

# Advancing our region

Your Community Plan  
2022-2032

*Prepared by Armidale Regional  
Council with, and on behalf of,  
the community*





## Acknowledgement of Country

We acknowledge the traditional custodians of this land and pay our respects to Elders past, present and emerging.

The Armidale Regional Community pays tribute to their love of land, love of people, and love of culture.

# Introduction

## Our Community's Plan

The Advancing Our Region Community Plan sets out the vision and goals for our region. It is a 10-year plan that aims to clearly identify the community's main priorities and future aspirations, and the strategies required to achieve them.

This plan is not Armidale Regional Council's plan, it is our community's plan - and responsibility to deliver the Plan rests with the entire community including Council, other levels of government, community organisations, industry, residents and ratepayers.

Armidale Regional Council is the caretaker of the The Advancing our Region Community Plan (the Plan) and ensures it is developed with, and on behalf of, the community, but we all have a role to play in delivering the Plan and making our region the best it can be.

The Plan has been informed by more than 1,800 contributions from our community, through a program of community engagement. The goals and strategies of this Plan are guided by the feedback that was received and ensures that the future directions of the community align with its aspirations.

**The Plan is presented  
in six themes:**





## Armidale Region

The Armidale Region is located in the Northern Tablelands of NSW and covers an area of 7,807km<sup>2</sup>. It is situated approximately halfway between Sydney and Brisbane on the New England Highway.

The area is predominantly rural, with a city at Armidale, a township at Guyra, and villages at Ben Lomond, Black Mountain, Ebor, Hillgrove and Wollomombi.

The Council area encompasses a significant proportion of National Park, State Forest and nature reserves, and has highly productive rural land used largely for sheep and cattle grazing, with some fruit growing, viticulture and tourism.

The Armidale Region is predicted to grow by more than 25% over the next ten years, capitalising on its unique mix of education, agriculture and high-country tourism.

Armidale city differs from most inland regional centres because it has a long-established university, transforming it from a rural town to a sophisticated city that has a wider range of jobs and business opportunities not usually found in the country.

To the north of Armidale, Guyra is a vibrant community centred amidst wild and wonderful natural attractions with a friendly, village atmosphere. A town of 2,500 people, Guyra is situated on the uppermost plateau of the Great Dividing Range. In the Guyra District you will find a diverse blend of recreational activities and facilities from trout fishing, farm stays, bird watching, fossicking, bush walking, national parks, waterfalls and scenic picnic areas.

### Our opportunity

The Armidale Region is well positioned to become an exemplar post-COVID model for centres in Regional NSW. In many ways, the COVID situation has accentuated trends already taking place which are relevant to community planning and development in a positive way, and this is creating market attractiveness for regional centres.

Armidale is already established around a sound base of education, rural industry, distinct tourism flavour, research, and the other attributes unique to New England. Armidale's assets, history and scale alone provide an opportunity to move in a new strategic direction and exploit existing, and new opportunities developing in this changing world.

There can be no more significant path, or task for our community, than to shape an even better place; one that is attractive to new investment and talent.

The Armidale Regional Council is committed to attracting 4,000 additional jobs by 2040 and to inviting in new investment opportunities that align with the community's vision for the future.

# Armidale region at a glance

Population: **29,704**   M: **48.3%**  
F: **51.7%**



500kms to Sydney  
350kms to Newcastle  
200kms to Coffs Harbour  
500kms to Brisbane



