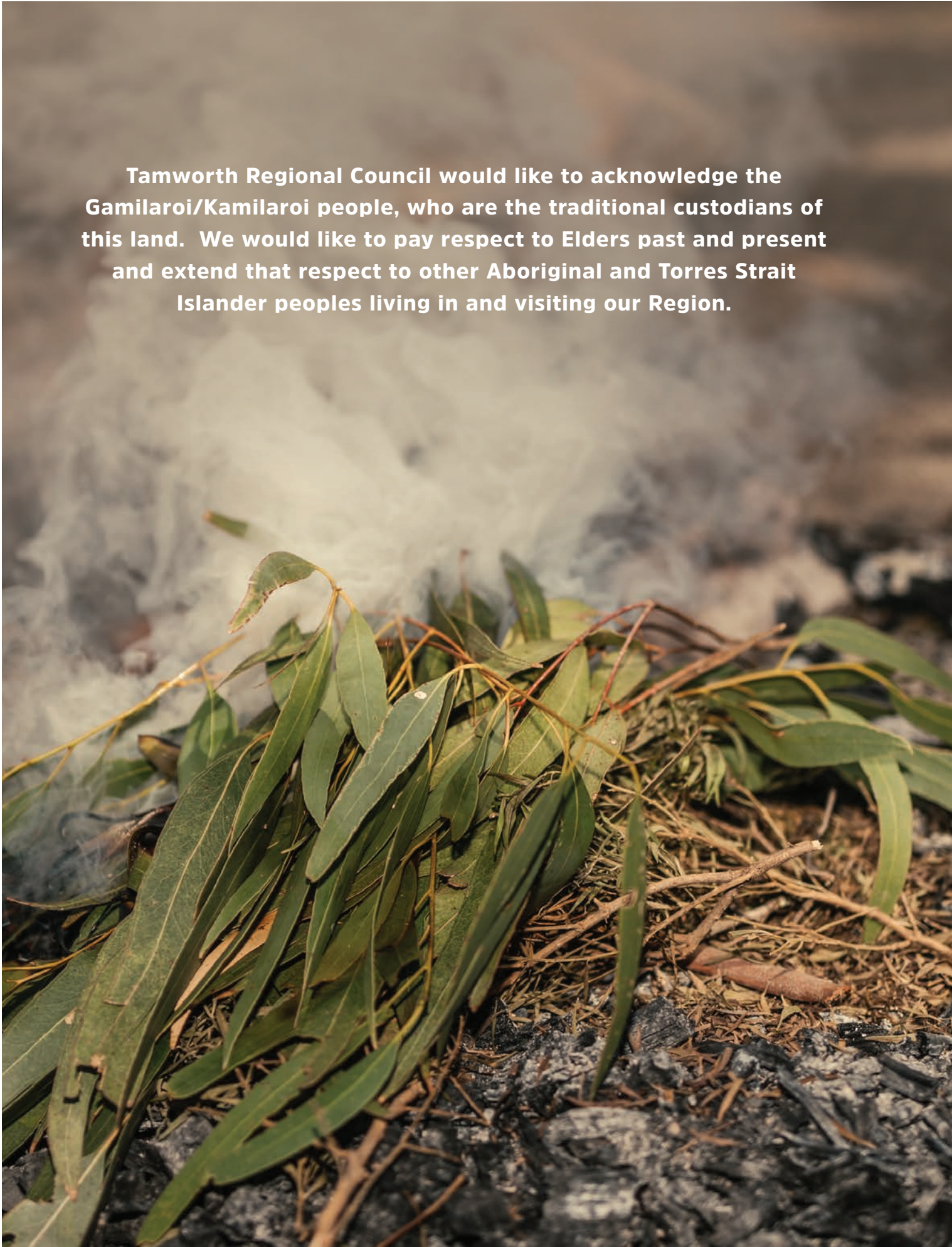


ANNUAL REPORT

2021 - 2022

**GOLDEN
MILESTONE**



Tamworth Regional Council would like to acknowledge the Gamilaroi/Kamilaroi people, who are the traditional custodians of this land. We would like to pay respect to Elders past and present and extend that respect to other Aboriginal and Torres Strait Islander peoples living in and visiting our Region.



WELCOME

TO TAMWORTH REGIONAL COUNCIL'S 2021/22 ANNUAL REPORT

This report provides a comprehensive account of Council's achievements, challenges and aspirations for the future. It details our performance against our commitments as set out in Keychange 2017-2027 and provides an analysis of our 2021/22 financial performance. The report also demonstrates the breadth of our operations and the diversity of services delivered on a daily basis to our regional community. We hope you enjoy reading about the 2021/22 operations at Tamworth Regional Council.

