



Photo by Simon Scott

Audited Financial Reports

The audited financial statements are required to be included as part of the Annual Report and are included in *Part C*.

Environmental Upgrade Agreements

Not Applicable.

Special Variation of Rating Income

On 3 June 2014, the Independent Pricing and Regulatory Tribunal (IPART) issued its determination approving a special variation under section 508(2) of the Local Government Act 1993 of 12.30% for Armidale Dumaresq Council commencing in 2014-2015.

The approval was subject to the following conditions:

1. That Council uses the additional income for the purposes of funding the program of asset renewals for roads, storm water drainage, recreation facilities and buildings;
2. Council will reduce its general income for the 2021-2022 rating year by \$1,287,368 plus the equivalent cumulative proportion of this increase from any general variation increases or any special variation increases approved for the 2015-2016 to 2020-2021 rating years;
3. Council reports in its Annual Report for the period 2014-2015 to 2020-2021 information on the total income received, expenditure per project/program and outcomes achieved; and
4. Council reports to the Office of Local Government by 30 November each year on its compliance with the conditions for each rating year from 2014-2015 to 2020-2021.

This rate variation assists in funding a 7-year program of asset renewal and maintenance in the Armidale Local Government area.

The additional general rate income has been used to manage Council's existing infrastructure. This includes renewal and ongoing maintenance of assets such as buildings, roads, bridges, drainage, parks and facilities. Renewal activities extend the life of the asset, such as re-sheeting a section of road. Maintenance includes repairs, painting, replacement of broken fixtures etc.

The following Table provides information on the total income received and renewal expenditure per asset class in 2018-2019.

Asset Class	Expenditure	SRV Income	Other Income
Cycleways	49,494	33,000	16,494
Resurface / Linemark Carparks	7,482	29,257	(21,775)
Urban Rehab	589,577	160,000	429,577
Rural Rehab	1,294,395	140,000	1,154,395
Urban Reseals	342,863	87,500	255,363
Rural Reseals	299,186	66,000	233,186
Kerb and Gutter	59,073	76,000	(16,927)
Bridges	1,676,611	67,000	1,609,611
Total Roads	4,318,681	658,757	3,659,924
Stormwater Pipe	516,859	167,448	349,411

Gross Pollutant Trap (Trash Rack)	-	60,000	(60,000)
GPT Allingham St	-	100,000	(100,000)
GPT Markham St	-	100,000	(100,000)
Total Stormwater Drainage	516,859	427,448	89,411
Aquatic Centre Facility Renewals	24,540	43,799	(19,259)
Sports Ground - Upgrade	126,783	68,720	58,063
Total Recreation & Facilities	151,323	112,519	38,804
Public Halls - Upgrade	6,618	99,000	(92,382)
CAB - Upgrade	100,374	100,000	374
Rental Property - Security Fencing	27,680	12,000	15,680
Total Buildings	134,672	211,000	(76,328)
Total	5,121,535	1,409,724	3,711,811

Rates and Charges Written Off

Local Government (General) Regulation 2005 (Reg), cl 132

Rates abandoned (postponed)	17,160
Interest abandoned (postponed)	8,503
Mandatory pension rebate	697,922
Voluntary pension rebate (*)	111,667
Total	835,252

(*) Council has adopted a Pensioner Concession Policy which provides an additional concession of up to \$25 in General Rates, up to \$25 in Water Rates and up to \$25 in Sewerage Rates.

Overseas Travels

Overseas visits by Councillors, Council Staff and other Council Representatives Clause 217(1)(a1)

No overseas travel was undertaken during the 2018-2019 year by Councillors, Council Staff or Council Representatives.

Mayor and Councilor Expenses

Local Government (General) Regulation 2005 Clause 217(1)(a1)

The Mayor and Councillors are paid an annual fee that is within the limit set by the Local Government Remuneration Tribunal.

The Mayor's Fee for 2018-2019 was \$43,170 in addition to the Councillor Fee. The Councillor's Fee for 2018-2019 was \$19,790. The fees payable totalled \$260,860.

All the Councillors are paid for expenses incurred in discharging their functions and responsibilities to the Armidale regional community in accordance with the Councillor Expenses and Facilities Policy adopted on 28 June 2017. The policy is accessible from Council's website.

The policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties. It ensures accountability and transparency, and seeks to align Councillor expenses and facilities with community expectations.

Councillors must not obtain private or political benefit from any expense or facility provided under the policy.

The policy has been prepared in accordance with the Local Government Act 1993 and Local Government (General) Regulation 2005, and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts Council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

Expense or Facility	Amount \$
Provision of dedicated office equipment allocated to Councillors, telephone calls made by Councillors, other member expenses, subscriptions and publications	\$4,679.26
Training of Councillors and provision of skill development	\$9,519.74
Attendance of councillors at conferences and seminars, interstate visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	\$7,815.04
Overseas visits by Councillors, including transport, accommodation and other out-of-pocket travelling expenses	0
Expenses of any spouse, partner or other person who accompanied a Councillor in the performance of his or her civic functions, being expenses payable in accordance with the Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors	0
Expenses involved in the provision of care for a child of, or an immediate family member of, a councillor	0
Mayoral vehicle provision	\$10,656
Total amount of money expended on the provision of Councillor facilities and the payment of Councillor expenses	\$ 32,670.04

Contracts awarded greater than \$150,000

In accordance with the Local Government (General) Regulation 2005 Clause 217(1)(a2)

Contractor	Description	Contract \$
Downer EDI	Guyra-Tingha Rd Wandsworth Hill Rehab	363,253
Q-Max Pumping Sys P/L	Waste Management New Armidale Regional Landfill - Acquisition of Pumps	174,735
Curry Power Pty Ltd	Malpas Dam Power Upgrade	227,969
Electro Motives Pty Ltd	Repeater Panel Design Construction & Installation	195,093
Garwood International	Supply / Disposal PN 2214.03 Urban Sweeper (LPG 707-3)	161,445
JT Fossey Pty Ltd	Supply / Disposal PN 3004.07 Water cart (NPN413&NPN115)	187,272
GCM Enviro	Supply Terra Trommel Screen T3 - New/low hour demonstration machine	132,000

Forms Express	Rate & Water Notice Distribution	124,000
Roadwork Industries/BMR	Waterfall Way pavement patching	178,486
Hoffman Electrical Group	Electrical Supply and Street Light Installation Shand Drive & RFS Depot	152,452
Interflow Pty Ltd	Waterfall Way ARL2 Culvert Relining - 2019	153,417
S & R Harvey t/as SRH Milk	Water Carting Emergency - (Exempt Section 55) (@\$16.13/kL)	322,600

The introduction of the Local Government Amendment (Governance and Planning) Bill 2016 resulted in changes to Section 377 of the Local Government Act 1993 regarding the general power of the council to delegate. The Act now provides the Council with the ability to delegate acceptance of most types of tenders to the CEO.

Council subsequently resolved that the CEO be delegated the acceptance of tenders, up to the value of \$500,000, where all other tender requirements of the Act and Local Government (General) Regulation 2005 are met.

Legal Proceedings

In accordance with the Local Government (General) Regulation 2005 Clause 217(1)(a3)

\$73,030.40 was incurred, as at year ended 30 June 2019, in relation to legal proceedings.

Resolutions Concerning Work Carried Out on Private Land

In accordance with the Local Government (General) Regulation Clause 217(1)(a4)

Council did not resolve to undertake any Private Works during the period 2018-2019.

Financial Assistance Grants and Contributions

Total amount granted under section 356 in accordance with the Local Government (General) Regulation Clause 217(1)(a5)

Council recognises the importance of assisting Not-For-Profit community groups and organisations that are interested in and working towards the enhancement of facilities and improving the community well-being of its residents.

In 2018-2019 Council approved funding of \$11,046.55 to twelve (12) groups under its Small Community Grants Program and through other donations.

Statement of external bodies exercising delegated function by Council

In accordance with the Local Government (General) Regulation Clause 217(1)(a6)

No external bodies exercised functions delegated by Council during 2018-2019.

Statement of all entities in which Council held a controlling interest

In accordance with the Local Government (General) Regulation Clause 217(1)(a8)

Council held no controlling interest in any entity for the twelve month period ending 30 June 2019.

Statement of all entities in which the Council participated during the year

Council participated in the following entities during the year:

- Arts North West
- Australian Airports Association
- Bush Fire Management Committee
- Country Mayors Association
- Mid North Weight of Loads Group
- New England District Emergency Management Committee (DEMC)
- New England Group of Councils (NEGOC)
- New England Joint Organisation (NEJO)
- New England Conservatorium of Music (NECOM)
- New England Regional Art Museum (NERAM)
- New England Weeds Authority
- New South Wales Inland Forum
- New South Wales Public Libraries Association
- Northern Inland Regional Waste Group (NIRW)
- Northern Region Joint Regional Planning Panel
- StateCover
- Statewide Mutual

For further financial details on Controlled Entities, Associated Entities and Interests in Joint Ventures, refer to Note 16, of the Armidale Regional Council General Purpose Financial Report 2019.

Statement of Activities to Implement its EEO Management Plan

In accordance with the Local Government (General) Regulation Clause 217(1)(a9)

Key achievements during the 2018-2019 have been:

- A complete review of our EEO obligations lead to the development and implementation of a Diversity and Inclusion Policy, which is supported by a Diversity and Inclusion Management

Plan. These documents will provide the framework for building diversity activities across Council and will focus on attracting, recruiting and retaining a diverse workforce, as well as cultivating a change in culture to one of a supportive workplace environment that encourages and engages in diversity.

- It is therefore the intention of Council to move beyond a culture of compliance to one where: diversity and inclusion is at the core of everyday operations; the full value of supporting a diverse workforce is realised; and Council can ultimately be seen as a leader within the community and local government arena.
- The Policy and Strategy recognise that all people bring different qualities, skills, knowledge, experiences, perspectives and attitudes to work. They support Council in recognising the value that these differences can make to improve the workplace for all our staff and enhance Council's overall performance.
- Ongoing Review of all policies and strategic documents to ensure alignment with contemporary diversity and inclusion principles and legislation.
- EEO and diversity commitment included in all of our Position Descriptions and employment arrangements.
- Undertook a review of flexible work arrangements to consider how flexibility arrangements are currently being utilised and if there is discrimination/bias in terms of its application.
- Commenced the development of Retirement Planning documentation to support staff who are looking to transition to retirement.
- Compulsory training provided to the Executive Leadership Team, Senior Leadership Team, Program Leaders, and Supervisors to ensure they have the right skills and resources to support staff.
- Continued observation of days relating to diversity and encouragement of staff and community participation in events.

Our current diversity profile is:

Female staff	30.5%
Male staff	69%
Average age of workforce	46 years
Staff who identify as Aboriginal and Torres Strait Islander	11.9%
Staff who come from a non-english speaking background	3%
Staff who identify as having a disability	3%

CEO Remuneration

In accordance with the Local Government (General) Regulation 2005 Clause 217(1)(b)

The total remuneration comprised in the remuneration package of the position of Chief Executive Officer during the year was \$314,680.

