



Proposed **Permanent** Special Rate Variation
Community briefing

Council's Structure and Services

Places and Spaces

Parks and facilities

22 Sportsfields
77 Urban Parks
40 Playgrounds
1 Skate Park
1 Showground
2 Saleyards
15 Operational Cemeteries
2 Aquatic Centres
2,000 street trees inspected/pruned annually
1 Preschool/Childcare Centre
23 Toilet Blocks
7 Community Halls

Libraries

120,000 library visitors
10,766 library members
221,893 items loaned
368 events held in the libraries (pre-Covid)
65,900 public enquiries answered

Arts and culture

3 museums
7 volunteers

Property and machinery

476 items of mechanical plant fleet
52 public buildings maintained

Airport (pre-Covid)

Up to 100 flights
per week
140,000 passengers
per year

Our natural beauty

425,000 annual visitors to our National Parks: Oxley Wild Rivers, Cathedral Rock, Guy Fawkes, New England

Tourism & events (pre-Covid)

322,000 domestic day visitors
278,000 domestic overnight visitors
9,000 international visitors
\$99.4 million generated in accommodation and food services
\$28 million generated from Arts & Recreation Services
\$17 million generated from sporting events

Services we provide

Roads maintenance

206 km of urban roads
444 km of non-urban roads
1,078 km rural unsealed roads
122 km Regional Roads subject to Block Grant funding from TRNSW
102 concrete and 21 timber bridges
285 cattle grids
150km of Main, Regional and State roads.

Waste management

35,673 tonnes of waste received
60.6% or 21,628 tonnes of waste recycled,
recovered or reused
39.4% or 14,045 tonnes of waste buried in landfill
10,800 residential kerbside collections
960 commercial kerbside collections
400 public place litter bins

Customer contact

22,500 phone enquiries
16,402 counter enquiries
18,193 cashier transactions
648 Cemetery applications/enquiries
169 Barking Dog Complaints
817 Companion Animals Registrations and applications

Water

9,578 residential homes and 658 commercial properties supplied with water
3600 million litres supplied
5 dams (storage capacity of 13,645 ML) and 16 clear water reservoirs (storage capacity of 39ML)
13 water pump stations
450km water mains

Sewer

305km sewer mains
2664ML treated and 1263ML reused for irrigation.

Home Support Services

107 Home Support Services clients
3322 Transport services
4869 Social outings
2642 Meals delivered
71 volunteers

Planning

293 Development Applications
1,199 Planning Certificates processed
2,777 on-site waste management devices managed

Corporate Services

Insurances/WHS

12 Claims 2020/21
Average Cost of claim \$26,846.00
Gross Premium for 2020/21 \$734,307.17

Assets

Assets include Buildings, Roads, Water Network, Sewerage Network, Stormwater Drainage, Other Structures/Infrastructure
Oldest Asset is Town Hall - completed 1882
Total Asset Value \$1,190,951,000.00
Total Asset Maintenance Costs \$13,857,000.00

Our Workforce

Total Staff
(including casuals)

327

Total Full Time
Equivalent (FTE)

280

Female
staff

32%

Male
staff

68%

Average
age of
workforce

44.5
YEARS

Average
length of
service

8.11
YEARS

Armidale Regional Council Snapshot



Population

29,074

Employed
Residents

14,373

Gross Regional
Product

\$1.63 billion



Largest Industry
Education
& Training



Land Area

8,630 km²



Population Density

0.3 persons
per hectare

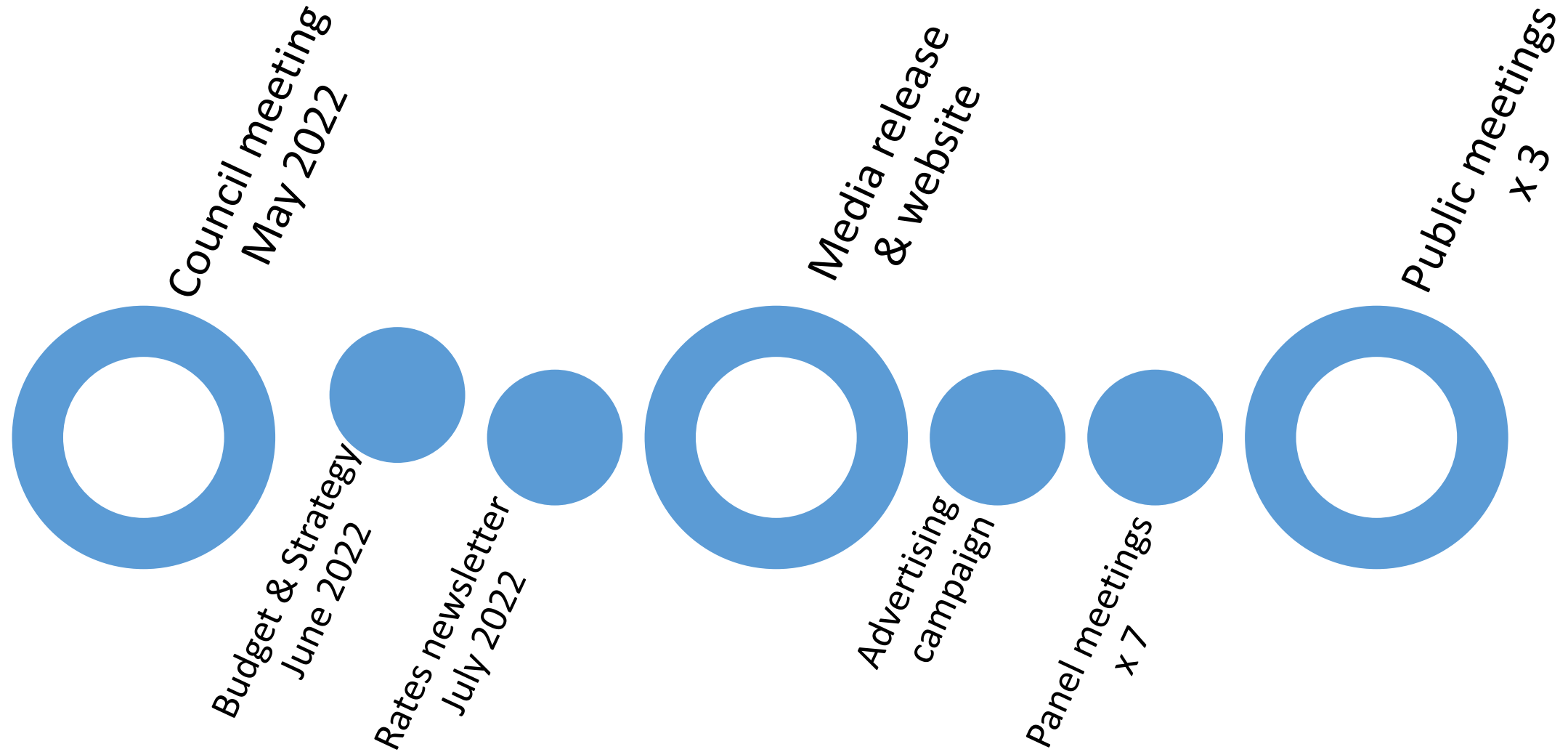


Local Jobs
14,970



Local Businesses
2,895

SRV engagement



Rate revenue - now



Rates Notice

2022-2023

135 Rusden Street
PO Box 75A, Armidale NSW 2350
Phone: 1300 136 833 • council@armidale.nsw.gov.au
ABN 39 642 954 203

ARMIDALE
Regional Council

Mr & Mrs Ratepayer
55 Example Street
ARMIDALE NSW 2350

Assessment Number	4321-0
Due Date	31/08/2022
Issue Date	25/07/2022
Rateable Value	100,000
Valuation Base Date	01 Jul 2019
Land Area	733.5m ²