**\$1.2m**  
vehicular  
movements

## Employment:

Participation rate  
in the workforce -



**55.3%**

Unemployed

**7.7%**

Unpaid work  
(volunteer) -

**27%**



**694,738**  
visitor nights  
per annum

GRP: **\$1.63**  
Billion

**8.9% 5Y**  
export growth  
to 2020



## Sustainability

Largest regional renewable  
energy generator



## Employment

6.8% 5Y employment growth  
to 2020



## Largest industry

Education & training



## Population

1% population growth



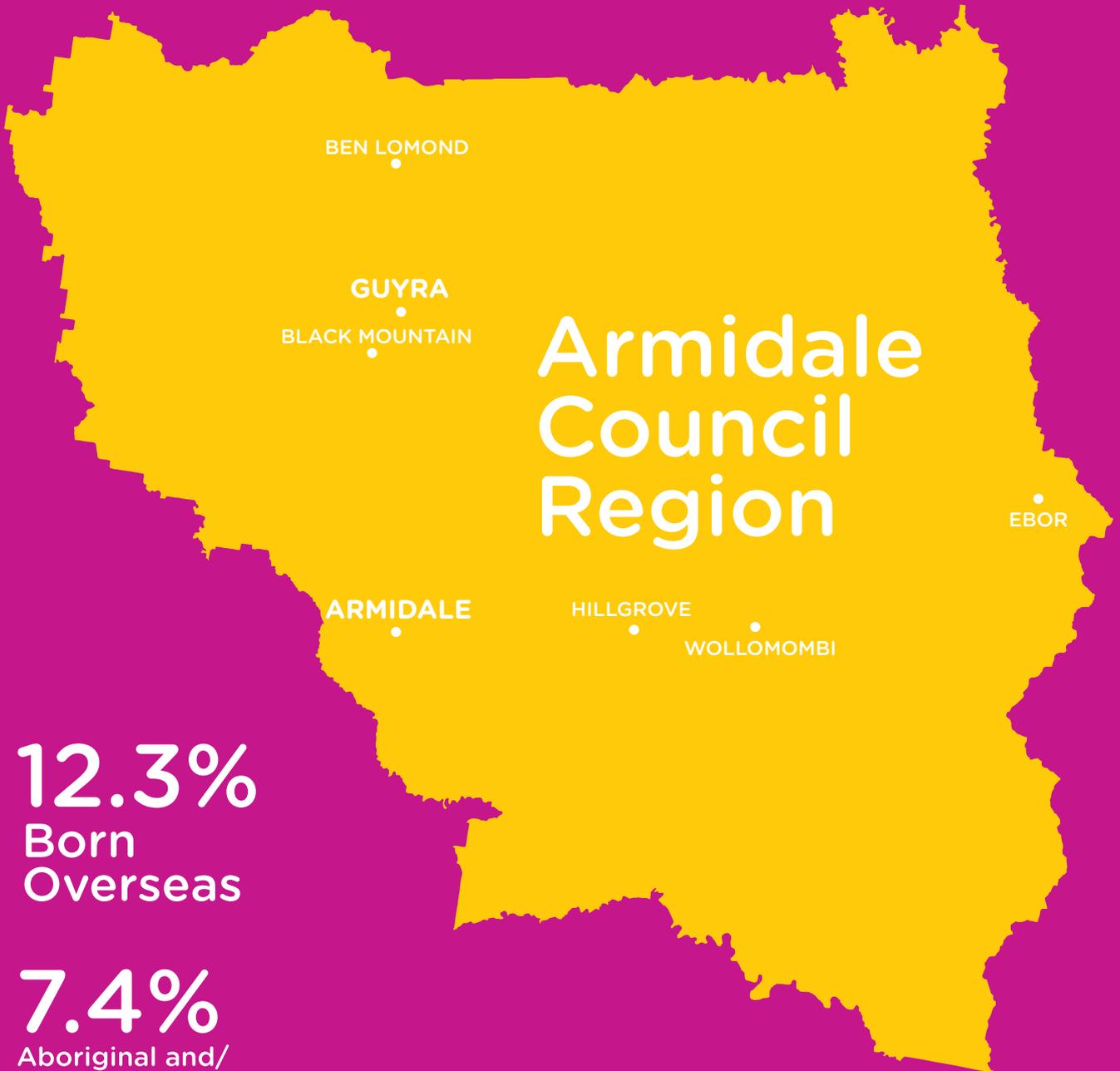
## Local business

2,895 local businesses

\* ABS 2020

**6,803**  
Family  
Households

**14,970**  
Local Jobs



**12.3%**  
Born  
Overseas

**7.4%**  
Aboriginal and/  
or Torres Strait  
Islander people

**26.8%**  
Aged under  
19 Years

**34**  
Median  
Age

**32%**  
University  
or Tertiary  
Education

**9,832**  
Dwellings

# Community Engagement

## Shape Your Region

During October and November 2021, Armidale Regional Council undertook an extensive community consultation process, asking the community about what they want to see for their region in 2032, what they love about their region and what needs to be improved.

Engagement activities included a dedicated website 'Shape your Region', events including 12 Listening Posts around the region, a postcard survey sent to all households, a phone survey, online surveys, a budgeting tool activity, and a school-based postcard activity.

More than 1,800 contributions were received. A summary of the results was developed and released to the public in February 2022 and this data has been used to develop the Community Plan.



**Shape your region**

We are creating a community plan for the next 10 years.  
 What do you want for your community in 2032?  
 What makes our community great; what do we need to improve?

**Listening Posts**  
 Come and have a chat and participate in all activities in-person  
 Full schedule over page

**Why participate?**  
**The community plan is your plan!**  
 It outlines the goals and aspirations of the community, derived from your collective feedback, which then informs a number of strategic Council documents.  
 It guides everything we do at Council, and lets us know what you want for your region and community both now and in the next ten years.

**Shaping your region starts here**

**How to participate**  
 Complete the 'Shape your region' postcard inside this envelope and post for free by 15 Nov 2021  
 Visit [shapeyourregion.com.au](http://shapeyourregion.com.au) or click the QR Code to participate in:

- Surveys
- \$100 Challenge
- Postcards from the Future  
 Kids activity closes 22 Nov 2021

**Shape your region Postcard survey**  
 What does it look like? What sort of services, facilities, opportunities and infrastructure there be? What would make you want to continue to live, study or work in the region?  
 All returned and completed Postcards from the Future will go into the draw for an EFTPOS voucher valued at \$250.  
 Simply complete the postcard and hand it in to your teacher by 12 November 2021.