WHY WE HAVE AN ANNUAL REPORT

The Annual Report provides an account of our performance for our community. It details our achievements against commitments and our performance against required measures. It also provides an account of our financial management over the past year. The Annual Report is an opportunity to acknowledge the great things that have been happening across the region and meets our requirements under the NSW Local Government Act (1993).

NAVIGATING THE DOCUMENT

This Annual Report comprises three sections; Annual Report, Statutory Reporting and Financial Performance.

- Section 1: is an overview of who we are, the key achievements and highlights of 2021/22, the opportunities and challenges for the Tamworth region and our performance against our five strategic objectives.
- Section 2: is the Statutory Information which includes legislated requirements reporting under the *NSW Local Government Act (1993)*.
- Section 3: is the final section of this report and provides a detailed account of our 2021/22 financial performance.

COPIES AND FURTHER INFORMATION

Hard copies of this report are available at any of our 4 Customer Service Centres and electronic copies are available on our website.

WEB: www.tamworth.nsw.gov.au

EMAIL: trc@tamworth.nsw.gov.au

PHONE: (02) 6767 5555 during office hours.

INTEGRATED PLANNING AND REPORTING

The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc. And each community responds to these needs. That is what shapes the character of individual cities, towns and villages.

IP&R also recognises that council plans and policies should not exist in isolation and are connected on many levels. The IP&R framework supports councils to draw their various plans together, to understand how they interact and inform each other, and to get the maximum benefit from their efforts by planning holistically for the future.



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Cover image: Opening Concert of the 50th Tamworth Country Music Festival



OUR VISION

“Our region will be thriving, modern and prosperous, with compassion for our people, reverence for our culture, and respect for nature.”

We will build a more resilient, inclusive community. We will protect and support our natural environment.

We will celebrate our rich culture and heritage. We will expand our proud identity. We will enable prosperity by supporting businesses to grow, through better housing options, thriving town centres and productive employment areas.

We will deliver water infrastructure and security that supports the growth of our region and economic aspirations. We will attract new businesses, support educational opportunities, and make it easier to do business. We will connect our region and its citizens through a safe and efficient movement network.

And we will achieve this with openness and accountability.



OUR VALUES

Here at Council, we endeavour to uphold our values in all that we do:

- Accountability
- Safety and health
- Customer Orientation
 - Equity
 - Teamwork

OUR MISSION

Tamworth Regional Council is committed to serving the community with:

- integrity • efficiency
- fairness • impartiality
- the encouragement of mutual respect
- Council promotes and strives to achieve a climate of respect for all

OUR PROMISE

Tamworth Regional Council is committed to making it simple for you to get in touch, have your questions answered and find the information you need.

Sunset over Tamworth, Oxley Scenic Lookout

GOLDEN MILESTONE

On behalf of Tamworth Regional Council, we are pleased to present the Annual Report 2021-22. The past year will be remembered fondly for years to come as the year of our golden milestone - the 50th Tamworth Country Music Festival.

The Festival, which incorporates the prestigious Golden Guitar Awards, is our region's iconic event cementing us as Australia's Country Music Capital.

COVID-19 resulted in a modified event in 2021 and then "a difficult, yet necessary decision" was made to postpone the celebration from January to April due to the prevailing NSW Government health measures.

Despite the delay, what a great success the Festival was when April finally came around. While it was a seven-day event rather than the regular 10-days, the crowds were very strong with artists, venue operators, business owners and traders agreeing it was a memorable celebration.

It was a great positive for our community after facing a number of challenges including the pandemic and regular battles with the forces of nature in the form of repeated flooding events.

While the extended period of stay-at-home orders from 10 August, 2021 to 11 September, 2021 for our Local Government Area was a very challenging time, it was also a period when we pulled together with our community. Council stepped up at this time to advocate the importance of getting vaccinated, facilitated a number of vaccination clinics for our residents and led the way in the local government sector with a Rapid Antigen Test Pilot Program (which was later recognised as a finalist in the LG NSW Excellence Awards).

Extreme rain events, significant storms or periods of heavy constant rainfall led to flooding in our region every month for the first seven months of 2021-2022. We experienced more road closures due to flooding in March 2022 and May 2022. Three of these events saw such an extent of flooding they were declared natural disasters - the most serious being in November 2021.



