**2,591**	**2,518**	**80,000**	**92,735**
Operating Surplus/(Deficit)	**(3,862)**	**1,332**	**2,055**	**-**	**(475)**

2023-2024 Balance Sheet

$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
ASSETS				
Current Assets				
Cash and Investments	49,887	22,631	24,888	97,404
Receivables	4,922	2,307	254	7,483
Inventories	1,692		941	2,634
Contract Assets	4,467	244		4,711
Other	739			739
Total Current Assets	**61,707**	**25,181**	**26,083**	**112,972**
Non-Current Assets				
Receivables	261			261
Inventories	1,147			1,147
Infrastructure, Property, Plant & Equipment (IPP&E)	912,217	207,308	111,287	1,230,811
Right of Use Assets	532			532
Non-current assets classified as "held for sale"				
Total Non-Current Assets	**914,157**	**207,308**	**111,287**	**1,232,751**
TOTAL ASSETS	**975,864**	**232,488**	**137,370**	**1,345,723**
LIABILITIES				
Current Liabilities				
Payables	10,860	240		11,100
Contract Liabilities	11,690	26		11,716
Lease Liabilities	2			2
Borrowings	2,847	541		3,388
Provisions	7,260			7,260
Total Current Liabilities	**32,659**	**807**	**0**	**33,466**
Non-Current Liabilities				
Lease Liabilities	576			576
Borrowings	5,365	8,179		13,544
Provisions	12,403			12,403
Total Non-Current Liabilities	**18,345**	**8,179**	**0**	**26,524**
TOTAL LIABILITIES	**51,004**	**8,986**	**0**	**59,990**
Net Assets	**924,861**	**223,502**	**137,370**	**1,285,733**
EQUITY				
Retained Earnings	766,583	202,877	124,831	1,094,291
Revaluation Reserves	158,278	20,625	12,539	191,442
Total Equity	**924,861**	**223,502**	**137,370**	**1,285,733**

2023-2024 Cashflow Statement

$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	32,178	3,557	7,446	43,182
User Charges and Fees	21,086	8,975	263	30,324
Interest and Investment Revenue Received	1,384	786	575	2,744
Grants and Contributions	105,790	1,712	963	108,464
Other	4,693	39	1,581	6,313
Payments:				
Employee Costs	(25,047)	(1,130)	(1,277)	(27,454)
Materials and Contracts	(27,282)	(6,575)	(5,061)	(38,917)
Borrowing Costs	(565)	(510)		(1,076)
Other	(2,174)	(50)		(2,224)
Net Cash provided (or used in) Operating Activities	**110,063**	**6,804**	**4,491**	**121,358**
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities		3,679		3,679
Sale of Property, Plant & Equipment (PPE)				
Payments:				
Purchase of Infrastructure & PPE	(109,041)	(9,973)	(4,389)	(123,404)
Net Cash provided (or used in) Investing Activities	**(109,041)**	**(6,294)**	**(4,389)**	**(119,724)**
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings				
Payments:				
Repayment of Borrowings	(2,971)	(510)		(3,481)
Repayment of Lease Liabilities	(5)			(5)
Net Cash Flow provided (used in) Financing Activities	**(2,976)**	**(510)**	**0**	**(3,486)**
Net Increase/(Decrease) in Cash	**(1,955)**		**102**	**(1,853)**
Plus: Cash - beginning of year	18,014		1,636	19,651
Cash - end of the year	16,060		1,738	17,798
Investments - end of the year	33,827	22,630	23,150	79,607
Cash & Investments - end of the year	**49,887**	**22,630**	**24,888**	**97,405**
Representing:				

$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
External Restrictions	27,408	22,630	24,888	74,926
Internal Restrictions	18,873			18,873
Unrestricted	3,605			3,605
Total	**49,887**	**22,630**	**24,888**	**97,405**

2023-2024 Equity Statement

$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
Opening Balance	837,234	220,911	134,852	1,192,998
Net Operating Result for the Year	87,627	2,591	2,518	92,735
Closing Equity Balance	**924,861**	**223,502**	**137,370**	**1,285,733**

Operating Budget Details

This year the detail of the operating budget was developed in two parts, the development of an income and expenditure base line and a detailed schedule of short term operating projects. This will enable clarity of basic operating costs and transparency in tracking of the short term operating projects. Council's project ledger is being restructured to enable this reporting. The detail of the operating budget is predominantly shown as short term operational projects in the operational plan.