**shape your region**

**Shape your region Postcard survey**  
 What do you want for your community in 2032?  
 What makes our community great; what do we need to improve?  
 We are asking the public to contribute their ideas to a Community Plan for the next ten years. The information you give will help inform the Community Plan for our Region. It will shape the kind of region we strive to be and how Council will work towards making it happen.  
 Please answer the questions on the back of this postcard and drop it in a mail box.  
 Postage is free!  
[shapeyourregion.com.au](http://shapeyourregion.com.au)  
**ARMIDALE Regional Council**

# What we love and value about our region

## Our Natural Environment

Our climate, seasons, natural beauty, wildlife and National Parks

## Our Location

Halfway between Sydney and Brisbane, and a short drive to the coast

## Our Community

The people, diversity and volunteers that make up our community

## Parks & Playgrounds

Our many beautiful outdoor spaces including parks, gardens, local playgrounds

## Arts, Culture & Heritage

Beautiful architecture, local history and the many arts organisations, events and performances in the region

## Education & Training

Long-established university, TAFE digital hub, variety of local schools

## Our community's 2032 vision for our region (rankings)

- #1. Economically robust
- #2. Environmentally sustainable
- #3. Led through good governance
- #4. Strong tourism sector
- #5. A cohesive community

## What we want improved in our Region (rankings)

- #1. Transport and Infrastructure
- #2. Environmental Sustainability
- #3. Economic Development
- #4. Shopping
- #5. Tourism

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ure would on?

**WIN**  
in EFTPOS  
oucher valued  
at \$250

Share your ideas on the back of this postcard!

**ARMIDALE**  
Regional Council



# 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. The following sections of the Plan feature each of the Pillars, their prioritised goals, and several supporting strategies.

## The impact of climate change

Climate change is having a broad-reaching impact on our lives including our health and wellbeing, natural environment, built environments and local economy. Many of the strategies in this Plan are impacted by climate change, both directly and indirectly, and will require consideration of the resources and response necessary to mitigate and plan for climate change risks. The Plan identifies these strategies and the impact of climate change by this symbol.



## 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

# Thriving Region

## Economy and Tourism

We will broaden our economic base and develop initiatives to grow existing and new business, and we will attract new residents and tourists to our region

### What the community said it wants:

- Opportunities and support for business/industry
- A growing and evolving region
- An attractive region that retains our young people and attracts new residents
- Abundant employment and career opportunities, leading to prosperity for all
- A thriving tourism sector – the choice for tourists coming to the New England
- A region known for its events, beauty, lifestyle opportunities and attractions



# Our goals

## A strong economy, sustainable growth, and opportunity

How will we get there?	Ref.	Who can help?
Attract new job creating investment to the region 	T1.1	Local businesses Business groups Council Developers Industry Media Residents Education and training providers
Support existing businesses and local industries to grow, prosper, change and adapt	T1.2	
Plan and enable sustainable job and economic growth	T1.3	
Champion local employers to provide employment and training opportunities	T1.4	
Foster a culture of lifetime education and ensure local education services meet the needs of our community	T1.5	

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

How will we get there?	Ref.	Who can help?
Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW	T2.1	Council Local businesses Local Members Residents Community groups Tourism and events industry Natural assets managers Business groups
Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys	T2.2	
Provide attractions and events that enhance our region's offering to locals and tourists	T2.3	
Encourage locals to shop in the region, and make our region the choice for shopping in the broader New England area	T2.4	

How do we know we have arrived?	Baseline	Trend	Source
Regional population	29,704 (2020)	Increase	ABS
Number of employed residents	14,757 (2020)	Increase	ABS
Growth in Gross Regional Product	\$1.63b (2020)	Increase	ABS
Number of local businesses	2,895 (2020)	Increase	ABS
Number of people with vocational, diploma or degree level education	11,475 (2016)	Increase	ABS
Income generated from tourism	\$199m (2019/2020)	Increase	NIER, Tourism Research Australia
Visitor numbers	654,000 (2019)	Increase	Tourism Research Australia

# Connected Region

## Transport and Technology

We will provide and improve high quality connections within, and outside of the region

### What the community said it wants:

- Quality transport infrastructure including roads, footpaths, kerbs and cycleways
- Excellent transport links to other regions, public transport and lifestyle infrastructure.