PROPERTY LOCATION AND DESCRIPTION

55 Example Street ARMIDALE NSW 2350
Lot 1 DP 1234567

PARTICULARS OF RATES AND CHARGES	RATE IN \$ / UNIT CHARGE	RATEABLE VALUE / UNITS	AMOUNT
Residential - Armidale	0.005231	100,000	523.10
Residential - Armidale Base Amount	470.00	1	470.00
Residential - Sewerage Access Charge	525.00	1	525.00
Water Access Charge	315.00	1	315.00
Domestic Waste Service	436.00	1	436.00
Regional Landfill Levy	155.00	1	155.00
Regional Landfill Operation Charge	72.00	1	72.00
Armidale Drainage Charge	50.00	1	50.00

NET AMOUNT DUE \$2,546.10

50% of
these two
figures only

Rates Notice

2022-2023

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ARMIDALE
Regional Council

Mr & Mrs Ratepayer
55 Example Street
GUYRA NSW 2365

Assessment Number	5432-1
Due Date	31/08/2022
Issue Date	25/07/2022
Rateable Value	55,000
Valuation Base Date	01 Jul 2019
Land Area	1000m ²

PROPERTY LOCATION AND DESCRIPTION

55 Example Street GUYRA NSW 2365
Lot 1 DP 7854321

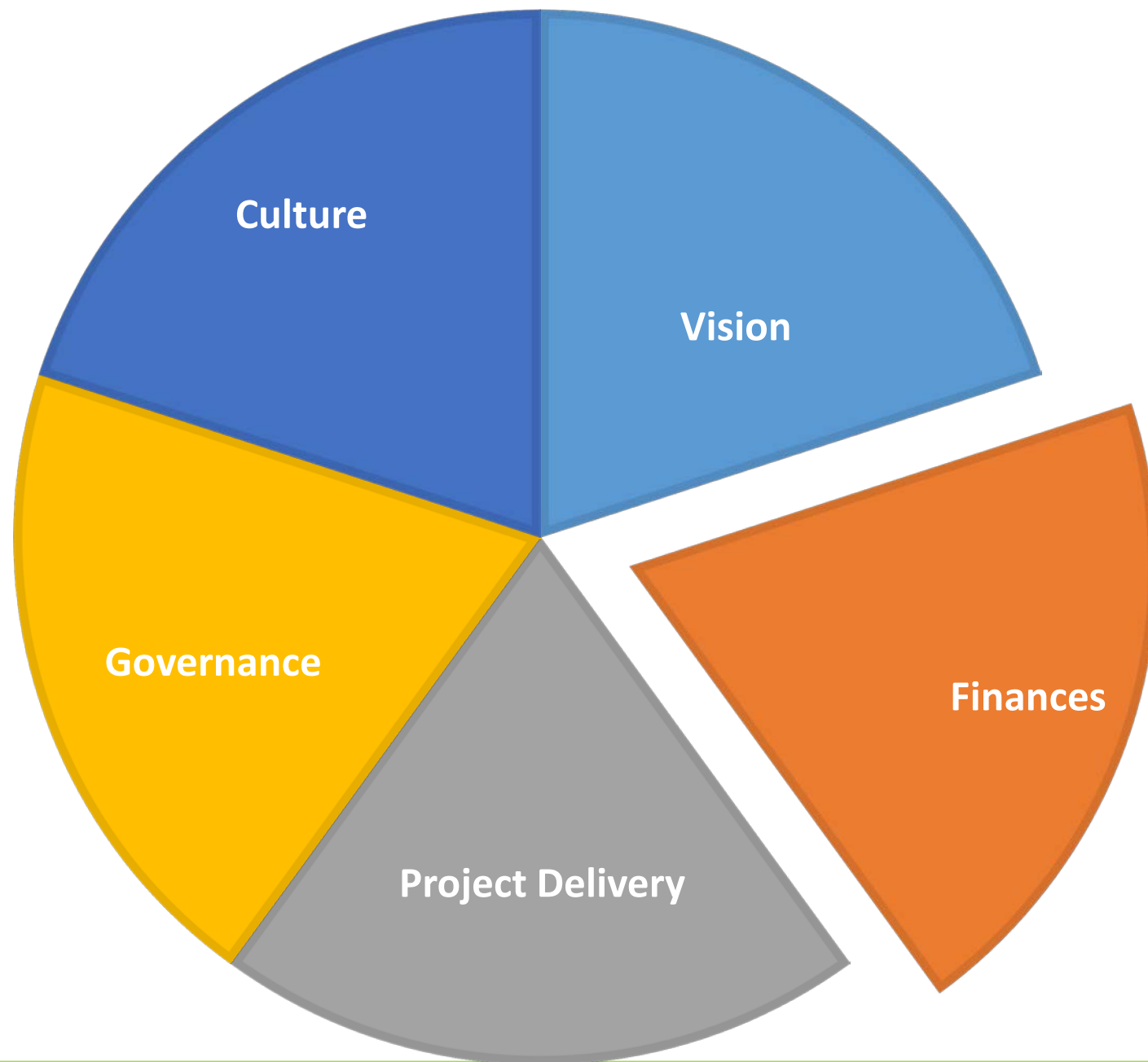
PARTICULARS OF RATES AND CHARGES	RATE IN \$ / UNIT CHARGE	RATEABLE VALUE / UNITS	AMOUNT
Residential - Guyra	0.005453	55,000	299.92
Residential - Guyra Base Amount	240.00	1	240.00
Residential - Sewerage Access Charge	525.00	1	525.00
Water Access Charge	315.00	1	315.00
Domestic Waste Service	436.00	1	436.00
Regional Landfill Levy	155.00	1	155.00
Regional Landfill Operation Charge	72.00	1	72.00
Guyra Stormwater Charge	25.00	1	25.00

NET AMOUNT DUE \$2,067.92

50% of
these two
figures only

Warts and all...