Council resolved on 1 June 2018 to appoint the Group Leader – Organisation Services, Lindsay Woodland as the Acting CEO from 2 June 2018, until the commencement of the permanent CEO.

Council appointed permanent CEO, Susan Law, on 23 July 2018.

Senior Staff Remuneration

The total remuneration package for Council's senior staff for the year (excluding the CEO position) is broken down in the following components:

Senior Staff Remuneration	Total 2018/19
Salaries & Allowances	426,989
Superannuation	41,938
Total	468,927

Statement of Stormwater Management Services

In accordance with the Local government (General) Regulation 2005 Clause 217(1)(e)

A Stormwater Management Service Charge funds additional investigations and activities towards improving stormwater quality, managing stormwater flows and flooding, and harvesting and reusing stormwater.

The charge is levied on rateable urban land that is categorised as Residential or Business (excludes vacant land). During the period 2018-2019 the stormwater management service charge was levied on rateable urban land that is categorised as Residential or Business in the former Guyra Shire Council local government area.

The \$25 charge was levied on 880 rate assessments generating income of \$22,000.

The Council stormwater management services provided during the reporting period included:

- Maintenance and repair of stormwater pipes, pits and culverts.
- Scheduled cleaning of gross pollutant traps, gullies and drains.
- Kerb & gutter renewal.
- When required, reactive response to localized flooding.

Particulars of any Environmental Upgrade Agreement entered into

In accordance with any requirements imposed under s406 and s54P

Council did not enter into any agreements during 2018-2019.

Statement of Coastal Protection Services

In accordance with the Local Government (General) Regulation 2005 Clause 217(1)(e1)

Council did not levy services for the provision of coastal protection services, under Section 496B (1) of the Local Government Act 1993, during 2018-2019.

Companion Animals Act 1998

In accordance with the provisions of the Companion Animals Act 1988 (CA Act) and the Companion Animal Regulation 2018

- Council has lodged the required report of impounding activities with OLG. In addition Council has developed a new Impounding register within its existing Pathways database. This will enable the impounding staff to better utilise the register and allow the Shelter Manager access to the required data for reporting purposes.
- Over the 2018-19 financial year Council Rangers have received 34 reports of alleged dog attacks which involved 64 attacking dogs. The majority of these alleged attacks have occurred on livestock with 112 animals allegedly attacked.
- Council conducts education programs through its Companion Animal Shelter, the local vet clinics and the local branch of the RSPCA to assist the community in obtaining discounted desexing for companion animals. Recently Council assisted a local rural land owner in managing a domestic cat problem that he had. Council accepted 40 plus surrendered cats and kittens that have now been re-housed through the Companion Animals Shelter with the assistance of the RSPCA. Additionally, negotiations with a local vet allowed the cat owner to access discounted desexing for the remaining adult cats to ensure that this type of problem does not reoccur.
- Council offers for sale all suitable unclaimed/surrendered animals from its Companion Animal Shelter. These animals are advertised on Council's Facebook page and through word of mouth from staff and Council's volunteer network. All animals sold are desexed, microchipped, registered, vaccinated and wormed. A number of animal welfare groups such as RSPCA, Greyhound rescue, Herds to Homes, Death row to freedom, Working dogs Australia and Cattle dog rescue are utilised to promote the alternatives to euthanasia for unclaimed animals. Council is very proud of the fact it has one of the highest re-housing rates for Companion Animals in rural New South Wales and is continually striving to ensure this remains the case.
- Council provides and maintains five (5) leash-free dog exercise areas within the Armidale City area and one (1) leash-free area in the Guyra township. Additionally, Council is in the early stages of identifying suitable sites for an additional leash-free area for Guyra.

Capital Expenditure Reviews for Capital Works Projects

No capital expenditure reviews were submitted.

Carers Recognition Act 2010 Compliance

In accordance with Carers Recognition Act 2010 (CR Act), s 8(2)

Council has a Flexible Working Arrangements Policy in place which provides for flexibility in handling work and family responsibilities. Council also utilises its Consultative committee as a consulting mechanism with employees during the development of HR operational policies and procedures.

All employees are eligible for Carer's Leave and the Councillors Facilities and Expenses Policy makes provision for carer's and child care expenses.

An Employee Assistance Program is available for staff to access and its use is encouraged. Staff can access this service for personal reasons in complete privacy.

Disability Inclusion Plan

In accordance with the Disability Inclusion Act 2014, s 13(1)

Under Disability Inclusion Act, 2014, Council is required to develop a plan that acknowledges and promotes that people living with a disability have the same human rights as all other members of the community. In 2017, Council developed and promoted the Disability Inclusion Action Plan which is due for review in 2021. This plan outlines the means by which Council can be expected to ensure those principles are upheld. The DIAP will be reviewed in the lead up to the expiry of the current plan.

Planning Agreement Compliance

Environmental Planning & Assessment Act 1979, section 7.5(5)

Under the Environment Planning and Assessment Act, 1979, Council is required to report on any planning agreements that were in force during the financial year.

Planning agreements are voluntary agreements or other arrangements under the Act between a planning authority (such as Armidale Regional Council) and a person or company (the developer) who has sought a change to an environmental planning instrument, or who has made, or proposes to make, a development application under which the developer is required to dedicate land free of cost, pay a monetary contribution, or provide any other material public benefit, or any combination of them, to be used for or applied towards a public purpose.

Armidale Regional Council has not entered into any new planning agreements during the year.

Recovery and Threat Abatement Plans

Fisheries Management Act 1994, section 220ZT (2)

Council has no recovery or threat abatement plans.

Swimming Pool Inspections

Section 22F(2) Swimming Pool Act 1992, section 428 of the Local Government Act 1993 Division 5 of Part 2

Swimming Pool Regulations	Total Inspections
Number of inspections of tourist and visitor accommodation	7
Number of inspections of premises with more than two dwellings	0
Number of inspections that resulted in the issuing of a certificate of compliance under section 22D of the Act	15
Number of inspections that resulted in the issuing of a certificate of non-compliance under clause 18BA of the Regulation	8

Government Information (Public Access) Act 2009

Council has an obligation under the Government Information (Public Access) Act 2009 (GIPA Act) to submit annual reports to the Information and Privacy Commission NSW (IPC) by 31 October each year, in order to meet the requirements under section 125 of the GIPA Act and Clause 7 of the GIPA Regulation.

Review of proactive release program

Council continually reviews its proactive release program to identify the kinds of information that we make publicly available. This occurs through extensive publication on Council's website or through inspection and/or provision of information in response to a written application.

Number of access applications received

During the reporting period, Council received a total of six (6) formal access applications from members of the public. Access was granted in full and the applications were decided within the statutory timeframes. All applications were from members of the public, with two being submitted on behalf of members of the public by legal representatives.

Number of refused applications for Schedule 1 information

During the reporting period, no formal access applications were refused.

Public Interest Disclosures Act 1994

Public Interest Disclosures Act 1994, section 31, Public Interest Disclosures Regulation 2011, Clause 4

No public interest disclosures were made during the year ending 30 June 2019.

Achievements in Implementing Council's Community Strategy Plan / Delivery Program / Operational Plan

Community Strategic Plan Achievements

Highlights of Council's progress in achieving the goals of the Community Strategic Plan are outlined in the *Annual Report Part A – Community Report Card*.

Delivery Program and Operational Plan

Armidale Regional Council's Delivery Program 2017-2021 and Operational Plan 2018-2019 documents were adopted by Council in June 2018.

The Delivery Program outlines the commitment of the Council to work towards the goals of the Community Strategic Plan by setting strategies to undertake through the course of their elected term.

The Operational Plan is an annual plan which sets out the Programs, Projects and Services that Council will deliver in order to achieve the guiding strategies set by the Council in its Delivery Plan and, ultimately, the community in its Community Strategic Plan.

The outcomes of the Delivery Program and Operational Plan are demonstrated in the following document:

Delivery Program 2017-2021 and Operational Plan 2018-2019

Action	Action - Description	Status	Progress Summary
Our Environment and Infrastructure			
E1 - The unique climate, landscape and environment of the region is protected, preserved and made accessible			
E1.1 - Maintain and improve local waterways, lagoons and creek lands in partnership with community groups and other agencies			
E1.1.1	Urban Stormwater Drainage Maintenance	●	Armidale gross pollutant traps were emptied and cleaned. As a result of storms and known problems with our urban storm water drainage system we have expended our budget dealing with localised flooding issues.
E1.1.2	Southern New England Land Care Contribution	✓	Completed
E1.2 - Partner with stakeholders to develop strategies and provide programs which improve air quality across the region, including the reduction of smoke pollution by using alternative energy sources			
E1.2.1	Pilot incentive program for wood heaters	●	An incentive program and associated budget was initially included in council's Smart City grant application submitted in July 2018. However, Council was advised in late 2018 that the grant application was unsuccessful. The incentive program and associated budget is now being considered as part of preparing a draft Woodsmoke Abatement Action Plan. A draft Action Plan has been prepared and will be finalised following outcomes from the Mayor's external advisory group on woodsmoke and air quality. During budget reviews money allocated was reduced.
E1.3 - Prepare disaster management plans to reduce the impact of natural disasters			
E1.3.1	Continued improvement into the development of disaster management plans	●	Condition surveys and asset inspections will be revised to better reflect the risk profiles of Council's individual asset categories. Council's timber bridges will be all assessed to identify individual risk profiles and required remedial actions to better manage current risk exposure.
E1.4 - Protect and enhance the natural environment to promote and support biodiversity			
E1.4.1	Work with New England Weeds Authority on weed management	✓	Completed
E1.4.2	Implementation of Flying Fox Management Plan	✓	Project completed as per management plan
E1.4.3	Undertake the Dumaresq Creek Master Plan with due consideration to biodiversity and waterway health	✓	Master Plan draft completed and adopted.