# Our goals

## Quality infrastructure makes it safe and easy to travel around our region

How will we get there?	Ref.	Who can help?
Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	C1.1	Council State and Federal Government Community groups Residents
Support the implementation and usage of active transport infrastructure across the region	C1.2	

## Transport and technology that enable connectivity both locally and outside the region

How will we get there?	Ref.	Who can help?
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	Council State and Federal Government Community groups Community services UNE Local businesses Transport industry Residents
Promote and encourage the establishment and uptake of sustainable transport options and services	C2.2	
Utilise our access to high-speed data and advancing technology to increase connectivity within and outside our region	C2.3	

Satisfaction is rated from 1 (Very poor) to 5 (Excellent)

How do we know we have arrived?	Baseline	Trend	Source
Satisfaction with local roads (sealed and unsealed)	2.48/5 (unsealed) 2.96/5 (sealed)	Increase	Community Satisfaction Survey
Number of vehicle crash injuries and fatalities	58 (2019)	Decrease	Transport NSW (Road Traffic Crashes NSW)
Growth in active network – footpaths, cycleways	20km (2019)	Increase	Council data
Number of weekly train services from Sydney	7	Maintain/increase	Transport NSW data
Number of air services per week	82	Maintain/increase	Council data
Number of installed electric car charging units	1	Increase	Council data
Satisfaction with footpaths and cycleways	3.05/5	Increase	Community Satisfaction Survey
Number of people who walk or cycle to work	733 (2016)	Increase	ABS
Satisfaction with car parking	3.08/5	Increase	Community Satisfaction Survey
Percentage of people with internet connections	74.6%	Maintain/increase	ABS

# Future Region

## Sustainability and Resilience

We will enhance the natural beauty of the region, and will create a region that is sustainable and resilient

### What the community said it wants:

- ➔ Preservation of our valued natural environment
- ➔ Protected biodiversity
- ➔ Sustainable management of our resources including water
- ➔ To recognise and proactively stem climate change
- ➔ Support renewable and alternative energy
- ➔ Promote carbon neutrality
  - ➔ A safe and healthy environment
    - ➔ Ecological sustainability
    - ➔ Clean air



# Our goals

## A flourishing natural environment that is protected and enhanced

How will we get there?	Ref.	Who can help?
Promote and support biodiversity protection and management 	<b>F1.1</b>	Council Community Groups State and Federal government agencies Farmers Residents
Protect and enhance our waterways, catchments and creek lands 	<b>F1.2</b>	
Foster collaborations that improve understanding and action to protect our natural environment 	<b>F1.3</b>	

## A clean, green, and responsible region

How will we get there?	Ref.	Who can help?
Proactively adapt to and mitigate the local impacts of climate change 	<b>F2.1</b>	Council Community Groups State and Federal government agencies Industry Local businesses Community groups Residents Media Emergency services
Promote and increase use of renewable resources and alternative energy sources 	<b>F2.2</b>	
Collect, handle, dispose, recycle and reuse waste responsibly and innovatively 	<b>F2.3</b>	
Create a cleaner, healthier environment with good air quality 	<b>F2.4</b>	
Ensure the community is provided with safe and accessible water that is sustainably managed now and into the future. 	<b>F2.5</b>	
Prepare for, prevent, and manage natural disasters  	<b>F2.6</b>	

How do we know we have arrived?	Baseline	Trend	Source
Annual greenhouse gas emissions tonnes Co2e per capita	27.6T (2017)	Decrease	Climate Emergency Working Group Report, A Framework for Climate Action 2021.
Solar power usage rates – number of Small Generation Units (SGU) Solar in the LGA	4,085 (2020)	Increase	Clean Energy Regulator 2021
Number of threatened ecological communities and species in Armidale Plateau IBRA Bioregion (includes Armidale, Guyra, Uralla and Walcha)	116	Maintain/ decrease	NSW Department of Planning and Environment
Number of exceedances per month of the Air NEPM	23 (2020)	Decrease	National Environment Protection Measure of Ambient Air Quality Standards (Air NEPM)
Number of approved wood heaters installed in the LGA	45 (2019)	Decrease	Council data
Amount of domestic waste diverted to landfill	30,893t (2020)	Decrease	Council data
Amount of waste able to be recovered/recycled	7,588t (2020)	Increase	Council data
Water consumption rates	200L/person /day	Maintain/ decrease	Council data
Number of exceedances per winter of the World Health Organisation PM2.5 Air Quality Guidelines		Substantial decreasing trend	NSW DPE and PurpleAir PM2.5 measurements

# Liveable Region

## Places and Spaces

We will develop and maintain pristine places and spaces, and provide facilities to foster an active and healthy community

### What the community said it wants:

- Beautiful and practical parks, playgrounds and gardens
- Improved reserves, open and green spaces
- Vibrant and independent villages
- Effective regional planning to support the community to grow, develop and attract more residents and investment
- Affordable and available housing