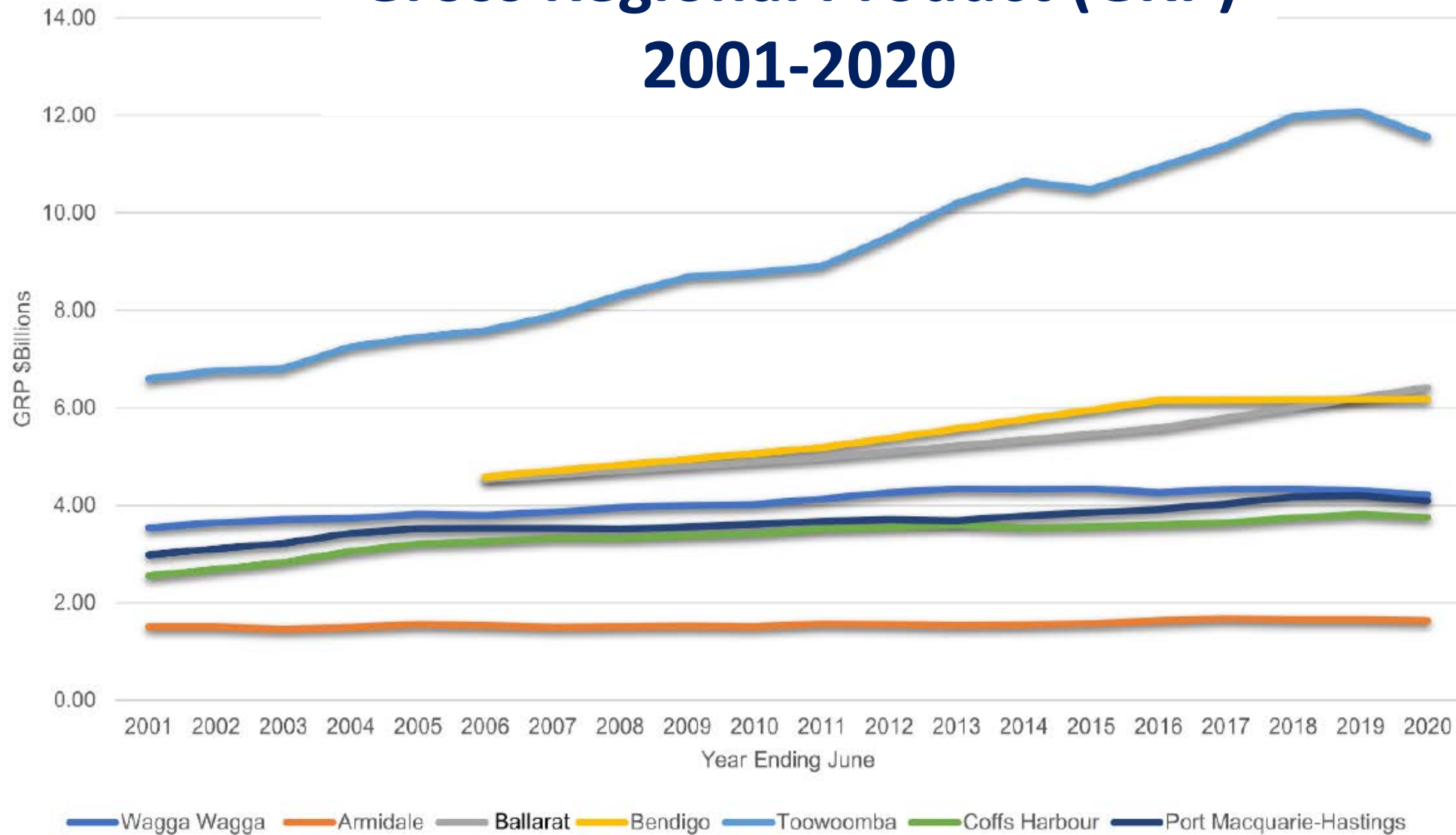
- Performance Improvement Order (PIO) - a poorly run Council
- Inherent Financial Issues - weak council weak region
- A New Council
- A Councillor Induction Program that laid bare the situation



Mayor – Cr Sam Coupland

- About our region - future forecasts
- Our Vision
- Our future focus

Gross Regional Product (GRP) 2001-2020



Region-building infrastructure



Livability

Sporting Precincts



CBD Activation Projects



Recreational Precincts



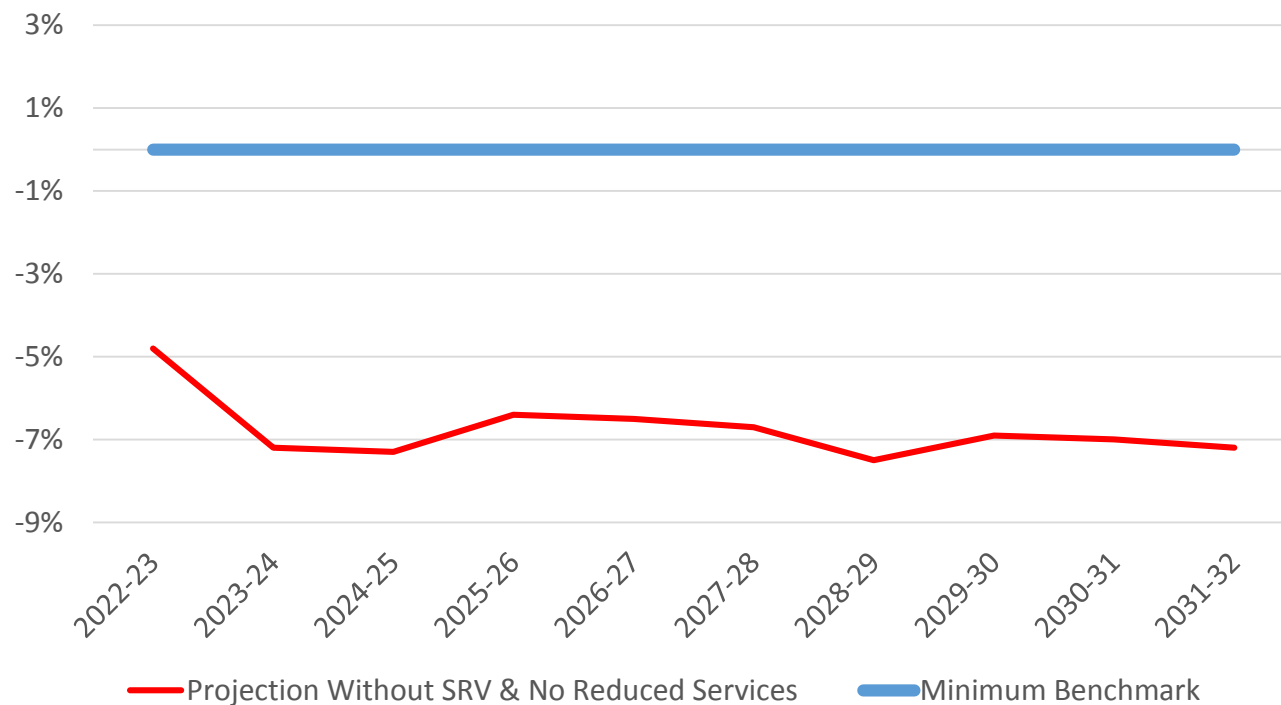
Arts and Culture Precinct



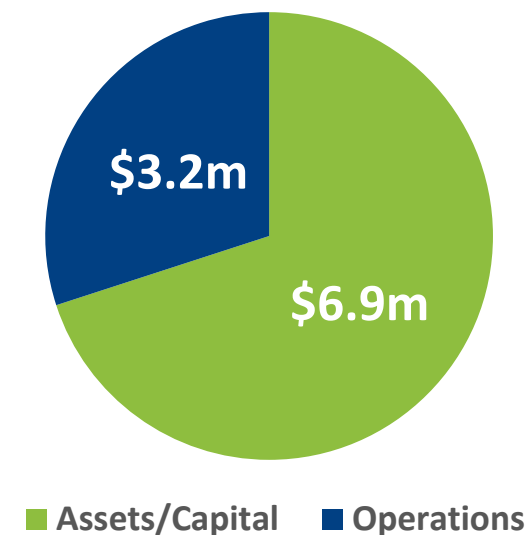
Jobs and growth



Council's operating performance (next 10 years – no SRV)

