

Operational Plan and Budget 2022-2023



RESTORE & THRIVE

ARMIDALE
Regional Council

Introduction

The *Operational Plan and Budget 2022-2023* includes a list of actions designed to achieve the first year of the four-year Delivery Program, and to deliver the programs and services that the community expects and needs.

It also includes a budget to forecast and allocate revenue and expenditure across the business for the upcoming financial year

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.

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 draft Delivery Program, Operational Plan and Budget. The new Council is focused on a platform of regional activation centered around growth, underpinned by fiscal responsibility, and seeking to put Armidale Regional Council back on a firm financial footing.

This is further underpinned by an ambitious target of 4,000 new jobs by 2040 in order to grow our 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 is swamping us – particularly our road network. 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, it is proposed that Council seek a Special Rate Variation (SRV) that would see rates increase by 50%, phased in over 3 years.

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

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

The proposed SRV is part of the solution to:

- Improve financial sustainability by 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.

Council's long-term vision is to retain future generations in the region and attract new residents through increased work opportunities, improved liveability and access to quality services. The Operational Plan and Budget 2022-2023 underpins this vision.

I commend the 2022-2023 Operational Plan and Budget as a bold foundation budget that clearly articulates to the community the strategic direction ARC intends to head and the mechanisms it will use to deliver a positive future for the community, in a responsible and sustainable manner that sets us on a path that achieves significant long-term prosperity.



James Roncon
General Manager,
Armidale Regional Council

Council’s Organisational Structure

Council is currently finalising a new organisational structure for Armidale Regional Council. As of June 2022, the current structure, which frames the reporting lines for our staff, is outlined below:



Our Workforce Values

Council is committed to creating a workplace where staff hold the below values at the core of our behaviour and conduct.

Inclusion

Having positive interactions with other staff and valuing all staff for who they are. Valuing diversity and allowing for real opportunities for all staff to have meaningful relationships.

Wellbeing

What is ultimately good for staff, what is in the self-interest of staff to ensure they are comfortable, healthy and happy in the workplace

Transparency

Conducting your duties in a way that creates openness between managers and staff by sharing information freely in an effort to benefit Council, staff and the Community.

Commitment

Taking ownership of your work and being an ambassador for Council through a willingness to get involved.

Our Culture Journey

In the past 12 months, 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.



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 2022-2023 is part of a suite of documents that have recently been reviewed and 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**
 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 2022-2023**
 An annual plan of actions that support the Delivery Program and includes the annual budget allocations to support the activities to be undertaken

Advancing our Region Community Plan

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

Economy and Tourism

Connected Region

Transport and Technology

Future Region

Sustainability and Resilience

Liveable Region

Places and Spaces

Enriched Region

Community and Culture

Strong Region

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 2022-2023* includes a list of actions designed to achieve the first 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 future application for a Special Rate Variation (SRV), which Council plans to discuss with the community during the 2022-2023 Financial Year.





What does this document include?

Operational Plan 2022-2023

The Operational Plan determines which key projects are budgeted and approved for the financial year 2022-2023 and sets the parameters used to measure the progress and success of these projects, as well as the services Council provides.

The Armidale Regional Council Operational Plan 2022-2023 has been compiled following extensive discussions and workshops with Council staff and Councillors.

The actions contained in the Plan have been aligned to the year of delivery outlined in the Delivery Program 2022-2026, 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.

Each function or service outlines the key outputs, key stakeholders, links to the Community Plan and Delivery Program, 2022-23 Actions, measures, and budget, and gives a clear picture of the responsibilities of each department.

Office of the General Manager	Corporate and Strategy	Assets and Services	Sustainable Development
			
<p>GM Office Communications and Engagement People and Culture</p>	<p>Airport Community Services Customer Service Finance and Procurement Governance, Strategy and Risk Information Technology Libraries, Museums and Visitors Information Centre Guyra Preschool Property Management Tourism and Events</p>	<p>Asset Management Investigation and Design Parks and Recreation Major Projects Management Facilities Fleet Roads Sewerage Waste Management Water</p>	<p>Certification Regulatory Services Strategic Land Use Planning Regional Activation Sustainable Development</p>

TABLE KEY	OP Operational Project, Program or Service	CAP Capital Project
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Link to Delivery Program Initiative/s that the action seeks to achieve

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget
HR Management System	Implement Human Resources Management System – Technology 1 - to provide an all in one online platform to support HR and Payroll functions for employee and workforce management.	OP	T1.4.2	\$10,000

Allocated project budget \$, or associated operations budget number – full budget number list on page 85

Budget 2022-2023

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.



Malpas Dam

Operational Budget Summary

The 2022-2023 Budget has formed in the context of the previous Special Rate Variation position to 'maintain services' which was described as:

This option will result in current levels of service maintained in the short term; however the asset renewal backlog will increase. This will increase costs in the medium to long term placing a financial burden on future generations. Council will have limited options to fund new assets as the region grows.

As the previous SRV was obtained in 2021, Council now faces the challenge of determining whether to drop service levels so that it can meet the key performance indicator benchmarks prescribed by the Office of Local Government or seek an increase in funding, including by way of a Special Rate Variation.

Unfortunately, it is not possible for Council to 'do nothing' at this juncture and a range of difficult decisions are needed to address the poor financial outlook for the General Fund. This is critically important because the General Fund contains provision for all Council services apart from water and sewerage and the funding available supports the maintenance of critical assets such as roads, bridges, pathways, kerbs, stormwater drains and public buildings.

Council has considered this issue and has determined that a further drop in service levels is not in line with the community feedback it has received through the IP&R process and other community feedback processes. Council's vision for the Armidale Regional Council area is for a growing and sustainable community but this will not be possible with cuts to services, a deteriorating road network, limited ability to fund asset replacement and no funding for new or upgraded assets unless it can be sourced by way of a grant.

As such, the 2022-2023 budget has taken 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
- Asset renewal funding requirements identified in the Ten Year Capital Works program

Further detail on the above areas is contained in the Resourcing Strategy, which includes the Long-Term Financial Plan. The 2022-2023 budget includes a consolidated operating deficit of almost \$1 million with the following fund results:

Fund	Operating Surplus/Deficit
General Fund	(\$3,193,172)
Water Fund	\$1,284,942
Sewerage Fund	\$912,034
Consolidated Result	(\$996,196)

Capital Budget Summary

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

The 2022-2023 Capital Budget includes approximately \$98 million worth of infrastructure projects including scheduled and ongoing asset renewal investment.

This is unusually high due to the inclusion of significant grant funded projects on Kempsey Road totaling \$63 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.

Many projects are partially funded through State and Commonwealth funding grants, allowing Council to undertake major projects that will protect and grow our region. These projects are governed by the terms of the grant including completion dates and have had to be prioritised for this reason. Council is also fast-tracking a number of key projects, ensuring they are shovel-ready with the appropriate planning, design and business cases necessary to kick-start if further funding becomes available.

Capital Budget projects are identified throughout the Operational Plan under the heading 'Source'. A summary of funding sources for the Capital Budget is below:

Description	Budget	Grant Funding	Externally Restricted Funding	Council/Internally Restricted Funding
General Fund	\$84,245,091	\$72,512,094	\$50,000	\$11,682,997
Water Fund	\$12,125,790	\$4,887,895	\$7,237,895	\$0
Sewerage Fund	\$1,550,000	\$0	\$1,550,000	\$0
Consolidated Result	\$97,920,881	\$77,399,989	\$8,837,895	\$11,682,997

Office of the 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	Key Stakeholders	
<ul style="list-style-type: none"> 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 	Internal: <ul style="list-style-type: none"> Mayor and Councillors General Manager Executive Leadership Team Broader Council staffing group 	External: <ul style="list-style-type: none"> Office of Local Government Neighbouring Councils State and Commonwealth 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-served and supported to achieve their localised priorities

- L1.3.3 Develop a Guyra Precinct Group

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
ARC Style Guide	Prepare an Armidale Regional Council Style Guide	OP	S1.1.2	#210650
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
New England Joint Organisation membership	Contribute a subscription fee to the New England Joint Organisation, along with other New England Councils, to facilitate its executive operations. Key projects for Joint Organisation identified in areas of: Sustainable Economic Growth; Educated, Healthy Connected and Communities; Investment in Critical Infrastructure	OP	S1.2.2	\$30,000
Government advocacy package	Prepare an Advocacy Strategy to foster constructive relationships with State and Commonwealth representatives and agencies	OP	S1.2.3	#210650

Councillor information system review	Review Bigtincan functionality, price etc. against comparable products in conjunction with Councillors and the General Manager	OP	S1.3.1 S2.4.2	#201650
Councillor professional development	Conduct a program of Councillor Professional Development	OP	S1.3.1	#210653
Council Key Pillar Working Groups	Establish and operate Council Key Pillar Working Groups	OP	S1.2.1	\$25,000
Guyra Precinct Group	Develop a Guyra Precinct Group	OP	L1.3.3	\$25,000

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: <ul style="list-style-type: none"> • 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

Measures

Measure	Source
Mayor and Councillor satisfaction levels - qualitative and quantitative survey - determine baseline	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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(3,104,971)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	(35,000)
Operating Surplus/(Deficit)	(3,104,971)	Capital Surplus/(Deficit)	(35,000)

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	Key Stakeholders
<ul style="list-style-type: none"> Strategic and technical Human Resource Management support Organisation development and culture Employee relations Workforce planning Employee development and succession planning Performance Management System operation 	<ul style="list-style-type: none"> Recruitment support Safety Safety systems development Safety management system Safety committees Safety Auditing and Governance
	People and Culture: <ul style="list-style-type: none"> Staff Management Industrial Associations Local Government NSW Community Work Health and Safety
	<ul style="list-style-type: none"> Workers Compensation Insurer SafeWork NSW General Manager Contractors

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
HR Management System	Implement Human Resources Management System – Technology 1 – to provide an all-in-one online platform to support HR and Payroll functions for employee and workforce management	OP	T1.4.2	\$10,000
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	T1.4.2	#210701
Salary System Review	Complete a Salary System Review	OP	S2.1.5	\$100,000
Future Leaders Program	Develop and implement a Developing Future Leaders program	OP	S2.1.5	#210701
Contractor Management Review	Review contractor management across the organisation and develop a Contractor Safety Compliance Strategy	OP	S2.1.6	#210607
Restore and Thrive culture development	Continue to develop and support the 'Restore and Thrive' culture journey	OP	S2.1.7	\$200,000

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	<ul style="list-style-type: none"> Implement a transformational change management program that motivates, sustains and rewards growth within an inspiring organisational culture 	S2.1.5,	#210701
	<ul style="list-style-type: none"> Develop and implement a learning and organisational development program 	S2.1.6,	
	<ul style="list-style-type: none"> Develop an employee incentive and wellbeing program 	S2.1.7	

Measures:

Measure	Source
Two school-based trainees provided with trainee/employment opportunities within the financial year	Council data
All new staff inducted within 8 weeks of employment	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
Develop a Performance Management Framework by June 2023	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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	4,613	Capital Revenue	
Operating Expenditure	(2,611,782)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(2,607,169)	Capital Surplus/(Deficit)	0

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

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Internal communications Community engagement Focus groups Surveys Your Say (Public Exhibition) Project engagement support and advice 	<ul style="list-style-type: none"> Advertising, including media and creative Media releases Public relations Crisis management External communications Social media Media liaison/monitoring
	<ul style="list-style-type: none"> A diverse range of community members across the local government area Government Ministers and Staff - State and Commonwealth Neighbouring councils Armidale Regional Council – Mayor, Councillors and Staff Community groups and organisations People with disability Aboriginal community

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Review the Engagement Platform	Review the engagement platform yoursay.armidale.nsw.gov.au for usability, cost efficiency and integration	OP	S1.1.1	#210057
Communications Strategy development	Update Council's Communications Strategy to enhance the delivery of information to key stakeholders and the community with a focus on digital communications channels. The Communications Strategy will align with the objectives of the Community Engagement Strategy	OP	S1.1.2	#210057

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%	Yoursay.armidale.nsw.gov.au subscriber list

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(630,922)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(630,922)	Capital Surplus/(Deficit)	0

Corporate & Strategy



Airport

Department: Airport

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

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Maintain aerodrome compliance through maintenance, inspections and improvements Transport security compliance A safe, effective and efficient welcoming airport environment including airport services, security and adequate parking 	<ul style="list-style-type: none"> Airline stakeholders – QantasLink, Regional Express, Fly Corporate Airport passengers and terminal users Airport stakeholders/local users – Armidale Aviation Services, Aus Flight Handling, MSS Security, VIVA Fuel Airport users – general aviation Armidale Regional Council staff – airport, finance, human resources, work health and safety Civil Aviation Safety Authority (CASA)
<ul style="list-style-type: none"> Stakeholder and investor consultation and engagement including lobbying, to ensure continued airlines services and financial surety for the business unit Development opportunities to increase the services and financial effectiveness of the Airport business unit 	<ul style="list-style-type: none"> Australian Airports Association Commonwealth Department of Home Affairs Commonwealth Department of Industry Commonwealth Department of Infrastructure NSW State Government Australia Commonwealth Government State Member of Parliament Commonwealth Member of Parliament

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Airport runway and taxiways	Asphalt overlay or reseal for main runway – last completed in 2000	CAP	C2.1.4	\$750,000
Replace secondary windsocks	Replacement of windsock post in response to CASA compliance requirements	CAP	C2.1.4	\$30,000
Airport Apron Lighting Modification	Modify airport runway lighting in response to CASA compliance requirements	CAP	C2.1.4	\$100,000

Title	Operations	Delivery Program	Budget #
Airport Operations	Operate the Armidale Regional Airport including: <ul style="list-style-type: none"> 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
Airport certification and compliance	Annual Technical Inspection, Annual OLS Survey, Transport Security Program Audit
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 the Department of Home Affairs requirements and legislation	Airport SMS incident reporting / Department of Home Affairs reporting, weekly security meeting/toolbox
Maintain or increase satisfaction score for 'Airport operations' - => 3.65/5 mean score	ARC Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	2,317,079	Capital Revenue	
Operating Expenditure	(2,853,530)	Asset Disposals	
Corporate Overheads	(510,669)	Capital Expenditure	(880,000)
		Loan Repayments (Principal)	(298,638)
		Transfers (To)/From Reserve	100,000
Operating Surplus/(Deficit)	(1,047,120)	Capital Surplus/(Deficit)	(1,078,638)

Community Services

Department: Communications and Marketing

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

Key Outputs	Key Stakeholders	
<ul style="list-style-type: none"> Provide support and advocacy for local youth 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 community members such as refugees and the disabled. 	<ul style="list-style-type: none"> Aboriginal Culture Centre and Keeping Place (ACCKP) Youth Service Providers Aboriginal Elders and Community Members and Aboriginal Support Services Aboriginal Land Councils Family and Community Services (FACS) Commonwealth Home Support Programme (CHSP) 	<ul style="list-style-type: none"> Tablelands Community Transport (TCT) Armidale Neighbourhood Centre The Hub at Guyra Community members Community housing developers NSW Government

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

2022/2023 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
Child Safety Framework	Implement Child Safety Framework and Initiatives across Council in collaboration with People and Culture and Governance	OP	S2.1.2	#220131

Health and community services access	Consider health and community service advocacy and access initiatives through the Enriched Region Key Pillar Working Group and utilise opportunities to lobby local and state representatives to raise health services access	OP	E1.1.1	#220131
Disability Inclusion Action Plan	Implement the revised and adopted Disability Inclusion Action Plan 'Year 1 Actions' including staff training, mobility map and Disability Day	OP	E1.2.1	#220131
Promotion of youth opportunities and events	Promote events, training, and job opportunities for young people through Council's information channels	OP	E1.2.4	#220151
Refugee Resettlement Program	Support Settlement Services International and Northern Settlement Services in Refugee Resettlement Program	OP	E1.2.6	#220131
Housing and homelessness	Consider housing and homelessness initiatives through the Enriched Region Key Pillar Working Group	OP	E1.3.2	#220131
Social Cohesion Framework	Develop a program of initiatives in line with the Social Cohesion Framework for Local Governments	OP	E2.5.2	#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 including the Seniors Extravaganza, Multicultural Inclusion Days, Disability Action and Inclusion Planning (DIAP), and NARWAN Project contributions		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		E1.2.2 E1.2.4	#220151
Youth Week Support and Activities	Provide a program of Youth Week activities – Youth Survey, incentives and prizes, and holiday programming (grant funded)		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: <ul style="list-style-type: none"> • NAIDOC Week activities (grant funded) • Organisation of 'A Day in the Dale' and cultural inclusion days • Land Title liaison • Aboriginal Advisory Committee Coordination • Aboriginal Advisory Committee and interagency meetings facilitation • Annual Mayor's Reconciliation Cricket Match 		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	Continue Volunteer Centre Operations through the Armidale Volunteer Referral Service, which helps members of the community find a volunteer position that suits their skills and interests Host International Volunteer Day, NSW Volunteer of the Year Awards, funded by the Department of Family and Community Services		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 policy		E2.5.2	#220182

Measures

Measure	Source
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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	354,795	Capital Revenue	
Operating Expenditure	(823,633)	Asset Disposals	
Corporate Overheads	0	Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(468,838)	Capital Surplus/(Deficit)	0

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

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> 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 to Council officers. 	<ul style="list-style-type: none"> 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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Customer Service Strategy	Adopt updated Customer Experience Strategy including actions to improve service to both external and internal customers	OP	S1.1.3	#210070
Customer Service Charter	Review and promote Customer Service Charter to Council officers to ensure consistent customer service to all customers	OP	S1.1.3	#210070
GIPA processing improvements	Implement streamlined Government Information (Public Access) Act (GIPA) process in collaboration with Governance	OP	S1.1.4 S2.1.1 S2.2.4	#210070
Cemetery bookings improvements	Review and improve cemetery booking and management system in collaboration with Parks and Gardens and IT	OP	S1.1.4 S2.2.4 S2.4.2	#210070
Receipting process improvements	Improve receipting processes across external businesses in collaboration with Finance	OP	S2.3.1 S2.2.4 S2.4.2	#210070

Title	Operations	Delivery Program	Budget #
Customer Service Activities	Provide the resources, training and systems to provide outstanding customer services to the community	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 GIPA, 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 2023	ARC Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(795,083)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(795,083)	Capital Surplus/(Deficit)	0

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	Key Stakeholders	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Office of Local Government NSW Treasury Corporation NSW Audit Office Forsyths Audit, Risk and Improvement Committee Various State and Commonwealth Government Departments (Grants and Statutory Returns) 	<ul style="list-style-type: none"> Suppliers and Contractors IT Vendors – TechnologyOne 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

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

C1.1.5 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.