# Our goals

## Public spaces and infrastructure that facilitate health, community connections and opportunities

How will we get there?	Ref.	Who can help?
Provide appropriate, maintained, and planned facilities that allow people to meet, congregate and learn 	L1.1	Council State and Federal governments Natural asset and crown land managers Community groups Residents Local Members Community and sporting groups
Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and a healthy ecosystem. 	L1.2	
Foster towns and villages that are vibrant, well-served and supported to achieve their localised priorities	L1.3	
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	
Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors 	L1.5	

## Proactive, responsible, and innovative regional planning that grows us sustainably

How will we get there?	Ref.	Who can help?
Plan for and enable growth that supports a sustainable local economy 	L2.1	Council State and Federal agencies Local Members Developers Residents Community groups Community services Housing services Farmers Renewable Energy Industry
Ensure adequate and available housing to meet community needs	L2.2	
Preserve and enhance our architecture and heritage	L2.3	
Protect prime agricultural land and support future innovations and industries 	L2.4	

Satisfaction is rated from 1 (Very poor) to 5 (Excellent)

How do we know we have arrived?	Baseline	Trend	Source
New dwelling approvals	Data in progress	Increase	Council data
Number of new dwellings on greenfield sites	Data in progress	Decrease	Council data
Number of new dwellings on urban infill sites	Data in progress	Increase	Council data
Number of new affordable housing	Data in progress	Increase	Council data
Occupancy of private dwellings	87% (2016)	Increase	ABS
Number of listed heritage buildings	Data in progress	Maintain/ increase	Council data
Number of buildings approved with best practice environment sustainability measures	Data in progress	Maintain/ increase	Council data
Satisfaction with parks, reserves, and playgrounds	3.74/5	Maintain/ increase	Community Satisfaction Survey
Satisfaction with sporting facilities	3.74/5	Maintain/ increase	Community Satisfaction Survey
Area of National Parks and Reserves in the LGA	149,383h	Maintain	NSW Planning and Environment

# Enriched Region

## Community and Culture

We will improve the quality of life for our community and celebrate its culture and diversity

### What the community said it wants:

- ➔ A cohesive, engaged, supportive, family-friendly and welcoming community
- ➔ A community that embraces cultural inclusiveness and diversity
- ➔ Celebration and engagement with our first nation's people
- ➔ Support for a thriving arts and cultural scene
- ➔ Specialist health and community services to improve quality of life
- ➔ A safe and welcoming community
- ➔ Services for disadvantaged sectors of the community



# Our goals

## Access to the services and support that facilitate quality of life

How will we get there?	Ref.	Who can help?
Ensure health and community service provision meets the needs of our growing and ageing population	E1.1	Health providers Community services Community groups
Recognise and support the diverse needs of our community, including those that are disadvantaged	E1.2	Local Members State and Federal government agencies
Foster safety and security within our community and support the provision of basic needs	E1.3	Council Residents

## A proud, inclusive, and cohesive community that celebrates our region in all its diversity and culture

How will we get there?	Ref.	Who can help?
Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene	E2.1	Arts and cultural groups Local businesses Arts and Cultural organisations
Provide public access to facilities that enhance our learning, social and culture fulfilment	E2.2	Artists Council Consumers
Celebrate our local Aboriginal history and traditions, and support cultural understanding and development	E2.3	State and Federal governments Aboriginal community
Celebrate our rich regional history and heritage	E2.4	Local members Residents Community groups and organisations
Create an inclusive and cohesive community that celebrates differences and similarities	E2.5	Local businesses Industry
Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life	E2.6	Community services

Satisfaction is rated from 1 (Very poor) to 5 (Excellent)

How do we know we have arrived?	Baseline	Trend	Source
Number of community health services available	61	Increase	Services listed on HNE Health listings
Number of regional hospitalisations	9,521 (2019/20)	Decrease	Australian Institute of Health and Welfare
Index of disadvantage - Socio-Economic Indexes for Areas (SEIFA)	971 (2016)	Decrease	SEIFA
Satisfaction with disability inclusion and access	3.19/5	Increase	Community Satisfaction Survey
Regional homelessness rates	259 (2016)	Decrease	ABS
Percentage of the community that feel safe	n/a	n/a	Community Wellbeing Survey (to be introduced)
Satisfaction with libraries	3.97/5	Maintain	Community Satisfaction Survey
Satisfaction with arts, culture and heritage facilities and services	3.46/5	Increase	Community Satisfaction Survey
Number of Closing the Gap targets improved in the North-Eastern NSW region including: <ul style="list-style-type: none"> <li>• Completion of Year 12 or equivalent</li> <li>• Employment</li> <li>• Appropriately sized housing</li> <li>• Life expectancy</li> <li>• Indigenous languages (spoken at home)</li> <li>• Personal income</li> </ul>	45.3% 56.3% 24.9% 70-76 years 0.5% \$435	Increase all	Regional Insights for Indigenous Communities data
Non-proficiency in English language	1% (2016)	Decrease	ABS
Number of volunteers registered - Rural Volunteer Referral Service	624 (2021)	Increase	Council data