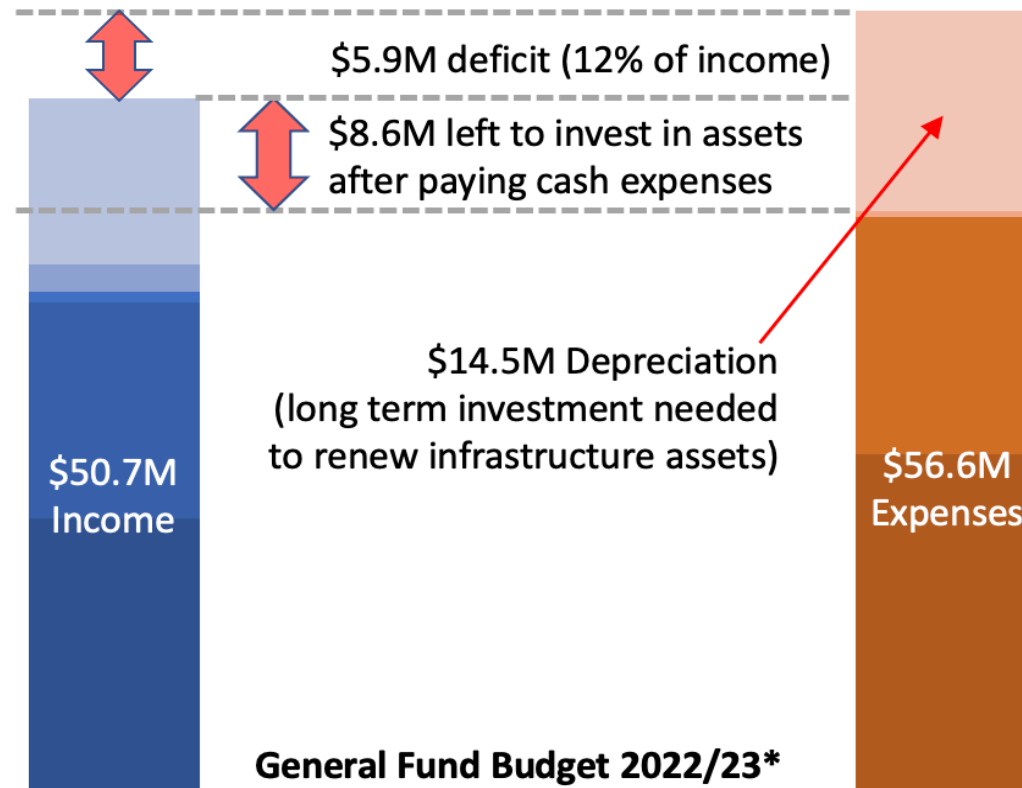


Estimated Annual Funding Shortfall \$10.1M



Our current financial situation

Where are we now?



*excludes waste management (accounted for within general fund, currently generating a \$3M p.a. surplus to repay loans for the regional landfill) and water and sewer funds

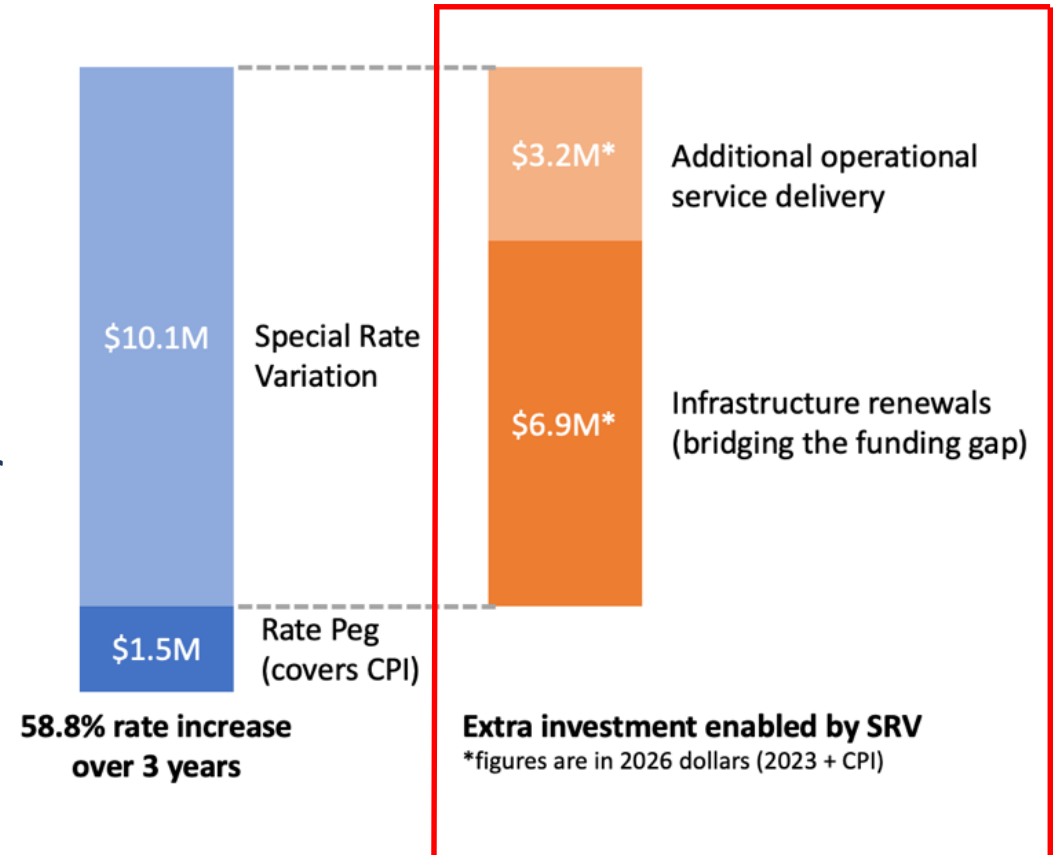
How did we get here?

1. A stagnating population
2. Unsustainably low rates in the former Guyra and Armidale Council area
3. Decades of under-investment in infrastructure

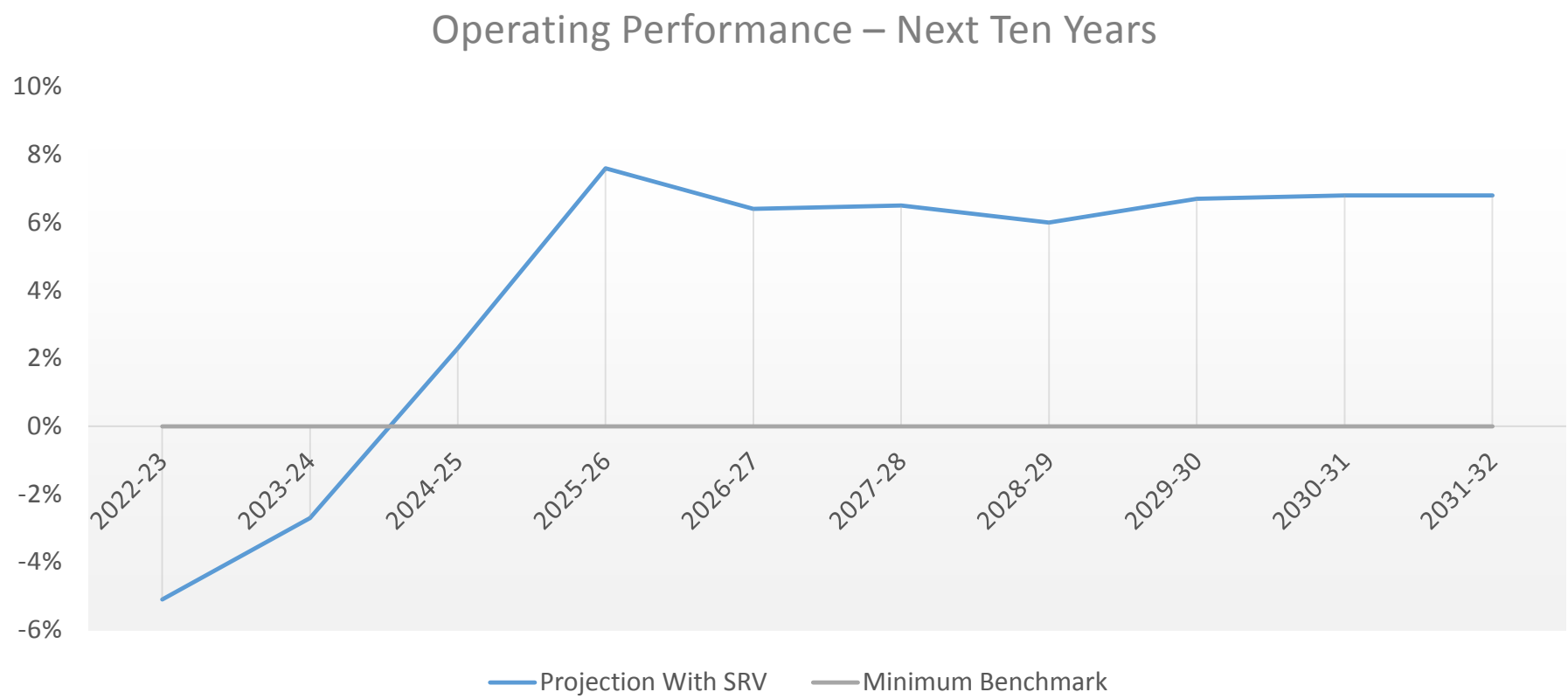
What will the SRV enable us to do?