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








E2.1 - Provide educational programs to increase community awareness of climate change risks and enable the community to implement climate change adaptation and mitigation actions in daily life





E2.1.1	Research alternative sources of power generation in the region and identify potential stakeholders	●	Continued involvement with the Department of Premier and Cabinet Northern NSW Renewable Energy Initiative – Intergovernmental Working Group, attendance at DPC Renewable Energy Forum, and ongoing communications with the Office of Environment and Heritage on energy efficiency and renewable energy projects and programs.
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E2.2 - Provide waste and recycling services, and environmentally responsible waste disposal facilities together with education programs to reduce waste and increase recycling



E2.2.1	Develop and implement programs that encourage community participation in waste minimisation	●	Council is heavily committed to waste minimisation through the provision of kerbside food organics/garden organics (FOGO) and recycling collection services. Council has also committed to extension of the FOGO collection service onto Guyra. Council is reworking the waste services A-Z guide for a letterbox drop. Council continues to encourage tours of the MRF and C2S programs. Council participated in a "what a Waste" symposium in February 2019 to encourage more community interest in FOGO and Councils composting operation at Long Swamp Road.
E2.2.2	Provide funding support to Northern Inland Regional Waste	●	Council continues to support Northern Inland Regional Waste and benefit from the joint programs and initiatives. Council officers are discussing the current operational costs.
E2.2.3	Northern Inland Regional Waste Program Costs	●	Northern Inland Regional Waste program costs remain within budget and as approved by the NIRW Executive Officer based in Walcha.
E2.2.4	NIRW Chemical CleanOut NSW EPA	●	Council continues to support regional initiatives through the NIRW. Chemicals are deposited at the Community Recycling Centres in Armidale and Guyra for removal by an EPA contractor.
E2.2.5	NIRW Community Recycling Centre Communication and Education Plan NSW EPA	●	Ongoing support for regional education and communication plan.
E2.2.6	NIRW Litter Reduction Implementation Program NSW EPA	●	NIRW continues to promote the NSW Litter Reduction Implementation Program.
E2.2.7	Waste Management Staff Costs	●	Waste Management staff costs are within budget. No change
E2.2.8	Waste Management Administration	●	Waste Management administration costs are within budget.
E2.2.9	Landfill Disposal Charges	●	Landfill disposal revenue is on budget. Drought has not affected volumes at this stage.
E2.2.10	Preparation Costs for Grantworks and Projects	●	Grant applications prepared and submitted for various projects. No new applications are under way, although this may change with recycling initiatives being introduced by Federal and State Governments.

E2.2.11	Waste Collection Contract		Council's waste collection contractor provides timely and compliant services to the community. Contractor performance is monitored by Council officers to ensure agreed KPI's are met. Council and the contractor now meet on a monthly basis to discuss the contract. A review of KPI's has commenced
E2.2.12	In Kind Contributions to Community (Waiver of fees etc)	✓	No contributions requests received in this period
E2.2.13	Rural Waste Collection Services		The rural waste collection service is performing to service level expectations. Where requested Council officers evaluate properties requesting the service and consult with the collection contractor.
E2.2.14	Resource Recovery Operations (Recycling)		Resource Recovery Operations are continuing at Armidale Waste Management Facility. The MRF continues to work with recyclers to ensure markets for the recovered commodities. Contamination of the kerbside recyclables remains low. Waste from the MRF last financial year was less than 2 tonne per week.
E2.2.15	Street and Parks Litter Bins Waste Collection		Public place litter bin services are being performed within budget and to expected service levels. There have been no issues to comment on since the last report.
E2.2.16	Long Swamp Road Waste Management Facility		Long Swamp Road Waste Management Facility provides the community with an opportunity to engage in waste minimisation and recycling practices. The facility also houses a "tip shop" and a return an earn reverse vending machine. Council's City to Soil composting operations are located at the site and provides residents with an opportunity to purchase compost or mulch for their gardens.
E2.2.17	City to Soil Organics Waste Recovery		The City to Soil processing facility assists Council to divert waste from the landfill and produce beneficial reuse compost. The program also provides residents with the opportunity to use compost in their gardens to reduce water usage and promote plant growth.
E2.2.18	Materials Recovery Facility (Construction & Demolition Waste)		Council is seeking a workable outcome for Ridley's to cease operations on the site.
E2.2.19	Kerbside Recycling Collection		Kerbside Recycling Services are being delivered within budget and to expected service levels. Contamination rates remain below 1%. The contract for Guyra has been incorporated into the Armidale contract until Jan 2024. The MRF operator continues to produce clean commodities for transport to re-processors.

E2.2.20	Materials Recovery Facility (Recycling)		Armidale Recycling Services operates a kerbside recycling collection service and processes the collected material through a Materials Recovery Facility (MRF) located at Long Swamp Road. The contractor owns the collected and sorted material and has done an outstanding job of finding market for the product given the challenges of "China Sword". Presentation of recycling crates remains very high with contamination rates below the state average. The MRF continues to process "difficult" plastics.
E2.2.21	Resource Recovery Shop		The resource recovery shop at the Long Swamp Road Waste Management Facility operates 7 days per week. The facility provides an opportunity for the community to engage in reuse, recycle, resale initiatives and assists in reducing the amount of waste being landfilled. How and where the facility will be operated will be included in a master plan for the site when environmental tasks have been completed.
E2.2.22	Reverse Vending Machine		Reverse vending machines assist Council and EPA in reducing roadside litter by encouraging the recycling of various containers. Council continues to seek alternative site for the machine located at Long Swamp Road.
E2.2.23	Regional Landfill		The Armidale Regional Landfill confirms Council's commitment to sustainable and environmentally responsible waste management services that will benefit the community. Commissioning of the facility will be delayed until such time at the airspace at Long Swamp Road is exhausted.
E2.2.24	Undertake waste education and promotion programs		Council provides waste management and resource recovery materials and information to the community. Council is also continuing to provide waste and recycling facility tours for schools and the University.
E2.2.25	Ben Lomond Transfer Station Operation		Ben Lomond landfill is an unlicensed and limited community organisation supervised landfill. Access to the site has raised concerns over the illegal dumping of unacceptable wastes (e.g. asbestos) and the avoidance of waste disposal fees. Waste at the site is uncovered and has the potential to negatively impact on the surrounding environment (fire, leachate, nuisance odours, and pests). ARC has applied for a grant from the EPA to close and remediate this site.
E2.2.26	Ebor Transfer Station Operation		Ebor poses a medium level risk facility as residents are being provided with unsupervised access to the site. Concerns exist over the illegal dumping of unacceptable wastes (e.g. asbestos) and the avoidance of disposal fees. It is also possible for residents of adjoining Council areas to access the site out of hours at no cost.

E2.2.27	Guyra Transfer Station Operation		Guyra Transfer Station is generally operating within budget and the contract performance meets service delivery expectations. The current contract has been incorporated into the into the Armidale contract until Jan 2024. Negotiations are underway with the EPA to remediate the buffer zone and upgrade the fencing around the Guyra site.
E2.2.28	Hillgrove Transfer Station Operation		Hillgrove poses a medium level risk facility as information suggests persons are entering the site out of hours. A key change to all transfer stations is expected to stop unauthorised access.
E2.2.29	Tilbuster Transfer Station Operation		Extending kerbside waste, FOGO and recycling collections into the Tilbuster area would allow for the staged closing of the Tilbuster transfer station.
E2.2.30	Tingha Landfill & Transfer Station Operation	✓	Now operated by Inverell Shire Council
E2.2.31	Wollomombi Transfer Station Operation		Wollomombi transfer station poses a high risk facility as organisations including the school and National Parks are being provided keys and are gaining unsupervised access to the site. Also suggestion that other community persons have keys and are accessing the site out of hours. Concerns exist over the illegal dumping of unacceptable wastes (e.g. asbestos) and the avoidance of disposal fees.

E2.3 - Advocate for cost-effective access to renewable energy for the local community and businesses

E2.3.1	Provide information to community and business about the benefits of renewable energy		In August 2018 a communications plan was developed to implement this action. During the period information on renewable energy, including local projects, has been prepared for placement on Council's website; articles on renewable energy at Council's facilities have been prepared for council rates newsletter and local newspaper; Sapphire Wind Farm community fund and Metz Solar Farm community meeting has been promoted in Council's media; a local high school has been visited to discuss renewable energy and liveability with Year 8 students; and energy efficiency and renewable energy displays were set up at the Black Gully Music festival and Armidale library.
E2.3.2	Promote energy efficiency and sustainable house design through the revised Development Control Plan		Information on energy efficiency and sustainable house design being gathered and updated to inform the revised Development Control Plan (DCP). The revised DCP timeframe has been extended to 2019-2020 as a new DCP that complies with the NSW standard format DCP will be required during 2020. The standard format DCP is currently being prepared by the Department of Planning and Environment. In the meantime council's Sustainable Home Checklist has been reviewed for publication on Council's website and printing hard copies to be available at Council's offices and at pre-DA meetings.;;

E2.4 - Develop a Sustainability Strategy which includes objectives for the region as a whole as well as Council operations

E2.4.1	Provide leadership in landuse strategic planning and sustainability for the local government area	●	Council employed a full time Sustainability Officer in August 2018 and a Strategic Planner commenced in December 2018 and these roles will enable Council to introduce new sustainability and strategic land use planning initiatives.
E2.4.2	Provide services in the Environmental Health functions including food, swimming pools, fire safety, onsite waste management systems	●	Councils Environmental Health team continue to undertake the required annual inspections of these premises.
E2.4.3	Continue to monitor the Gasworks Site remediation to ensure environmental compliance	●	Council solicitors continue to resolve outstanding issues relating to the site section 88b instrument which will permit resolutions and sign off arrangements for transfer of responsibilities to the property owner post completion of the site audit statement. Our Site Auditor is review documentation on behalf of the EPA to complete the site Audit Statement to then progress to the final step of the EPA issuing an ongoing maintenance order on the site. Works are on track but there is some risk with the current property owner agreeing to their responsibilities. The EPA has advised if they will not agree that they have some remedies to issue direct orders on the property owner.
E2.4.4	Continue to work on developing the GreenPrint for the ARC region	●	The draft GreenPrint comprises a set of EcoArc topics covering areas of environmental sustainability that have been developed with input from the Environmental Sustainability Advisory Committee (ESAC) and relevant staff. At its November 2018 meeting ESAC endorsed the draft GreenPrint for public exhibition. Following the December 2018 Council meeting a Councillors' workshop was held on the draft GreenPrint prior to considering its public exhibition. Council resolved to place the GreenPrint on public exhibition for 40 days. This GreenPrint could be linked to the Carbon Neutral project UNE are developing.
E2.4.5	Employ a Sustainability Officer	✓	A Sustainability Officer commenced employment with Council on 6 August 2018.