The prolonged wet weather certainly took a toll on our roads and Council responded at the start of June 2022 by allocating an additional \$7 million for road maintenance renewal and improvement. We listened to the concerns raised through our community survey which showed that our residents' main dissatisfaction was the quality of our roads and we immediately engaged four additional contract maintenance crews. We are confident that with time, our roads will be returned to the high standard our community expects and deserves.

Despite our region's water storages now overflowing, Council has not lost focus on the need to secure our region's water supply. This remains our top priority and we have been consistently advocating for a new Dungowan Dam - a project being driven by the Australian and State governments. However, as at the end June 2022 the newly-elected Australian Government was yet to confirm funding. We continue to investigate other options including agreeing in April to fund the completion of a cost estimate and project plan for an innovative water purification facility to allow for future growth of the local protein industry, one of our major employers.

Council continued to deliver positive outcomes for our community through our large program of capital works - many of them funded by Australian Government and NSW Government grants.

Enhancements at the popular Viaduct Park continued with the opening of The Deck, a youth training café in December 2021 and we will soon complete the pump track, half-court basketball and climbing wall.

Significant progress has been made on the Tamworth Global Gateway Park, a major enterprise park and logistics project on 246-hectares at Westdale which will drive jobs growth in our region for the next 20 years. The construction of the large roundabout at the intersection of Country Road and the Oxley Highway will be completed in the coming months and the NSW Government has reactivated the rail line to facilitate the establishment of an intermodal freight facility at the park. The NSW Government has so far committed a total of \$55.6 million in funding for the park with \$6.7 million from the Australian Government and a \$33.9 million investment from Council.

A new two-lane concrete bridge for Manilla, the Namoi River Crossing, was officially opened to traffic in September 2021. It was funded with \$7,896,500 from the NSW Government's Restart NSW Growing Local Economies Fund, \$877,392 from Council and an additional \$1 million provided by Transport for NSW.

Manilla also received its biggest infrastructure investment in 60 years with the official opening of the new Manilla Water Treatment Plant in May. It provides greater water security for the township by enabling the drawing of water from either the Namoi River or from the Manilla River. The total cost was more than \$19 million with the NSW Government contributing \$3.768 million and Council funding the balance.

In March 2022 there was a big step forward in the push for a University of New England campus in Tamworth with the signing of the funding deed. Council announced

it will contribute the former velodrome site in Peel Street for the new facility alongside the NSW Government's Growing Local Economies fund commitment of \$26.6 million and \$20 million from UNE. It is a key project for the future of our region, as identified in Blueprint 100, providing educational diversity and opportunities for the region's future generations.

Work started in May on the Treloar Park Tennis Development, worth a total of \$3.4 million. It will be exciting to see this venue become one of regional and State significance by mid- 2023 through the funding support for the Australian Government, West Tamworth League Club, NSW Government, Tennis NSW and Council.

We have achieved much in 2021-22 but there remains more to be done in the year ahead – hopefully with less challenges to overcome. Our budget for the coming year sets out \$276 million in spending across our general, water and sewerage funds while collecting \$79.4 million in income from rates and annual charges and delivering a \$128.4 million capital works program to improve local facilities and infrastructure.