Capital Budget

The 2023-2024 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.

In 2023-2024 council proposes to present two rounds of capital expenditure. Council has traditionally presented more capital projects than it has the capability and resources to deliver in a single year. By breaking capital projects into two rounds it is hoped that a more realistic capital works program is set whilst being prepared to undertake more capital work should timing and resourcing permit.

The first round includes estimated rollovers and new and ongoing works. The second round includes additional capital projects.

Using this criteria has produced a round one 2023-2024 capital program totaling $123 million as follows.

Capital Projects – Round One

Description	Budget	Grant Funding	Externally Restricted Funding	Council/Internally Restricted Funding	General Fund
General Fund	$29,041,221	$11,488,776	$70,000	$3,773,431	$13,709,014
Water Fund	$9,973,040	$1,258,683	$8,714,357	$-	$-
Sewerage Fund	$4,389,386	$462,919	$3,926,467	$-	$-
Kempsey Road Project	$80,000,000	$80,000,000	$-	$-	$-
Consolidated Result	**$123,403,647**	**$93,210,378**	**$12,710,824**	**$3,773,431**	**$13,709,014**

This is unusually high due to the inclusion of significant grant funded projects on Kempsey Road totaling $80 million. Kempsey Road has been impacted by a range of natural disaster events and is currently under a natural disaster declaration with restoration works being funded by Transport NSW and project managed by Council.

A full list of capital projects is contained on the following pages.

General Fund –Round One

Responsible Area	Project Description	Status	2023-24 Budget	Funding Source
Roads	Regional Roads Block Grant/Repair - 23/24 program	Ongoing	465,621	Grant
	Gravel Resheeting - 23/24 program - SRV likely to grow this program - identified during consultation	New	1,300,000	General Fund
	Urban Heavy Patching - 23/24 program	New	360,000	General Fund
	Urban Resealing- 23/24 program	New	718,000	General Fund
	Rural Heavy Patching - 23/24 program	New	370,000	General Fund
	Rural Resealing- 23/24 program	New	741,000	General Fund
	Footpaths renewal - 23/24 program - SRV likely to grow this program - identified during consultation	New	232,000	General Fund
	Kerb & Gutter renewal - 23/24 program - SRV likely to grow this program - identified during consultation	New	344,000	General Fund
	Cycleways renewal - 23/24 program - SRV likely to grow this program - identified during consultation	New	150,000	General Fund
	Causeways renewal - 23/24 program - SRV likely to grow this program - identified during consultation	New	217,000	General Fund
	Road safety improvements - 23/24 program	New	100,000	General Fund
	Culverts renewal - 23/24 program	New	261,000	General Fund
	Urban Road Rehabilitation - Barney St P1 & Markham St P2	New	492,225	General Fund
	SW Improvements - 23/24 program - Stage 1 of Bishops Crescent SW Upgrade	New	955,000	General Fund
	SW Improvements - 23/24 program - Black Mountain Subdivision Upgrade	New		
	SW Improvements - 23/24 program - Kurrawatha Ave Overland Flowpath works	New		
	SW Improvements - 23/24 program - Guyra Urban	New		
	Regional and Local Roads Repair Program - Heavy Patching local roads RWI	New	583,127	Reserves
	Regional and Local Roads Repair Program - Heavy patching local roads Stablilcorp	New	367,860	Reserves