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

E3.1 - Partnerships with all levels of government to support the provision of essential infrastructure for the region

E3.1.1	Industrial and Residential Land Disposal Costs	●	Land divestment costs to be offset by gross sales income generated.
E3.1.2	Works Depot Operation & Maintenance	●	On track as per agreed service levels
E3.1.3	Support the provision of Backtrack Youth Services through facility provision	●	Backtrack entered into licence to assist Council with the conservation management of the Dumaresq Dam Conservation area. Backtrack will undertake agreed land management activities as part of their youth at risk program

E3.1.4	Rural Fire Service Operational Costs	✓	Action completed
E3.1.5	Rural Fire Service Program Maintenance & Repairs	●	Service Level Agreement for fleet maintenance and repair of Rural Fire Service on track. All invoices itemised and charged.
E3.1.6	Facility management Emergency Services	●	On track as per agreed service levels
E3.1.7	Contribution to the NSW Government for the provision of Fire Brigade Service Armidale	✓	Completed - 1st Quarter
E3.1.8	Guyra Works Depot Operation & Maintenance	✓	Ongoing activity
E3.1.9	Real Estate Divestment Income	●	Land Divestment Strategy being implemented in phases. Four properties sold in December quarter generating gross income of \$1,090,000 compared to budget estimate of \$300,000. Council resolved in December to dispose of the Old Kolora Hostel and Units and a Request for Tender was called.
E3.1.10	Guyra State Emergency Service Rates & Charges	✓	Completed - 1st Quarter
E3.1.11	Tingha Works Depot Rates & Charges	✓	Completed - 1st Quarter
E3.2 - Supply water and waste water services to meet the community needs in Armidale, Guyra and Tingha as well as environmentally appropriate impoundment, distribution and disposal infrastructure			
E3.2.1	Sewer Network operations and maintenance	●	Maintenance and repair works on sewer network are on track. Capital works of renewing deteriorated sewer mains by trenchless relining is also on track.
E3.2.2	Sewer Treatment Plant operations and maintenance	●	Operation of the treatment plants is on track. Briefs for concept designs for upgrades to the plants need reviewing following advice from the NSW Government.
E3.2.3	Sewer Effluent management and operations	●	High demand for fodder due to dry conditions.
E3.2.4	Sewer Trade Waste Management	●	A new trade waste officer has been appointed and will be implementing the trade waste policy and charges to reduce discharge of high strength waste to the sewer system and treatment plants.
E3.2.5	Water Fund management and administration	●	Very high workload to bring evidence-based strategic plans up to date and implement Best Practice Pricing on top of routine operations. A dedicated project manager has been appointed to Best Practice Pricing, a dedicated project manager has been appointed to manage the water restrictions and project managers are being sought for other projects. There is a heavy draw down on Water operating funds and Reserves to adapt to water restrictions and delivery of projects and services.
E3.2.6	Raw water impoundment and mains operations and maintenance	●	Operation of dams and transfer pipelines on track with usual issues. Some major projects are impacted by the resources required to manage the water restrictions.

E3.2.7	Water Network management and operations	●	Operations, maintenance and renewals of water network on track.
E3.2.8	Water Treatment Plant management and operations	●	There are assorted operational issues at both Armidale and Guyra water treatment plants that a program of works is being addressed. Council is exploring options on dedicated resourcing required to manage both the Water and Sewage Treatment Plants.
E3.3 - Regular review of open space related Asset Management Plans to ensure parks, sportsgrounds, water recreation facilities and other open space meets community needs and is provided to an acceptable level of service and accessibility standards			
E3.3.1	Manage the Armidale Aquatic Centre	●	ARC is undertaking an analysis of the budget and looking to develop ideas and a strategy to reduce the deficit, by increasing patronage. This will include a communications plan, advertising and increasing availability of a wider range of activities.
E3.3.3	Armidale Aquatic Centre Grounds and Buildings Facility Management	●	On track as per current Maintenance Service Levels Agreement
E3.3.5 - E3.3.31	Maintain Major Cemeteries, Active Parks, Parks and Facilities Services, Cleaning and sweeping of streets, Passive Parks, Ancillary Land, Street Trees, Public Carparks, Secure Car Parks, Guyra Showgrounds, Lighting in Local Streets, Tingha Aged Units	●	
E3.4 - Provide and maintain community facilities			
E3.4.1 - E3.4.8	Maintain the Armidale Council Administration Building, Community Facilities, Armidale Town Hall, Public Halls, Council's Rental Properties, Old Council Chambers, Library Building, and Traffic Education Centre	●	Building maintenance as per current service levels
E3.4.11 - E3.4.14	Manage the former Dumaresq Shire Building, Kent and Hughes Houses, Museums, Public Toilets	●	
E3.4.9	Maintain the NBN Hub	●	Community group lease over the premises to run NBN training for the public (by Council resolution) has expired. Lower demand for NBN courses has been taken up by U3A following success of Council courses and subsequent community group courses. There is an increasing demand for the use of premises by staff for training and purposes.
E3.4.10, E3.4.15 - E3.4.17	Manage the former Kolora Building, Guyra Community Hall, Guyra Council Chambers, Guyra Museum, Low Income Flats, Guyra Public Toilets, Tingha Town Hall, Guyra Conference and Training Room, Guyra Men's Shed, Guyra Medicare Local Building	●	On track as per Guyra servicing Levels

E4 - The community has access to transport which enables connectivity both locally and outside of the region

E4.1 - Maintain safe and effective traffic facilities on the road network

E4.1.1	Whole of Organisation Investigations, Designs, Surveying & GeoTechnical Works including Internal and External Projects		The program is generally on track with projects delivered to meet construction requirements. The program has required revision and rescheduling due to the large portfolio of Capital Projects and Program resizing due at second quarter budget review. Design, investigations and surveying is delivered using a combination of internal and external resourcing.
E4.1.2	Provide temporary Traffic Signs for work sites		Ongoing as required
E4.1.4	Management of Roads Services		
E4.1.6 - E4.1.9	Provide Planned and unplanned Maintenance of Regional Roads 124, 135		Routine bitumen patching truck patrols and pot-hole re mediation, roadside slashing, weed spraying and as required reactive service request work
E4.1.13 - E4.1.17	Provide unplanned maintenance of urban local roads, rural local roads, rural unsealed roads		Urgent/reactive maintenance tasks being undertaken as required
E4.1.18	Maintain storm water drainage for rural unsealed roads		Works being undertaken as required
E4.1.19 - E4.1.22	Repair and maintain local urban bridges, and bridges on local rural sealed roads, unsealed roads, and regional roads		An inspection has been undertaken by the Bridge Gang Team Leader, resulting maintenance tasks are now ongoing. Significant issues have been escalated to the Capital Works Team for remediation
E4.1.23	Operate and manage Gravel Pits		Council has established a network of gravel pits across the region to service our unsealed road network, works are progressing as planned and within budget
E4.1.24	Repair and maintain MR 76 Waterfall Way under an RMCC contract with RMS		Works proceeding as planned and within budget
E4.1.25 - E4.1.26	Repair and maintain regional rural sealed roads		Routine bitumen patching truck patrols and pot-hole remediation, roadside slashing, weed spraying and as required reactive service request work is being undertaken
E4.1.5	Accept Roads to Recovery Grants for the road network		Ongoing as required
E4.1.3	Maintain Kerb and Gutter		Planned works complete - ongoing maintenance now as required
E4.1.10	Repairs and maintenance of urban local roads		Works complete
E4.1.11	Provide and maintain Traffic Facilities		The upkeep of traffic facilities such as road line-marking and raised pavement markers are completed as required and is general funded by an annual "Traffic Facilities" grant from Roads and Maritime Services. The provision of new traffic facilities such as pedestrian refuges are generally reliant on winning suitable grant funding. Council has been successful is winning Black Spot safety

			funds for the construction of a new refuge at Ningara Care Units in Glass Street, Armidale and a roundabout at the intersection of Elm Avenue and Madgewick Drive in 2019/20.
E4.1.12	Provide engineering support for traffic facilities	●	Ongoing as required
E4.1.14	Repair and maintain rural sealed local roads	✓	Works complete
E4.1.16	Repair and maintain rural unsealed roads	●	Maintenance grader program set and works underway across the region
E4.1.27	Traffic and transport assistance	●	The Traffic Advisory Committee continues to meet monthly to discuss regulatory and related traffic matters throughout the LGA. Generally Council investigates and collects traffic data in response to concerns raised by the community, Roads and Maritime Services or Police and tables possible solutions for endorsement by the Committee and later adoption at an Ordinary meeting of Council for implementation.
E4.1.28	Hospital Traffic Study	●	The Hospital Traffic Study has not yet commenced. Completion of construction within the precinct will need to be completed in order to undertake an appropriate traffic assessment

E4.2 - Create partnerships and facilitate discussions with relevant stakeholders to ensure further progress towards the implementation of the Armidale Airport Masterplan

E4.2.1	Regional Airport Operations	●	Two inspections have been complete and minor matters identified have been corrected. Paid parking has commenced. The Runway lighting project was delivered on time and on budget.
E4.2.2	Continue to meet with the Armidale Regional Airport Users Group on a regular basis to identify opportunity for further growth	●	A meeting of the Armidale Regional Airport Users Group is organised for 28 August 2019
E4.2.3	Develop a Business Plan to identify funding for a second runway to accommodate A320 Airbus and Boeing 737 aircraft	✓	A Business Plan for the new runway has been completed and presented to Council. The Plan includes funding models ranging from significant Council contribution to State and Commonwealth funding only.

E4.3 - Investigate opportunities for increased bus and rail services from remote areas to Armidale town centre to support people to attend work commitments, partake in activities which mitigate social isolation and carry out regular tasks and errands

E4.3.1	Maintenance of Urban Bus Shelters	●	Works extend as far as responding to urgent service requests only
E4.3.2	Advocate for improved rail services	●	Nothing to report, this is about the State Government taking ownership.

E4.4 - Develop a network of footpaths and cycleways to encourage sustainable and active transport options

E4.4.1	Repair and maintain Walkways	●	On track as per current Maintenance Service Levels
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E4.4.2	Repair and maintain Walking Tracks	●	Agreement
E4.4.3	Maintain the existing footpath network	●	Works extend as far as identified necessary/reactive tasks only
E4.4.4	Develop new cycleways	✓	Whilst Council is unable to directly fund the construction of additional cycleways in 2018/19, Council has negotiated the construction of the extension of the "Creeklands Cycleway" from Canambe Street to Cookes Road by way of a developer contribution. This new cycleway was completed in March 2019.
E4.4.5	Update the Armidale Bicycle Strategy to identify potential future cycle routes and implement low-cost recommendations	●	Applications were submitted in December 2018 to seek funding from the NSW Active Transport program for funding a Bike Plan, the new Pedestrian Access and Mobility Plan (PAMP) and a number of related infrastructure construction projects in 2019/20.
E4.4.6	Provide education and promotion to increase awareness of the benefits of cycling	●	Draft "way point" signage layout completed of our most popular cycleway route completed to identify and signpost one of our most used routes between Armidale CBD and the University of New England, including likely points of interest such as the railway station. Next step is to identify funding source to purchase signs and fund installation.









Action *Action - Description* *Status* *Progress Summary*

Growth, Prosperity and Economic Development

G1- The community experiences the benefits of an increasing population

G1.1 - Plan for the needs of the region

G1.1.1	Providing assessment and determinations of Applications under the Environmental Planning and Assessment Act and Local Government Act	●	Ongoing services provided to the community including development assessment and significantly development information.
G1.1.2	Carryout Councils legislative Accreditation and Certification roles for building work	●	Council continues to offer certification and inspection services to the development community.
G1.1.3	Provide information to the community to enable property land sales through Planning Certificates among others	●	Council continues to offer this fully computer automated service to community.
G1.1.4	Support the management and operations of the Sustainability and Development function of Council	●	The Environment and Sustainability program continues to support the Sustainability and Development function of Council by providing strategic planning, sustainability and ranger services to the community. The adoption of the GreenPrint and the report from the Mayors woodsmoke working party will allow this program to have more certainty.