Cr Russell Webb
Tamworth Region
Mayor



Paul Bennett
General Manager



Manilla Water Treatment Plant

OUR ORGANISATION



Councillor Russell Webb
Mayor



Councillor Mark Rodda
Deputy Mayor



Councillor Phil Betts



Councillor Bede Burke



Councillor Judy Coates



Councillor Steve Mears



Councillor Brooke Southwell



Councillor Marc Sutherland



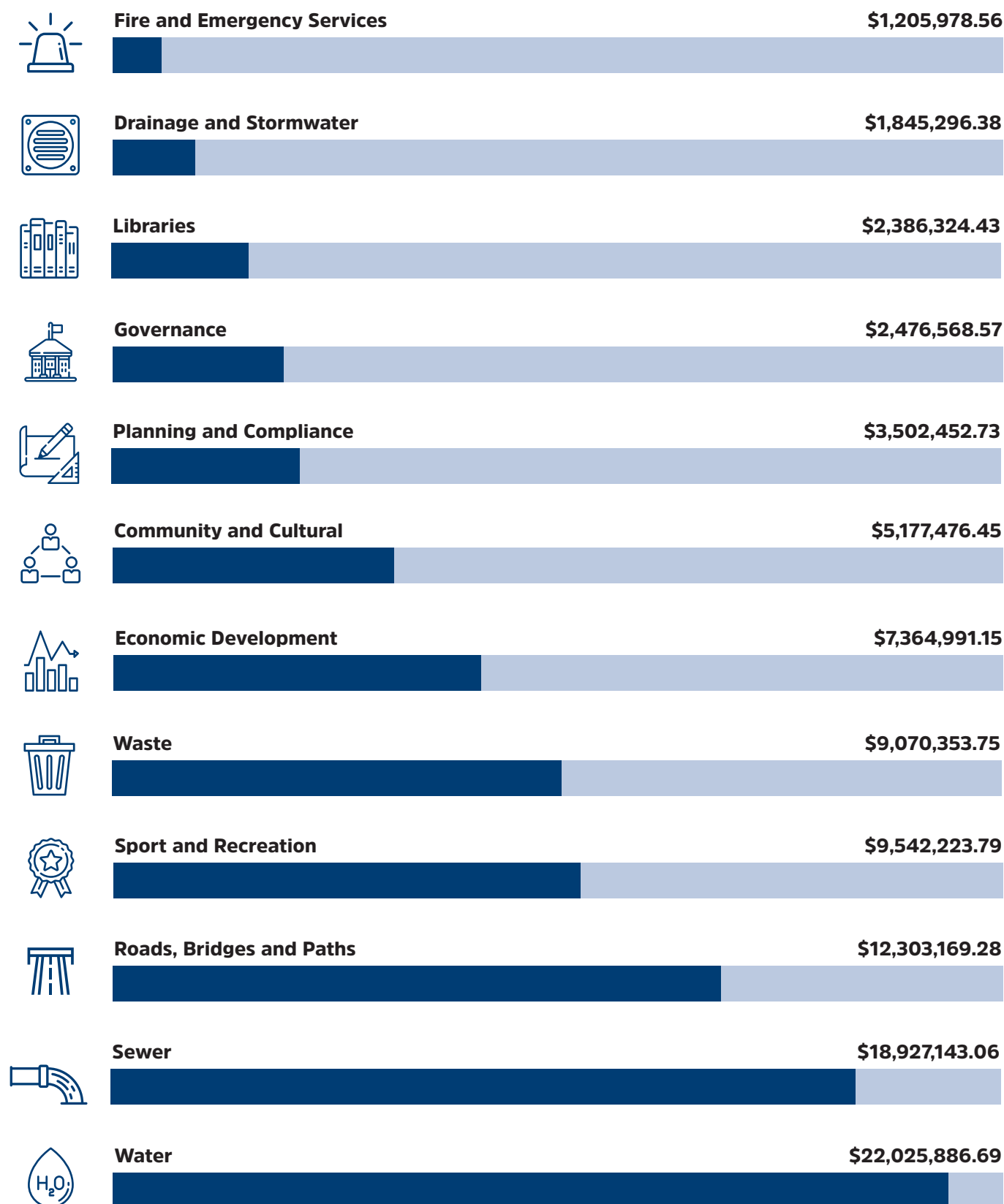
Councillor Helen Tickle



Paul Bennett
General Manager

Peter Resch Director Regional Services	Bruce Logan Director Water & Waste	Gina Vereker Director Liveable Communities	Jacqueline O'Neill Director Growth & Prosperity	Jason Collins Executive Manager Strategy & Performance	Rami Abu-Shaqra Chief Financial Officer	Marie Resch Chief People Officer	Karen Litchfield Internal Auditor
<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	<i>Business Units</i>	
Operations & Construction	Laboratory	Compliance	AELEC	Communications	Financial Services	People & Culture	
Plant Fleet & Building Services	Projects, Strategy & Infrastructure	Cultural & Community Services	Commercial Property	Executive Services & Governance		Health & Wellbeing	
Project Planning and Delivery	Sustainability	Customer Services	Economic Development & Investment	Legal Services		Injury Management	
Sports & Recreation	Waste & Resource Recovery	Development	Entertainment Venues	Risk & Safety			
Strategy, Assets and Design		Development Engineering	Information Technology	Strategy & Performance			
		Integrated Planning	Airport & Aviation				
			Business Events				

NET COST OF SERVICES



FINANCIAL RESULT

A summary of our performance is outlined below, while detailed information is included within the financial statements section and performance statement in this report.

Council's total Cash and Investments as at 30 June 2022 were \$203,901,000. Not all of these funds are available for discretionary use, as the amount includes items that are externally or internally restricted in their use. Council is holding \$171,149,000 of funds that are externally restricted in their use. This amount includes unexpended loans, deposits/bonds, unexpended grants as well as water, sewerage, and domestic waste cash and investments. Council is also holding a further \$32,210,000 in funds that are internally restricted by

Council in their use. These are amounts set aside for specific purposes such as for future asset replacement, remediation and accrued employee leave entitlements.