	Regional and Local Roads Repair Program - Heavy Patching Regional roads (over & above repair noms 1-4, extra HPs for Bundarra Rd & Glen Innis Rd)	New	236,850	Reserves
	Regional and Local Roads Repair Program - Miller St Large Heavy Patch	New	223,000	Reserves
	Regional and Local Roads Repair Program - Culvert program	New	62,594	Reserves
Roads	**Total**		**8,179,277**	
PMO	Bakers Creek Bridge - Timber bridges replacement program - Tender Closed - to April OCM	Underway	2,019,371	Mixed Grant/General Fund
	Boorolong Creek Bridge - Timber bridges replacement program - Tender Closed - to April OCM	Underway	2,673,727	Mixed Grant/General Fund
	Laura Creek Bridge - Timber bridges replacement program - Tender Closed - to April OCM	Underway	2,270,378	Mixed Grant/General Fund
	Two Mile Waters Bridge - Timber bridges replacement program - Going to to Tender for Design - Reduce to 20% or so for Design only this year	Underway	50,000	Grant
	1st Culvert Herbert Park Rd - Timber bridges replacement program - Reduce to 20% or so for Design only this year	Underway	50,000	Grant
	Boundary Creek Bridge Lyndhurst Rd - Timber bridges replacement program - Reduce to 20% or so for Design only this year	Underway	50,000	Grant
	Kaurala Bridge - Old Armidale Rd Guyra - Timber bridges replacement program - Reduce to 20% or so for Design only this year	Underway	50,000	Grant
	Saumarez Road private access construction - $5k for redesign required + $10k in QS Fees	New	15,000	General Fund
	Rockvale Rd Upgrade - 2.2 km section - Design underway with NESE - Already Apportioned and scheduled for 2024	Underway	1,979,020	Grant
	New England Rail Trail - Funding Deed not yet signed	New	TBC	Grant
PMO	**Total**		**9,157,496**	
Parks	Armidale & Guyra Cemetery Plaque Beams	Ongoing	15,000	General Fund
	Stage 1 Creeklands Restoration Project	Underway	351,547	Grant

	Aquatic facilties review and implementation (YMCA)	Underway	200,000	General Fund
	Dumaresq Dam Fishing Jetty (compliment to the Dumaresq Dam Recreational area upgrade project)	Underway	144,000	Grant
	Playground Replacements Program (5 year program)	Underway	49,000	General Fund
	Smart Solar Bins	Underway	170,000	Grant
	Cemetery Management - Rural Cemeteries - Naming signage and entry conditions	Rollover	50,000	General Fund
	Stage 2 - Armidale pedestrian and bicycle safety solar lighting (Niagara St to UNE)	New	100,000	Grant
	*Fencing of Curtis Park Playground	New	TBC	General Fund
	LRCI phase 4 provisional sum - Playground Extension Armidale Creeklands	New	701,353	Grant
	LRCI phase 4 provisional sum - Albion Park Armidale Pedestrian Bridge	New	400,000	Grant
	LRCI phase 4 provisional sum - Armidale Sportsground Car Park – Stage 2	Underway	135,000	Grant
	LRCI phase 4 provisional sum - Sportsground Security Perimeter Fencing	New	305,000	Mixed Grant/General Fund
	Shelter, bbq and picnic tables at Guyra Skate Park		70,000	Section 7.12
Parks	**Total**		**2,690,900**	
Facilities	Guyra CAB and Library roof replacement - Timing to be confirmed to suit weather and contractor availability	Rollover	100,000	General Fund
	Facilities renewals 22/23	Rollover	231,766	
	Salto Expansion (building access system expansion with remote access capabilities)	Rollover	18,000	General Fund
	Furniture Replacement Program	New	30,000	General Fund
	Community Facilities - 23/24 renewal program	New	253,511	
	Community halls - 23/24 renewal program	New	71,980	General Fund
	Council Services - 23/24 renewal program	New	40,841	General Fund
	Recreational Facilities - 23/24 renewal program	New	238,441	General Fund

	Rental Properties - 23/24 renewal program	New	62,568	General Fund
	Show Ground/ Crown Lands - 23/24 renewal program	New	97,257	General Fund
Facilities	**Total**		**1,144,364**	
Waste	Weighbridge installation (2nd weighbridge at LSR waste facility)	Underway	200,000	Waste Reserve
	Equipment - Purchase a landfill compactor for the regional landfill	New	800,000	Waste Reserve
	PFAS treatment (Purchase a PFAS treatment plant for use at the regional landfill - subject to success of trial treatment)	Underway	300,000	Waste Reserve
Waste	**Total**		**1,300,000**	
Airport	Boundary Road Repair - Compliance issue	Underway	50,000	General Fund
	Airport Runway And Taxiways - Compliance issue	Rollover	1,943,185	Mixed Grant/ Reserve
	Replace Secondary Windsocks - Compliance issue	Rollover	30,000	General Fund
	Machinery Upgrade - WHS issue	Rollover	60,000	General Fund
	Stage 1 (design and planning) - Terminal Bathroom Upgrade - WHS issue	New	20,000	General Fund
	Stage 1 (design and planning) - General Aviation Hangars	New	20,000	General Fund
	Stage 1 (design and planning) - Taxiway Bravo - Compliance issue	New	20,000	General Fund
Airports	**Total**		**2,143,185**	
Plant & Fleet	**Undertake an annual program of plant purchase and sale**	**Ongoing**	**1,000,000**	**Reserve**
Design	Design and Planning Program to achieve 12 months ahead project ready across a three year period 23/24-25/26	Ongoing	511,000	General Fund
	Gasworks Remediation The Wedge - remediation of the former Armidale Gasworks Phase 2 of a 3 phase program	Underway	2,520,000	General Fund
Design	**Total**		**3,031,000**	