G1.2 - Promote a Local Environment Plan that supports the needs of the region to grow and develop			
G1.2.1	Continue the project to merge the Armidale and Guyra Local Environmental Plan resulting in one single Local Environmental Plan for the whole local government area.		Most of the changes resulting from merging the current local environmental plans (LEPs) have been identified. Preparation of the comprehensive Planning Proposal for the new LEP, which will need to outline and justify each proposed change in accordance with the Department of Planning and Environment's Guide to Preparing Planning Proposals, is in its preliminary stages. The Inverell boundary adjustment being completed on 1 July will enable a report to Councils July meeting to seek a gateway determination from the Department of Planning. The combined heritage layers, zoning, lot size maps have been drafted so this project is coming back to being on track.
G1.3 - Support sustainable population growth and develop infrastructure to meet the needs of this regional growth			
G1.3.1	Continue to collect Section 7.11 revenue	✓	Council adopted the new Section 7.11 and 7.12 plan which came into effect on 1 November for all developments determined after the 1 November.
G1.4 - Continue to update and review legislated planning documents to ensure a variety of appropriate dwellings and housing affordability across the region			
G1.4.1	Support social housing development through strategic partnership arrangements	✓	Council has signed a Memorandum of Understanding with Homes North who is the service provider for social housing in the LGA.
G2 - The agricultural sector is supported as one of the pillars of growth and to sustain local and national food security			
G2.1 - Partner with local livestock industry to ensure the ongoing growth and sustainability of the livestock trade, including a strategy for supporting the ongoing promotion and upkeep of local saleyards			
G2.1.1	Operate the Armidale Saleyards		Sale Yards operating and working to improve water use efficiency.
G2.1.2	Develop a strategy and plan for the future direction of the current saleyards		ARC has had preliminary discussions with an investor in relation to the Sale Yards.
G2.2 - Encourage new innovations and technological applications, and work with partners to explore new opportunities and diversification relevant to primary industries, which create a point of difference for the region			
G2.2.1	Support the UNE incubator program		ARC is working with the Incubator team and has provided letters of support for grant funding. Council is supporting Country Communities Fund-3 Grant application supported through UNE Smart Region Incubator for repurposing of Old Library
G2.2.2	Promote the Centre of Excellence in Agriculture and other opportunities as they arise		ARC has regular meetings with UNE to support Agriculture. ARC is also working on a freight hub at the airport to further the agriculture excellence. The UNE Future Foods Systems CRC is underway.
G2.2.3	Provide in kind support for North Rotary Club's New England TechFest event		
G2.2.4	Provide support for communities lobbying the Government for mobile connectivity		Ongoing correspondence and liaison with businesses. Liaison with relevant government departments
G2.2.5	Continue to pursue emerging opportunities such as Medical Marijuana		Ongoing with Australian Natural Therapies Group (ANTG) and other proponents.

G2.3 - Develop partnerships with operators in the agricultural sector including local agencies and UNE, to encourage careers in agriculture

G2.3.1	Work in partnership with others to develop and promote career opportunities in the agricultural sector	●	Limited and ongoing. Support UNE and others in any joint ventures. Support UNE Agriculture Careers Events. Assisting career pathway development via TAFE Digital, UNE Smart Region Incubator, Future Food CRC and support for school based career programs.
G2.3.2	Coordinate an Ag Career field day, bringing together people from across the agriculture industry to promote and inform about careers in agriculture	●	Ongoing support and complementary activities with UNE, TAFE and the Regional Agtech sector

G2.4 - Strive to grow the horticultural industry with new investment attraction strategies throughout the region to reduce the impact of climatic conditions on the produce industry

G2.4.1	Work with UNE to establish Horticulture Centre of Excellence	●	Ongoing as available. Future Food CRC funded and being established. ARC in kind sponsorship over ten years.
G2.4.2	Support the expansion of the current horticultural stakeholders	●	Ongoing discussions and meetings planned. Analysis of highest and best use water economics underway. Water security issues being addressed in support of emerging horticultural sector.
G2.4.3	Attract new Horticultural producers to our region to establish the Armidale Region as Australia's premier region for controlled environment horticulture	●	Ongoing. Pharmaceuticals and horticulture businesses in particular
G2.4.4	Collaborate with the Dept. of Premier & Cabinet and the Office of Regional Development in new and emerging trends in the Horticultural space	●	Ongoing and regular contact with relevant stakeholders in progress

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

G3.1 - Develop a Tourism Strategy and branding to attract visitors to stay in the Armidale Region longer and also enhance the economic and cultural offerings and attractions of the region

G3.1.1	Create a Tourism Strategy with emphasis on attracting more visitors to our region, by creating out of region advertising campaigns. Target more Conferences, sporting events and education tourism.	✓	Completed
G3.1.2	Armidale Tourism Bus, continue to operate this bus to help promote our city to visitors to our region, by providing guided tours to important assets like NERAM. Another way to help promote our offering to visitors.	●	Ran to schedule this quarter
G3.1.3	Facility Management of the Armidale Tourist Office	●	Ongoing operational maintenance management of the Visitors Information Centre. Request for capital budget to upgrade the outdated and unhygienic toilets was not successful 2018-19. Budget for renewal and upgrade will be requested 2020-21

G3.1.4	Maintain the great work that the Visitor Information Centre provides to both the travelling public and our community. Continue to monitor where our visitors are coming from and to provide valuable back up support to the ED team.	●	Ran to schedule this quarter
G3.1.5	Assist in the development of Saumarez as a major tourism attraction	●	Grant awarded, project implementation commenced
G3.1.6	Support active, eco-tourism partnerships, to promote the local landscape and natural attractions while considering potential impacts on the environment and ways to mitigate such impacts	●	No activity this quarter

G3.2 - Investigate opportunities for providing a venue which can hold more than 500 people, as a means of attracting larger events which will in turn encourage tourism

G3.2.1	Continue to look for opportunities to secure a Performing Arts Centre. Continue to work with operators to explore how we may achieve this for our region.	●	On hold
G3.2.2	Continue to work with the Dept. of Education on funding opportunities for establishing a purpose built performing arts centre at the proposed future school	●	Not active. Future school under construction.

G3.3 - Develop a marketing program of attractions, combined with effective signage, to encourage people to stop and visit the region's centres as they commute between other destinations

G3.3.1	Ongoing participation and development of the New England High Country destination marketing	✓	Completed
G3.3.2	Develop other major tourism opportunities to act as drawcard for our region. For example Dumaresq Dam, Mother of Ducks Lagoon	●	Grant funding awarded for application for Mother of Ducks Lagoon. Dumaresq Dam upgrade as a visitor and local amenity remains a great opportunity particularly given government grant programs.
G3.3.3	Work with both State and federal government to attract grants to facilitate tourism development	●	ARC is working to acquit successful grants Armidale Gymnastics (NEMAC), North Armidale Tennis Club, Guyra Gun Club, New England Mountain Bikers.
G3.3.4	Work with National Parks to develop closer working relationship and marketing of NP in our region	●	Ongoing. The Visitor Information Centre (VIC) is a key holder for NPWS local camping areas. Working with National Parks and Wildlife Service (NPWS) and other stakeholder LGA's on reprinting the NPWS Waterfall Way brochure
G3.3.5	Develop program of engagement with tourism operators to assist in networking and self promotion	●	ARC conducts regular newsletter and email communication with operators. Council is working with select operators to support BMW Touren Sport Safari for accommodation and function. Council also worked with Destination NSW to bring Sydney Weekender TV to Armidale with special feature on Tattersalls.

G3.3.6	Development of a Tourism Brand for our LGA		Ongoing discussion / planning
G3.3.7	Work with partners such as the Armidale Sports Council, UNE and others to grow (attract) our sporting events, in particular State & National sporting events	●	Discussions commenced re hosting 2022 National Orienteering Championships. Ongoing work with NEMTB re Asia Pacific Endurance race for 2019 and funding for track development. The BMW Motorrad owners TS Safari Ride, is planned for October 2.
G3.3.8	Develop a strategy to attract more member clubs to our region in particular car and motor bike enthusiasts	●	New England High Country (NEHC) partnerships through Emprise Group and BMW delivering great results. Planning for second BMW motor cycle event underway. Ongoing NEHC My Favourite Corner promotion in market. Working with Sports Marketing Australia to attract sporting events.
G3.3.9	Continue to work with both Destination NSW and Country & Outback to assist in growing our visitor economy	●	ARC is working well with Destination NSW who visited the region to present operator training and networking. Journalist / TV famil is underway
G3.3.10	Work with the State signage authority TASAC on new brown signs	●	All currently up to date

G3.4 - Provide Central Business District (CBD) infrastructure that supports a more vibrant and varied offering of shopping experiences for tourists

G3.4.1	Continue to work on strategies to revitalise our CBD and precincts for example new smarter technology and signage.	●	This is being incorporated as new infrastructure available. CCTV upgrades funded and to be installed in the Mall/CBD.
G3.4.2	CBD Consultation	●	Not active at the present
G3.4.4	Work with the community to prepare a design for the CBD / Mall development to potentially attract government funding.	●	Now part of the Master Plan
G3.4.5	Work on attracting new business operators to the CBD	●	Council is developing the concept of a Business Ecosystem to assist both ARC and business operators to work together. Follow up Business Symposium Findings in progress. Repurposing Old Library in planning stage.

G4 - Economic development is supported through new initiatives, innovation and additional resources to assist growth of business and industry

G4.1 - Provide local businesses with information and access to technology as part of a Digital Economy Strategy, as well as advocating for improved high speed internet access

G4.1.1	Create digital presence for promoting investment attraction	✓	Investment prospectus completed and being used, and is placed on ARC website.
G4.1.2	Pursue funding opportunities to run trials for new technologies such as Autonomous Electric Vehicles and electric vehicle charge points.	●	Autonomous vehicle trial now running in the CBD and working with NRMA to install a charge point at the Visitors information Centre
G4.1.3	Complete a Smart City Strategy that focuses on solving real issues for local business and the community.	●	No activity this session

G4.2 - Investigate opportunities for new partnerships with educational institutions across the region to develop programs which support the vocational upskilling of students and workers






G4.2.1	Support existing business such as Digital TAFE & APVMA to relocate to Armidale	●	Ongoing
G4.2.2	Continue to build relationships with regional education institutions including UNE and TAFE. Working together to identify opportunities for vocational upskilling of students & workers. As well as providing apprenticeship and graduate programs.	●	Ongoing. Working with UNE Smart Region Incubator and Future Food CRC for development of skills development pathways in the Agritech sector in particular.
G4.2.3	Look for other opportunities such as a Qantas (or other) Flying academy	●	Not a high priority but continue to keep a watching brief.

G4.3 - Develop a strategy with an objective of actively seeking out and encouraging businesses and organisations to locate their operations in the region

G4.3.1	Economic Development	●	Economic development continues to be the focus of the unit with plenty of activity in the region by way of development applications. Secured new business to town that will operate from the Business Park. Continuing growth in key sectors such as education and health. Ag proving resilient in the face of drought due to intensified resource use (via hort development) over past five years.
G4.3.2	Continue to seek ignition grant funding from the State Government to develop the Armidale Airport Business Park	✓	Funding has been approved, and contract signed. Regional Airport Business Park Stage 1A planning underway. Three lots sold as at Oct 19
G4.3.3	Develop a strategy to attract targeted corporates & government agencies to the Armidale region – focus on the major metro regions such as Sydney, Melbourne, and Brisbane	●	Working with Premier & Cabinet, marketing the Regional Airport Business Park as an investment option. Have a number of corporate investors currently in dialogue. Invest Armidale campaign/website under development.