# Strong Region

## Engagement and Responsibility

We will be a productive, transparent and strong community always putting the needs of our community first

### What the community said it wants:

- To be led through good governance
- To have strong community consultation and partnerships.
- A regional council that provides the stewardship for growth, development and prosperity
- Facilitation of a unified and inclusive region
- A region that maintains affordable rates and charges, quality services and financial sustainability



# Our goals

An informed and actively engaged community, that builds partnerships and shapes its future

How will we get there?	Ref.	Who can help?
Help the community to be informed and have input into decisions about its region and future.	S1.1	Council Residents Media Local members State and Federal agencies Community groups Community organisations Local businesses Industry
Create partnerships between our community, levels of government and businesses that contribute to our growth and development	S1.2	
Empower the community and our leaders to make positive change and to unify the region	S1.3	

Strong governance and leadership that supports our region to grow and prosper

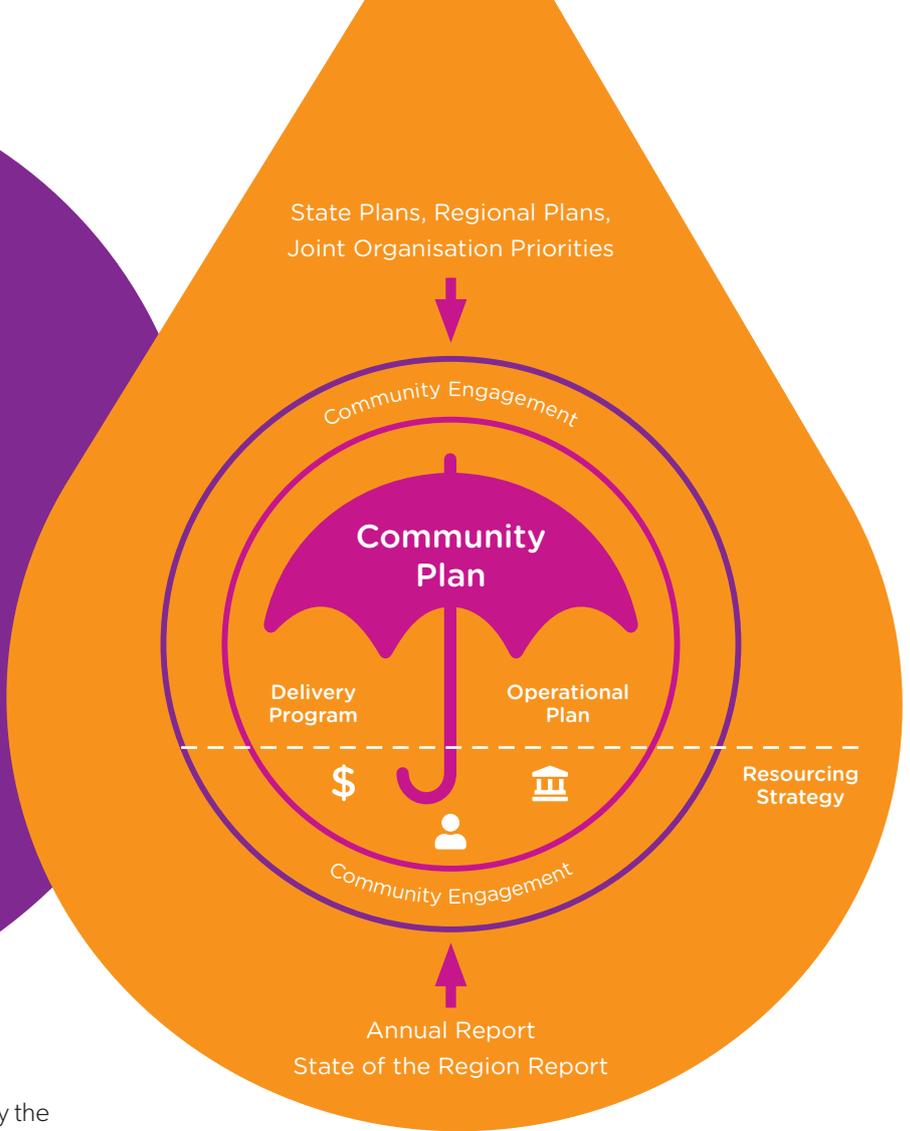
How will we get there?	Ref.	Who can help?
Provide a strong, transparent, sustainable, and responsive governance for our region	S2.1	Council State and Federal governments Local members Residents
Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	S2.2	
Manage public resources responsibly and efficiently for the benefit of the community	S2.3	
Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies	S2.4	

How do we know we have arrived?	Baseline	Trend	Source
Improvement of Community Plan indicators	n/a	n/a	State of the Region Report
Number of Delivery Program Council Initiatives achieved	n/a	n/a	State of the Region Report
Satisfaction with community information and consultation	2.69/5	Increase	Community Satisfaction Survey
Number of ARC Financial Sustainability Ratios met	5/7	Increase	ARC Annual Financial Statements
Dollar figure of Federal and State Government infrastructure investment in the region (Council-led grants)	\$7.7m	Maintain/increase	Council data
Satisfaction with Council (overall)	17%	Increase	Community Satisfaction Survey
Satisfaction with Council's allocation of resources	11%	Increase	Community Satisfaction Survey

# What is the Community Plan?

The Community Plan (or Community Strategic Plan) is part of a broader strategic framework, called Integrated Planning and Reporting, which transforms community aspirations and priorities into meaningful action at the local government level.