Internally, Council identifies cash in terms of 'funds' – General Fund, Water Fund and Sewer Fund. This means that monies held in those specific funds can only be spent on the particular purpose of each fund. Council has \$542,000 unrestricted available cash to meet short term obligations.

Income Statement (\$'000)	2021/22
Total income from continuing operations	201,589
Total expenses from continuing operations	149,568
Net Operating Result from Continuing Operations	52,021
Net Operating Result before grants and contributions provided for capital purposes	(274)

Balance Sheet (\$'000)	2021/22
Total current assets	226,957
Total current liabilities	59,849
Total non-current assets	2,065,936
Total non-current liabilities	95,104
Total equity	2,137,940

OUR PEOPLE

CITIZENSHIP

Tamworth is a diverse multi-cultural region and prides itself on inclusiveness, respect and culture.

It is always an honour when our community members become Australian citizens and share their stories. It is a time for us all to reflect and celebrate our country and democratic values.

In the last 12 months, three ceremonies were held and we welcomed 131 local residents on becoming Australian citizens. These special people enrich our diverse multicultural region originating from 28 various countries: Bangladesh, Belarus, China, England, Fiji, France, Hong Kong Special Administrative Region of the People's Republic of China, India, Malaysia, Mexico, Mozambique, Myanmar, Nepal, New Zealand, Nigeria, Philippines, Russian Federation, South Africa, Sri Lanka, Switzerland, Taiwan, Thailand, United Arab Emirates, United Kingdom, United States, Venezuela, Vietnam and Zimbabwe.

If you would like information on becoming an Australian citizen, contact Home Affairs at:

<https://immi.homeaffairs.gov.au/citizenship/become-a-citizen>.



2021 LOCAL LEGENDS AWARDS (NEW AWARDS)

In 2021 Council developed the Local Legends Awards which is a culmination of Tamworth Regional Council's previous awards: Seniors Awards, Volunteer of the Year Awards, Access Awards, Sustainability Awards and the Gift of Time. The Awards now include areas of visual arts, performing arts and community inclusion. This was a tremendous success and is now an inaugural event.

The award night was held 26 November 2021 at the Tamworth Town Hall to recognize the invaluable contributions of community members, groups and organisations to the regional community.

The recipients are:

- Youth Volunteer of the Year: Tahlia Barwick
- Adult Volunteer of the Year: Dave Farrenden
- Senior Volunteer of the Year: Denise Sullivan
- Seniors Award: James Peter Jordan
- Access Award: Catherine Rae
- Visual Arts Award: Leonie Kelly
- Performing Arts Award: Kristi Cini
- Community Inclusion Award: Guru Nanak Mission Tamworth
- Sustainability Award: Rosemary Milson
- Local Legend of the Year: Kristi Cini

AUSTRALIAN HONOURS AND AWARDS

The Order of Australia is recognised for outstanding service and contributions of Australians – we would like to acknowledge and congratulate the below recipients on this prestigious award:

- Ramin Samali OAM – 26 January 2022
- David Clifford Moore OAM – 13 June 2022

SPORTS AWARDS

Regional Sports Awards recognise the region's proud, strong and diverse sporting culture. The awards celebrate the outstanding achievements of individuals, clubs and associations in our community.

The recipients for 2021 were:

Coach of the Year: Alex Barton

- Junior Sports Team of the Year: Tamworth Basketball Association 16M Junior Premier Team
- Senior Sports Team of the Year: Tamworth Netball Association Opens Representative Team
- Cara Hickson Award: Olivia Earl
- Junior Sports Star of the Year: Abbie Peet
- Senior Sports Star of the Year: Jack Davis
- Ken McKenzie Award for Services to Sport: Jodie McGinnity
- 2021 Sports Star of the Year: Jack Davis
- Sports Hall of Fame: Jack Davis

OUR REGION'S PROFILE

The Tamworth Regional Council area is located in the New England Region of New South Wales, roughly 410 kilometres north-west of Sydney and 580 kilometres south of Brisbane. The Tamworth Regional Council area is bounded by Gwydir Shire in the north, Uralla Shire and the Walcha Council areas in the east, Upper Hunter Shire in the south, and Liverpool Plains, Gunnedah and Narrabri Shires in the west.

Tamworth Regional local government area incorporates an area of 9,893 km², including the surrounding towns and villages of Nundle, Manilla, Barraba, Bendemeer and Kootingal.