Funds generated through a Special Rate Variation would enable us to:

- Bridge the infrastructure renewal funding shortfall of \$6.9 million per year
- Invest an additional \$3.2 million per year in improving Council's service delivery



Restore & Thrive Strategy



The Outlook – Priority Areas

Unsealed roads – current condition



Inverinate Road
March 2022



Thorpleigh Road
March 2022



Wongwibinda Road
March 2022



Tulloch Road
March 2022

The Outlook – Priority Areas

Sealed roads – current condition



Thorpleigh Road
March 2022



Aberfoyle Road
March 2022



Wards Mistake Road
March 2022

Bridges



Playgrounds



Playgrounds



Investment priorities – our infrastructure



Sealed local roads 650km	<ul style="list-style-type: none">• Resealing target - 55km per year• Currently– 11km per year• Backlog is now \$19 million in rehabilitation works.
Unsealed local roads 1,060km	<ul style="list-style-type: none">• Resheeting target - 70km per year• Currently– 35 km per year• Compounding effect in maintenance costs.
Bridges and culverts	<ul style="list-style-type: none">• Replace 5 timber bridges within 10 years
Footpaths and cycleways- 130km	<ul style="list-style-type: none">• Renew 6km of our footpaths and fix existing trip hazards• Construct missing links in cycleways & paths
Kerb and gutter 271km	<ul style="list-style-type: none">• Renewal of 11km of failed kerb• Currently - renewing 1km per year.

Investment priorities – our infrastructure



Urban stormwater drainage	<ul style="list-style-type: none">• Re-lining or replacing pipes at the end of life• Upgrades to address capacity and local flooding issues
Community buildings 264	<ul style="list-style-type: none">• \$10 million of outstanding building upgrades and maintenance.
Playgrounds 40 and Parks	<ul style="list-style-type: none">• Without SRV no new or upgraded playgrounds unless grant funded.
Sporting facilities - 25	<ul style="list-style-type: none">• Ongoing maintenance and renewals
Armidale Aquatic Centre	<ul style="list-style-type: none">• Refurbishment / upgrade / replace assets at the end of their life

The Opportunities

Making your money go further



Better Asset Management

- Condition assessments and data improvement for more efficient financial management
- Road reclassifications to transfer management to State Government
- Activation and maximising the utilisation of assets e.g. quarries
- Disposing of property and public assets
- Cost recovery of services: Reviewing fees for the Guyra Preschool and Airport
- Increasing commercial and community lease fees
- Decommissioning community buildings and facilities

Better Project Management

- Properly scoping projects
- Improvement in internal capability through support and training
- Introduce Project Management Framework to set a standard in project governance

Improving our financial sustainability (cont')



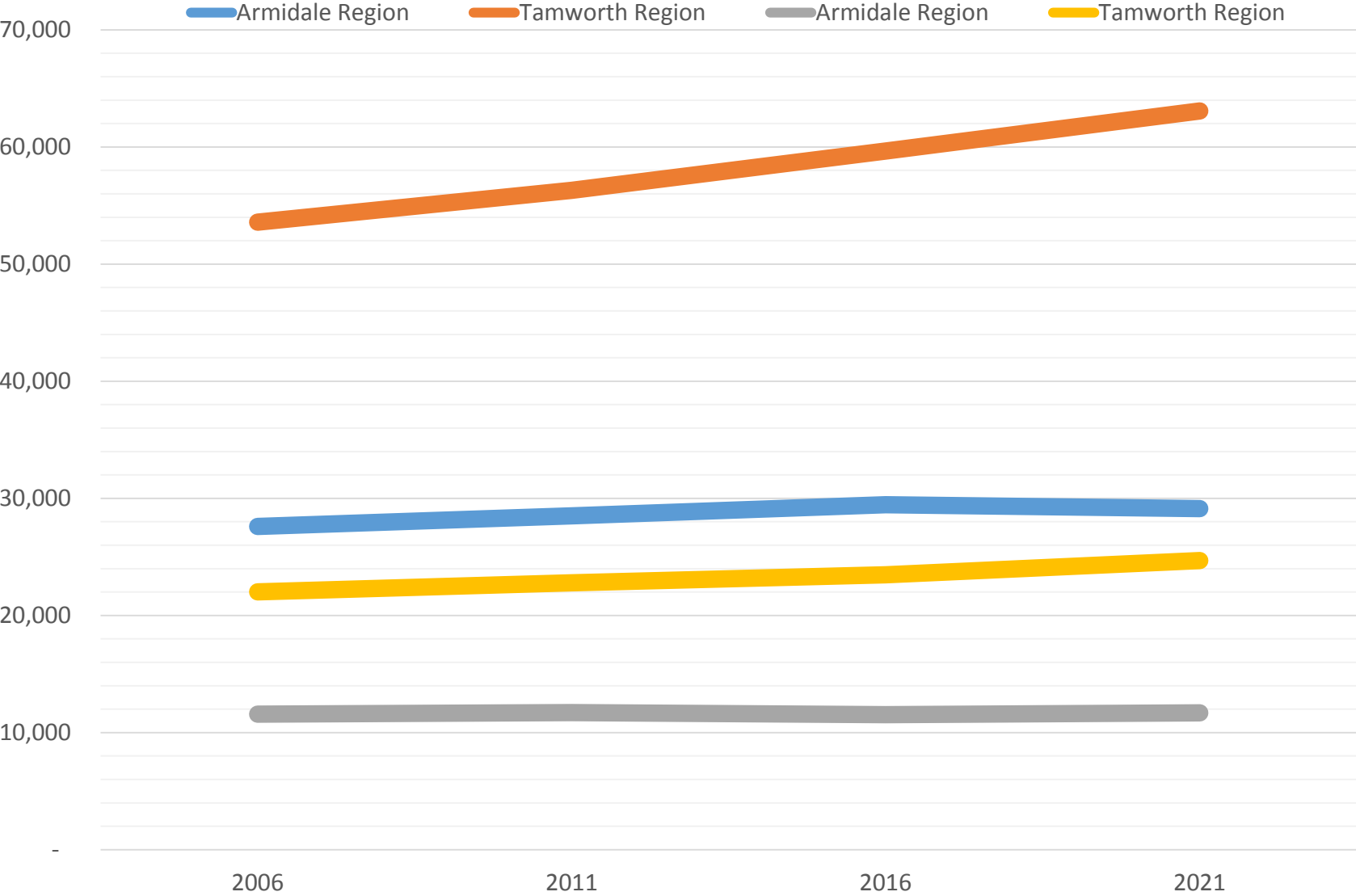
More Efficient Systems and Processes

- Reduction of the deficits
- Review and improve cemetery booking and management system
- Finalise the automation of Ebor Waste Transfer Station
- Reduced time for order and payment processing of electricity accounts, along with reduced electricity costs from LED street lighting.
- Introduce an online rates and e-invoicing system