The Integrated Planning and Reporting Framework's highest order plan is the Community Plan, which Council initiates, prepares, maintains, and monitors with, on behalf of, the community.



The purpose of the Community Plan is to identify the community's main priorities and aspirations and plan strategies for achieving them. The Community Plan outlines:

Key questions	Relationship with the Community Plan
Where are we now?	2022
Where do we want to be?	Goals (2032)
How will we get there?	Strategies
How will we know when we have arrived?	Measures

Council has ensured that the Social Justice Principles of equity, access, participation and rights have guided the process and outcomes of the Plan, and that our residents and ratepayers have had the opportunity to participate in the Plan without discrimination.

As a key contributor to the achievement of the Community Plan, Council models its services, programs and projects directly to the Plan to ensure that the priorities of Council align with community aspirations.

The ten-year Community Plan informs the Council's more immediate plans including the Delivery Program (4-year plan), Resourcing Strategy, Operational Plan (1-year plan).

The Integrated Planning and Reporting process also considers the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

Council encourages other organisations, agencies and community groups to also consider and utilise the Plan in their own strategic decisions, and to partner with Council to achieve the aspirations of the community.

# State and Regional Priorities Alignment

The Armidale Region does not operate in isolation, and we must consider the priorities of the State and Federal governments, local organisations and businesses and other councils. These stakeholders all play a part in achieving the aspirations of the community. There are a number of over-arching priorities and plans that guide our state and region and that have been considered in the preparation of this Community Plan. The first in the NSW Premier's Priorities including the following:

Bumping up education results for children

Increasing the number of Aboriginal young people reaching their learning potential

Protecting our most vulnerable children

Increasing permanency for children in out-of-home care

Reducing domestic violence reoffending

Reducing recidivism in the prison population

Reducing homelessness

Improving service levels in hospitals

Improving outpatient and community care

Towards zero suicides

Greener public spaces

Greening our city

Government made easy

World class public service



The second set of overarching priorities is the New England North West Regional Plan (currently in Draft). Alignment with these priorities and the Advancing Our Armidale Region Community Plan is demonstrated below. The Plan also considers the priorities of the New England Joint Organisation and the elements of the Quadruple Bottom Line, which are also demonstrated in the following table.

	Thriving Region	Connected Region	Future Region	Liveable Region	Enriched Region	Strong Region
<b>DRAFT New England North West Regional Plan 2041 Priorities</b>						
<b>Growth, change and opportunity</b>						
Coordinate land use planning for future population growth, community need and regional economic development	✓			✓		
<b>Productive and innovative</b>						
Protect the viability and integrity of rural land				✓		
Expand agribusiness and food processing sectors	✓					
Sustainably manage mineral resources						
Enhance the diversity and strength of Central Business Districts and town centres	✓			✓		
Coordinate the supply of well-located employment land	✓			✓		
Support a diverse visitor economy	✓				✓	
<b>Sustainable and resilient</b>						
Adapt to climate change and natural hazards and increase climate resilience	✓	✓	✓	✓		✓
Lead renewable energy technology and investment	✓		✓			
Support a circular economy			✓			
Sustainably manage and conserve water resources			✓			
Protect regional biodiversity and areas of High Environmental Value			✓	✓		
<b>Housing and place</b>						
Provide well located housing options to meet demand				✓		
Provide more affordable and low cost housing				✓		
Understand, respect and integrate Aboriginal culture and heritage					✓	
Support the aspirations of Aboriginal people and communities in local planning				✓	✓	
Celebrate local character				✓	✓	
Public spaces and green infrastructure support connected and healthy communities			✓	✓		
<b>Connected and accessible</b>						
Leverage new and upgraded infrastructure	✓	✓		✓		
Improve state and regional freight connectivity		✓				
Improve active and public transport networks		✓				
Utilise emerging transport technology		✓				
<b>New England Joint Organisation Priorities</b>						
Sustainable Economic Growth	✓					
Educated, Healthy Connected Communities	✓	✓			✓	
Investment in Critical Infrastructure		✓		✓		✓
<b>Quadruple Bottom line</b>						
Social		✓		✓	✓	
Environmental	✓	✓	✓	✓	✓	✓
Economic	✓	✓				✓
Civic Leadership						✓