G4.4 - Provide a program, which includes resources and events, to support small and home based businesses across the region



G4.4.1	Continue to work with the Armidale Business Alliance (Armidale Chamber, Guyra Chamber and Locals 4 Locals) to develop strategies and initiatives to target small to medium business across the LGA	●	Currently reviewing the Memorandum of Understanding that exists between the Alliance and ARC.
G4.4.2	Provide a calendar of events and encourage local businesses to increase their opening hours during periods when events and activities are on	●	Calendar has been produced

Action	Action - Description	Status	Progress Summary
Leadership for the Region			
L1 - The community is engaged and has access to local representation			
L1.1 - Council's Community Engagement Strategy provides guidance and principles for effectively engaging with the community on all issues related to Council decision making and service delivery			
L1.1.1	Commence extensive community engagement activities through Council's Community Connect framework to inform Council's Service Level Review		During the fourth quarter, Council conducted community engagement for the Operational Plan 2019/20 and changes to the Delivery Program via a community forum and community feedback through public exhibition. This engagement centred on the projects and programs that will demonstrate Council's commitment to continuous improvement and delivering the services that best meet community needs. Community feedback regarding the Draft Operational Plan and revised Delivery Program was considered as part of the finalisation of the documents which were adopted at the June 2019 Council Meeting.
L1.2 - Promote a wide variety of engagement methods, with a mixture of traditional and online mediums, to ensure the whole community can easily share their opinion and participate in community engagement activities			
L1.2.1	Ensure relevant information is available on Council's website		An accessibility audit has been completed and implemented on the Council website to improve access for people with disability. A new home page design will soon be activated to align with contemporary design and usability practices and provide more points of access to popular council content.
L1.2.2	Continued implementation of the YourSay portal to give the community opportunities to have their say		A refresh of the 'yoursay.armidale' website has been undertaken with a new theme adopted.
L1.3 - Elected representatives are supported to engage with their community and provided a process to share feedback they receive			
L1.3.1	Live stream Council meetings	✓	Council meeting live streaming available from YouTube: https://www.youtube.com/channel/UCh4J4US5QLFy-RgpdIVvTbw
L1.3.2	Undertake a Village engagement program to provide remote communities with access to meet with their Councillors on scheduled basis		A review of village engagement activities to provide remote communities access to meet with Councillors on a regular basis is now underway in consultation with Councillors and the CEO.
L1.4 - Implement an online communication strategy to provide the community with user-friendly access to more online content and information about Council and its services			
L1.4.1	Provide extensive engagement and communications methods to ensure all stakeholders are informed of Council activities, encourage collaboration and provide feedback via communication and consultation opportunities.		All communications and engagement methods identified in the Communications Strategy developed after the merger in 2016 have been implemented. These include: Quarterly printed rates newsletter; E-News - fortnightly Council News published in Armidale Guyra - fortnightly; yoursay.armidale engagement portal; More frequent media releases; All social media - FB, Twitter, Instagram, LinkedIn; Consultation and





			opportunities for community participation and outreach has been significantly improved. Engagement and comms plan templates have been created for use by project officers. A stakeholder/communications matrix has also been developed with further work planned to update the original communications strategy and develop a framework for engagement.
L1.4.2	Deliver a mobile app to facilitate customer transactions	●	The mobile app has been rolled out as part of the Transformation Program and will be promoted in the July rates newsletter.
L2 - Council exceeds community expectations when managing its budget and operations			
L2.1 - Financial sustainability is maintained through effective short, medium, and long term financial management			
L2.1.1	Interest income on Loans to Long Term Debtors	●	Long term debtor loans continue to be managed in accordance with loan repayment schedules.
L2.1.2	Financial Management & Accounting Services	●	2018/19 Budget: Monthly budget reporting was introduced for Council including high level budget variance analysis although it is acknowledged that further work to achieve a cashflowed budget is needed to provide a comprehensive approach to budget variance analysis across the organisation. This is unlikely to be achieved during the 2018/19 financial year due to competing priorities but work is underway to introduce this for the 2019/20 budget. The 2018/19 first quarter budget review was adopted by Council on 28 November 2018. The improved financial position noted in this review was an improvement to the Operating Result from a \$3.8m deficit to a \$0.4m deficit. Further budget reviews have resulted in a full year forecast of a \$250k surplus. The unrestricted cash forecast at 30 June 2019 also improves from \$1.5m to \$4.5m as a result of the budget amendments adopted in the 2018/19 financial year. 2019/20 Operational Plan & Budget: The 2019/20 Operational Plan and Budget was adopted by Council on 26 June 2019 forecasting a small General Fund surplus of \$20k and a consolidated surplus of \$2m. These forecasts will need to be reviewed in line with severe drought conditions impacting on both operational and capital project planning. Other Projects: Work is continuing to upgrade the payroll system and investigations have commenced on review of the Pathway system to scope a project of work to clean up the system to remove old NESAC data and other redundant information. While the merger is complete there are still areas of Council's systems and processes that require review to achieve full consolidation and this will be ongoing for quite some time. The Tingha Boundary Adjustment was effective on 1 July 2019; and while rating and water data have transferred across to Inverell Shire Council work is continuing to provide them with other data required.

L2.1.3	Investigate opportunities to access grants and funding to support the delivery of the activities identified in Council's Integrated Planning and Reporting Framework	●	Funding opportunities are investigated and delivered by each individual department of Council as applicable to their needs and resources. Council has been very successful in achieving grants during 2018/19, in particular for the Armidale Business Park, road and bridge maintenance and Council infrastructure.
L2.1.4	Employ a Grants and Sponsorship Officer on a 12 month term	●	The recruitment of this position has been put on hold while the new Organisational Structure is determined.
L2.1.5	Lobby the Federal Government for increased allocation to Local Government through their Financial Assistance Grant program	●	LGNSW continues to advocate to the Federal Government for significant and sustained funding boost for council to provide and maintain community infrastructure, including the restoration of Financial Assistance Grants (FAGs) to a level equal to at least 1% of Commonwealth tax revenue. Council resolved in December to support LGNSW efforts to put an end to cost shifting and called for a review of the FAGs methodology.
L2.2 - Council exceeds community expectations when managing its budget and operations			
L2.2.1	Undertake service reviews across targeted areas of business operations	●	Feedback from the Service Review indicated a number of areas of the business that could increase productivity through streamlining practices and reconfiguring work groups. The review also indicated a significant amount of time was being utilised for administrative tasks across all levels of the business. An administration review is underway to explore the viability of an Administrative Hub which will pool administrative staff from across the business and better utilise the resources available. To document and improve procedures, process mapping tool Pro-Map is being implemented through a staged roll-out starting with the Customer Service and Sustainability and Development departments. These initiatives are being implemented as part of the Transformation Program and will continue into the 2019/20 period.
L2.2.2	Report on the transition to a Stronger Council	●	As at 30 June 2018, Council demonstrated a financial position that achieved five of the seven performance ratios reported on by the Audit Office of NSW. Council did not meet the Operating Performance and Building and Infrastructure Renewals Ratios. In 2018-19 Council is progressing a project in conjunction with the first quarter budget review to improve the underlying operating position and unrestricted general fund cash position. The draft 2019-20 budget demonstrates an improved financial position with the forecast for an Operating Surplus for all funds and most key financial indicators meeting the benchmark.
L2.2.3	Investigate opportunities for Council infrastructure and services to be run as a commercial enterprise	●	Identification of all Council controlled assets along with the development of appropriate asset management plans will ensure that these assets are best placed to leverage any commercial opportunities as they arise.

L2.3 - Council staff are supported to deliver high quality services to the community through training, sufficient staff resourcing and systems to create a user friendly, customer focused approach


L2.3.1	Provide a high level of corporate administration to ensure the efficient and effective operation of the Council		An effective Good Governance Framework is being implemented.
L2.3.2	Provide quality Customer Service to residents and ratepayers of the Armidale Region		This quarter we have focused on the introduction of a self serve kiosk in the Customer Service area which will be used to promote the use of online services. We have also begun planning for the introduction of an answering machine service during business hours. This will replace the overflow service which is currently used and comes at a high cost to Council. We expect this new system to commence in September 2019.

L2.4 - Manage operations to ensure delivery of value for money services for our community and customers


L2.4.1	Private Works		Private works is continuing in line with budget forecasts and demand.
L2.4.2	Purchasing & Supply Management		Council has been working through its 2nd year in the ArcBlue LEAP Program. Procurement development and milestones are reported in dashboards to monitor continuous improvement. Evidence of how this has been achieved is captured within dashboard development plans and savings programs. ARC's Procurement Overall Score is above the "Large Council" benchmarked average.
L2.4.3	Plant and Fleet Operations		Plant Fleet operations are in accordance with the adopted Business Plan
L2.4.4	Plant Purchases & Sales		Plant purchases and sales are within expected budget targets






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

L3.1 - Staff are provided with the training to carry out their duties effectively and opportunities for professional development

L3.1.1	Build the capability of our people through ongoing training and leadership development to enhance the service delivery of Council and ensure staff have the necessary skills to perform their roles effectively		The Corporate Training was presented at Consultative Committee meeting and Senior Leadership Team meetings in October 2018. The compliance and mandatory training components are under way with appropriate budget allocated. Council has also undertaken a structured Leadership Training for the Senior Leadership Team through a local provider. This program encouraged a values-based approach to leadership, developed individual and group leadership skills, enhanced team cohesion amongst the senior managers and, built sustainable, cultural change at Armidale Regional Council.
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L3.2 - Develop and implement a Workforce Management Plan which commits to building a skilled, motivated, inclusive and diverse workforce

L3.2.1	Build and embed a high performing culture at Council (based on the results of a culture survey) through the implementation of a range of culture and leadership programs		Council has implemented a broad range of programs designed to build and embed a high performing culture at Council. This program of work will be reinvigorated with the Transformation program.
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L3.2.2	Manage Workers Compensation and rehabilitation programs to ensure the effective return to work of our people		Council renewed its membership of StateCover in May 2018. StateCover was established in 2001 as a public company by LGNSW as a not-for-profit workers compensation insurer to partner with NSW local government entities in the management of workplace risk.
L3.2.3	Initiate recruitment processes to attract and retain the best talent for Council		Council has developed a draft recruitment strategy which supports Council attracting the right people, with the right capabilities, skills and attitudes for the right jobs. Council will attract and retain the right people from a diverse range of backgrounds to enhance the work environment for all employees. Council will continue to develop, implement and continually improve recruitment and selection techniques to ensure they generate the immediate and longer-term needs of the organisation.
L3.2.4	Undertake a staff wellbeing program and provide discounted Sport UNE Staff Memberships		The Health and Wellbeing program initiatives link strongly into Council's WHS obligations and commitment to providing a workplace culture that is focused on safety. They also support the initiatives included in the WHS Strategy and Action Plan and the 'Live Safe' message: setting the bar high on safety so we can live the life we want to live with family and friends.
L3.2.5	Provision of employee on costs	✓	Completed
L3.3 - Council utilises appropriate data management systems to support service delivery and effective decision making			
L3.3.1	Ensure systems and procedures are in place for records management in accordance with the NSW State Records Act	✓	Records management training and support is provided to meet legislative requirements.
L3.3.2	Information Technology Management		The IT project workload has been scaled back in line with available resources in this financial year. The outcomes of the Transformation Program will assist with setting Council's ICT strategic direction and help inform future investment in new technologies. Day to day support and maintenance continue to be provided in line with agreed internal service levels.
L3.3.3	Geographical Information Systems Management		The GIS system underwent an upgrade recently and training has been provided for all key users who use mapping systems in their work. Investigations are continuing in relation to options to update Council's aerial mapping photography.