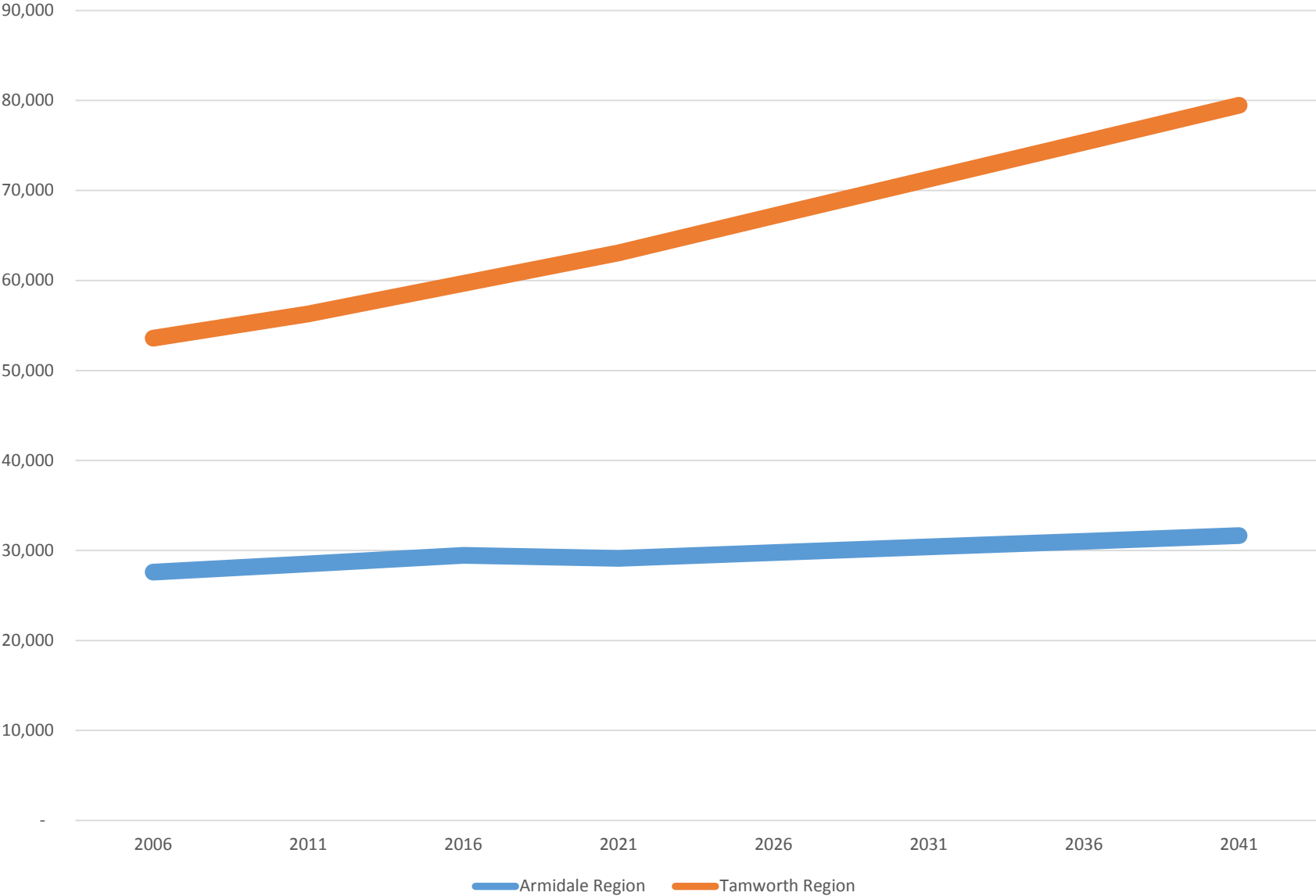
Finding Cost Savings

- Review waste, water and sewer charges and reserve provisions
- Implement Stage 2 of the Property Working Group
- Savings on property, plant & equipment (PPE) purchases
- Lower insurance premium pricing
- Savings on environmental monitoring costs