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
SRV-funded maintenance and upgrades	Complete a program of expenditure of SRV Funding including: <ul style="list-style-type: none"> Kerb and Gutter program Footpath program Urban reseat program Rural reseat program Gravel re-sheeting Building renewal program 	CAP	S2.3.1, C1.1.2	\$1,550,690 (SRV funding)
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	WF	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

	1. Bill Print module 2. Major Agent module			
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	\$10,000
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
SRV application	Prepare project plan and apply for a Special Rate Variation to the Independent Pricing and Regulatory Tribunal in accordance with Council's adopted position	OP	S2.3.4	\$200,000

Title	Operations	Delivery Program	Budget #
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
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

Measures

Measure	Source
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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	25,416,540	Capital Revenue	
Operating Expenditure	(3,096,051)	Asset Disposals	
Corporate Overheads	7,885,941	Capital Expenditure	
Employee Oncost Recovery	2,872,306	Loan Repayments (Principal)	(35,902)
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	33,078,736	Capital Surplus/(Deficit)	(35,902)

Provision of governance and corporate planning services to facilitate the running of Council.

Key Outputs	Key Stakeholders	
<ul style="list-style-type: none"> • 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 • 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 	Internal: <ul style="list-style-type: none"> • Councillors • General Manager • Executive Team • Executive Office • Managers/ Coordinators • Finance • Customer Service • Facilities Management • Records Management/ ICT • Project Management Office 	External: <ul style="list-style-type: none"> • 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

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 facilitates Council's effective recovery and resilience building from a disaster

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Legal services resources review	Complete a Legal Services Resources Review to ensure efficient and economic use of legal services by Council	OP	S2.1.2	#210050
Risk Module implementation	Implementation of the Risk Management Module (software system)	OP	S2.1.4	#210050
Corporate planning software implementation	Implement the pulse software for corporate planning to streamline internal systems and ensure timely reporting to the community	OP	S2.2.1 S2.1.1	#210050
Organisation-wide service planning program	Deliver a program of service planning across the organisation to understand customer experience, services challenges, future trends and service levels	OP	S2.2.4 S2.2.1	\$90,000
Develop schedule for service reviews	Prepare a plan for the development and delivery of service reviews, including order of review for each department and mode of delivery	OP	S2.2.4 S2.2.1	#210309
TechOne integration with reporting system	Implementation of Tech One Integration to Pulse to align the financial system to the Pulse reporting system	OP	S2.4.2	#210050

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, and Risk Management Roadmap	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	S2.2.1 S2.1.1	#210309

Measures

Measure	Source
Accurate and current registers -2 x registers reviewed per year	Registers
Average days to resolve a GIPAA Act (formal and informal) – <45 business days	Disclosure Log
Average days to resolve an insurance matters 80% - <60 business days	Claims / Pathway
Number of open 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
Progress toward achievement of recommendations of PIO and governance review – 100 % completed by 30 June 2023	Performance Improvement Order Progress Reports
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
Complete service planning modules for all departments by March 2023	Council report
Develop a service review plan by 30 June 2023	Council report

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(2,143,691)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(2,143,691)	Capital Surplus/(Deficit)	0

Provide secure solutions using technology so that Council staff can deliver services to the community. This service includes the following departments: Records, IT, GIS, Business Improvement and Property/Name and address register.

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Records management – disposal, retention and digitisation A desktop with all the relevant applications for all the departments to do their job securely, affectively and remotely when required Mapping and other related data 	<ul style="list-style-type: none"> Process mapping and identifying inefficiencies in business processes and determining viable solutions Accuracy with the data contained in our Name and Address Register (NAR)
	<ul style="list-style-type: none"> All Council staff Councillors Audit, Risk and Improvement Committee Community

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Customer service system improvements	Implement IT customer service management software SYSAID to better manage IT helpdesk requests	OP	S1.1.4	\$10,500
Online bookings improvements	Develop and implement online bookings capabilities to generate operational efficiencies	OP	S1.1.4	\$10,000
Thompson Review (IT and Digital Services) finalisation	Implement selected recommendations from the David Thompson Review – IT and Digital Services Strategy including licence reviews, telephony optimisations, Citrix upgrade, and operating systems upgrades	OP	S2.4.2	#210910
IT software upgrade	Deliver a technology upgrade - MS 365 - that will provide enhanced functionality to staff and allow staff to work from anywhere	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	\$65,000
IT Upgrades and Renewals	IT upgrades and renewals	CAP	S2.4.2	\$106,000

Title	Operations	Delivery Program	Budget #
Information Technology Systems	Maintain and upgrade information technology systems	S2.4.1 S2.4.2 S2.4.3	#210910
Records preservation and management	Maintain records in line with the <i>State Records Act 1998 no. 17</i> to ensure the preservation and management of official and non-official records, and: <ul style="list-style-type: none"> Conduct disposal program Complete backlog of merger cataloguing and destruction 	S2.4.1 S2.1.1	#210040

Measures

Measure	Source
Sysaid implemented and weekly reporting on the number of IT incident and categories – completed by March 2023	Sysaid reports
Number of Audit, Risk and Improvement Committee Open IT Cyber-related items – halved by June 2023	ARIC Meeting Minutes
Implementation of MS Teams across Council – completed by December 2022	Operational Plan reporting
Improve satisfaction score for ‘online services’ - >3.14/5 mean score	ARC Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(3,379,164)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(106,000)
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(3,379,164)	Capital Surplus/(Deficit)	(106,000)

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

Key Outputs	Key Stakeholders	
<ul style="list-style-type: none"> Provide a modern and adaptable library service and collection in Armidale and Guyra Provide access to local history and heritage at Armidale Folk Museum, Hillgrove and Railway Museums Promote and highlight local attractions and events in the Armidale region through the Visitor Information Centre 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> schools in the region Home schooling groups Local tourism operators Arts Culture and Heritage Committee New England Conservatorium of Music (NECOM) New England Regional Art Museum (NERAM) Aboriginal Cultural Centre & Keeping Place (ACCKP) New England High Country

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
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

Collection digitisation	Continue the digitisation of collections including the Duncan Miller photograph collection	OP	E2.2.2	#220500
Library 'Smart Furniture' funding	Seek funding opportunities to introduce 'smart furniture' throughout the Guyra and Armidale Libraries	OP	E2.2.2	#220500
Folk Museum Upgrades	Investigate funding opportunities for the Armidale Folk Museum building upgrade works including: accessible entry, accessible toilet, kitchenette, and upgrades to storage and office area	OP	E2.4.1	#220605
Library Volunteer Program	Develop a volunteer program in our libraries that allows community members to be involved in enhancing our library service	OP	E2.6.2	#220500

Title	Operations	Delivery Program	Budget #
Arts and Culture Contributions	Provide the following contributions and sponsorships: <ul style="list-style-type: none"> 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	#220205
		E2.1.2	#220650
		E2.1.3	
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: <ul style="list-style-type: none"> 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 Providing support to community groups 	E2.2.1 E2.2.2 T1.5.1	#220500
Operation of local Museums	Operate the Armidale, Hillgrove and Railway Museums to enable: <ul style="list-style-type: none"> Promotion and preservation of our historical collections Programing and events such as exhibitions Collaboration with local arts, culture and heritage organisations to promote arts, culture and heritage across the region 	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
Commence volunteer program in our libraries – program commenced by June 2023	Operational Plan reporting data
Adoption of Arts and Cultural Strategic Plan – adopted by June 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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	263,800	Capital Revenue	
Operating Expenditure	(2,259,054)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(225,000)
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(1,995,254)	Capital Surplus/(Deficit)	(225,000)

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	Key Stakeholders
<ul style="list-style-type: none"> High quality education and care Long-day care services Pre-school services After school services Holiday care Community partnerships 	<ul style="list-style-type: none"> Early Years Learning Framework developmental milestones National Quality Standards compliance 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

2022/2023 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 Day care Centre	<ul style="list-style-type: none"> 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 2024	Department of Education license, financial statements/ budget

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	833,274	Capital Revenue	
Operating Expenditure	(773,968)	Asset Disposals	
Corporate Overheads	(154,658)	Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(95,352)	Capital Surplus/(Deficit)	0

Property Management

Department: Governance and Strategy

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		Key Stakeholders
<ul style="list-style-type: none"> Plans of management for all community and Crown Lands Native title management Commercial lease management Armidale Regional Council property development and divestment strategy 	<ul style="list-style-type: none"> Administration of Property Register Community Leases Register Crowns Lands function Strategic advice on property and land management to internal stakeholders 	<ul style="list-style-type: none"> 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

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

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

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

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Community shared spaces review	Review current community shared spaces and provide a report back to Council	OP	E2.5.3 L1.2.2	#210050
Property Divestment Program	Implement Stage 2 of the Property Divestment Program	OP	S2.3.6	\$200,000

Crown Lands Management review	Review and revise the Crown Land Plans of Management	OP	F1.1.3	#210050
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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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(305,000)	Asset Disposals	305,000
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(305,000)	Capital Surplus/(Deficit)	305,000

Marketing and positioning of the Armidale Region as a tourism destination, and delivery and support for a wide range of events to increase visitation and create a vibrant and liveable city.

Key Outputs	Key Stakeholders	
<ul style="list-style-type: none"> • Tourism marketing strategies and promotional material • A wide range of events that stimulate the economy and create a vibrant and liveable city • Increase in visitor numbers, overnight stays and visitor expenditure 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Armidale Region Schools • Sporting and Community groups • Local events, markets, theatre and musical groups • Armidale Region community • Visitors to the region

Community Plan and Delivery Program

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

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

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

C2.1.6 Seek funding for the New England Rail Trail from Ben Lomond to Armidale

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

C2.2.2 Develop a regional map series featuring popular and available cycling and walking routes and infrastructure

Liveable Region – Goal 2 – Public spaces and infrastructure that facilitate health, community connections and opportunities

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

L1.4.2 Attract regional, state, and large-scale sporting events, and increase sports tourism visitors by maintaining, enhancing, and promoting our high-quality sports facilities

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

E2.1.2 Promote regional arts and culture events and opportunities

E2.4 - Celebrate our rich regional history and heritage

E2.4.3 Promote the tourism value and opportunities of our local history, heritage and collections

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Inaugural Spring Games	Coordinate the inaugural Armidale Spring Games in October including hockey, cricket and football bringing thousands of players to the region	OP	L1.4.2	\$112,000
Contributions to local events	Provide the following contributions: <ul style="list-style-type: none"> World Endurance Mountain Bike Organisation Championship November 2023 (\$6,500) Guyra Christmas (Rotary, \$6,000) Dam Buster Sports Event (\$2,000) UNE 12hr in Piney (\$2,000) Guyra Lamb and Potato Festival (\$8,000 facility hire) Veterans Golf (\$2,000) Other contributions for new events in Villages HMAS 80th Anniversary contribution 	OP	T2.3.1 L1.4.2 E2.5.1	\$26,500
Funding for New England Rail Trail	Source additional funding opportunities for the New England Rail Trail	OP	C2.1.6	#210205
New Portable Stage	Purchase of a custom built portable stage to be able to utilise at Council run events and to hire to the Armidale Community	CAP	T2.3.1 T2.4.3	\$200,000 (grant funded)
Big Chill Festival	Organise and deliver the Big Chill Festival	OP	T2.3.1	\$300,000 (grant funded)

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: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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

Measures

Measure	Source
Increased engagement of 20% to the Waterfall Way and Visit Armidale Website	Google Analytics
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
Increase the yearly sporting events in Armidale through successful tendering and sponsorship	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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	312,000	Capital Revenue	310,000
Operating Expenditure	(944,083)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(310,000)
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(632,083)	Capital Surplus/(Deficit)	0

Assets & Services



Strategic Infrastructure Planning deliver key business outcome of asset management capability, which will include the development and maintenance of Council's asset management framework and coordination of infrastructure strategy and capital works planning.

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Facilitation and coordination of the Asset Management Framework Asset revaluations and capitalisations State of the Assets report
	<ul style="list-style-type: none"> Asset owners Finance team Asset management working group members Community 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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Asset condition assessments	Conduct and implement asset condition assessments and data improvement for more efficient financial management and improved understanding of asset performance	OP	S2.3.5	\$100,000
Water and sewerage assets valuation	Conduct a valuation of water and sewerage infrastructure assets in accordance with Australian Accounting Standards and external audit timeframes (every 5 years)	OP	S2.3.5 F2.3.3	\$70,000
Land and buildings valuation	Conduct a valuation of land and buildings in accordance with Australian Accounting Standards and external audit timeframes (every 5 years)	OP	S2.3.5 F2.3.3	\$70,000
Asset systems review	Complete an Asset Management system investigation and potential implementation (pending integration options with other Council areas) including software, training, consultants and tools	OP	S2.3.5 S2.4.2	\$100,000

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	Deliver the Asset Management Framework in line with Council's policies and plans and community expectations	S2.2.5 S2.3.5	#210305

Measures

Measure	Source
Staff training to upgrade skills and knowledge of asset management techniques - 100% of training completed by June 2023	Certificates
Conduct a valuation of water, sewerage, land and buildings infrastructure assets - 100% completed by June 2023	External audit report
Asset Management Framework – developed and implemented by end of 2025, with 25% of the works complete by June 2023	Reports to ELT

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(1,053,538)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	100,000
Operating Surplus/(Deficit)	(1,053,538)	Capital Surplus/(Deficit)	100,000

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.

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Investigation Infrastructure design Engineering survey and construction set out Engineering support Management of engineering design code and standards 	<ul style="list-style-type: none"> Internal infrastructure departments Sustainable Development staff Local development industry including developers, consultants Community members and contractors 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

C1.2 - 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

2022/2023 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	CAP	S2.2.3	#210303
Gasworks ongoing Remediation	Gasworks Remediation of offsite areas designated by EPA - plan all three areas, complete one area per year over three year period	CAP	F1.2.1	\$450,000
Design and planning program	Design program to achieve 12 months ahead project ready across a three year period FY21/22 - 23/24	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	\$595,000

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

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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	8,713	Capital Revenue	
Operating Expenditure	(817,858)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(1,045,000)
		Loan Repayments (Principal)	(336,164)
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(809,145)	Capital Surplus/(Deficit)	(1,381,164)

Plant, Fleet and Facilities

Department: Plant and Facilities

Plant and Facilities operate as a commercial business in the service delivery of plant and fleet operations, maintenance, servicing, mechanical repairs, metal fabrication/ manufacturing, plant hire and workshops. It also includes the management of Council facilities and buildings (e.g. Guyra Showground, halls and saleyards) which are managed to achieve effective and where possible commercial returns. These businesses are to be delivered in a safe, efficient and effective manner to their customers.

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Acquisition, allocation, maintenance, repair, and disposal of all Council Plant and Fleet Coordination of Councils “wet” and “dry” plant fleet hire program Coordinating the maintenance program for all facilities and buildings owned or leased by Council Developing a long-term financial plan for each business that focuses on the cost and community benefit of each asset 	<ul style="list-style-type: none"> All Council staff who use Council buildings and or plant fleet assets All community members who access or use Council owned or leased buildings 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

- S2.2.3 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
- S2.3.8 Investigate and develop Council business opportunities

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

- L1.1.1 Develop and maintain Council-owned facilities and service infrastructure in line with Asset Management Plans and community needs
- L1.1.2 Regularly review Council’s property portfolio for functionality and seek opportunities for development or divestment
- 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

2022/2023 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	\$2,800,000
Building Renewal program (Capital)	Capital building replacement as per the Buildings Renewal Program identified in the SPM Assessment (funded through SRV)	CAP	L1.1.1	\$232,607 (SRV funded)
Community facilities works	Engineering investigation of structural roof design for the Guyra Library	CAP	L1.1.1	\$100,000

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
Facility Management and Maintenance	Provide facility management, function management, certification, security, lease management and maintenance for council building assets	L1.1.1 L1.1.2 L1.1.3	#241000

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
<ul style="list-style-type: none"> 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
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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	943,400	Capital Revenue	9,800
Operating Expenditure	(2,623,828)	Asset Disposals	909,619
Corporate Overheads	(689,001)	Capital Expenditure	(3,042,407)
		Loan Repayments (Principal)	(131,305)
		Transfers (To)/From Reserve	(194,555)
Operating Surplus/(Deficit)	(2,369,429)	Capital Surplus/(Deficit)	(2,448,848)

Management, planning and delivery of capital funded construction projects from inception, through design and construction phases, to completion and handover.