Corporate	BAU IT hardware - Replacement and upgrades of hardware as required	Ongoing	120,000	General Fund
	Library Collection Development in line with Library Collection management Policy	Ongoing	125,000	General Fund
	Access & Upgrades to Armidale Folk Museum to include accessible entrance, toilets, kitchenette and relocate office and storage	Underway	150,000	Grant
Corporate	**Total**		**395,000**	
	Total Round One General Fund Capital Projects		**$29,041,222**	

Water Fund – Round One

Water Security Project - Pre-construction works for Oaky River Dam, pipeline from Oaky to Armidale WTP & Malpas Dam raising - PWA Engaged	Underway/ rollovers	2,079,040	Water Fund
Oaky River Hydro Scheme - Purchase	Underway	4,070,000	Water Fund
Southern New England Landcare Guyra Dams Work - Completion of perimeter fence - Contractor currently surveying - Fencing contractor to be engaged in Q1	Underway	50,000	Water Fund
Water Main Replacements 23/24 program	Ongoing	800,000	Water Fund
Water Meter Replacements 23/24 program	Ongoing	200,000	Water Fund
Serviceline Replacements 23/24 program	Ongoing	250,000	Water Fund
Water Treatment Plant - Contingence budget for unplanned failures/ damages	Ongoing	200,000	Water Fund
Water Pump Stations - Contingence budget for unplanned failures/ damages	Ongoing	100,000	Water Fund
WTP Filter PLC I/O Replacement	New	200,000	Water Fund
New Pumping Station - Boorolong Rd/Weirs Rd - BECA to Review Design	New	500,000	Water Fund
Puddledock Dam Upgrades - compliance and safety	New	300,000	Water Fund
Armidale WTP - Ozone Plant Upgrades	New	110,000	Water Fund
WTP Tree Removal Program - safety for properties and infrastructure at the WTP	New	100,000	Water Fund

Regional WTP Masterplan - implementation to address issues at the plants - BECA Hunter H2O Engaged - EPA Requirement to Address	Underway/ rollovers	500,000	Water Fund
Malpas Dam & Guyra Dam Algae Control	New	100,000	Water Fund
Total		**9,559,040**	
Undertake an annual program of plant purchase and sale	Ongoing	414,000	Water Fund
Water Fund Total Including Plant and Fleet		**$9,973,040**	

Sewerage Fund – Round One

Sewer Mains Relining	Ongoing	2,680,000	Sewer Fund
Sewer Treatment Plant - Contingency budget for unplanned failures/ damage	Ongoing	100,000	Sewer Fund
Sewer Pump Stations - Contingency budget for unplanned failures/ damage	Ongoing	50,000	Sewer Fund
Effluent Reuse Farm - Diesel Irrigation Pump Replacement	New	40,000	Sewer Fund
STP Access Road Upgrade - Safety issues	New	30,000	Sewer Fund
Guyra STP Upgrade - to meet EPA licensing requirements	New	50,000	Sewer Fund
Armidale Sewerage Treatment Plant Upgrade	Underway	884,452	Sewer Fund
Sewerage Treatment Farm Centre Pivot	Underway	130,000	Sewer Fund
Total		**3,964,452**	
Undertake an annual program of plant purchase and sale	Ongoing	424,934	Sewer Fund
Sewer Fund Total Including Plant and Fleet		**$4,389,386**	

Capital Projects – Round Two

General Fund	$8,992,885	$3,637,660	$-	$810,000	$4,545,225
Water Fund	$9,950,000	$-	$9,950,000	$-	$-
Sewerage Fund	$1,885,000	$-	$1,885,000	$-	$-
Kempsey Road Project	$-	$-	$-	$-	$-
Consolidated Result	**$20,827,885**	**$3,637,660**	**$11,835,000**	**$810,000**	**$4,545,225**