The Tamworth region Gross Regional Product is estimated at more than \$3.60 billion which represents approximately 0.56% of the New South Wales Gross State Product.

TRADITIONAL OWNERS

The traditional owners of the Tamworth region are the Kamilaroi and Gomeroi peoples of the Kamilaroi Nation.

OUR POPULATION

The Tamworth region's population is approximately 63,652 with a population density of 6.43 persons per square km. There was an indicative 0.58% rise from the 2020 population statistics.

(Tamworth Regional Council has a plan to accommodate an approximate 2.5% population growth per year until 2041, this leading to an overall population in the region of approximately 100,000 should that growth rate be met.)

TRANSPORT

The Tamworth Regional Council area is served by two major highway routes, The New England Highway which runs from Willow Tree in the South to Armidale in the North East. The Oxley Highway runs from Tamworth, towards Gunnedah in the West. Tamworth is also home to the Tamworth Regional Airport with connecting flights to Sydney, Brisbane and soon to be Melbourne. Finally, the North-Western railway line offers transport by rail towards Armidale and Sydney, the NSW TrainLink passenger train also splits at Werris Creek and heads West towards Narrabri.

MAJOR FEATURES

Major features of the Council area include Warrabah National Park, Ben Halls Gap National Park, part of Mount Kaputar National Park, the Tamworth CBD, The Big Golden Guitar, Tamworth Powerstation Museum, Tamworth Regional Entertainment and Conference Centre, Tamworth Regional Conservatorium of Music, Tamworth Sports Dome, Tamworth Regional Sporting Complex, Australian Equine and Livestock Events Centre, Tamworth Regional Botanical Gardens, Tamworth Hospital, TAFE NSW New England Institute (Tamworth Campus), ADF Basic Flying Training School, Oxley Lookout, Kamilaroi Walking Track, Tamworth Skate Park, Astronomy Centre, Mountain Bike Park, Bicentennial Park, Tamworth Regional Playground, Cockburn River, Namoi River, Capitol Theatre, Marsupial Park, Country Music Hall of Fame, Dungowan Dam, Split Rock Dam, Chaffey Dam, Sheba Dams, Mount Borah, Hanging Rock, the MacDonald River, the Peel River and various state forests.

THE COUNTRY MUSIC FESTIVAL

Synonymous with country music, Tamworth has a strong brand, strengthened by the annual Country Music Festival. This Festival celebrated its 50 years in April 2022 and has been a significant event for the region, generating an economic benefit to the community with an estimated \$122.74M. The festival attracts more than 300,000 visitors over 10 days, and hosts more than 400 artists, in over 80 venues with more than 2,000 scheduled events, making it Australia's largest Country Music Festival and one of the largest music festivals in the Southern Hemisphere.

For all of its 50 years this festival has featured the only industry affiliated country music awards with the presentation of the Golden Guitar Awards, which celebrates Australia's best in a glittering ceremony to essentially close the festival.

OUR COMMUNITY AT A GLANCE

Key Economic Snapshot

39 YRS
MEDIAN AGE

5.1%
UNEMPLOYED

Aboriginal and Torres Strait Islander

12.7%
TAMWORTH
REGION

6.6%
REGIONAL
NEW SOUTH WALES



63,652
Population



0.58%
GROWTH FROM
2020

502

Development
applications
approved
(2021-2022)

\$183.5m

Development
application
value
(2021-2022)

47 Days

Average
processing
time



5,696
Local Businesses



29,586
Local Jobs

Major Development Approval in 2021-2022

\$16,000,000.00	Broiler Sheds x 16 - Manilla
\$9,676,470.00	Factory warehouse with office - Westdale
\$7,788,100.00	Construction of an Intensive Plant Agriculture Facility - Appleby
\$6,873,108.00	Construction and use of a 5MW solar PV electricity generation plant - Warral
\$6,600,000.00	Construction and use of a 5MW solar farm - Kootingal
\$6,311,352.00	New Ambulance Station - Tamworth
\$4,800,000.00	Metroll Manufacturing Warehouse - Taminda
\$4,607,175.00	Truck Stop Service Station, Industrial Units - Westdale
\$3,356,008.00	Construction of a three Storey Building for the Purpose of a Medical Centre - Tamworth