Key Outputs	Key Stakeholders	
<ul style="list-style-type: none"> Project management services from project initiation to completion 	Internal: <ul style="list-style-type: none"> Roads and Parks Plant and Facilities Utilities Armidale Regional Airport Facilities Finance Community groups such as Local Area Committees 	External: <ul style="list-style-type: none"> Armidale Regional Council Community and visitors for: <ul style="list-style-type: none"> Roads Bridges Airport Sporting clubs Facilities Infrastructure Commonwealth and State Government funding 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 Implement an effective Project Management Framework across the organisation

S2.2.4 Seek funding opportunities where they achieve the Community Plan Goals and Strategies, or agreed priorities

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 Upgrade and maintain transport infrastructure in accordance with the ten-year Capital Works Program and service levels

C1.1.4 Partner with the NSW Government to restore and reclassify Armidale-Kempsey Road

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

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

L1.1- Provide appropriate, maintained, and planned 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 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

L1.2.3 Continue to deliver the Armidale Mall Vibrancy Plan and seek future funding to upgrade and enhance the Armidale Mall and regional CBDs

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Replacement of Timber Bridges	Secure additional funding and complete the replacement of timber bridges – Bakers, Boorolong, and Lambs bridges through the Bridge Renewal Program	CAP	C1.1.2	\$2,083,500 (grant funded)
Kelly's Plain Road rehabilitation	Rehabilitate 860m from Translator Road South on Kelly's Plain Road (LRCI phase 3)	CAP	C1.1.2	\$1,242,108 (grant funded)

Kempsey Rd Big Hill project	Undertake widening and geotechnical improvements to '4 corners' through the Kempsey Road Bill Hill Project (total project cost: \$4,671,083)	CAP	C1.1.4	\$1,750,000 (grant funded)
Kempsey Rd - Location 3 Flying Fox Cutting upgrade	Upgrade of 1.85km section of road including pavement improvements and seal on Kempsey Rd - Location 3 Flying Fox Cutting	CAP	C1.1.4	\$4,000,000 (grant funded)
Kempsey Rd - Location 1 Blackbird Flat upgrade	Upgrade of 2km section of road including pavement improvements and seal	CAP	C1.1.4	\$2,676,000 (grant funded)
Kempsey Road Main Recovery project	Rehabilitate 47km of road on Kempsey Road through the Kempsey Road Main Recovery Project on Kempsey Rd - Location 1 Blackbird Flat	CAP	C1.1.4	\$54,250,000 (grant funded)
Major project community updates	Deliver a program of community progress updates and completion updates for major Council projects	OP	S2.2.2 S1.1.2	#273000
Guyra Main Street upgrades	Seek additional grant funding to complete Guyra Main Street Upgrades for remaining unfunded works: underground services upgrades and footpath renewal	OP	S2.2.4	\$321,806 (grant funded)

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		S2.2.4	#273000
Project Management Service	Implement effective Project Management across the organisation		S2.2.2	#273000

Measures

Measure	Source
Deliver project to approved scope, timeframes, budget and quality	Approved business case Grant Funding Agreement Project Management Plan
Reduced community enquiries regarding project progress	Pathway
Increase in the Community Engagement Survey results 'Satisfaction with Council allocation of resources' - >2.36/5 mean score	Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	66,001,608
Operating Expenditure	(191,948)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(66,573,414)
		Loan Repayments (Principal)	(143,417)
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(191,948)	Capital Surplus/(Deficit)	(715,223)

The Parks and Recreation 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	Key Stakeholders
<ul style="list-style-type: none"> • Parks and reserves 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 	<ul style="list-style-type: none"> • Elected Councillors • Staff • Office of Local Government • Commonwealth Government – Infrastructure Investment Programs • NSW State Government – Department of Planning and Environment, Office of Environment and Heritage, Crown Lands • Commonwealth and State Parliamentary Members – Local Members
	<ul style="list-style-type: none"> • Community • Groups and affiliated organisations Included 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

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
- L1.2.2 Continue community partnerships and investigate further opportunities to support future upgrades and developments
- L1.2.3 Continue to deliver the Armidale Mall Vibrancy Plan and seek future funding to upgrade and enhance the Armidale Mall and regional CBDs
- 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

F1.1 - Promote and support biodiversity protection and management

- F1.1.2 Identify parcels of land for the Biodiversity Offsets Scheme
- F1.1.3 Maintain and implement Council's Crown Land Plans of Management

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

2022/2023 Operational Actions 2022/2023 Operational Actions 2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Armidale Cemetery - Plaque Beams	Construction of concrete plaque beams within the lawn cemetery section	CAP	L1.1.1	\$15,000

Cemetery Management - Rural Cemeteries - Naming signage and entry conditions	Erection of Naming signs to ensure Council compliance with legislation	CAP	L1.1.1	\$50,000
Stage 1 Creeklands Masterplan delivery	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	CAP	L1.2.1	\$2,500,000 (grant funded)
Sporting Group Strategic Plans	Assist sporting groups to develop Sporting Group Strategic Plans	OP	L1.4.1	#240350
Playground Replacement Program (5 year program)	Replacement of deteriorated playground equipment, paved or softfall surfaces and ancillary facilities	CAP	L1.5.1 L1.5.5	\$47,000
Aquatic facilities review	Receive and present the YMCA report on aquatic facilities to Council and commit to an operational model for continuing years of the Delivery Program	OP	L1.5.2	#240001
Aquatic Centre Asset Renewals	Complete Guyra Aquatic Centre upgrades including amenities block internal upgrade and replacement of fibreglass slide and play equipment	CAP	L1.5.2	\$200,000
Dumaresq Dam Fishing Jetty	Installation of recreational fishing jetty in compliment to the Dumaresq Dam Recreational Area Upgrade project	CAP	L1.5.3	\$94,000 (grant funded)
New Xmas Tree in the mall	New Xmas tree in the mall funded through LRCI funding	CAP	L1.2.3	\$110,000 (grant funded)

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: <ul style="list-style-type: none"> · 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: <ul style="list-style-type: none"> · Mowing urban and village parks, walkways and walking tracks · Mowing urban roads · Maintaining all park buildings, toilets and park furniture, fences, public memorials · Removing waste 		L1.2.4 L1.5.1	#240350
Parks and Reserves Administration	Provide parks and recreation administration and support including: <ul style="list-style-type: none"> · 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: <ul style="list-style-type: none"> · 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
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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	767,836	Capital Revenue	2,594,000
Operating Expenditure	(5,607,854)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(2,906,000)
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	30,000
Operating Surplus/(Deficit)	(4,840,018)	Capital Surplus/(Deficit)	(282,000)

Operating within the Roads and Parks Service 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	Key Stakeholders
<ul style="list-style-type: none"> Maintenance and renewal of infrastructure assets specifically roads, stormwater drainage, minor and major drainage structures, and bridges 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 	<ul style="list-style-type: none"> Councillors General Manager and Executive Office Internal services including Finance, Customer Service, Assets and Services business units, Asset Management, Communications team Commonwealth Government – Infrastructure Investment Program 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

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

- C1.2.1 Develop a Walking and Cycling Strategy that links residents with business, attractions, and lifestyle infrastructure 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

- C2.1.3 Advocate for improved transport options between Armidale, Guyra and our villages
- 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
- F2.6.3 Support local emergency services with administration and facilities as agreed and available

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 renewal/repair works (Inc Tanners Rd bridge)	Periodic preventative maintenance works on Council's timber and concrete bridge structures including Tanners Road bridge	CAP	C1.1.2 C1.1.2	\$250,000
Kerb and gutter new infrastructure	Construction of new kerb and gutter to augment the stormwater drainage system to protect property and Council's road assets	CAP	C1.1.2	\$60,000
Stormwater Culverts renewal program	Replacement or renewal of deteriorated pipe and box culverts in both the urban and rural settings	CAP	C1.1.2 F1.2.1	\$100,000
Cycleways renewal/upgrade program	Repair or replacement of deteriorated sections of the urban cycleway network to maintain and promote active transport usage in the community	CAP	C1.1.2 C1.2.1	\$60,000
Urban and Rural Rehabilitation	Pavement rehabilitation of failed or severely deteriorated sections of the urban and rural sealed road network	CAP	C1.1.2	\$1,000,000 (grant funding)
Pathways and 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	\$477,294 (partial grant and SRV funding)
Stormwater pipe relining renewal program	Conduct a stormwater pipe relining renewal program to repair cracked or broken pipes from the inside	CAP	C1.1.2	\$150,000
New Gross Pollution Stormwater Traps (GPT's)	Installation of GPTs at stormwater network discharge points to capture pollutants before they enter our waterways, for example plastic bags, plastic bottles and takeaway food containers	CAP	C1.1.2	\$220,000
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	\$50,000
Unsealed roads Upgrade program	Deliver a program of works to upgrade unsealed roads to a sealed formation	CAP	C1.1.2	\$50,000
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	\$367,586 (grant funded)
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	\$900,000 (partial SRV funding)
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	\$1,040,000 (partial SRV funding)
Kerb and Gutter renewal program	Replacement of existing kerb and gutter to restore functionality of the stormwater drainage system to protect property and councils road assets	CAP	C1.1.2	\$530,000
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	\$802,390 (grant and SRV funded)
Stormwater drainage renewal program/ improvements	Conduct stormwater drainage renewal program/ improvements to enhance the performance of the urban stormwater drainage network by increasing capacity	CAP	C1.1.2	\$200,000
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	\$200,000
Deliver a Roadside Vegetation Management Program	Deliver a Roadside Vegetation Management Program including the removal of noxious weeds and vegetation which poses risk of damage to private property and motorists. Program will enhance conservation value of all rural roadsides and enrich biodiversity	OP	C1.1.3	\$150,000
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 E1.3.1	#270050

Re-establish Road User Groups	Re-establish Road User Groups to better understand the needs of rural communities and primary producers and to establish a greater understanding within these groups of ARC asset management practices where applicable to the rural road network	OP	S1.1.1	#270050
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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
Rural and Urban Sealed Road Works	Deliver a program of works for rural sealed roads repairs and unplanned maintenance in accordance with the Transport Infrastructure Service Plan	C1.1.2	#270301
Rural Unsealed Road Works	Deliver a program of works for rural unsealed roads maintenance in accordance with the Transport Infrastructure Service Plan	C1.1.2	#270400
Rural and Urban Bridge Repairs and Maintenance	Deliver a program of works for rural and urban bridge repairs and maintenance	C1.1.2	#270050 #270510 #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	<ul style="list-style-type: none"> 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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	17,871,766	Capital Revenue	1,691,087
Operating Expenditure	(27,700,975)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(7,007,270)
		Loan Repayments (Principal)	(334,933)
		Transfers (To)/From Reserve	1,680,393
Operating Surplus/(Deficit)	(9,829,209)	Capital Surplus/(Deficit)	(3,970,723)

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	Key Stakeholders	
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Council staff Councillors Rate payers Community members Businesses 	<ul style="list-style-type: none"> 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

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
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
Sewerage Asset Revaluation	Complete a Sewerage Asset Revaluation of all infrastructure related to the collection, transport and pumping of sewage	OP	F2.5.5	\$50,000
Upgrades to the sewer network	Upgrade the sewerage network mains relining in Armidale and Guyra sections selected from CCTV condition assessment	CAP	F2.5.5	\$1,200,000
Sewage Treatment Plant Access Road upgrades	Complete improvements to Sewerage Treatment Plant Access Road including safety upgrades and bitumen seal	CAP	F2.5.5	\$30,000
Upgrade the Armidale Sewerage Treatment Plant	Assess Public Works Advisory recommendations to upgrade the Armidale Sewerage Treatment Plant, including concept and detailed design, and environmental impact	CAP	F2.3.4	\$200,000
Investigate options and funding for the replacement of the Armidale Sewerage Plant	Investigate options and funding for the replacement of the Armidale Sewerage Treatment Plant	OP	F2.5.4	#260005
Renewed centre pivot for the Sewerage Farm	Renew one of several centre pivots for the Sewerage Farm to upgrade, automate and streamline operations	CAP	F2.3.4	\$120,000

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
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Title	Operations	Delivery Program	Budget #
Sewerage Trade Waste Management	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 100% compliance with EPA standards 100% cost recovery from sales 	EPA, reporting, budget review
Legislative and regulatory requirements completed for ongoing sewerage operations	EPA

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	9,589,498	Capital Revenue	
Operating Expenditure	(6,766,647)	Asset Disposals	
Corporate Overheads	(1,910,817)	Capital Expenditure	(1,550,000)
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	(1,636,634)
Operating Surplus/(Deficit)	912,034	Capital Surplus/(Deficit)	(3,186,634)

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

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Collection, sorting, reuse, recycling and disposal of waste for the community in accordance with Environmental Protection Authority (EPA) regulations Education programs to 'Waste Less, Recycle More' 	<ul style="list-style-type: none"> Council staff Councillors Rate payers Community members School children 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) Council's Waste and Recycling Contractors Various NGOs focussed on improving waste recycling

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Complete Waste Landfill Remediation Works (Guyra WTS)	Complete Waste Landfill Remediation Works at the Guyra Waste Transfer Station following the results from monitoring bores and EPA advice	OP	F2.3.1	\$100,000
Installation of Long Swamp Road Baler	Complete installations at the Armidale Waste Management Facility (Long Swamp Road) including waste sorting plant and baler	OP	F2.3.1	\$1,200,000
Regional Landfill capital works	Complete Regional Landfill capital works including finalisation of SCADA Telemetry, pump automation, drainage works, and leachate management	CAP	F2.3.1	\$500,000
Village waste review and upgrades	Finalise the automation of Ebor Waste Transfer Station, and survey Wollomombi and Hillgrove residents for feedback on future kerbside collection or alternative options	CAP	F2.3.2	\$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, 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 2023	Customer service, Pathway, Waste Contractor
Complete projects that contribute to the reduction of waste being deposited at the Regional Landfill by 30 June 2023	PMF, budget review, Project reporting
100% compliance with EPA Licence requirements	EPA, Incident reporting
Waste Strategy updated	Council briefing or report
Maintain community satisfaction levels for 'Waste and recycling' to = 3.49/5 mean score	ARC Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	12,052,424	Capital Revenue	
Operating Expenditure	(7,497,846)	Asset Disposals	
Corporate Overheads	(1,716,365)	Capital Expenditure	(2,100,000)
		Loan Repayments (Principal)	(1,545,343)
		Transfers (To)/From Reserve	526,402
Operating Surplus/(Deficit)	2,838,213	Capital Surplus/(Deficit)	(3,118,941)

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

Key Outputs	Key Stakeholders	
<ul style="list-style-type: none"> Storage, delivery, treatment distribution and reticulation of potable water to Australian Drinking Water Guidelines and NSW Public Health standards. Planning Modelling and enhancing councils water infrastructure to secure sustainable water for the community into the future 	<ul style="list-style-type: none"> Council staff Councillors Rate payers Community members Businesses NSW Public Health Environmental Protection Authority (EPA) 	<ul style="list-style-type: none"> Department of Planning and Environment (DPE) Natural Resources Access Regulator (NRAR) WaterNSW Crown Lands Local Land Services (LLS)

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

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Review and consolidate the Developer Service Plan Review	Review and consolidate Developer Service Plans for Guyra and Armidale to reflect current best practice and allow for better cost recovery for planned water utility upgrades	OP	F2.5.1	\$100,000
Water Main Replacement Program	Deliver the Water Main Replacement Program including selected sections identified through criteria of breakage history, pipe age, pipe material, break consequence and location	CAP	F2.5.1	\$800,000
Old Gasworks Main Diversion DN250mm - Dumaresq St	Link the DN250mm main from Allingham St to Jessie St across the skate park and Dumaresq Creek to reconnect the mains and reticulate the water network	CAP	F2.5.1	\$200,000
Water Meter Replacement Program	Complete the 2022-23 Water Meter Replacement Program to meet interval replacement recommendations	CAP	F2.5.1	\$100,000

Service Line Replacement Program	Replace all service lines identified by failure history and system inefficiencies to reduce breakages leading to water loss and outages	CAP	F2.5.1	\$200,000
Water Treatment Plant Regional Master Plan	Implement actions from the Water Treatment Plant Regional Master Plan to address issues including water tank upgrades, sludge management optimisation, and sludge management options to meet EPA regulations	CAP	F2.5.1	\$1,050,000
Puddledock raw water treatment main improvements	Install a new DN450mm Puddledock raw water treatment main and install a new pump station to serve as a dedicated backup raw water supply to the Armidale Water Treatment Plant	CAP	F2.5.1	\$9,775,790 (50% grant funded)
Implement the Catchment Water Quality Strategic Plan	Implement the Catchment Water Quality Strategic Plan to improve water quality in the catchment and reduce the risks to drinking water quality	OP	F2.5.2	\$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: <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	12,962,281	Capital Revenue	4,887,895
Operating Expenditure	(8,772,908)	Asset Disposals	
Corporate Overheads	(2,904,431)	Capital Expenditure	(12,125,790)
		Loan Repayments (Principal)	(481,124)
		Transfers (To)/From Reserve	2,732,469
Operating Surplus/(Deficit)	1,284,942	Capital Surplus/(Deficit)	(4,986,550)

Sustainable Development



Certification

Department: Sustainable Development

The provision of building, plumbing and drainage and certification services to the general community and development industry in relation to construction matters in accordance with the EP&A Act and Regulations, Plumbing and Drainage Act and Regulations and Local Government Act and Regulations.

Key Outputs

- Advice and direction on relevant building and certification matters
- Assessment of applications in a timely manner to facilitate good development outcomes on appropriately zoned and located land throughout the LGA

Key Stakeholders

- Development industry
- Community members
- NSW Fair Trading

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

2022/2023 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 - 15 days	Council data
Average application time Complying Development Certificates - 10 days	Council data

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	302,900	Capital Revenue	
Operating Expenditure	(407,874)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(104,974)	Capital Surplus/(Deficit)	0

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

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Statutory obligations in relation to companion animals and parking, building control, environment and public health in order to provide a safe and healthy community and to enhance liveability 	<ul style="list-style-type: none"> 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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
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	OP	E1.3.3	\$5,000
Swimming pool compliance program	Implement a Swimming Pool Compliance Program	OP	E1.3.3	#250102

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 car parks, litter control, illegal dumping, livestock control, unsafe properties, abandoned vehicles and trolleys, and water restrictions/misuse	E1.3.3	#250502
Companion Animals Management	Provide Companion Animals management and enforcement services including: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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

Measures

Measure	Source
Report dog attacks - within 72 hours	Council Data
Report Pound activities – Annual report completed by June 2023	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 time to determine development applications - 32 days	Council data
Prepare assessment reports for regionally significant development applications and refer them to Regional Panels - 250 days	Council data
Maximum time to determine a development application - 180 days	Council data
Improve community satisfaction levels for ‘Development applications and planning’ to > 2.19/5 mean score	ARC Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue	1,220,103	Capital Revenue	300,000
Operating Expenditure	(2,930,387)	Asset Disposals	
Corporate Overheads		Capital Expenditure	(50,000)
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	(160,000)
Operating Surplus/(Deficit)	(1,710,284)	Capital Surplus/(Deficit)	90,000

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

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Council • Community • NSW Department of Planning • State agencies.