# Council's Role in Delivering the Plan

Provider:  Partner:  Advocate: 

<b>T1.1</b>	Attract new job creating investment to the region	
<b>T1.2</b>	Support existing businesses and local industries to grow, prosper, change and adapt	
<b>T1.3</b>	Plan and enable sustainable job and economic growth	
<b>T1.4</b>	Champion local employers to provide employment and training opportunities	
<b>T1.5</b>	Foster a culture of lifetime education and ensure local education services meet the needs of our community	
<b>T2.1</b>	Promote a regional approach to tourism that grows our reputation as a destination of choice in NSW	
<b>T2.2</b>	Promote and enhance the extraordinary natural assets, beauty, climate, and location that our region enjoys	
<b>T2.3</b>	Provide attractions and events that enhance our Region's offering to locals and Tourists	
<b>T2.4</b>	Encourage locals to shop in the Region, and make our Region the choice for shopping in the broader New England area	
<b>C1.1</b>	Build and maintain quality, safe, and accessible road transport infrastructure including roads, footpaths, kerbs, bus stops and parking facilities	
<b>C1.2</b>	Support the implementation and usage of active transport infrastructure across the region	
<b>C2.1</b>	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.	
<b>C2.2</b>	Promote and encourage the establishment and uptake of sustainable transport options and services	
<b>C2.3</b>	Utilise our access to the high-speed data and advancing technology to increase connectivity within and outside our region	
<b>F1.1</b>	Promote and support biodiversity protection and management	
<b>F1.2</b>	Protect and enhance our waterways, catchments and creek lands	
<b>F1.3</b>	Foster collaborations that improve understanding and action to protect our natural environment	
<b>F2.1</b>	Proactively adapt to and mitigate the local impacts of climate change	
<b>F2.2</b>	Promote and increase use of renewable resources and alternative energy sources	
<b>F2.3</b>	Collect, handle, dispose, recycle and reuse waste responsibly and innovatively	
<b>F2.4</b>	Create a cleaner, healthier environment with good air quality	
<b>F2.5</b>	Ensure the community is provided with safe and accessible water that is sustainably managed now and into the future.	
<b>F2.6</b>	Prepare for, prevent, and manage natural disasters	
<b>L1.1</b>	Provide appropriate, maintained, and planned facilities that allow people to meet, congregate and learn	
<b>L1.2</b>	Enhance the public spaces and natural landscapes that are a part of our region's identity and provide beauty, vibrancy, community connection and a healthy ecosystem.	
<b>L1.3</b>	Foster towns and villages that are vibrant, well-serviced and supported to achieve their localised priorities	
<b>L1.4</b>	Enhance and maintain sporting facilities to meet the needs of our local community and neighbouring regions, and to entice regional, state, and national events	
<b>L1.5</b>	Enhance and maintain recreation spaces to offer quality of life, entertainment and family-friendly activities to residents and visitors	
<b>L2.1</b>	Plan for and enable growth that supports a sustainable local economy	
<b>L2.2</b>	Ensure adequate and available housing to meet community needs	
<b>L2.3</b>	Preserve and enhance our architecture and heritage	
<b>L2.4</b>	Protect prime agricultural land and support future innovations and industries	
<b>E1.1</b>	Ensure health and community service provision meets the needs of our growing and ageing population	
<b>E1.2</b>	Recognise and support the diverse needs of our community, including those that are disadvantaged	
<b>E1.3</b>	Foster safety and security within our community and support the provision of basic needs	
<b>E2.1</b>	Support artistic endeavours, events, and celebrations, creating a thriving arts and culture scene	
<b>E2.2</b>	Provide public access to facilities that enhance our learning, social and culture fulfilment	
<b>E2.3</b>	Celebrate our local Aboriginal history and traditions, and support cultural understanding and development	
<b>E2.4</b>	Celebrate our rich regional history and heritage	

<b>E2.5</b>	Create an inclusive and cohesive community that celebrates differences and similarities	
<b>E2.6</b>	Encourage, support, and promote community groups and volunteers in their invaluable contributions to community life	
<b>S1.1</b>	Help the community to be informed and have input into decisions about its region and future.	
<b>S1.2</b>	Create partnerships between our community, levels of government and businesses that contribute to our growth and development	
<b>S1.3</b>	Empower the community and our leaders to make positive change and to unify the region	
<b>S2.1</b>	Provide a strong, transparent, sustainable, and responsive governance for our region	
<b>S2.2</b>	Ensure that strategic directions are informed by, and with, the community and are delivered in consideration of available resources	
<b>S2.3</b>	Manage public resources responsibly and efficiently for the benefit of the community	
<b>S2.4</b>	Make open and transparent decisions that are informed by stakeholders, leading practices, systems, and technologies	



**ARMIDALE**  
Regional Council

[www.armidaleregional.nsw.gov.au](http://www.armidaleregional.nsw.gov.au)