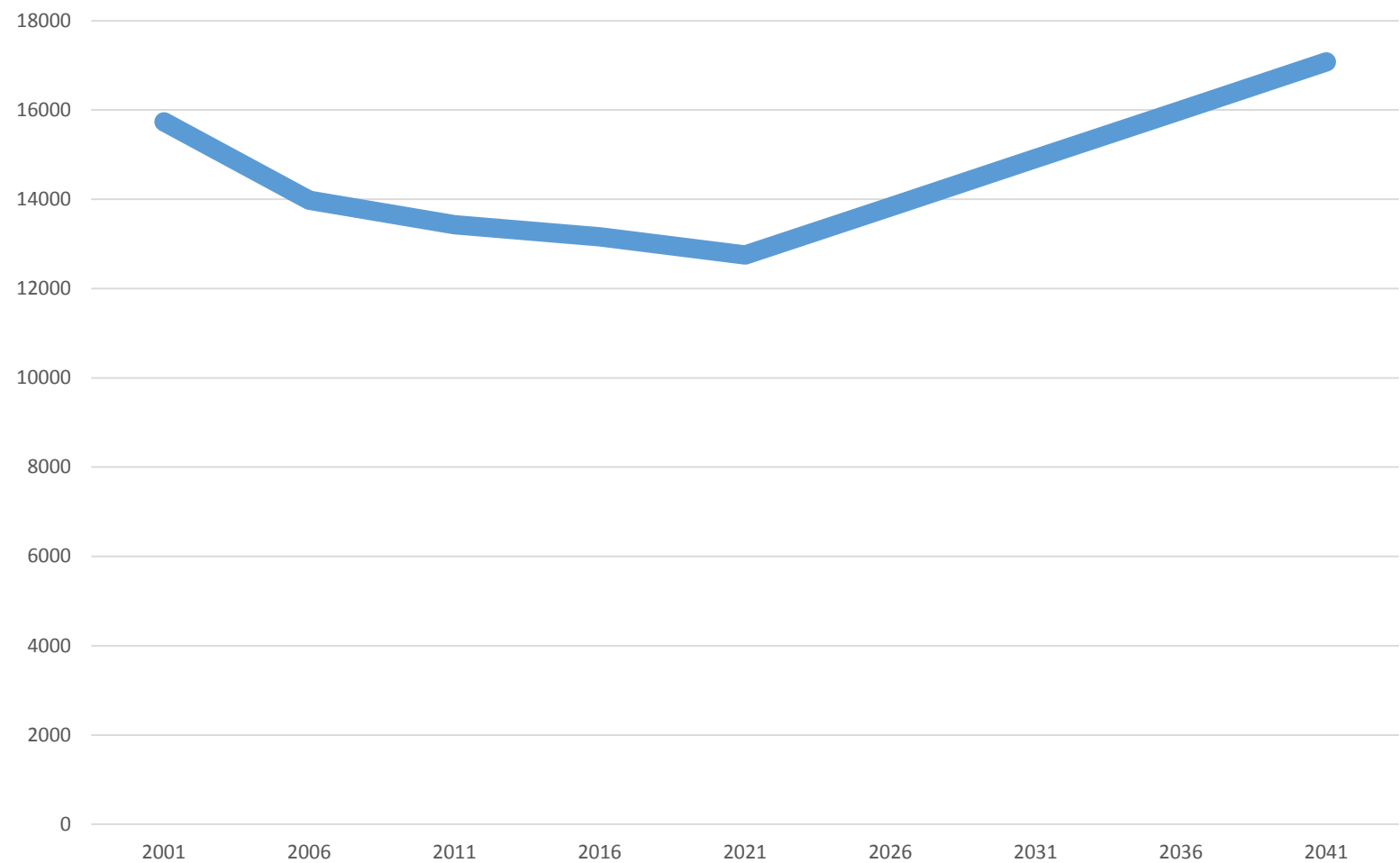
Population and Jobs



Population Projections



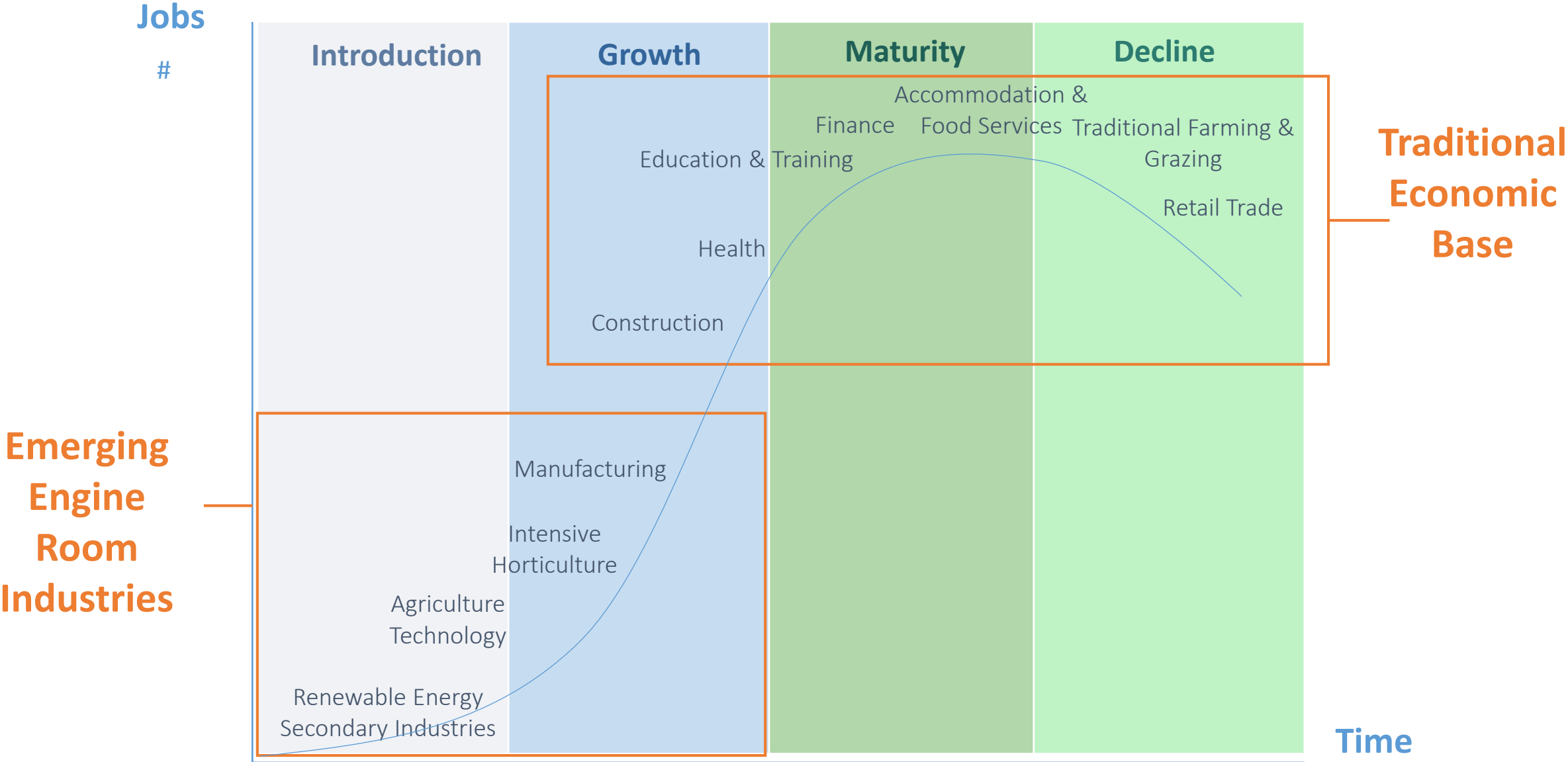
Moree Plains



ARMIDALE Regional Council – Actual and Projected Population

	2021 (a)	2026	2031	2036	2041	2046	2052
ARC							
DPE (2022)	29,500	29,500	30,100	30,700	31,400		
Macroplan Base Case	29,500	32,600	34,900	36,700	38,500	39,900	41,600
Macroplan Aspirational	29,500	32,600	35,600	38,300	41,300	44,000	47,400
Armidale Township							
DPE (2022)	24,300	24,200	24,800	25,400	26,100		
Macroplan Base Case	24,200	27,100	29,300	30,900	32,700	34,000	35,500
Macroplan Aspirational	24,200	27,100	30,000	32,500	35,300	37,700	40,900
Guyra Township							
Macroplan Base Case	2,400	2,600	2,700	2,900	3,000	3,100	3,200
Macroplan Aspirational	2,400	2,600	2,800	3,000	3,200	3,400	3,600
ABS Actual Estimated Residential Population (ERP) for June 2021 for ARC and Armidale, Census estimates of population of Guyra 2021 adjusted to ERP by Maropplan. For consistency, DPE (2019) adjusted for subtraction of Tingha.							