General Fund - Round Two

Responsible Area	Project Description	Status	2023-2024 Budget	Funding Source
Roads	Footpaths New - 23/24 program	New	115,000	General Fund
	Kerb & Gutter new - 23/24 program	New	60,000	General Fund
	Rural Road Rehabilitation - Sections of 1-2km of roads that require reconstruction - SRV likely to grow this program - identified during consultation	New	1,118,000	General Fund
	Storm Water Pipe relining - 23/24 program - Add to Sewer Reline Program	New	150,000	General Fund
	Gross Pollutant Traps - Requires Addressing in terms of study and strategy	New	TBC	General Fund
	Urban Road Sealing Program	New	50,000	General Fund
Roads	**Total**		**1,493,000**	
PMO	Two Mile Waters Bridge - Timber bridges replacement program	Underway	1,019,946	Grant
	1st Culvert Herbert Park Rd - Timber bridges replacement program	Underway	477,557	Grant
	Boundary Creek Bridge Lyndhurst Rd - Timber bridges replacement program	Underway	700,785	Grant

	Kaurala Bridge - Old Armidale Rd Guyra - Timber bridges replacement program	Underway		1,439,372	Grant
	Saumarez Road private access construction	New		700,000	General Fund
PMO	**Total**			**4,337,660**	
Parks	**Guyra Aquatic Centre Asset renewals/upgrades**	**Rollover**		**200,000**	**General Fund**
Parks	**Total**			**200,000**	
Facilities	Library Relocation - Confirm a budget is needed for this			TBC	**General Fund**
	Neighbourhood Centre Refurbishment - Need Specific funding for this			TBC	**General Fund**
	Secure Deck Car Park (pedestrian access and safety improvement works)	New		150,000	**General Fund**
Facilities	**Total**			**150,000**	
Waste	*Leachate dam (if the results of the PFAS treatment plant trial do not support purchasing a PFAS treatment plant)	New*		200,000	**Reserves**
	Guyra Landfill remediation - Develop a rehabilitation/closure plan for approval by EPA	New		250,000	**Reserves**
	Regional Landfill - Install additional litter fencing to reduce windblown litter	New		60,000	**Reserves**
	Upgrade (automate) the Hillgrove WTS	New		300,000	**Reserves**
Waste	**Total**			**810,000**	
Airport	Stage 1 (design and planning) - Airport Terminal Lounge Chair Upgrade	**New**		100,000	**General Fund**
	Stage 1 (design and planning) - Carparking Boomgates	**New**		10,000	**General Fund**
Airport	**Total**			**110,000**	

Plant & Fleet	Undertake an annual program of plant purchase and sale	**Ongoing**	**1,231,225**	**Reserves**
	Depot Improvements - Strategy, Plan, Gates, Survey, Sealing of Hardstand, Fuel Bowsers, Security	**New**	**TBC**	**Reserves**
Plant & Fleet	**Total**		**1,231,225**	
Design	**Design and Planning Program to achieve 12 months ahead project ready across a three year period 23/24-25/26**	**Ongoing**	511,000	**General Fund**
Design	**Total**		**511,000**	
Planning & Activation	Court House Maintenance	New	TBC	Mixed Grant/ General Fund
	Rail Yard Lease Acquisition/ Capital improvements	New	TBC	Mixed Grant/ General Fund
Planning & Activation	**Total**		**TBC**	
Corporate	Renewable Energy Assets	**New**	**100,000**	**General Fund**
	Council Service Counters - Accessibility upgrades	**New**	**50,000**	**General Fund**
Corporate	**Total**		**150,000**	
	Total General Fund Round Two		**$8,992,885**	

Water Fund – Round Two

Project Description	Status	2023-2024 Budget	Funding Source
Regional WTP Masterplan - implementation to address issues at the plants	Underway/ rollovers	1,500,000	Water Fund
Malpas Dam & Guyra Dam Algae Control - BECA Hunter H2O Investigation foirst	New	650,000	Water Fund
Ground Water Infrastructure - monitoring, testing and connection/commissioning work - Existing Program - Defer to Q2 only if resources become available	Underway/ rollovers	500,000	Water Fund
Pump Replacement & Overhaul	New	50,000	Water Fund
Marsh St Distribution Main Renewal	New	1,800,000	Water Fund