L3.4 - Ensure the organisation is well led and managed through implementation of the Good Governance framework			
L3.4.1	Provide Governance services to the organisation to ensure we are meeting our legislative requirements	●	Council continues to support the operation of the Audit and Risk Committee. Council's Land Divestment Strategy continues to be implemented. Good Governance Framework being implemented including the systematic review of policies and procedures. A new Model Code of Conduct, new Model Code of Meeting Practice completed and the Councillor Professional Development Program continues. The draft Integrated Planning and Reporting Framework has been developed and adopted with focus on key strategic outcomes and performance reporting. Work continues in preparation for Tingha Boundary alteration with the announcement of the July 1 transfer of Tingha to Inverell Shire Council.
L3.4.2	Establishment and facilitation of ongoing Internal Audit function	●	Council has proposed the appointment of an Internal Auditor on staff to provide shared services arrangements with Uralla Shire Council and Glen Innes Severn Council. Uralla Shire Council and Glen Innes Severn Council confirmed that they are willing to commit to the shared services arrangement. An Internal Auditor role has been advertised, however at this stage no Internal Auditor has been recruited. A draft memorandum will also be drawn up to be agreed between the three councils to facilitate the practicalities such as cost recovery, assignment of workload and notification period to exit the arrangements.

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

L4.1 - Council initiates and fosters strong partnerships with all levels of government, peak bodies and agencies and the community

L4.1.1	Provision of Executive Services to Council	●	Ordinary Council Meetings held in April, May and June and an Extraordinary meeting was held in May. A citizenship ceremony was held on 8 May 2019, with 13 new Australian citizens attending. A number of council programs, functions, events and activities were supported by the Executive Office including the Transformation Program ARC 2022, Airport Industry Leader Forums on 17 April, Master Plan Brief Workshop on 3 May and Executive Development Program on 3 and 4 April and 3 and 4 June.
L4.1.2	Council membership of the New England Joint Organisation of Councils	●	Council has active participation in New England Joint Organisation which was proclaimed on 9 May 2018 and associated General Managers Advisory Committee meetings. The NSW Government has allocated \$300,000 in seed funding to help the JO become established with each of the 7 councils contributing \$5,000 each in 2018-2019.
L4.1.3	Councillors' Expenses as per Council's policy on Councillors' Facilities and Expenses	●	The policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to Councillors to help them undertake their civic duties.

L4.2 - Council's strategic planning documents are integrated in a way which delivers community outcomes while effectively managing budgets, asset management and workforce planning			
L4.2.1	Holistic Asset Management and Planning, Asset Renewal Programs, Condition Surveying, Asset Inspections & Capital Governance	●	Asset renewal plans were compiled and used as the basis for preparing the 2019/20 capital budget with the emphasis on asset renewal rather than the creation of new assets. These plans will continue to be refined as asset inventory and condition data is updated and asset strategies are reviewed.
L4.2.2	Meet the requirements of the Integrated Planning & Reporting framework to ensure Council has robust corporate planning in line with the community's views and aspirations	●	The roll-out of the Operational Plan for the 2018/19 period has now been completed and a report prepared for Council. The 2019/20 Operational Plan and a reviewed Delivery Program were placed on public exhibition and following the consideration of community submissions, were adopted by Council at the June Council Meeting.
L4.2.3	Implement the Corporate Performance Management (CPM) module to enhance performance monitoring and reporting	✓	The Corporate Performance Management System was refreshed for the 2018/19 Financial Year with all 18/19 Operational Plan actions added to the system and currently being reported on for the first quarter. There were a number of improvements made to the system including the addition of budget allocation for projects and programs, and new reporting templates created. Responsible staff have been provided training and support to improve their understanding and utilisation of the system.
L4.3 - Elected officials can easily access information and support to allow them to make decisions in the interest of the community			
L4.3.1	Regular update to be provided to Councillors by the Executive Office	●	Regular monthly Councillor workshops are held to brief Councillors on corporate planning, projects, programs and emerging issues. Awareness sessions on relevant topics are also delivered to councillors to support them in their role.
L4.3.2	Relevant reports to be drafted for Councillors to make good decisions	●	Reports are clear, concise and well structured with majority of staff recommendations being adopted by Council. A program of Councillor Workshops and Briefings enhance the decision making processes by providing opportunities for Councillors to become better informed on strategic direction, issues, projects and programs.
L4.4 - Develop and implement a robust risk management process across all of Council's operations			
L4.4.1	Ensuring our assets are appropriately insured	✓	Council is a member of Statewide Mutual and has insured Property assets totalling \$181 million. The assets were revalued for the 2018-2019 FY.
L4.4.2	Provision of Workplace Health and Safety programs	●	This is an ongoing program of work. The development of the foundational Safety Management Plans in support of the Corporate Safety Management System will provide the baseline for the Council's ongoing compliance and management of WHS in its workplaces.

L4.4.3	Other insurances	✓	Council is a member of Statewide Mutual which is a self-insurance scheme for the NSW local government industry. The Mutual is owned by members, governed by a Board of Management and managed by Jardine Lloyd Thompson (JLT)
L4.4.4	Consolidate and review Enterprise Risk Management Framework	●	Ongoing implementation of Enterprise Risk Management across the organisation with a strong operational focus on Council's WHS management system. Business Continuity Plan drafted. Risk Register drafted.

Action	Action - Description	Status	Progress Summary
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Our People, Our Community












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













P1.1 - Develop a Disability Action Plan and Pedestrian and Mobility Plan to improve access to services and infrastructure for people living with a disability and the aged

P1.1.1	Provide taxi vouchers to eligible clients of the Home Support Services	●	Home Support Services continue in their support of the community in Guyra through the provision of a number of transport assisted activities. One such mode of support is through taxi vouchers. Note the HSS do not cover the LGA rather they follow the boundaries of the Health department. This means that we will continue to service the Tingha community until the contacts are revised in 2020. The HSS is externally funded.
P1.1.2	Tablelands Community Transport	●	This action is ongoing. Home Support Services continues to deliver transport services to Guyra and Tingha residents with the funding they have available from Tablelands Community Transport.
P1.1.3	Continue to provide community transport from Guyra to Armidale via the Home Support Services bus each Friday with the assistance of volunteer drivers and carers	●	The Home Support Services team provide a number of transport options to the Guyra and Tingha communities. The HSS program is aligned with the Hunter New England Health boundaries and we will continue to service the Tingha community through externally secured funds.

P1.2 - Provide a network of a modern library and learning centres across the region, including a designated library service in Guyra and Armidale town centres which caters for the needs of the community including meeting spaces, accessible internet services and up to date resources

P1.2.1	Provide a modern and accessible learning space for the Armidale community, including up to date digital and print resources, reliable internet, and adaptable spaces for community use.	●	Development of the 21 Century Libraries strategic plan is well underway, this will include community consultation to provide an opportunity for the community to contribute to the plan and direction of the Libraries. There are a significant number of Transformation suggestions in the library to add to the 21st Century Library which are well underway.
P1.2.2	Expend the annual Local Priority Grant on technology, the collection, the building, research or promotional projects which directly benefit the community.	●	ARC Library fully expended the Priority Grant Funding in the 2019/2019 financial year. The next round of funding is anticipated to be an increased amount that we can apply for from September.
P1.2.3	Facility Management Armidale Library	●	Standard ongoing maintenance issues are addressed by the Facilities team as required.

P1.2.4	Facility Management Guyra Library		
P1.2.5	Support the provision of Armidale Folk Museum		The Interim Team Leader of the Folk Museum continues to provide relevant inspiring exhibitions whilst working towards an overhaul of the 'back room' collection being appropriately stored and catalogued.
P1.2.6	Support all, Museums NERAM, and Arts Development across the region		This action is achieved through the objectives of the Arts and Culture Strategic Plan. Support is also provided through significant financial contributions to NERAM.
P1.2.7	Provide a modern and accessible learning space for the Guyra community, including up to date digital and print resources, reliable internet, and adaptable spaces for community use		New iPads have been ordered for the Guyra Library. These will be mounted within the library to be used for searching the catalogue. Development of the 21 Century Libraries strategic plan is well underway, this will include community consultation to provide an opportunity for the community to contribute to the plan and direction of the Libraries. There are a significant number of Transformation initiatives in the library to add to the 21st Century Library plans which are well underway.
P1.3 - Partner with local police and other agencies to develop strategies to reduce crime and improve community safety			
P1.3.1	Operation of CCTV Program	✓	CCTV program on track provided budget remains in place
P1.3.2	Crime Prevention Lock it or Loose it Program	✓	Grant funded, complete
P1.3.3	Provide a service to the community relating to Companion Animals		Council's Rangers team continue to provide an ongoing service to the community relating to companion animals, including providing information and assistance as well as carrying out enforcement if required.
P1.3.4	Operate the Regional Animal Shelter Complex for both ARC and USC		The Rangers team continues to operate the Regional Animal Shelter for both ARC and USC, with a focus on rehoming the companion animals (dogs and cats) that end up at the shelter. The shelter volunteer program recommenced in late 2018 with new volunteers receiving induction and relevant training.
P1.3.5	Carry out Stock Control (stray) within the Council area		Council's Ranger services continue to investigate complaints and carry out stock control, mainly on public roads.
P1.3.6	Facilitate the Companion Animal Lifetime Registrations program		Council's Ranger services continue to implement and enforce the companion animal lifetime registration requirements of the NSW Companion Animals Act 1998.
P1.3.7	Educate and encourage Responsible Pet Ownership		An education program encouraging responsible pet ownership has been placed on hold due to resourcing constraints and other higher priorities like water and carparking enforcement.
P1.3.8	Carryout Car Parking Enforcement		Council is currently recruiting a new Parking Ranger.
P1.3.9	Undertake Litter Control including shopping trolleys		Rangers respond to complaints and undertake some patrols in relation to this matter