Major employers in Tamworth by industry



4,482

Health Care and
Social Assistance



2,937

Retail Trade



2,747

Education and
Training



2,420

Agriculture, Forestry
and Fishing



2,304

Construction



3,169

Manufacturing

* Census 2021, ABS, id Profile, Tamworth

OUR SERVICE DELIVERY AT A GLANCE FOR 2021/22



136.8kms
FOOTPATHS



41.5kms
CYCLEWAYS



72,139
AIRPORT PASSENGER
MOVEMENTS



602.8kms
SEWER MAINS



51.92%
AELEC UTILISATION RATE



341
BRIDGES



99
OUTDOOR PLAY
SPACES



81,570
LIBRARY VISITS



1,037,988
SOCIAL MEDIA
REACH



567,000
WEBSITE REACH



814.8kms
WATER MAINS



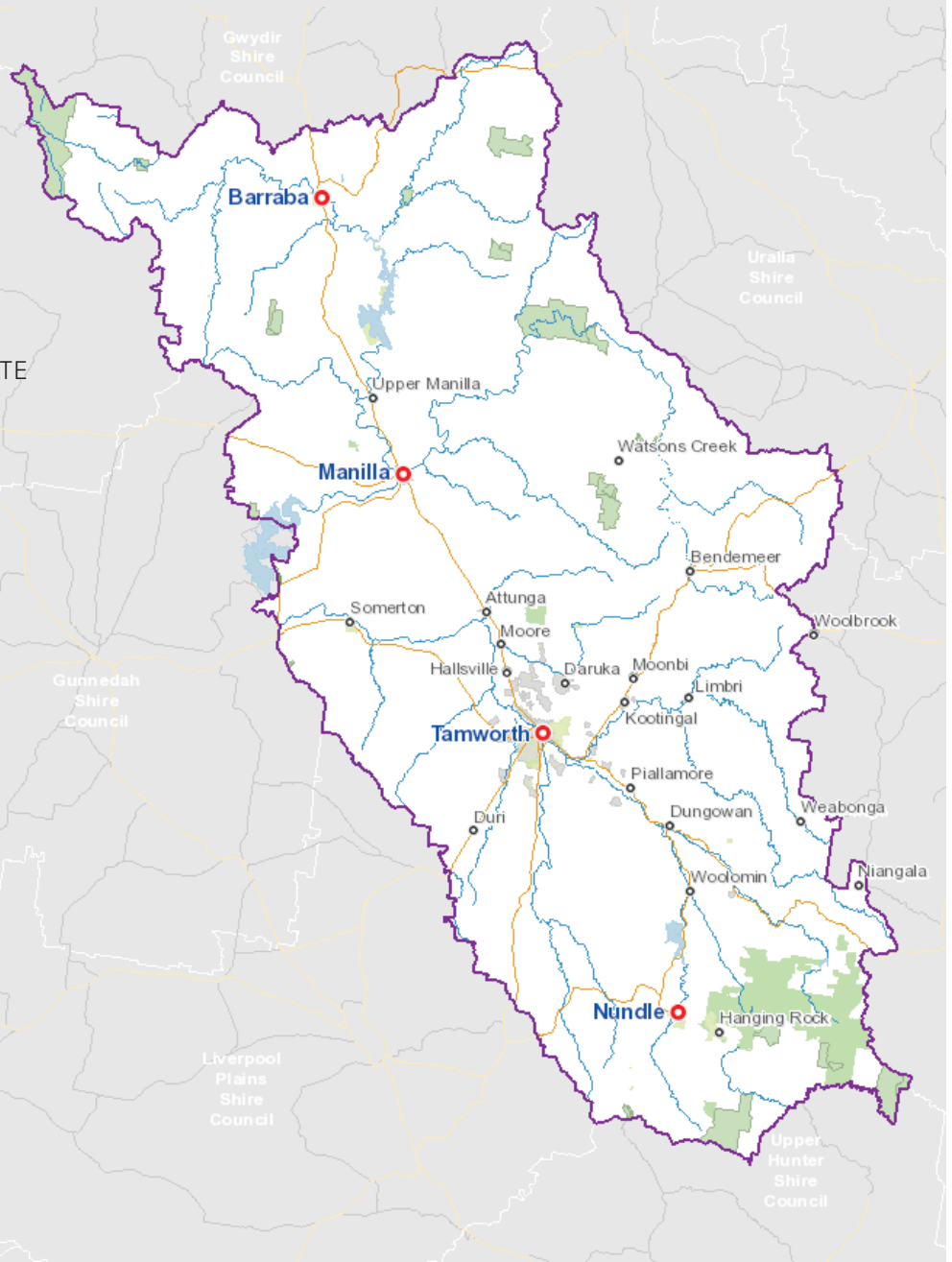
42,594
GALLERY VISITS



7,608
MUSEUM VISITS



3230kms
ROADS



NAMOI UNLIMITED

Undertaking ambitious projects for regional communities

Namoi Unlimited is a Joint Organisation of Councils in New South Wales. Joint Organisation's of Councils is a voluntary function of Councils that enables them to collaborate, plan, set priorities and deliver important projects in regional NSW.