Project Description	Status	2023-2024 Budget	Funding Source
Stage 1 (investigation) - Guyra - Additional Reservoir	New	150,000	Water Fund
Stage 1 (investigation) - Lynland Pk - Additional Reservoir (to service Airport industrial area)	New	150,000	Water Fund
Malpas and Guyra Dam - Instrumentation/ telemetry installation	New	200,000	Water Fund
Gara Dam Safety Upgrades, Hamel Bridge and investigate decommissioning of dam	New	250,000	Water Fund
Raw Water Mains - Valves & Fittings Renewal	New	200,000	Water Fund
Lynland Pk Water Entitlements investigation	New	500,000	Water Fund
Automatic Meter Reading - Installation of software and hardware	New	4,000,000	Water Fund
Total water Fund Round Two		**$9,950,000**	

Sewerage Fund – Round Two

Project Description	Status	2023-2024 Budget	Funding Source
STP Access Road Upgrade - Safety issues	New	320,000	Sewer Fund
Guyra STP Upgrade - to meet EPA licensing requirements	New	150,000	Sewer Fund
Vent Stack Replacements - 23/24 program	New	110,000	Sewer Fund
Pump Station Upgrades	New	50,000	Sewer Fund
New & Upgraded Machinery Sheds at Armidale STP	New	250,000	Sewer Fund
Pump Station Self cleaning Jetters	New	75,000	Sewer Fund
Manhole Rehabilitation - 23/24 program	New	30,000	Sewer Fund
Upsizing of Sewer mains 500m @Martins Gully - Facilitate Airport Business park development	New	700,000	Sewer Fund
Mains Duplication - 23/24 program	New	200,000	Sewer Fund
Total Sewer Fund Round Two		**1,885,000**	

Key Performance Indicators

All NSW councils are assessed against the Fit for the Future key performance indicators. These indicators, along with other information, can help to determine if a council is financially sound, operating efficiently and in a strong position to guide community growth and deliver quality services.

The 2023-24 budget produces the following results against these indicators:

Fit For The Future Ratios	Benchmark	General Fund	Water Fund	Sewerage Fund	Consolidated Result
Operating Performance Ratio	>0%	(5.45%)	9.61%	19.82%	(0.49%)
Own Source Operating Revenue	>60%	69.89%	88.37%	91.11%	74.60%
Unrestricted Current Ratio	>1.5x	2.04	26.8	N/A	2.04
Debt Service Cover Ratio	>2.0x	4.36	5.98	N/A	5.57
Building & Infrastructure Renewals Ratio	>=100%	181.89%	91.86%	181.91%	166.21%
Infrastructure Backlog Ratio	<2%	9.42%	15.4%	6.35%	10.16%
Asset Maintenance Ratio	>100%	88%	100%	100%	91%

Long Term Financial Plan

The IP&R framework requires Council to prepare a Long Term Financial Plan (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 *Advancing our Region Community Plan 2022-2032* and *Delivery Program 2022-2026*;

- 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 LTFP was reviewed and adopted in January 2023. The LTFP will be reviewed once the result of the SRV application is known. A revised LTFP will be prepared in early 2023-2024.

Community Grants & Contributions

Council provides direct financial support and other forms of support, including in-kind contributions to a range of community groups. Direct financial support is shown in the table below.

Local Area Committees (LACs)	Various	$24,500
Aboriginal Cultural Centre & Keeping Place (ACCKP)	Operating Subsidy	$34,000
Armidale Neighbourhood Centre	Operating Subsidy	$80,000
Various	Council led Community Grants Program	$124,210
Arts North West	Program funding	$23,000
New England Regional Art Museum (NERAM)	Operating Subsidy	$380,000
New England Weeds Authority (NEWA)	Operating Subsidy	$260,000
Sports Council	Sporting Facility Fees Contribution	$40,000
Southern New England Land Care	Armidale Urban Planting Maintenance Malpas Catchment Project Community Resource Centre Support	$82,079
Hillgrove Local Area Committee	Subsidy for mowing	$6,947
Discretionary	Available for small one off applications thought out the year	$10,000
Total		**$1,064,736**

Restore and thrive

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Appendix A

The six pillars
of the Community Plan

There are six key pillars in the Advancing our Region Community Plan. Within each pillar are two goals – these are the key community aspirations that we seek to achieve.