P1.3.10	Undertake Public Order Management i.e. over grown allotments		Council's Ranger services continue to investigate complaints and undertake patrols.
P1.4 - Lobby and advocate for improved health services across the region, to support an ageing population			
P1.4.1	Provide community health related transport		Health related transport is delivered through Home Support Services for the Guyra and Tingha communities. This action is ongoing, however the staff resourcing may need to be reviewed in light of the funds that are being returned to the funding provider. With additional staffing resources we could be undertaking increased advertising, education and coordination of this valuable program.
P1.4.2	Lobby for a GP service for all Tingha residents		Based on community feedback received through Community Services, this has not been identified as a priority for the Tingha area at this time and as such no action has been taken in this regard.
P2 - Events and cultural activities provide the community with an opportunity to celebrate the unique culture and lifestyle of the region			
P2.1 - Deliver annual program of events which reflect the social and cultural needs of the community			
P2.1.1	Support Local Area Committees		Financial assistance of \$35,000 provided to the Local Area Committees in 2018-2019. Small grants totalling \$14,000 allocated to four LACs.
P2.1.2	Coordinate the Autumn Festival in March 2019	✓	Completed
P2.1.3	Coordinate the Christmas in the Mall and Guyra Street Carnival Christmas events		Planning commenced for 2019 events
P2.1.4	Coordinate the Kids Day in the Mall event		Planning is underway for the October 1 event
P2.1.5	Run Movies in the Mall		This activity has been added in to the Colour New England Street Arts Festival
P2.1.6	Coordinate events and activities as part of a School Holiday program		Planning re Buskers Festival to be held 1 October 2019
P2.1.7	Coordinate Australia Day events in Armidale and Guyra, including award ceremonies and other cultural celebrations		Meetings held planning for 2020
P2.1.8	Host the Staff Christmas Party to acknowledge the work of Council staff throughout the year		No activity this quarter
P2.1.9	Coordinate a New Years Eve community party		No activity this quarter
P2.1.10	Source new events such as Winter Festival, Shakespeare in the Gardens Festival, Jazz Festival, Craft Beer & Cider Street Festival		ARC has held meetings with the UNE re Culturefest October 2019. Plans for Colour New England Street Arts Festival are progressing. Plans are ongoing for the BMW TS Safari ride. Planning has commenced for the Buskers day.

P2.2 - Develop a Sport and Recreational Plan for the region			
P2.2.1	Provide administration support to the Sports Council	●	Ongoing administration support by Councils Sports Coordinator must continue. The Sports Council is a successful model for other LGAs and provides a much needed conduit between the community and Council. Sports Council has achieved significant targeted capital improvements to many playing fields in line with community needs. The Sports Council provides a voice for the community to prioritise sports development. The position of Sports Coordinator must be maintained to ensure on-going effective engagement with the community who rely on its the support of this position.
P2.2.2	Get Active Armidale Week	✓	Commenced 22/10/18, ended 4/11/18. 53 people registered for 199 sessions
P2.2.3	Fund appropriate projects through the Sports Council's Sports Grants program	●	Project funding on track through Sports Council Grants program
P2.2.4	Provide financial support to NIAS	✓	Project concluded
P2.2.5	Continue to provide the Individual Small Sporting Grant to support athletes in the Armidale Region	●	Small grants scheme is always well patronised and assists with promotion of sport and acknowledgement of local sporting successes. Recent successes include a local female participant in the Olympics triathlon and national and international level participants in Athletics
P2.2.6	Carry out the New England Sports awards in November 2018	●	Sports awards on track.

P2.3 - Develop an Arts and Cultural Program with an emphasis on creating vibrant and attractive public spaces, including the installation of public art in city centres






P2.3.1	Delivering against the Arts and Culture Strategy	●	The Arts and Cultural strategy remains essentially a project of the interim team leader of museums. This is an area that will require review within the budget and the new organisational structure. Significant projects have been undertaken in this area including a collaboration with the Youth Council in the delivery of the Colours of New England Festival.
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P2.4 - Support and empower the community to deliver community initiatives that improve the lives of residents and visitors to the region



P2.4.1	Community Initiatives	●	Planning has commenced for the Autumn Festival / New England Street Arts Festival to merge for 2020. Australia Day 2020 activities outside of the formal Citizenship and Awards are to be run by the community in both Guyra and Armidale.
P2.4.2	Community Assistance Grants s356	●	Ongoing - Acquitting 10 Stronger Country Communities Fund grants.
P2.4.3	Mayors Discretionary Fund	●	Mayoral Discretionary Fund of \$5,000 established in 2018-2019. Funding of \$3,000 distributed as at December 2018.

P3 - Services are provided to ensure inclusiveness and support the vulnerable members of our community


P3.1 - Provide services and access to support home-based elderly residents and operate an aged care facility in Guyra for residents who can no longer remain in their own home

P3.1.1	Maintain the Kolora Aged Care facility in Guyra		The Kolora Aged care facility is now run and managed by an external agency.
P3.1.2	Provide Home Support Services (HSS) in Guyra		This action is ongoing and this service continues to be delivered to the community. Funding is secured until 2020. The Home Support Services was recently audited for the new Point to Point transport program and the response from the Auditors was that the HSS staff had performed extremely well.
P3.1.3	Provide a new Aged Care Facility in Guyra	✓	This action has been completed.
P3.1.4	Provide Meals on Wheels to eligible clients in Guyra and Tingha through HSS		This is ongoing. We are currently operating at under capacity in this area. Increased awareness of the program needs to be undertaken
P3.1.5	Provide the Centrebased Daycare (Group) services to elderly residents through HSS		This action is ongoing and funding has been secured until 2020.
P3.1.6	Provide Social Support to elderly residents through HSS		This action is ongoing. Funding is secured for this service until 2020. Home Support Services Staff are in the process of transferring all current clients to the new My Aged Care system. This is a long process and requires staff to meet, assess and report on every client accessing the service in both Armidale and Tingha.


P3.2 - Partner with other levels of government and agencies to ensure the introduction of the National Disability Insurance Scheme provides adequate access to services for people with a disability

P3.2.1	Review Council's Disability Action Plan regularly		The Community Wellbeing Advisory Committee voted to create an Access Advisory Working Party to review matters around access and to seek their input into the Disability Action plan. This is scheduled to be advertised in September.
P3.2.2	Support the Community Wellbeing Advisory Committee		The Community Wellbeing Committee is working towards actions to resolve the identified areas in the Action Plan. The committee is also in the process of reviewing the Terms of Reference. The considerable focus for the committee at present is the drought and supply of food to the needy within the community.

P3.3 - Promote partnerships between businesses and the community which offer programs that encourage inclusivity and networking, such as the Men's Shed program in Armidale and Guyra

P3.3.1	Coordinate the Volunteer Centre		In December, the Volunteer Referral Service held a recognition ceremony and awarded certificates to Volunteers throughout the region to thank them for their contribution to our community during 2018.
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P3.4 - Develop strategies which promote inclusiveness of people from a cultural and linguistically diverse (CALD) background

P3.4.1	Celebrate Refugee week 2019		An information expo was held to provide information to and celebrate the refugee community in Armidale. We hope to build on this and create a bigger more vibrant celebration in
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			2020.
P3.4.2	Support the Community Wellbeing Advisory Committee	●	
P3.4.3	Participate in the Multi-cultural Interagency Meetings	●	Council's Youth and Family Coordinator attended a meeting on 7 November 2018. Multicultural Inter agency meetings continue to be attended by a Community Services team member.
P3.4.4	Provide support for the refugee program to ensure smooth integration into the business community by working with existing business to assimilate the refugees into the workforce	●	The Youth and Family coordinator continues to work with the Settlement Services International and Northern Settlement Services Workers to look at areas where newly arrived people may gain skills and experience to enter into the workforce. The primary challenge to entering the workforce remains language, however drought and fires are impacting all areas of the community as well as the new arrivals.

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

P4.1 - Facilitate and support the delivery of high quality early childhood and out of school hours services across the region

P4.1.1	Support Life Education Van through assistance with relocation of the van throughout the region	✓	This action is complete.
P4.1.2	Deliver the services of the Guyra Preschool & Long Day Care Centre	●	The Preschool and Long Day Care provides an ongoing service to the Guyra community. The centre underwent Assessment and Rating Process where it has been awarded Meeting the National Quality Standards in service delivery. The centre will begin the 2020 enrolment process in the next few months to determine the centres upcoming enrolment and staffing needs.
P4.1.3	Carry out fundraising to support initiatives at the Guyra Preschool & Long Day Care Centre	●	Fundraising efforts have been discussed and problem solved in prior staff meetings, with the financial situation of families and the community being strained due to the drought we have implemented smaller, simpler fund-raising activities this year and will continue to do so for the remainder of 2019 to still achieve our fund-raising goals, yet not burden families financially. Thus far we have held an easter raffle, mother's day raffle, preschool disco and have planned an end of year toy raffle.

P4.2 - Partner with local organisations to offer programs to young people which offer mentoring, encourage leadership and provide pathways to employment and further education opportunities

P4.2.1	Support Youth Development across the region by partnering with other community organisations and coordinating services for young people.	●	The Youth and Family Coordinator continues to convene the Youth Interagency meeting that brings groups and organisations together to discuss and work on joint projects. This interagency is also a significant conduit for information sharing within the community. In addition the Youth and Family Coordinator continues to work with the Armidale Regional Council Youth Advisory committee to plan and implement activities for young people.
P4.2.2	Co-ordinate monthly Youth Interagency meetings with local organisations.	●	Monthly Youth Interagency meetings were held during this quarter.
P4.2.3	Youth Week 2019	●	Youth Week was finalised in April and the funding was acquitted. This year the youth council elected to celebrate Youth Week in collaboration with the art celebrations in the centre of town. The event was successful and the Youth Council took the opportunity to seek feedback and ideas from local young people that will assist in the planning for the coming year.
P4.2.4	Support the Armidale and Guyra libraries with School Holiday Programming.	●	Guyra and Armidale libraries offer activities during the school holidays.
P4.2.5	Support the Armidale Region Youth Advisory Committee (ARYAC)	●	Continued support has been provided and meetings continue to be facilitated.
P4.2.6	Coordinate the 2018 Youth Forum	●	The 2018 Youth Forum Report has been finalised and distributed to local school and service providers. From this report an Action List has also been created and incorporated into future strategic planning.

P4.3 - Provide Aboriginal services and programs

P4.3.1	Support the development of Aboriginal community services across the region	●	The Aboriginal Services Officer has commenced a review of the Aboriginal Advisory Committee structure in light of the exit of Tingha from our Local Government area. The three, now two sub committees have minimal attendance and the outcomes from those committees need to be looked at. The Aboriginal Action Plan is currently in review and community consultation is expected to commence in the coming weeks.
P4.3.2	Coordinate activities during NAIDOC Week	●	ARC contributes to activities during NAIDOC week however the organising committee decided to continue their tradition of undertaking celebrations in September. ARC is well into the planning and development phase of these events.
P4.3.3	Provide support to the Aboriginal Cultural Centre by way of financial contribution	●	The 2018/19 financial contribution has been paid.

P4.4 - Further develop partnerships with educational institutions across all stages of the learning spectrum to ensure that face to face and online education is available to the community