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

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

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

T1.3 - 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

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

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

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 2 – A clean, green, and responsible region

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 Provide a resource to support villages to develop, or deliver existing, strategic priorities.

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

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

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

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

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Affordable housing initiatives	Work with local housing and homelessness providers and State and Commonwealth governments to develop initiatives to incentivise affordable housing	OP	E1.3.2	#250203
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	F2.2.1	#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 water security and economic activation package	Prepare technical and advocacy collateral for presentation to relevant government departments, State and Commonwealth Members and Ministers	OP	L2.1.1	#250203
Prepare an airport and airside precinct economic activation package	Review airside precinct zoning and master plan to enable fast-track approval process. Prepare advocacy collateral for relevant government departments, State and Commonwealth Members and Ministers as well as targeted engine industries	OP	L2.1.2	#250203
Prepare an Advocacy Package for engine industries	Prepare an Advocacy Package for engine industries including intensive horticulture, manufacturing, education and agriculture	OP	T1.1.1 T1.1.3	\$75,000
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	\$75,000
Future Rural Land Use Strategy development	Develop a Future Rural Land Use Strategy to identify future opportunities and land use issues associated with the changing way that rural land is used in response to growing renewable energy projects	OP	L2.4.1	\$75,000
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

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
Planning Proposals	Prepare and/or assess proposed amendments to the Armidale Dumaresq, Guyra, and merged Armidale Regional Council LEPs	T1.3.2	#250203

Measures

Measure	Source
Determine support for Planning Proposals - 90 days	Council data
Review LEP - Every 12 months	Council data

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(606,450)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(606,450)	Capital Surplus/(Deficit)	0

Facilitate and enable investment, new jobs and increases in gross regional product per capita.

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Identify and advocate the regional building infrastructure that will enable investment, new jobs and increases in gross regional product per capita Shape and influence a local planning and regulatory environment that invites in opportunity and investment and allows existing businesses to grow and thrive Provide first class support to new and existing businesses from small to large scale 	<ul style="list-style-type: none"> Existing businesses 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
- T1.2.3 Maintain and enhance Council's local procurement policy and associated targets for local procurement

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

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

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

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

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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
Local business support program	Partner with UNE SRI to develop a local business support program	OP	T1.2.1	#210225
Local business skills development program	Partner with UNE SRI to develop a local business skills and online presence program	OP	T1.2.2	#210225
Local community transport partnerships	Partner with community groups and other tiers of government to advocate for additional transport options to other regions and cities	OP	C2.1.1	#210225
University to City transport review	Partner with the UNE and transport providers to investigate and improve campus-to-CBD transport links	OP	C2.1.2	#210225

Title	Operations	Delivery Program	Budget #
Economic Development	Coordinate economic development initiatives to: <ul style="list-style-type: none"> 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
New jobs - 200 per year	ABS Data
New Jobs – 1,000 in 5 years	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

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(254,280)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(254,280)	Capital Surplus/(Deficit)	0

The provision of development assessment services to the general community and development industry in relation to construction matters in accordance with the EP&A Act and Regulations.

Key Outputs	Key Stakeholders
<ul style="list-style-type: none"> Provide advice and direction on relevant development and land use matters Assessment of applications in a timely manner to facilitate good development outcomes on appropriately zoned and located land throughout the LGA 	<ul style="list-style-type: none"> Development industry Community members NSW Department of Planning

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

- F1.1.1 Develop a Biodiversity Strategy
- F1.1.2 Identify parcels of land for the Biodiversity Offsets Scheme
- F1.1.3 Maintain and implement Council’s Crown Land Plans of Management

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

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

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

- F2.4.1 Advocate to the NSW and Federal Governments for 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

2022/2023 Operational Actions

Title	Projects and programs	Source	Delivery Program	Budget \$ / #
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	F1.1.1	\$30,000
Environmental events promotion	Promote local environmental, biodiversity and agricultural events and programs through Council’s ‘What’s On’ page	OP	F1.3.1	#250203
Biodiversity enhancement program	Work with local environmental groups develop biodiversity enhancement program	OP	F1.3.2	#250203
EcoARC sustainability actions	Implement the four agreed priorities of EcoARC	OP	F2.1.1	#250203

Project Zero30 actions	Complete Project Zero30 actions including: <ul style="list-style-type: none"> Develop a baseline carbon account that will estimate emissions from all sectors of the LGA Review Council's planning policy settings to encourage more new and renovated buildings to achieve carbon neutral certification 	OP	F2.1.1	#250203
Sustainability partnerships	Seek partnership opportunities with local groups to promote sustainability	OP	F2.1.3	#250203
NSW Government Air quality monitoring options review	Investigate options to link to NSW Government monitoring	OP	F2.4.1	#250203
Public accessibility to air quality monitoring advocacy	Advocate to the NSW and Federal Governments for real time and publically accessible monitoring of the Armidale air quality during the winter months	OP	F2.4.1	#250203
Healthy Winter Air business case	Develop a Healthy Winter Air business case, and apply for funding to: <ul style="list-style-type: none"> 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	F2.4.2	#250203
Purple Air Monitors	Reinstall Council's Purple Air Monitors and make their real-time air quality data accessible.	OP	F2.4.1	#250203

Title	Operations	Delivery Program	Budget #
Sustainability Initiatives	Provide sustainability initiatives including: <ul style="list-style-type: none"> Review and deliver actions from Council's EcoARC strategy Maintain Council's commitment to the Climate Emergency Declaration and promote further community-led action Partner with community groups to educate and promote urban sustainability initiatives 	F1.3.1 F1.3.2 F2.1.1 F2.1.2 F2.1.3 F2.4.1 F2.4.2	#250203

Measures

Measure	Source
Number of EcoARC strategy actions delivered	Council Data
Number of Koala strategy actions delivered	Council Data
Number of biodiversity enhancement program delivered	Council Data
Improve community satisfaction levels for 'Environmental monitoring and protection' to > 3.02/5 mean score	ARC Community Satisfaction Survey

Budget

OPERATING \$		CAPITAL \$	
Operating Revenue		Capital Revenue	
Operating Expenditure	(136,198)	Asset Disposals	
Corporate Overheads		Capital Expenditure	
		Loan Repayments (Principal)	
		Transfers (To)/From Reserve	
Operating Surplus/(Deficit)	(136,198)	Capital Surplus/(Deficit)	0

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2022-2023 Budget



2022-2023 Budget

Introduction

2022-2023 is an important year for Council and the community. The 2022-23 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). It 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 a decline in the condition of infrastructure assets, such as roads, will be a consequence. 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 2022-23 budget has been determined 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.

It has been determined that Council will not cut service levels and will look instead to:

- Implement activities to achieve financial improvement, such as seeking to fully recover costs for some services and commencement of a service review process; and
- Commence a SRV process with a view to make an application to IPART by February 2023.

As such, while the 2022-23 projection for the General Fund is a significant operating deficit, Council intends to implement a financial improvement plan that seeks to return the General Fund to a surplus position, fully addresses the asset renewal funding requirement and also provide for the ability to build financial capacity to invest in growth and activation initiatives. For example, upgrade of infrastructure for sports, recreation and tourism, improved service levels and the ability to provide funding to co-contribute to grants that may result in infrastructure that would lift Armidale into the category of a major regional destination.

Financial Results

The 2022-2023 budget includes a consolidated operating deficit of \$1 million with the following fund results:

Fund	Operating Surplus/(Deficit)
General Fund	(\$3,193,172)
Water Fund	\$1,284,942
Sewerage Fund	\$912,034
Consolidated Result	(\$996,196)

Council is forecasting an unrestricted cash position of around \$3.2 million by 30 June 2023. 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 2022-2023 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 do this. Given the other significant budget challenges faced and the requirement to focus on rebuilding the organisation's core standards and invest appropriately in asset renewal, it has not been possible to build in an increase in unrestricted cash to the 2022-2023 budget; however, this will remain a focus for future budget review processes.

The 2022-23 General Fund budget requires a draw down on internal reserves in order of \$2.5 million. Without intervention, this could not be sustained into the future. However, the forward path determined by Council includes increasing revenue and therefore beyond 2022-23 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 2022-2023 budget, due to the lack of certainty around the timing, funding and/or probability of completion. These may be introduced through the budget review process when they reach a point of clarity and funding is available that enables their inclusion.

Budget Process

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

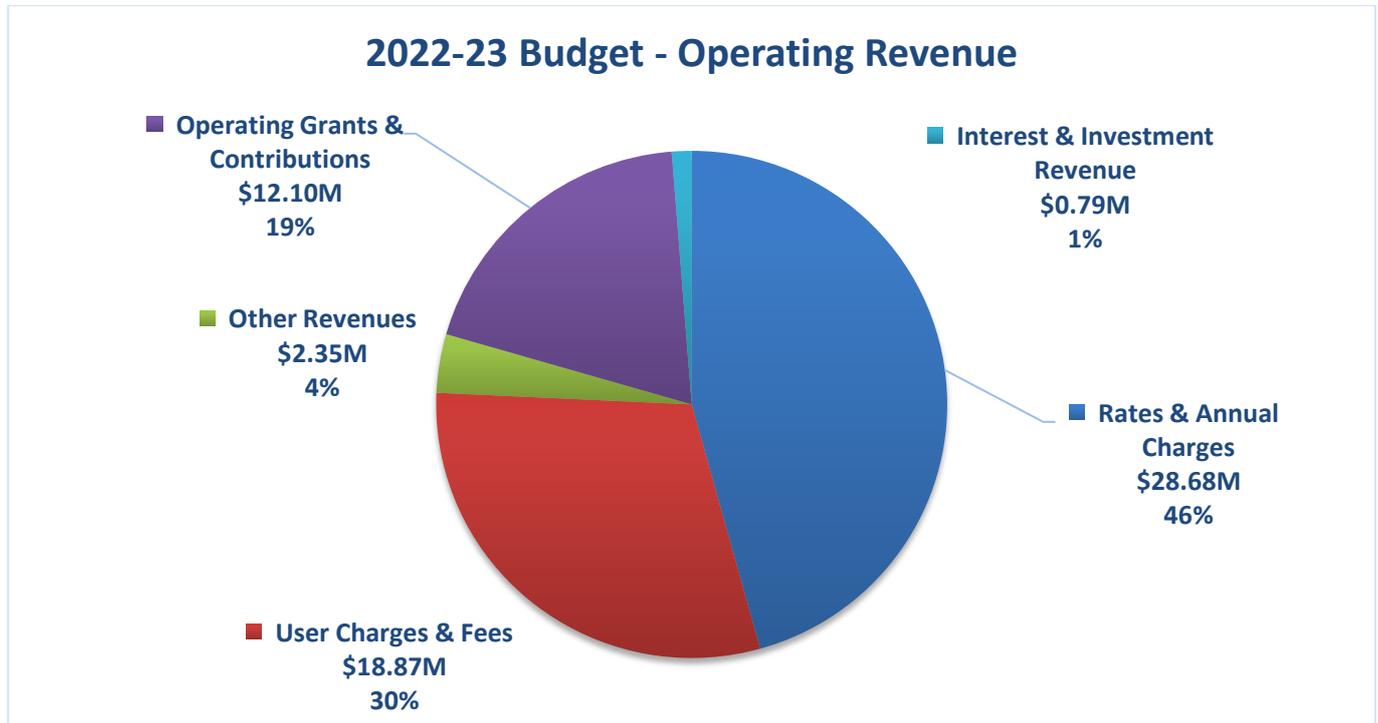
Fund Results

The financial results for the 2022-2023 original budget are outlined on the following pages by fund.

General Fund

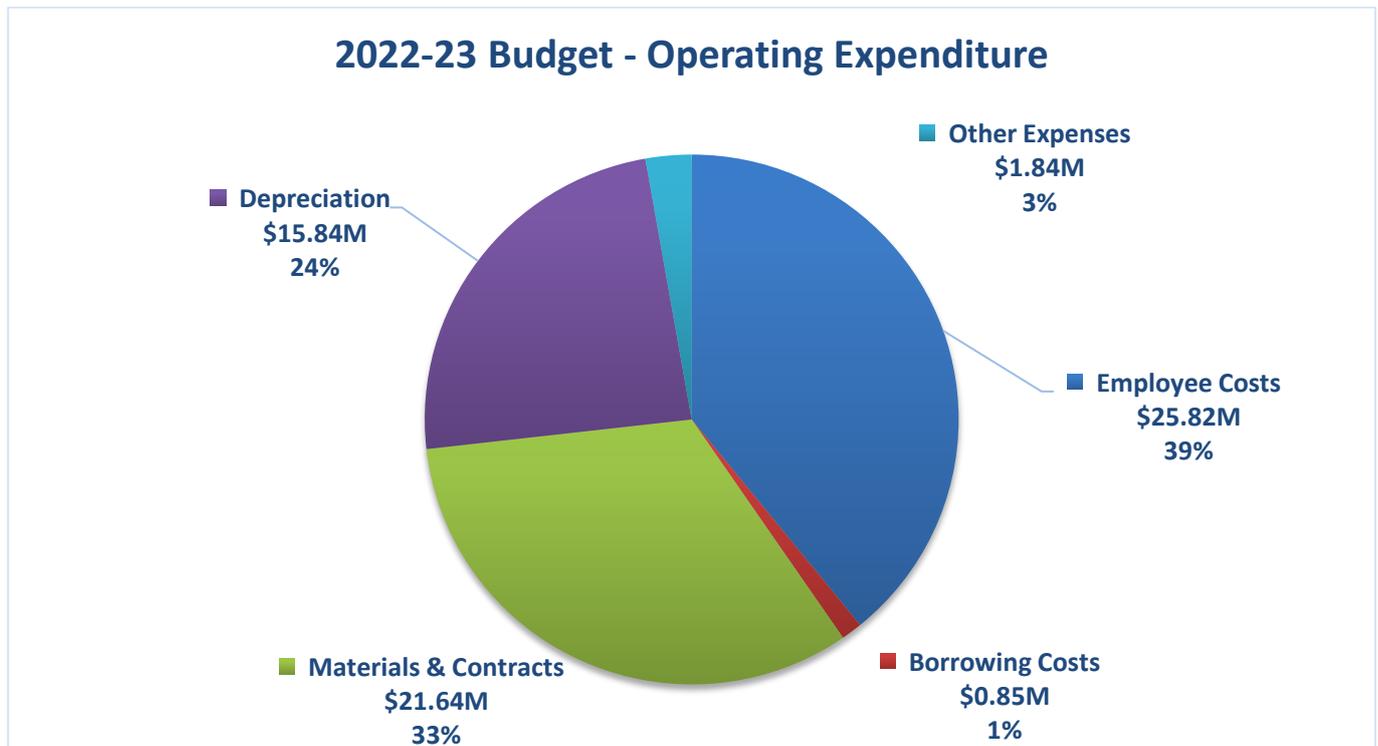
Operating Revenue

The 2022-23 budget includes total operating revenue of \$62.78 million. The breakup of this revenue is shown below.



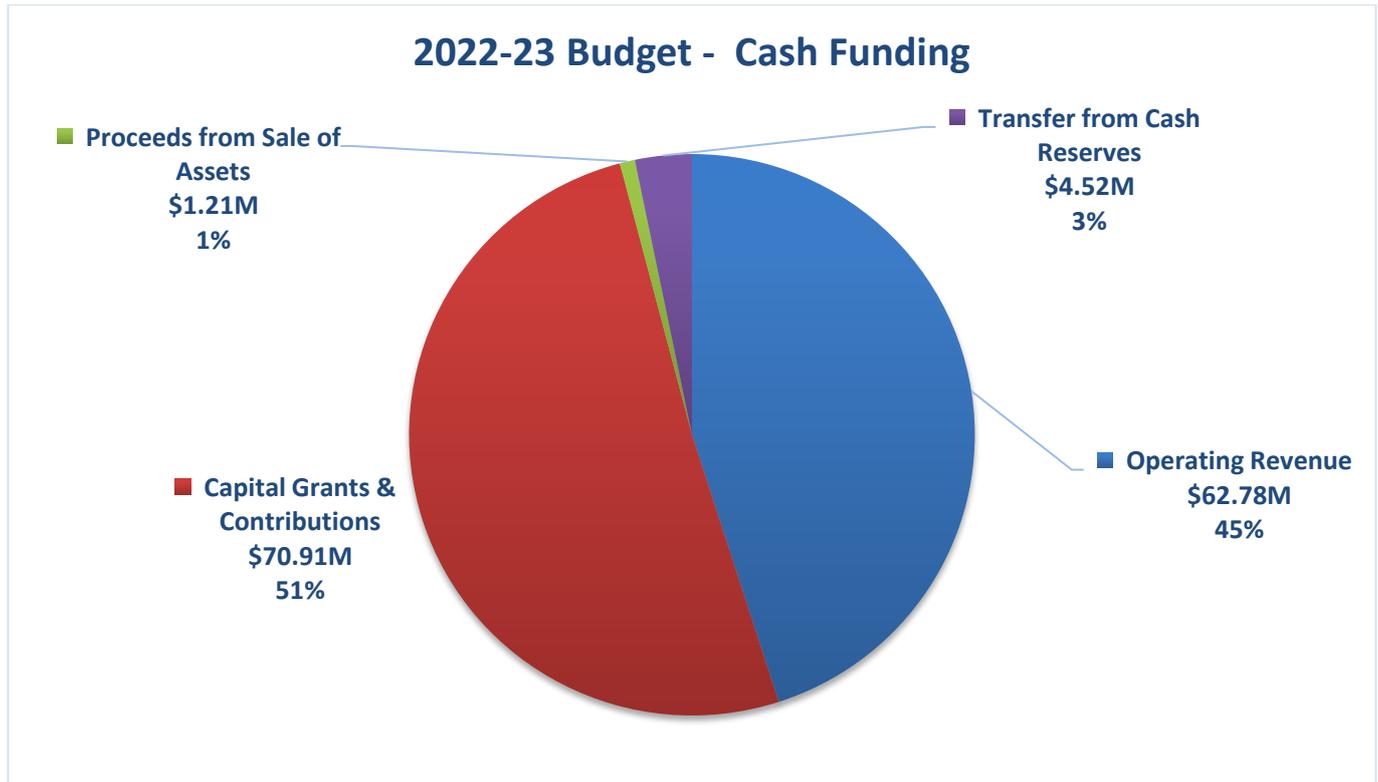
Operating Expenditure

The 2022-23 budget includes total operating expenditure of \$65.98 million. The breakup of this expenditure is shown below.