Thriving Region Economy & Tourism

Connected Region Transport & Technology

Future Region Sustainability & Resilience

Liveable Region Places & Spaces

Enriched Region Community & Culture

Strong Region Engagement & Responsibility

Our
Community Vision

We want a harmonious region which celebrates the diversity and uniqueness of our communities, provides opportunities for all people to reach their potential, encourages engagement with our environment, cultures and lifestyles, while supporting growth, opportunity and innovation.

Goal 1 : A strong economy, sustainable growth, and opportunity - Strategies:

- Attract new job creating investment to the region
- Support existing businesses and local industries to grow, prosper, change and adapt
- Plan and enable sustainable job and economic growth
- Champion local employers to provide employment and training opportunities
- Foster a culture of lifetime education and ensure local education services meet the needs of our community

Goal 2 : A destination of choice, renowned for its beauty, heritage, and unique attractions - Strategies:

- Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW
- Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys
- Provide attractions and events that enhance our region's offering to locals and Tourists
- Encourage locals to shop in the region, and make our region the choice for shopping in the broader New England area

Goal 1 : Quality infrastructure that makes it safe and easy to travel around our region - Strategies:

- Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities
- Support the implementation and usage of active transport infrastructure across the region

Goal 2 : Transport and technology that enable connectivity both locally and outside the region - Strategies:

- Provide access to public and private transport services that link our community to our local towns and villages, other regions, our local attractions, and lifestyle infrastructure.
- Promote and encourage the establishment and uptake of sustainable transport options and services
- Utilise our access to the high-speed data and advancing technology to increase connectivity within and outside our region

Goal 1 : A flourishing natural environment that is protected and enhanced - Strategies:

- Promote and support biodiversity protection and management
- Protect and enhance our waterways, catchments and creek lands
- Foster collaborations that improve understanding and action to protect our natural environment

Goal 2 : A clean, green, and responsible region Strategies:

- Proactively adapt to and mitigate the local impacts of climate change
- Promote and increase use of renewable resources and alternative energy sources
- Collect, handle, dispose, recycle and reuse waste responsibly and innovatively
- Create a cleaner, healthier environment with good air quality
- Ensure the community is provided with safe and accessible water that is sustainably managed now and into the future
- Prepare for, prevent, and manage natural disasters

Goal 1 : Public spaces and infrastructure that facilitate health, community connections and opportunities - Strategies:

- Provide appropriate, planned and maintained facilities that allow people to meet, congregate and learn
- Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and healthy ecosystem.
- Foster towns and villages that are vibrant, well-serviced and supported to achieve their localised priorities
- Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state, and national events
- Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors

Goal 2 : Proactive, responsible, and innovative regional planning that grows us sustainably - Strategies:

- Plan for and enable growth that supports a sustainable local economy
- Ensure adequate and available housing to meet community needs
- Preserve and enhance our architecture and heritage
- Protect prime agricultural land and support future innovations and industries

Goal 1 : Access to the services and support that facilitate quality of life - Strategies:

- Ensure health and community service provision meets the needs of our growing and ageing population
- Recognise and support the diverse needs of our community
- Foster safety and security within our community and support the provision of basic needs

Goal 2 : A proud, inclusive, and cohesive community that celebrates our region in all its diversity and culture - Strategies:

- Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene
- Provide public access to facilities that enhance our learning, social and culture fulfilment
- Celebrate our local Aboriginal history and traditions, and support cultural understanding and development
- Celebrate our rich regional history and heritage
- Create an inclusive and cohesive community that celebrates differences and similarities
- Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life

Goal 1 : An informed and actively engaged community, that builds partnerships and shapes its future - Strategies:

- Help the community to be informed and have input into decisions about its region and future
- Create partnerships between our community, levels of government and businesses that contribute to our growth and development
- Empower the community and our leaders to make positive change and to unify the region

Goal 2 : Strong governance and leadership that supports our region to grow and prosper - Strategies:

- Provide a strong, transparent, sustainable, and responsive governance for our region
- Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources
- Manage public resources responsibly and efficiently for the benefit of the community
- Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies

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