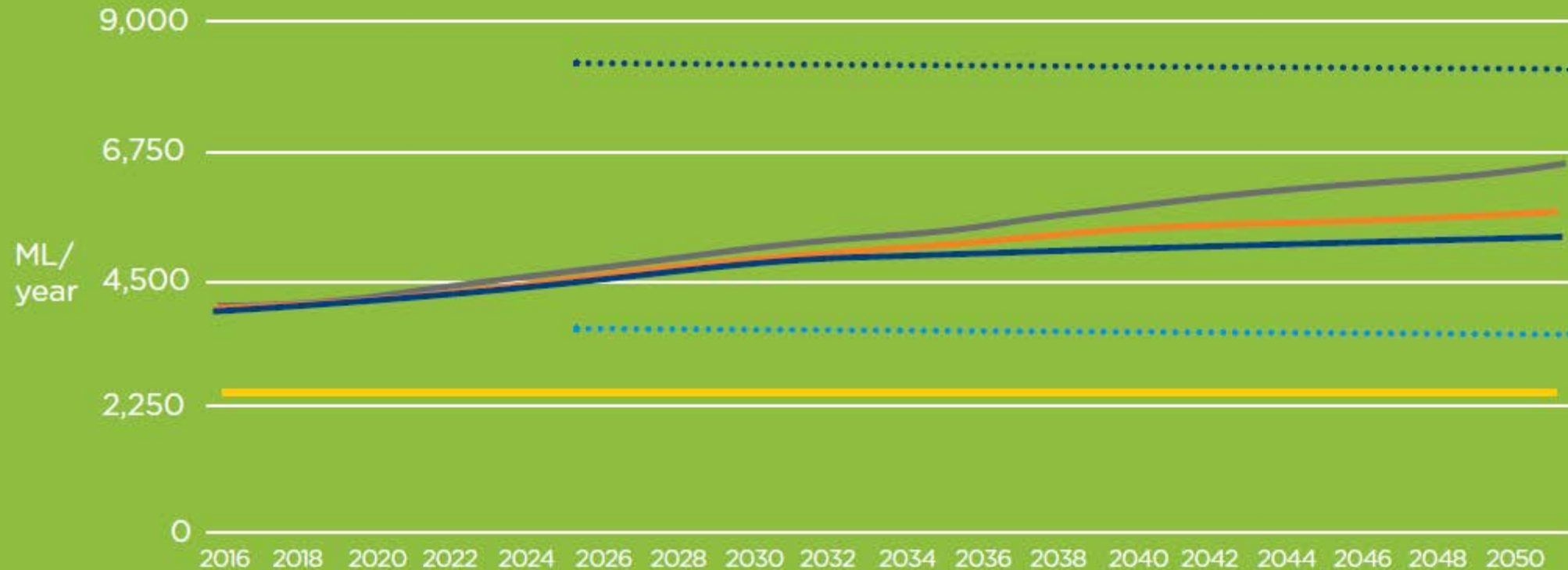
Potential for Job Growth in our Region



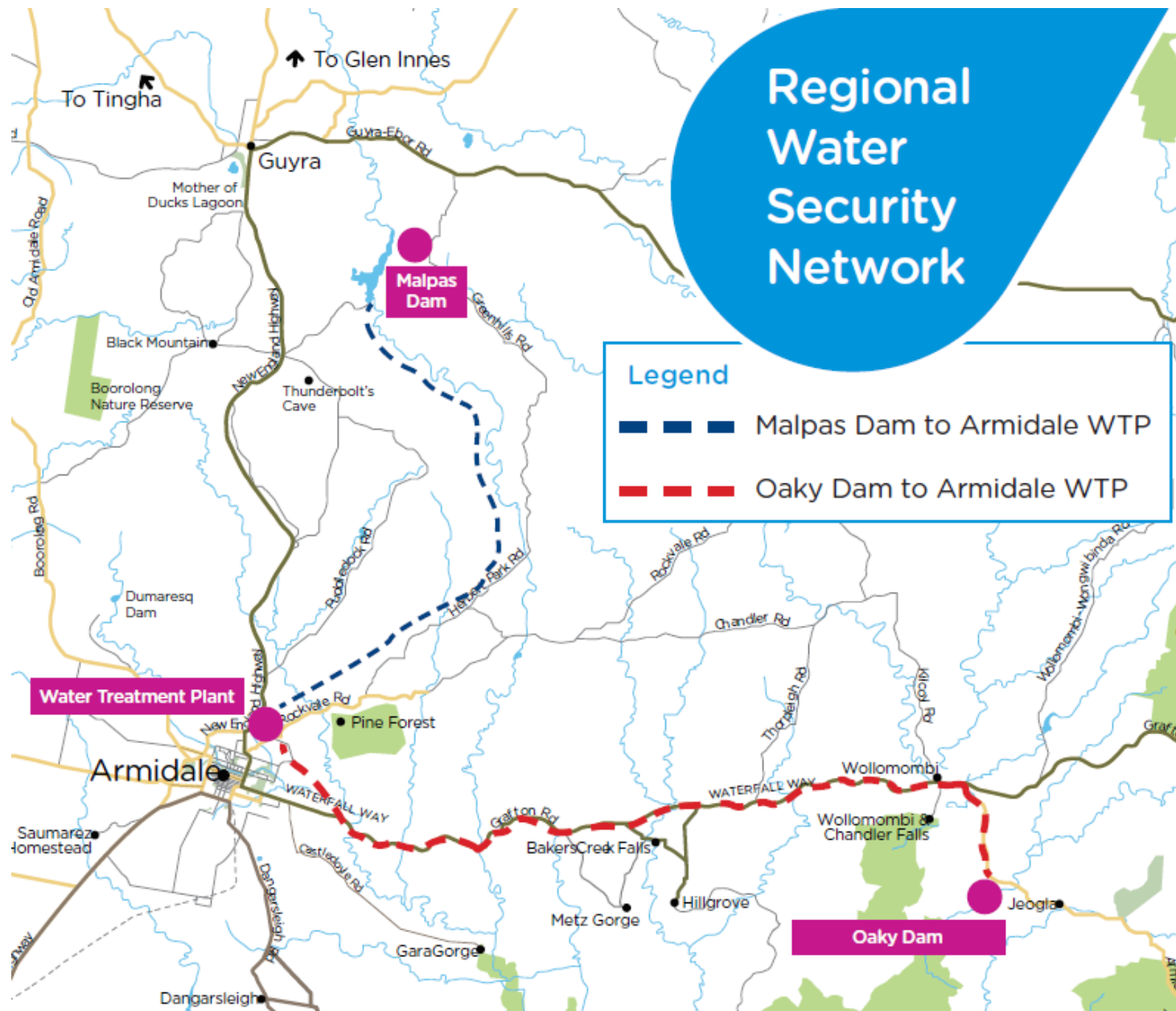
Industry Growth and Issues

Industry	Direct Jobs	Location	Comment	Land Use Issues
Horticulture	400-800 (700-1400 incl. associated on-site jobs)	In Rural Land – near Malpas water	Expanded by 240 jobs in 2006-16, probably ~400 2006-21. Including jobs classified as non-agricultural but part of (eg Costa) operations, net addition 700-800. Associated “non- rural” activities – managerial/admin, workshops, packing, (potentially) processing.	Need flexibility to locate range of activities on-farm. Horticulture needs access to Malpas water – resolve these issues.
Other agriculture	50	In Rural Land	More intensive farming	Need flexibility to locate range of activities on-farm
Manufacturing				
Linked to Horticulture (or other agric.)	200-400	Rural land or urban land	Supplies to and processing of output – in Armidale but could choose Guyra or (as above) “on-farm”	Need flexibility to locate range of activities in urban or on-farm
Other Manufacturing	100-200	Urban land	Expansion of existing firms based in Armidale and new entrants – close to workforce.	Open to possibilities.
Tourism	50-100	Rural or urban land	Multiple small impacts across different locations	Flexibility – e.g. small brewery manufacturing or tourism?
REZ	<120	Rural land	“On-farm” – small contribution	
Construction	Indirect - expansion			Employment land user
Freight and Logistics	with other			

Armidale Region Council Area Supply Scenarios and Forecast Annual Extraction Requirements



Even with



Regional Water Security Network

Water Supply

Malpas Dam – Wall Upgrade

\$35 m

Restore and upgrade Oaky River Dam.

\$16 m

Oaky River Dam is currently owned by Essential Energy and will need to be acquired by Government

67km of 600mm diameter pipeline

\$93 m

2 pumping stations (880kW & 840kW)

\$6 m

Total

\$150 m



A Fork in the Road...

Three options (and arguably a fourth)

1. Unmanaged decline
2. Managed decline
3. 50% SRV

A fork in the road...Phased introduction of the SRV

- ARC is proposing a 50% SRV
- If we introduced this in one year it may have a significant impact:
 - Rates – Base rate + % of land value \$1,000
 - SRV increase \$ 500
 - Adjusted rates – Base rate + % of land value \$1,500
- To help manage the increase, ARC is proposing that the SRV is introduced over three years.
- By phasing in over three years there is a compounding effect on the rates such that it results in a 58.8% increase by year three

Phased introduction of the SRV (cont')

		SRV Years				
		2022-23	2023-24	2024-25	2025-26	Overall
Without SRV						
	Rates	100.00	102.50	105.06	107.69	
	Rate Peg		2.5%	2.5%	2.5%	7.69%
With SRV						
	Rates	100.00	116.67	136.12	158.80	
	Rate peg		16.67%	16.67%	16.67%	58.8%
Variance						51.11%

How we will address financial hardship in regard to the SRV?

- Pensioner concessions are already available
- Council recognises that circumstances of financial hardship can arise that will require respect and compassion.
- In cases of genuine hardship, Council will work with customers to put affordable payment plans in place.
- Once Council receives a hardship request, our Revenue Officer will be in contact to discuss options for development of a payment plan.

**What does our region
look like post SRV?**

A Region of significance



A Region of significance

Sporting Precincts



CBD Activation Projects



Recreational Precincts



Arts and Culture Precinct



1. Complete all community engagement activities
2. Collate and analyse feedback following engagement with local communities and businesses
3. Prepare and submit SRV application to IPART

How we'll keep you informed:

Report to Council will be placed on the Your Say site



IP&R and Budget Consultation

Council discussed the SRV option with the community during the budget consultations



Have your Say

Council has resolved to seek community comments regarding the SRV option



Council Decision

Community comments will inform the Council's decision in November as to whether to apply to IPART for an SRV



Apply to IPART

Should Council decide to apply for an SRV, the applications will be due to IPART in February 2023 for determination and to commence in July 2023



- Submissions should be addressed to the General Manager
- Submission methods:
 - Post: PO Box 75A, Armidale NSW 2350
 - Email: council@armidale.nsw.gov.au
 - Hand in: Armidale or Guyra Civic Administration Buildings
 - by Friday 30th September

Thank you

End of briefing

Thank you