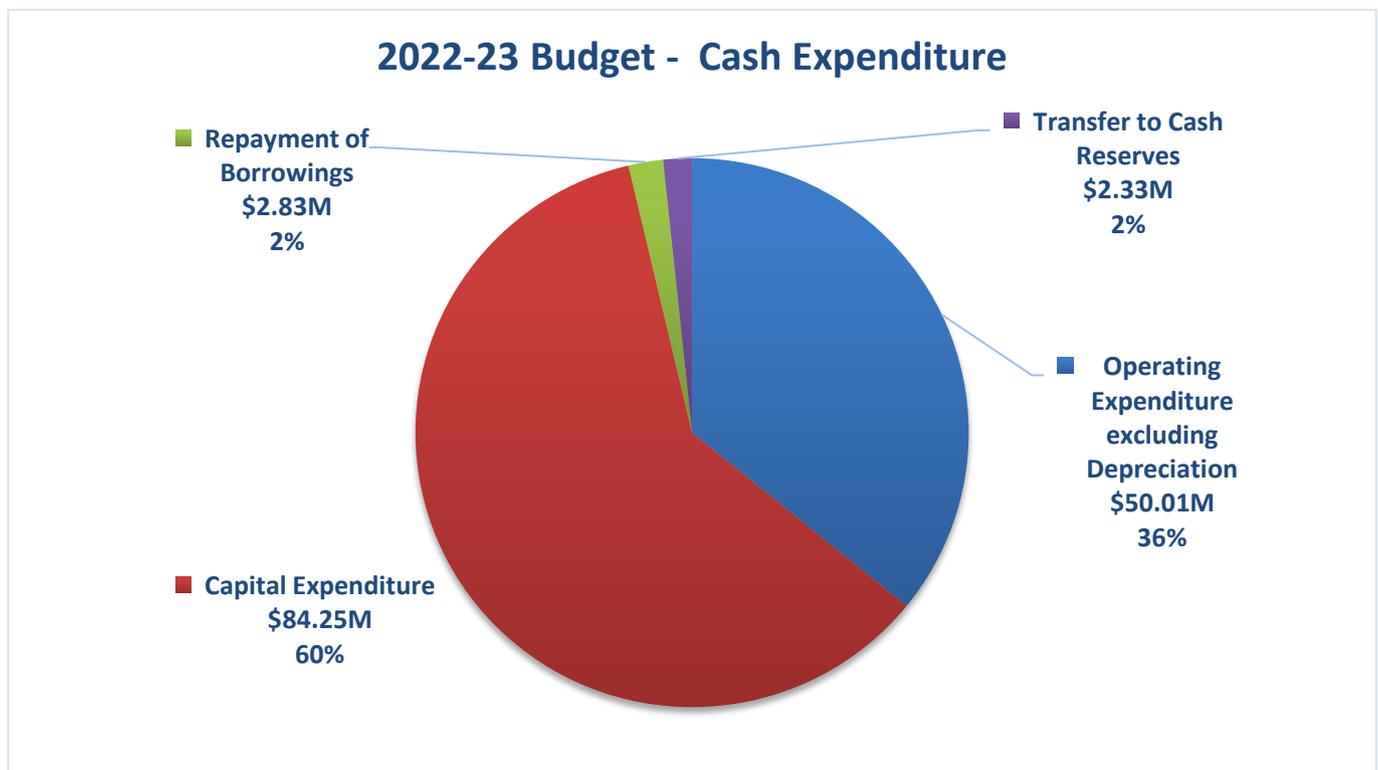
Cash Funding

Total cash funding available for the 2022-2023 budget is \$139.42 million. The breakup of funding is shown below.



Cash Expenditure

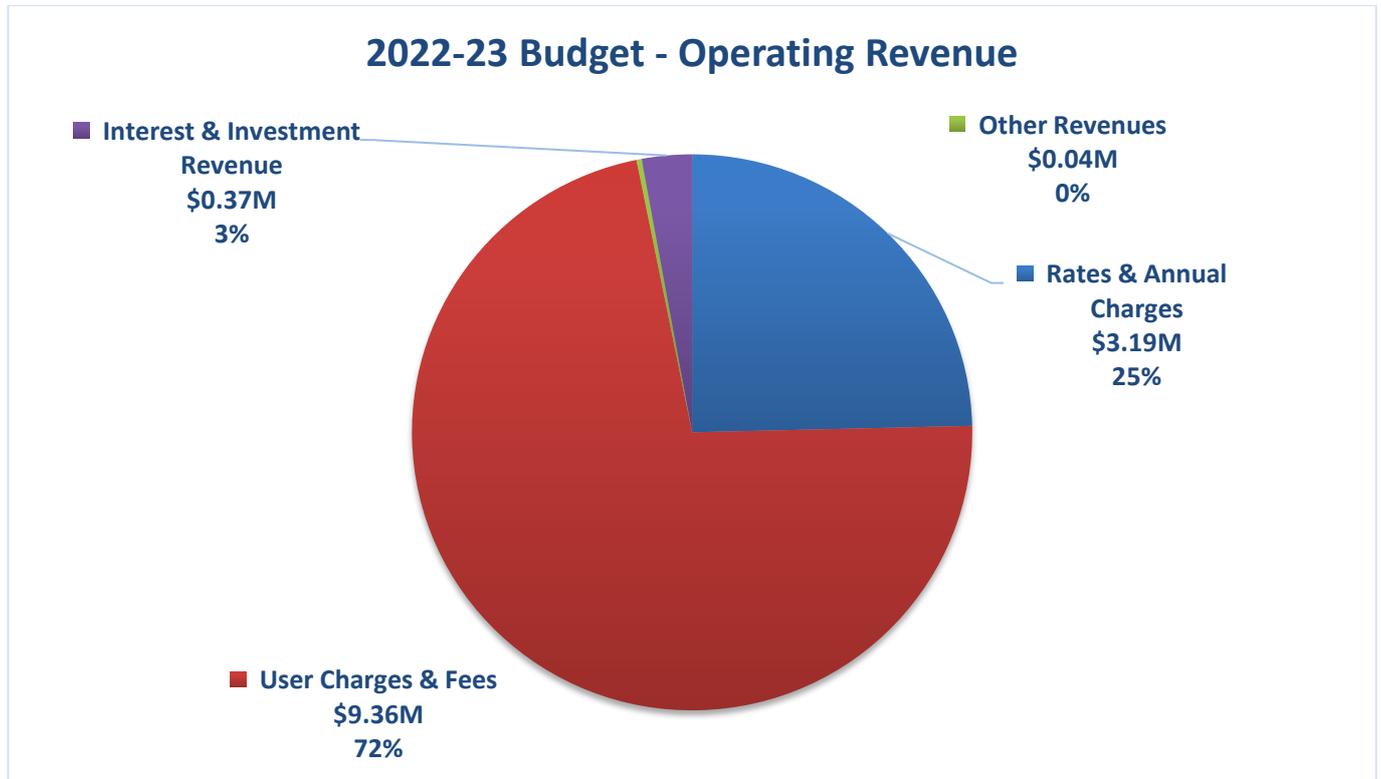
Total cash expended or used in the 2022-2023 budget is \$139.42 million. The breakup of expenditure is shown below.



Water Fund

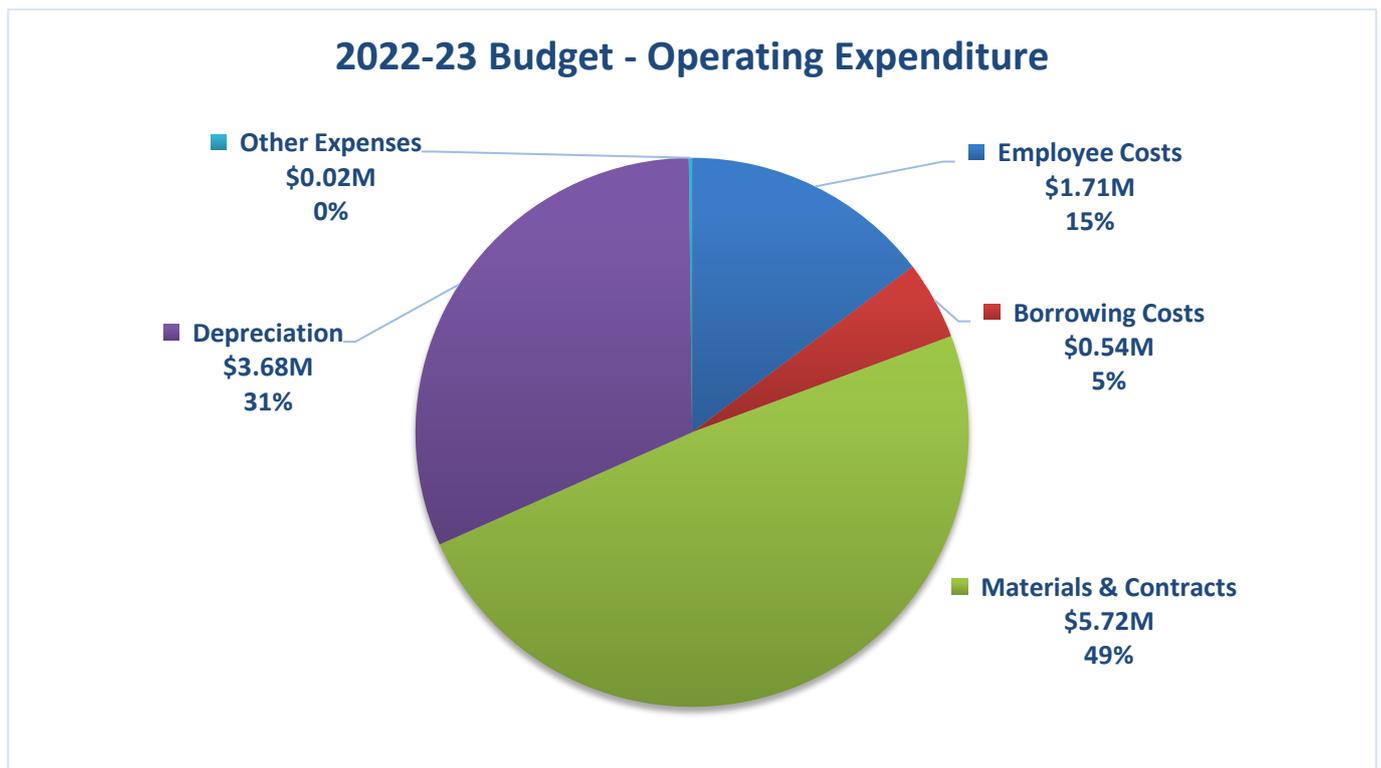
Operating Revenue

The 2022-2023 budget includes total operating revenue of \$12.96 million. The breakup of this revenue is shown below.



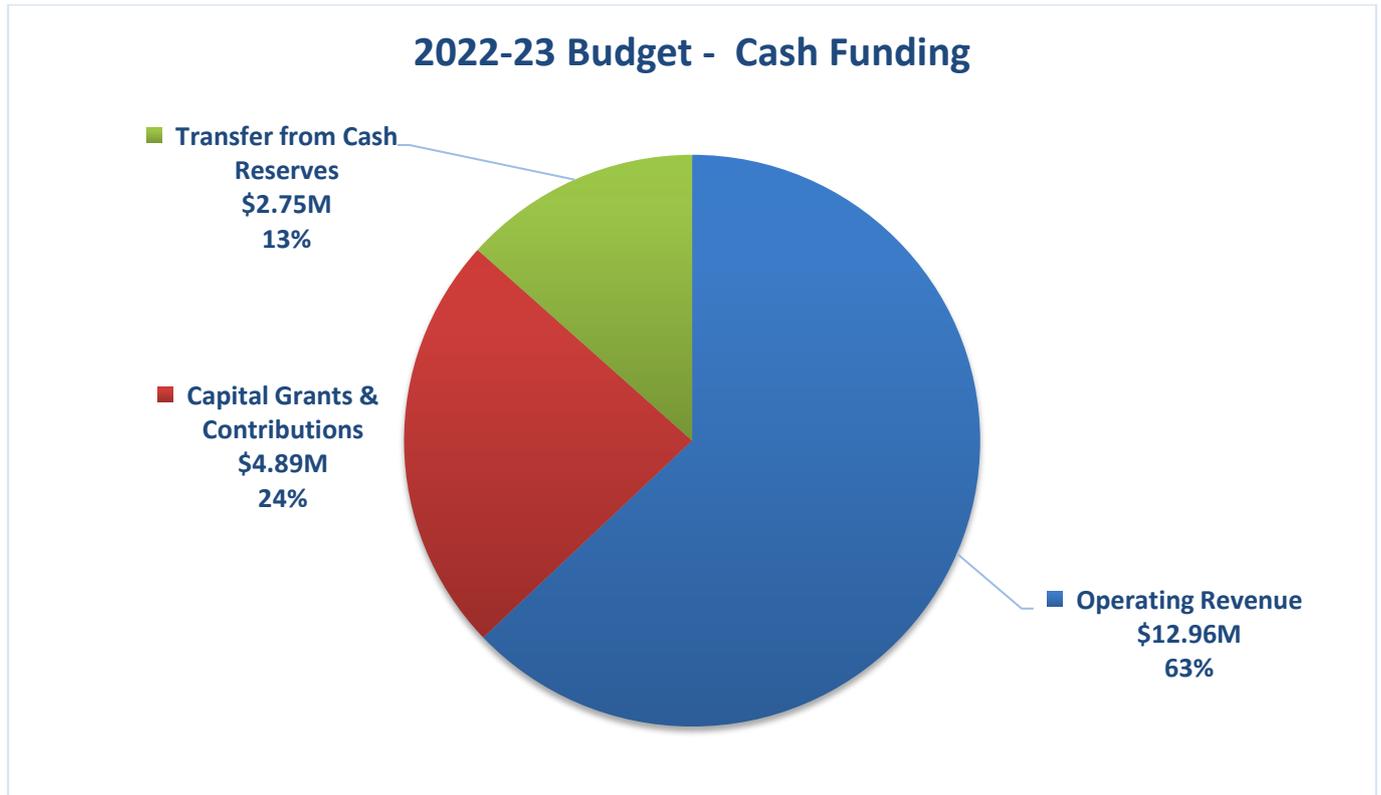
Operating Expenditure

The 2022-2023 budget includes total operating expenditure of \$11.68 million. The breakup of this expenditure is shown below.



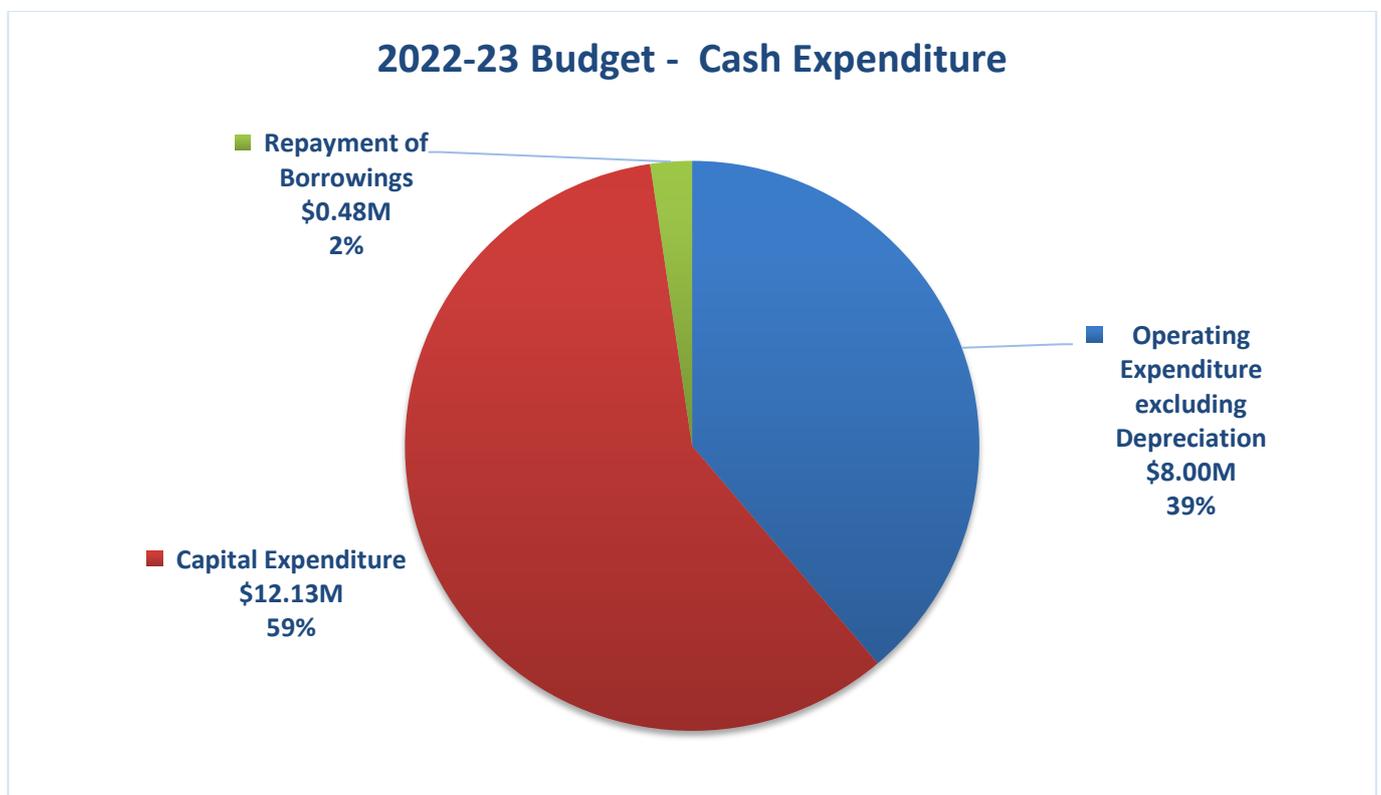
Cash Funding

Total cash funding available for the 2022-2023 budget is \$20.61 million. The breakup of funding is shown below.



Cash Expenditure

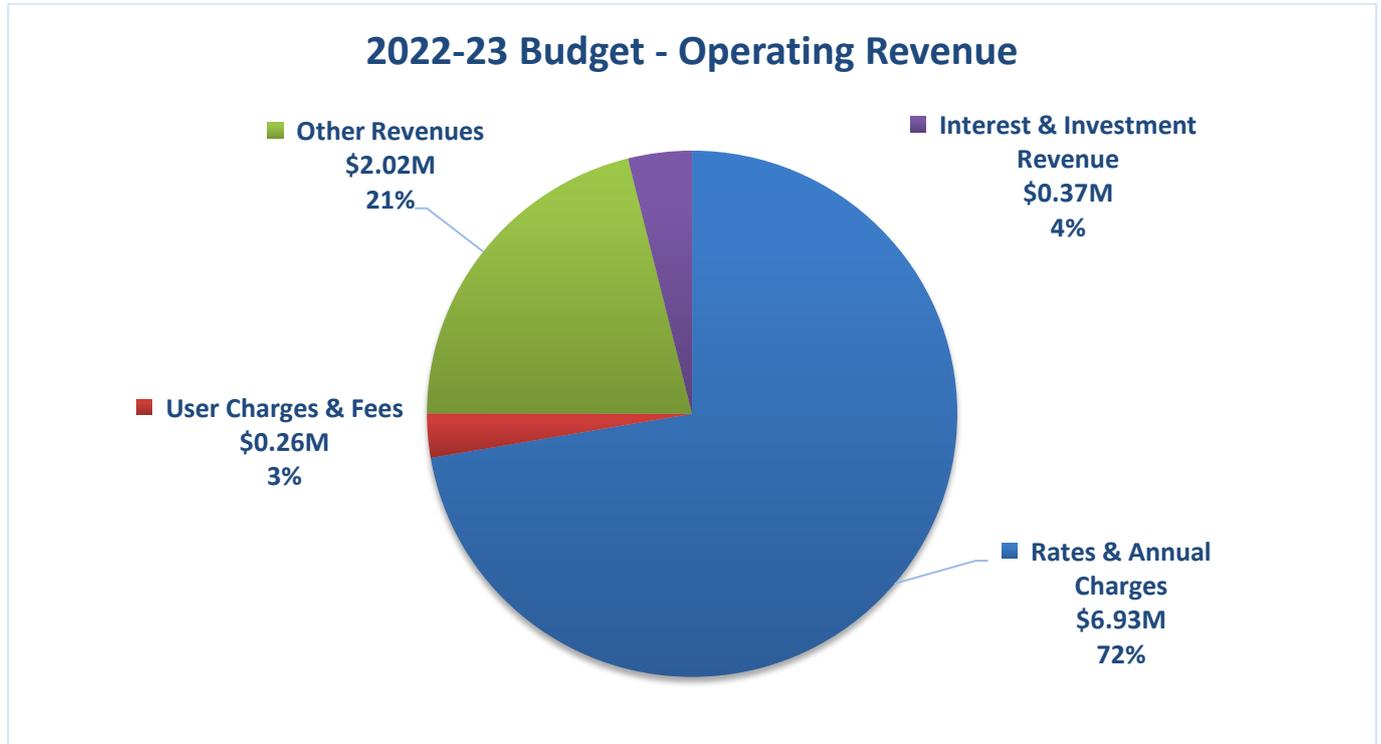
Total cash expended or used in the 2022-2023 budget is \$20.61 million. The breakup of expenditure is shown below.



Sewerage Fund

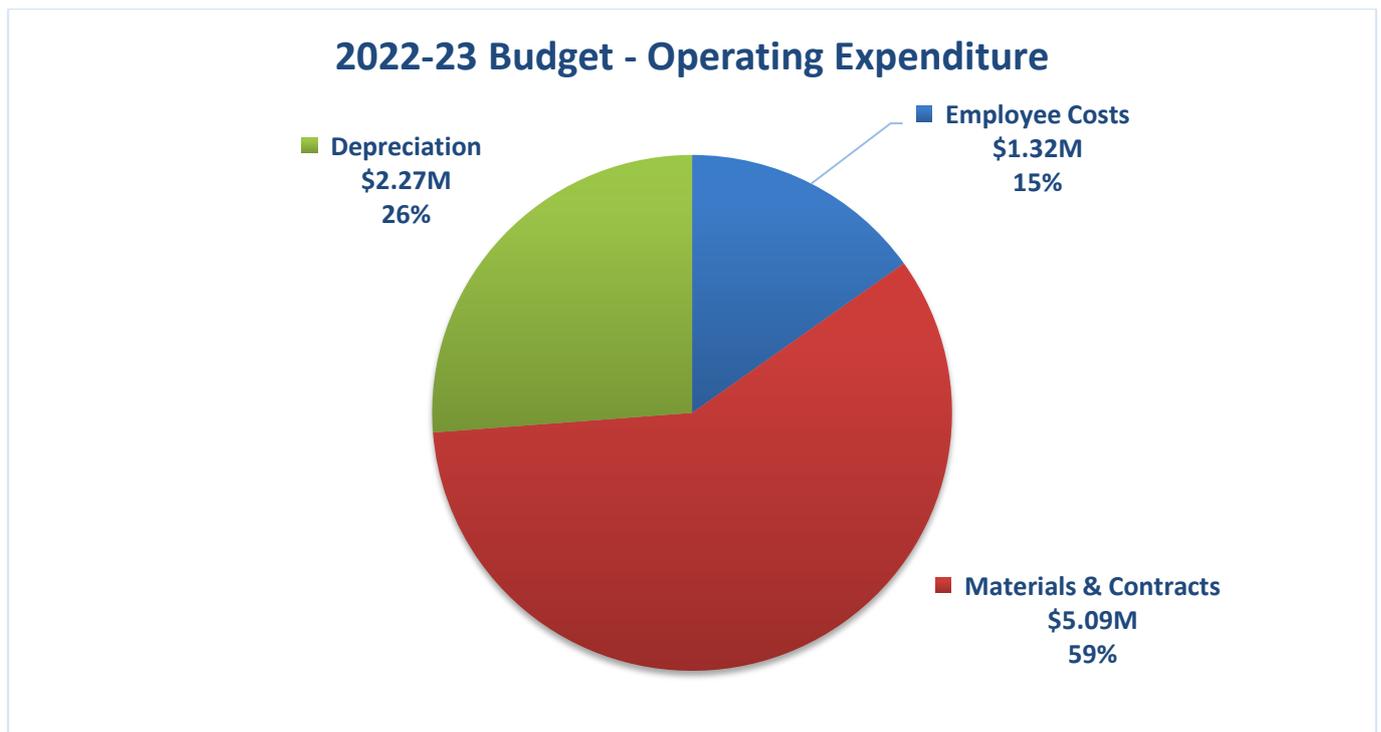
Operating Revenue

The 2022-2023 budget includes total operating revenue of \$9.59 million. The breakup of this revenue is shown below.



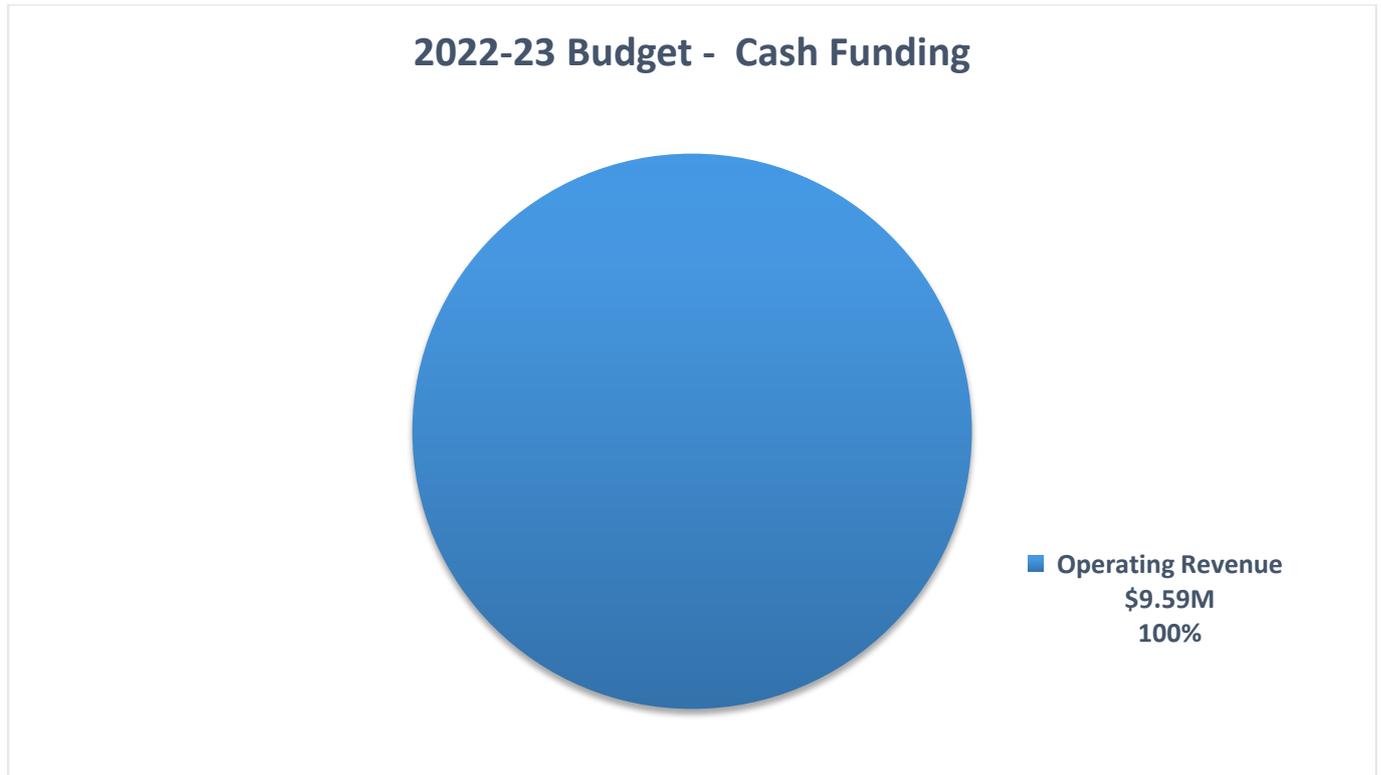
Operating Expenditure

The 2022-2023 budget includes total operating expenditure of \$8.68 million. The breakup of this expenditure is shown below.



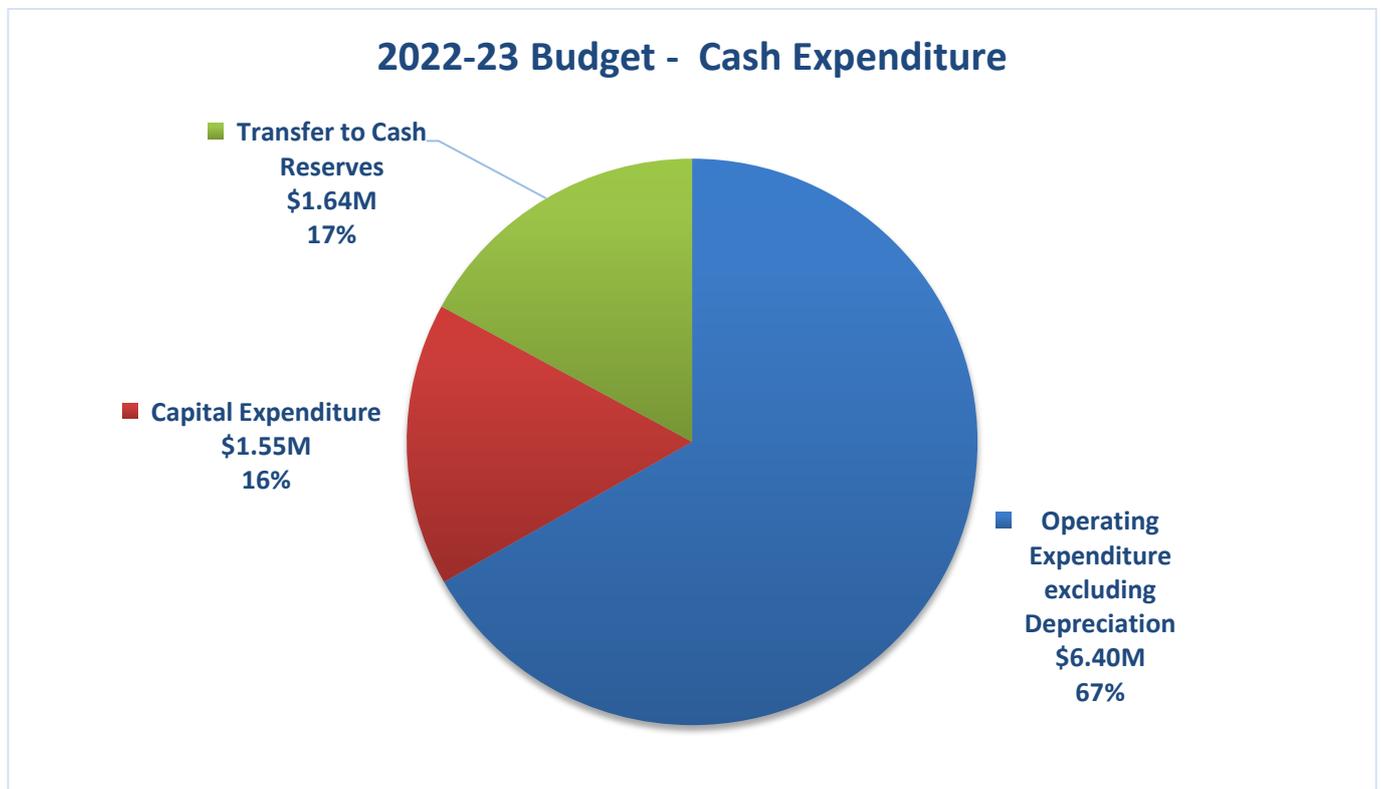
Cash Funding

Total cash funding available for the 2022-2023 budget is \$9.59 million. The breakup of funding is shown below.



Cash Expenditure

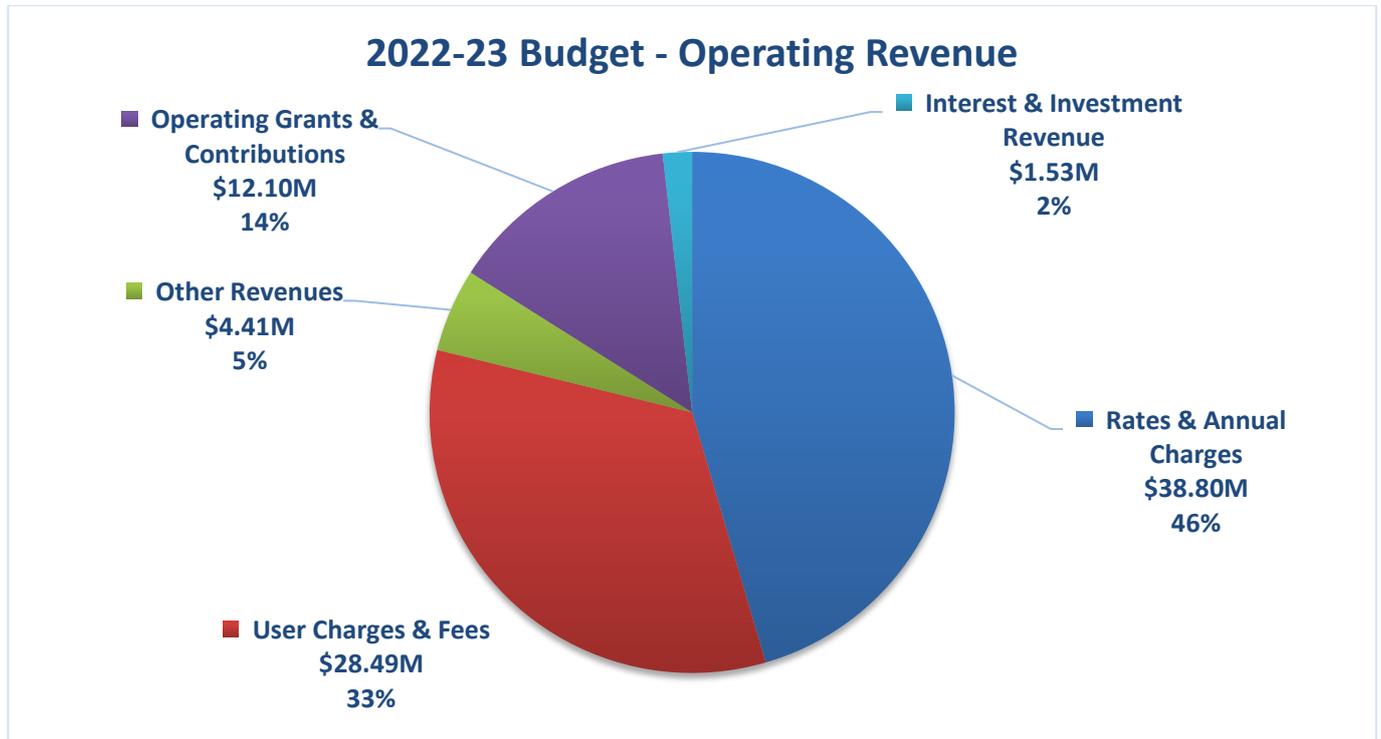
Total cash expended or used in the 2022-2023 budget is \$9.59 million. The breakup of expenditure is shown below.



Consolidated Result

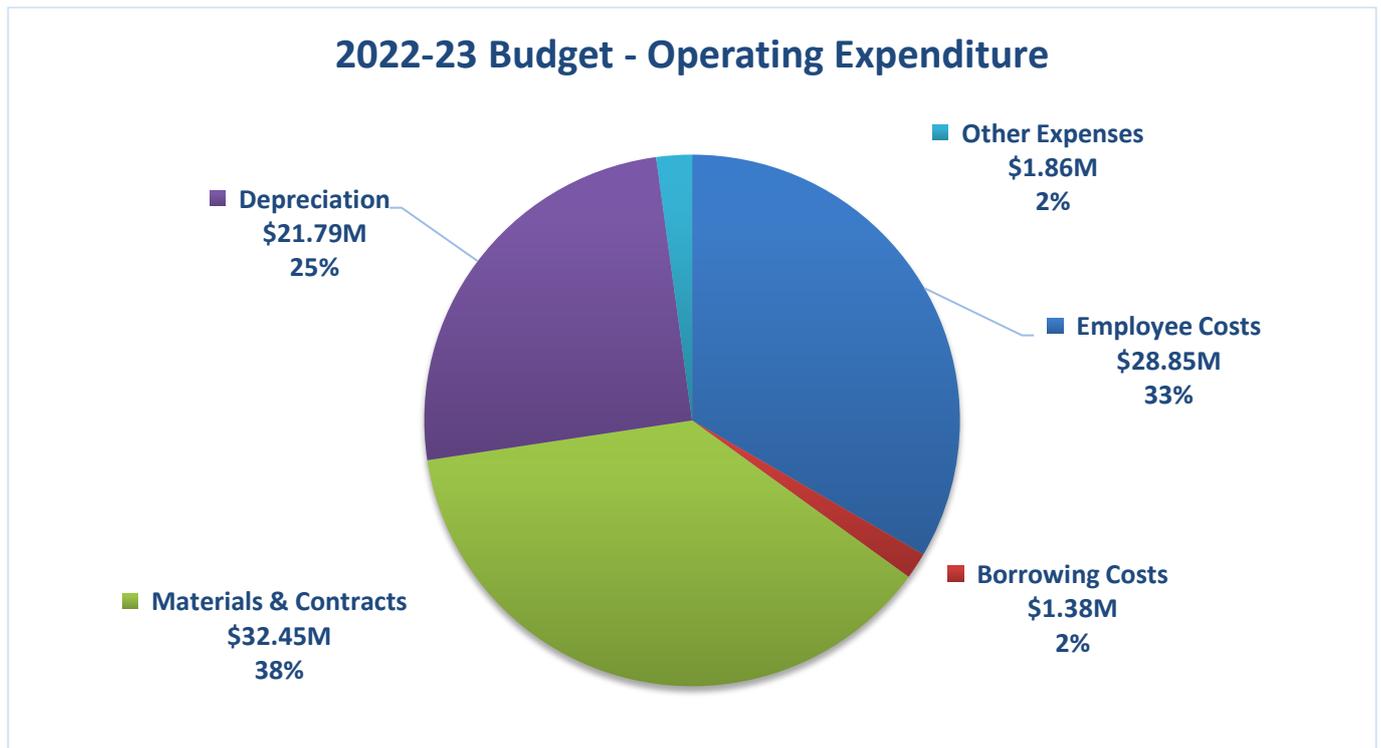
Operating Revenue

The 2022-2023 budget includes total operating revenue of \$85.33 million. The breakup of this revenue is shown below.



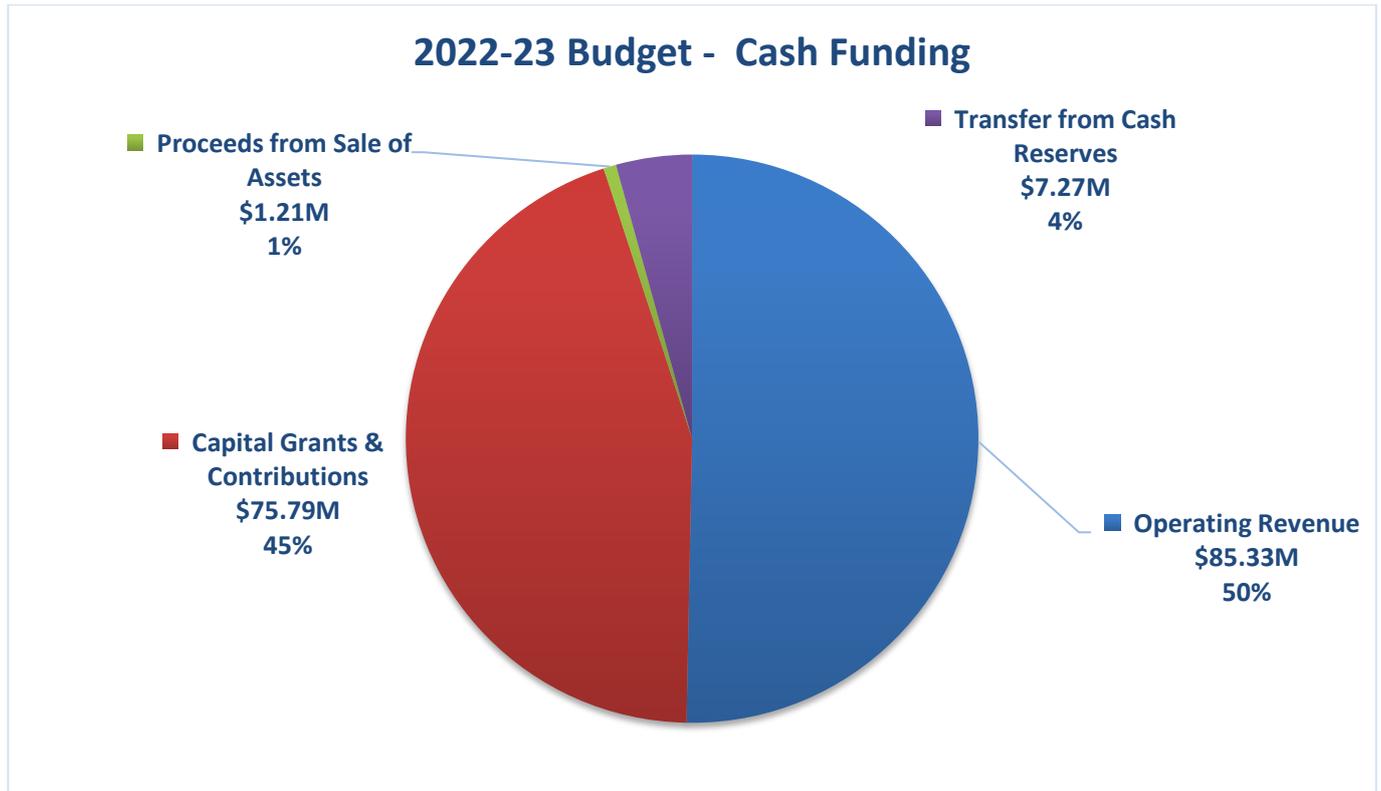
Operating Expenditure

The 2022-2023 budget includes total operating expenditure of \$86.33 million. The breakup of this expenditure is shown below.



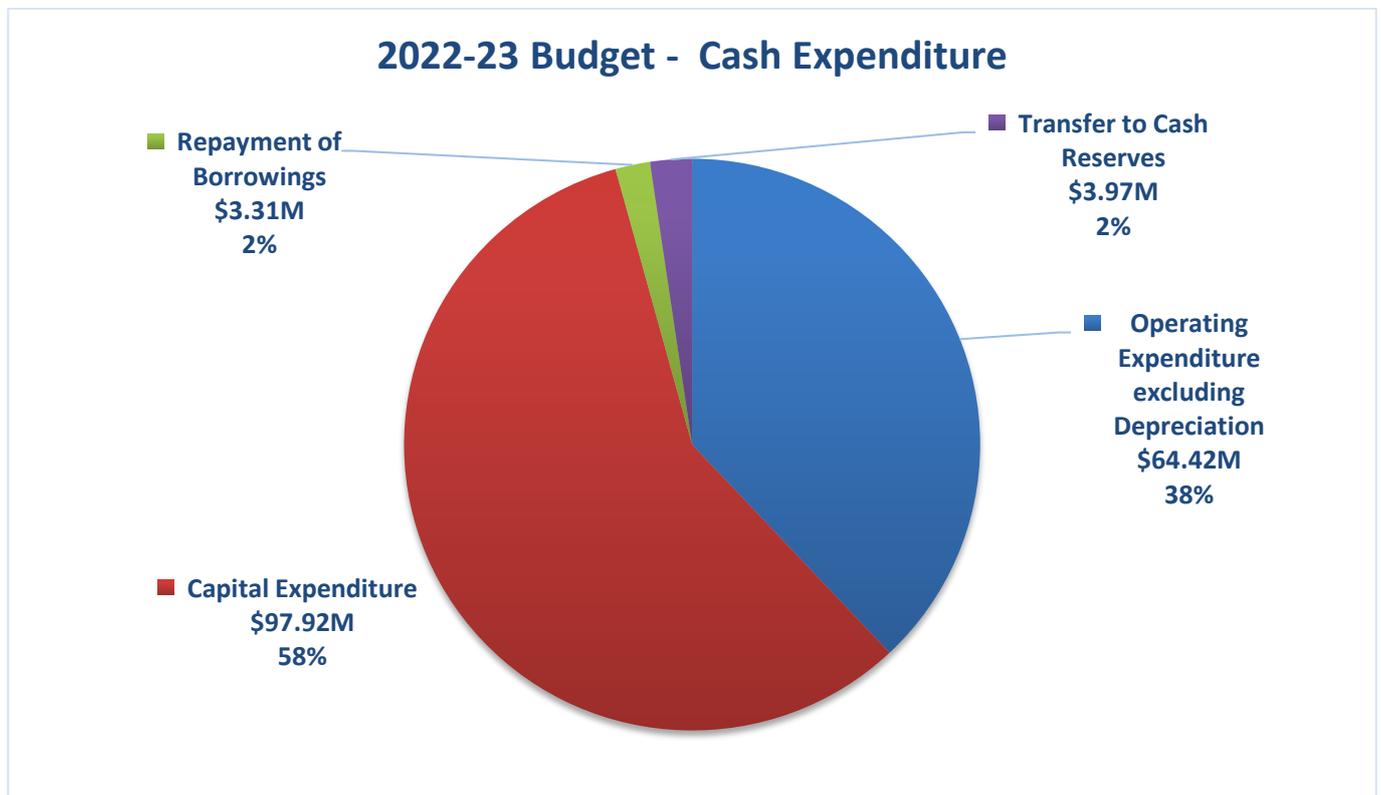
Cash Funding

Total cash funding available for the 2022-2023 budget is \$169.61 million. The breakup of funding is shown below.



Cash Expenditure

Total cash expended or used in the 2022-2023 budget is \$169.61 million. The breakup of expenditure is shown below.



2022-2023 Income Statement

\$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
Revenue				
Rates and Annual Charges	28,677	3,192	6,935	38,804
User Charges and Fees	18,868	9,357	260	28,485
Interest and Investment Revenue	787	374	373	1,534
Other Revenues	2,348	39	2,022	4,408
Operating Grants and Contributions	12,102	-	-	12,102
Capital Grants and Contributions	70,906	4,888	-	75,794
Total Revenue	133,688	17,850	9,589	161,128
Operating Expenses				
Employee Costs	25,815	1,715	1,316	28,846
Borrowing Costs	845	539	-	1,385
Materials and Contracts	21,643	5,722	5,087	32,452
Depreciation	15,835	3,679	2,275	21,789
Other Expenses	1,836	23	-	1,858
Total Operating Expenses	65,975	11,677	8,677	86,330
Net Surplus/(Deficit)	67,713	6,173	912	74,798
Operating Surplus/(Deficit)	(3,193)	1,285	912	(996)

2022-2023 Balance Sheet

\$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
ASSETS				
Current Assets				
Cash and Investments	39,746	24,624	22,677	87,408
Receivables	8,650	2,321	229	11,200
Inventories	1,632		603	2,235
Contract Assets	3,028	310		3,338
Other	697			697
Total Current Assets	53,753	27,255	23,509	104,518
Non-Current Assets				
Receivables	284			284
Inventories	1,013			1,013
Infrastructure, Property, Plant & Equipment (IPP&E)	764,959	193,115	103,144	1,061,218
Right of Use Assets	240			240
Non-current assets classified as "held for sale"	612			612
Total Non-Current Assets	767,108	193,115	103,144	1,063,367
TOTAL ASSETS	820,861	220,370	126,654	1,167,885
LIABILITIES				
Current Liabilities				
Payables	8,841	197		9,038
Contract Liabilities	6,852			6,852
Lease Liabilities	5			5
Borrowings	2,970	510		3,480
Provisions	7,185			7,185
Total Current Liabilities	25,852	707	0	26,560
Non-Current Liabilities				
Lease Liabilities	253			253
Borrowings	8,213	8,724		16,937
Provisions	14,863			14,863
Total Non-Current Liabilities	23,330	8,724	0	32,053
TOTAL LIABILITIES	49,182	9,431	0	58,613
Net Assets	771,679	210,939	126,654	1,109,272
EQUITY				
Retained Earnings	681,111	201,044	120,327	1,002,482
Revaluation Reserves	90,568	9,895	6,327	106,790
Total Equity	771,679	210,939	126,654	1,109,272

2022-2023 Cashflow Statement

\$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	28,677	3,192	6,935	38,804
User Charges and Fees	18,868	9,357	260	28,485
Interest and Investment Revenue Received	787	374	373	1,534
Grants and Contributions	83,009	4,888	-	87,896
Other	2,348	39	2,022	4,408
Payments:				
Employee Costs	(25,815)	(1,715)	(1,316)	(28,846)
Materials and Contracts	(21,643)	(5,722)	(5,087)	(32,452)
Borrowing Costs	(720)	(539)		(1,260)
Other	(1,836)	(23)		(1,858)
Net Cash provided (or used in) Operating Activities	83,674	9,852	3,187	96,712
Cash Flows from Investing Activities				
Receipts:				
Sale of Investment Securities				
Sale of Property, Plant & Equipment (PPE)	1,215			1,215
Payments:				
Purchase of Infrastructure & PPE	(84,245)	(12,126)	(1,550)	(97,921)
Net Cash provided (or used in) Investing Activities	(83,030)	(12,126)	(1,550)	(96,706)
Cash Flows from Financing Activities				
Receipts:				
Proceeds from Borrowings				
Payments:				
Repayment of Borrowings	(2,815)	(481)		(3,297)
Repayment of Lease Liabilities	(10)			(10)
Net Cash Flow provided (used in) Financing Activities	(2,826)	(481)	0	(3,307)
Net Increase/(Decrease) in Cash	(2,182)	(2,755)	1,637	(3,301)
Plus: Cash - beginning of year	25,306	4,133	1,530	30,969
Cash - end of the year	23,124	1,378	3,166	27,669
Investments - end of the year	16,622	23,246	19,511	59,379
Cash & Investments - end of the year	39,746	24,624	22,677	87,048
Representing:				

\$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
External Restrictions	18,180	24,624	22,677	65,481
Internal Restrictions	18,408			18,408
Unrestricted	3,158			3,158
Total	39,746	24,624	22,677	87,048

2022-2023 Equity Statement

\$'000	General Fund	Water Fund	Sewerage Fund	Consolidated Result
Opening Balance	703,966	204,766	125,742	1,034,474
Net Operating Result for the Year	67,713	6,173	912	74,798
Closing Equity Balance	771,679	210,939	126,654	1,109,272

Detailed Operating Budget

General Fund

Project No	Project Description	Operating Revenue	Operating Expenditure	Operating Surplus/(Deficit)
210040	Records Management	0	373,969	(373,969)
210050	Governance	0	563,704	(563,704)
210057	Communications & Engagement	0	630,922	(630,922)
210070	Customer Service	0	795,083	(795,083)
210086	Local Area Committees	0	24,500	(24,500)
210100	Insurances	0	1,113,612	(1,113,612)
210205	Tourism Development	0	201,906	(201,906)
210206	Depreciation Tourism	0	19,000	(19,000)
210225	Economic Development	0	254,280	(254,280)
210255	Visitor Information Centre	55,000	262,110	(207,110)
210268	Industrial and Residential Land Disposal	0	305,000	(305,000)
210305	Asset Management and Planning	0	1,053,538	(1,053,538)
210309	Corporate Planning	0	227,415	(227,415)
210310	Investigations and Design	8,713	569,898	(561,185)
210330	Traffic Signs used on Jobs	41,000	31,570	9,430
210332	Works Depot	0	365,497	(365,497)
210340	Private Works	255,000	152,347	102,653
210350	Purchasing & Supply	10,250	462,345	(452,095)
210400	Rural Fire Service	611,159	700,209	(89,050)
210401	Depreciation RFS	0	330,000	(330,000)

Project No	Project Description	Operating Revenue	Operating Expenditure	Operating Surplus/(Deficit)
210402	RFS - Program Maintenance & Repairs	0	345,080	(345,080)
210503	Depreciation Fleet and Workshop	0	1,179,800	(1,179,800)
210504	Plant and Fleet Income and Expenses	338,250	(1,838,880)	2,177,130
210606	Internal Audit Committee	0	238,960	(238,960)
210607	Work, Health & Safety	0	1,443,010	(1,443,010)
210650	Executive Office	0	2,539,606	(2,539,606)
210653	Councillors Expenses	0	565,365	(565,365)
210701	Human Resources	0	1,159,547	(1,159,547)
210709	Sport UNE Staff Memberships	4,613	9,225	(4,612)
210713	Events & Promotions	0	330,177	(330,177)
210718	Big Chill Festival 2022-2023	200,000	300,000	(100,000)
210719	Spring Games	112,000	112,000	0
210815	Financial Services	25,406,290	(5,252,235)	30,658,525
210910	Information Technology	0	2,961,195	(2,961,195)
210912	Depreciation Information Technology	0	44,000	(44,000)
210990	Employment Oncosts	112,750	(2,759,556)	2,872,306
220080	Volunteer Centre	25,085	70,811	(45,726)
220100	Aboriginal Community Development	3,000	119,508	(116,508)
220103	Aboriginal Cultural Centre Contribution	0	40,000	(40,000)
220131	Community Initiatives	0	166,860	(166,860)
220138	Bushfire Recovery Officer - Resilience NSW	61,961	61,961	0
220151	Youth Development	0	96,323	(96,323)
220159	Youth Services - Youth Week	4,200	3,000	1,200
220182	Armidale Neighbourhood Centre	0	20,000	(20,000)
220200	Community Assistance Grants s356	0	20,000	(20,000)
220205	Arts North West Contribution	0	22,020	(22,020)
220500	Libraries	168,000	1,195,825	(1,027,825)
220502	Depreciation Library	0	174,100	(174,100)
220503	Library - Materials (co-op)-T19	39,000	73,500	(34,500)
220605	Museums Folk Operations	1,800	137,499	(135,699)
220650	Museums NERAM and Arts Development	0	375,000	(375,000)
230208	Urban & Rural Drainage	480,325	534,505	(54,180)
230245	New England Weeds Authority	0	223,240	(223,240)
240001	Armidale Aquatic Centre	348,310	585,757	(237,447)
240003	Depreciation Aquatic Centres	0	180,900	(180,900)
240030	Parks Private Works	0	0	0
240200	Cemeteries	235,750	273,724	(37,974)
240250	Sports Council Administration	42,840	42,840	0

Project No	Project Description	Operating Revenue	Operating Expenditure	Operating Surplus/(Deficit)
240300	Sportsfields	33,658	507,023	(473,365)
240305	Depreciation Parks and Reserves	0	1,145,000	(1,145,000)
240350	Parks and Reserves	4,138	1,026,962	(1,022,824)
240400	Grazing and Leases	0	0	0
240510	Urban Forest	6,945	311,817	(304,872)
240520	Parks Management & Administration	15,375	644,261	(628,886)
240601	City Services	8,225	647,061	(638,836)
240800	Kerb & Gutter Maintenance	0	50,614	(50,614)
240900	Footpaths Maintenance	0	54,770	(54,770)
241000	Facility Management	370,795	2,039,872	(1,669,077)
241001	Depreciation Facility Management	0	1,917,450	(1,917,450)
241002	Street Lighting (Electricity Bill)	0	244,800	(244,800)
250100	Applications and Approvals	457,860	1,212,514	(754,654)
250102	Certification and Inspections	302,900	407,874	(104,974)
250180	Gasworks Site Environmental Monitoring	0	247,960	(247,960)
250203	Sustainability and Strategic Planning	0	742,648	(742,648)
250315	Environmental Health	194,238	265,503	(71,265)
250320	Guyra - State Emergency Service	0	57,770	(57,770)
250321	Fire Brigade Service Armidale	0	184,524	(184,524)
250400	Companion Animals	63,005	621,960	(558,955)
250502	Car Parking and General Enforcement	410,000	376,735	33,265
270050	Roads Maintenance Management	0	1,585,524	(1,585,524)
270052	Depreciation Transport Management	0	8,666,450	(8,666,450)
270055	Roads to Recovery Grants	1,429,700	0	1,429,700
270110	Regional Roads Block Grant	1,022,386	493,902	528,484
270200	Urban Roads Repairs and Maintenance	0	1,505,064	(1,505,064)
270219	Traffic Facilities Engineering Support - M & R	116,000	116,000	0
270301	Financial Assistance Grant - Roads	2,491,322	0	2,491,322
270400	Rural Unsealed Roads Planned Maintenance	12,240	2,106,075	(2,093,835)
270453	Companion Animals Shelter	95,000	179,073	(84,073)
270510	Urban Bridge Repairs and Maintenance	0	91,152	(91,152)
270561	Domestic Airports Screening Program	1,080,000	1,080,000	0
270600	Gravel Pit Operations	1,282,634	1,215,800	66,834
270700	RMS - RMCC Overheads (E & T)	0	189,848	(189,848)
270702	RMS - RMCC Routine Maintenance	580,000	242,449	337,551
270704	RMS - RMCC Ordered Pavement Works	9,550,000	8,013,014	1,536,986
270900	Cycleways	0	35,582	(35,582)
272000	Airport Operations	1,237,079	1,426,199	(189,120)

Project No	Project Description	Operating Revenue	Operating Expenditure	Operating Surplus/(Deficit)
272001	Depreciation Airport	0	858,000	(858,000)
272038	RMCC MR76 - Corrective Maintenance	0	165,189	(165,189)
272041	Biodiversity Offsets	0	50,000	(50,000)
272055	Technical Office	0	224,602	(224,602)
273000	Project Management Office (Operations)	0	191,948	(191,948)
290060	Waste Management	4,872,842	4,080,227	792,615
290246	Depreciation Waste	0	1,348,500	(1,348,500)
290248	Long Swamp Road Waste Transfer Facility	4,187,268	1,626,156	2,561,112
290249	Regional Landfill	2,992,314	1,443,255	1,549,059
290550	Transfer Station	0	716,073	(716,073)
300008	Guyra Aquatic Centre	72,595	242,509	(169,914)
300074	Home Support Services (HSS) Guyra	167,500	167,455	45
300083	Kolora Aged Homes	234,355	14,587	219,768
300502	Community Health Related Transport	8,500	6,000	2,500
300565	Guyra Preschool & Long Day Care Centre	833,274	928,626	(95,352)
300707	Tablelands Community Transport	84,549	27,215	57,334
	Total	62,781,993	65,975,164	(3,193,171)

Water Fund

Project No	Project Description	Operating Revenue	Operating Expenditure	Operating Surplus/(Deficit)
280008	Depreciation Water Services	0	3,679,100	(3,679,100)
280010	Water - Business Administration	12,831,958	4,466,798	8,365,160
280200	Raw Water Dams	0	518,553	(518,553)
280250	Raw Water Mains	0	38,295	(38,295)
280270	Water Network Management	0	1,027,680	(1,027,680)
280294	Water Private Works	130,323	88,766	41,557
280300	Water Service Reservoirs	0	71,625	(71,625)
280400	Water - Pumping Stations	0	181,981	(181,981)
280700	WTP - Management	0	1,604,541	(1,604,541)
	Total	12,962,281	11,677,339	1,284,942

Sewerage Fund

Project No	Project Description	Operating Revenue	Operating Expenditure	Operating Surplus/(Deficit)
260005	Sewer Management	7,329,819	2,539,191	4,790,628
260008	Depreciation Sewerage Services	0	2,274,600	(2,274,600)
260020	Sewerage - New Connections	48,200	15,508	32,692
260195	Sewerage - Network Management	0	987,419	(987,419)
260300	Sewerage - Pump Stations	0	35,985	(35,985)
260400	STP - Management	0	942,211	(942,211)
260500	Effluent Management	2,000,000	1,770,589	229,411
260600	Sewer - Trade Waste	211,479	111,961	99,518
	Total	9,589,498	8,677,464	912,034

Capital Budget

The 2022-2023 capital program was developed by identifying critical works, projects that are pre existing commitments, grant dependent projects and a level of asset renewal expenditure that is consistent with Council's Special Rate Variation modelling. Using this criteria has produced a 2022-2023 capital program totaling \$98 million as follows.

Description	Budget	Grant Funding	Externally Restricted Funding	Council/Internally Restricted Funding
General Fund	\$84,245,091	\$72,512,094	\$50,000	\$11,682,997
Water Fund	\$12,125,790	\$4,887,895	\$7,237,895	\$-
Sewerage Fund	\$1,550,000	\$-	\$1,550,000	\$-
Consolidated Result	\$97,920,881	\$77,399,989	\$8,837,895	\$11,682,997

This is unusually high due to the inclusion of significant grant funded projects on Kempsey Road totaling \$63 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.

Special Rate Variation

Council was successful in obtaining approval from IPART to continue with the temporary Special Rate Variation (SRV) on a permanent basis from 2021-2022. This will provide \$1.5 million in funding annually for asset renewals. Council's 2022-2023 SRV allocation is as follows:

Asset Renewal Program	SRV Allocation
Kerb and Gutter program	\$67,063
Footpath program	\$48,296
Urban reseal program	\$331,173
Rural reseal program	\$469,162
Gravel Re-sheeting program	\$402,390
Building Renewal program	\$232,607
Total	\$1,550,691

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

General Fund

Project No	Project Description	Total Project Value	2022-2023 Budget
270444	Kempsey Road Big Hill Project (Restart NSW)	4,671,083	1,750,000
270444	Kempsey Rd - Location 3 Flying Fox Cutting (FLR R2)	4,984,930	4,000,000
270444	Kempsey Rd - Location 1 Blackbird Flat (FLR R3)	2,996,000	2,676,000
270444	Kempsey Road Disaster Restoration (AGRN)	54,250,000	54,250,000
272068	Kelly's Plain Road Rehabilitation (LRCI phase 3)	1,242,108	1,242,108
240017	Aquatic Centre Asset Renewals	200,000	200,000
272051	Guyra Main Street Upgrade (Merger)	321,806	321,806
272050	Bakers Creek Bridge Replacement (FCB)	1,320,000	927,718
272051	Boorolong Creek Bridge Replacement (FCB)	1,204,500	846,543
272053	Lambs Valley Bridge Replacement (FCB)	440,000	309,239
240388	Playground Replacement Program	47,000	47,000
240387	Dumaresq Dam Fishing Jetty	94,000	94,000
272049	Armidale Creeklands Restoration - Stage 1 (Public Spaces Legacy Program)	2,500,000	2,500,000
240038	New Mall Christmas Tree (LRCI)	110,000	110,000
270470	Regional Roads Repair Program	367,586	367,586
270719	Road Rehabilitation (LRCI)	800,000	800,000
270720	Urban & Rural Road Rehabilitation	1,000,000	1,000,000
270721	Road Safety Program	50,000	50,000
270722	Road Upgrade Program	50,000	50,000
240039	Library Roof Engineering Investigation	100,000	100,000
210303	Design and Planning for Future Capital Works	595,000	595,000
210347	Gasworks Remediation	450,000	450,000
220506	Library Collection Development	125,000	125,000
210881	IT Communications Capital	106,000	106,000
240037	Portable Stage (BSBR)	200,000	200,000
240208	Armidale Cemetery Lawn Cemetery Beams	15,000	15,000
240209	Cemetery Signage	50,000	50,000
240210	Guyra Leash-Free Dog Area	50,000	50,000
210501	Fleet and Plant Replacement Program	2,800,000	2,800,000
290577	Waste Transfer Station Upgrades	300,000	300,000
290252	Landfill Waste Sorting Plant & Baler	1,200,000	1,200,000
290146	Regional Landfill Upgrade Works	500,000	500,000
290153	Landfill Remediation Works	100,000	100,000
272069	Airport Runway Reseal	750,000	750,000
272070	Replace Secondary Windssocks	30,000	30,000
270474	Kerb and Gutter Renewal Program	590,000	590,000
270475	Footpath Program	477,294	477,294
270476	Cycleways Program	60,000	60,000
270260	Urban Reseal Program	900,000	900,000
270473	Rural Reseal Program	1,040,000	1,040,000
270472	Gravel Re-sheeting Program	802,390	802,390
272071	Stormwater Drainage Program	200,000	200,000
272072	Causeway Renewal Program	200,000	200,000
272073	Stormwater Culverts Renewal Program	100,000	100,000
272074	Stormwater Pipe Relining Program	150,000	150,000
272075	Gross Pollutant Traps	220,000	220,000

Project No	Project Description	Total Project Value	2022-2023 Budget
270562	Bridge Renewal Program	250,000	250,000
241008	Building Renewal Program	232,607	232,607
240036	SES Guyra Hardstand & Parking Area	39,800	9,800
270563	Airport Apron Lighting Modification	100,000	100,000
	Total	89,382,104	84,245,091

Water Fund

Project No	Project Description	Total Project Value	2022-2023 Budget
280862	Water Main Replacement Program	800,000	800,000
280863	Main Diversion Dumaresq St, Armidale	200,000	200,000
280864	Water Meter Replacement Program	100,000	100,000
280865	Service Line Replacement Program	200,000	200,000
280332	Water Treatment Plant Regional Master Plan Implementation	5,500,000	1,050,000
280861	Puddledock Dam Raw Water Main and Pump Station	11,541,000	9,775,790
	Total	18,341,000	12,125,790

Sewerage Fund

Project No	Project Description	Total Project Value	2022-2023 Budget
260306	Sewer Mains Relining	1,200,000	1,200,000
260307	Sewage Treatment Plant Access Road Upgrade & Reseal	200,000	30,000
260308	Armidale Sewerage Treatment Plant Upgrade	36,000,000	200,000
260416	Sewerage Treatment Farm Centre Pivot	2200,000	120,000
	Total	39,600,000	1,550,000

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 2022-23 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%	(5.09%)	9.91%	9.51%	(1.17%)
Own Source Operating Revenue	>60%	37.91%	72.62%	100.00%	45.45%
Unrestricted Current Ratio	>1.5x	3.50	34.49	N/A	3.50
Debt Service Cover Ratio	>2.0x	3.67	5.39	N/A	4.73
Building & Infrastructure Renewals Ratio	>=100%	104.73%	37.63%	64.93%	85.79%
Infrastructure Backlog Ratio	<2%	1.95%	0.93%	2.31%	1.80%
Asset Maintenance Ratio	>100%	67%	80%	91%	72%

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.

In 2022-23 the LTFP has been updated and included in the Resourcing Strategy, as this has been updated in line with the development of the *Delivery Program 2022-2026*. The LTFP will be reviewed annually and in line with the development of the Operational Plan in accordance with the requirements of the *Local Government Act 1993*.

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.

Recipient	Purpose	Amount
Local Area Committees (LACs)	Various	\$24,500
New England Joint Organisation (NEJO)	Operating Subsidy	\$30,600
Guyra Rotary Club	Guyra Christmas Celebrations	\$6,000
Duval Dam Buster	Duval Dam Buster Fun Run	\$2,000
New England Mountain Bikers	UNE 12hr In The Piney	\$2,000
Guyra Lamb & Potato Festival Committee	Guyra Lamb & Potato Festival	\$8,000
Armidale Show Society	Armidale Show	\$2,500
Veterans Golf	Veterans Golf	\$2,000
Armidale Gymnastics Centre	NSW Gymnastics Country Championships	\$5,000
	HMAS 80 th Anniversary	\$10,000
Aboriginal Cultural Centre & Keeping Place (ACCKP)	Operating Subsidy	\$40,000
New England Conservatorium Of Music (NECOM)	New England Sings and various other concerts/performances	\$9,000
Armidale Neighbourhood Centre	Operating Subsidy	\$20,000
Various	Community Grants Program	\$20,000
Arts North West	Program funding	\$22,020
New England Regional Art Museum (NERAM)	Operating Subsidy	\$375,000
New England Weeds Authority (NEWA)	Operating Subsidy	\$223,240
Sports Council	Sporting Facility Fees Contribution	\$42,840
Southern New England Land Care	Armidale Urban Planting Maintenance Malpas Catchment Project Community Resource Centre Support	\$64,738
Hillgrove Local Area Committee	Subsidy for mowing	\$6,947
Total		\$916,385

Appendix A

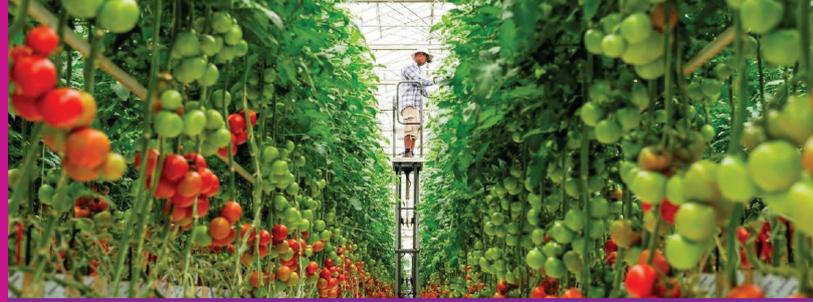


The **six pillars** of the Community Plan

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.

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.



Thriving Region Economy & Tourism



Connected Region Transport & Technology



Future Region Sustainability & Resilience



Liveable Region Places & Spaces



Enriched Region Community & Culture



Strong Region Engagement & Responsibility

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



ARMIDALE
Regional Council