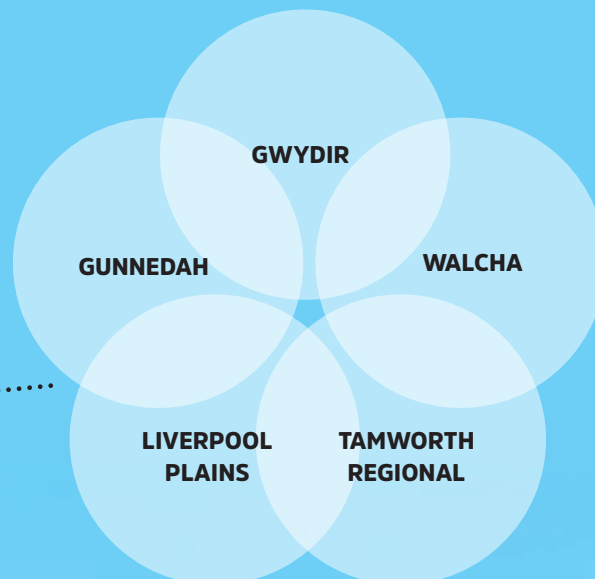
Councils in the Namoi region are; Gunnedah Shire Council, Gwydir Shire Council, Liverpool PLains Shire Council, Tamworth Regional Council and Walcha Council.

The Board of Namoi Unlimited includes the Mayors of member Councils. The Mayors receive advice and information about strategic and operational opportunities from the General Managers of member Councils. Working Groups are established with key experienced personnel from within each member Council. The Board, the General Managers Group and various working groups meet regularly throughout the Namoi region. The administration of the organisation is reliant on the support of member Councils and their staff. The organisation employs an Executive Officer to guide the organisations activities.

These Councils are expected to deliver ambitious projects and priorities for their regional communities.

In 2015, Namoi Unlimited undertook research which provides the direction for Strategic Regional, Priorities in the region. After extensive social and economic research, six future factors were identified to deliver growth, these levers are;

- Understanding National and Global cycles of commodity markets;
- Maximising innovation in agricultural production;
- Seeking international investment, on the right terms;
- Engaging the Namoi in major overseas markets;
- Understanding urbanisation; and
- Leveraging regional and brand marketing to attract people to live and work in the region.



COMMUNITY ENGAGEMENT

What you've told us

During December 2021 and January 2022, we asked our community members about their satisfaction with Council's services, and what they felt was important for the future of our region. These priorities are reflected in this Community Plan.

We have also drawn on your feedback from a number of other targeted community consultation activities, including;

- Blueprint 100;
- Revive the Region;
- 2021/22 Annual Operational Plan;
- Open Space Management Plan;
- Sport and Recreation Plan;
- Active Transport Plan;
- Sustainability Strategy;
- Visitor Economy Plan;
- Talking Tamworth Tomorrow; and
- Economic Development and Investment Strategy.



VERBATIM COMMENTS

"Road upgrades required as there are lots of potholes in the Kootingal area and are quite dangerous"

"Very progressive town always building new infrastructure rates spent well"

"Need more doctors and nurses"

"Easy to get around and everything is nice and calm - community and traffic and ease of movement"

"Good sporting facilities"

"Water security long term that belongs to Tamworth and isn't dependent on the state"

"New swimming facility e.g. current one is sub standard, deteriorating"

"Freedom to access services, facilities and entertainment"

"Friendly community"

"Public transport in more areas"



SUMMARY FINDINGS



94%

Of residents rate their quality of life as good, very good or excellent



Residents value the rural aspect, sense of community, closeness to everything and it being home to them



Improving local roads is the key area to change, followed by water supply, more community facilities/recreational opportunities and safety in the area



All key directions of Blueprint 100 resonates strongly with the community



80%

Of residents at least somewhat satisfied with Council's performance over the last 12 months



74%

Of residents at least somewhat satisfied with the level of communication Council currently has with the community

DRIVERS OF OVERALL SATISFACTION



Level of communication



Transparency & accountability



Customer service



Financial management

HIGHEST RATED IN IMPORTANCE



96%

Maintaining local roads



95%

Water management



92%

Supporting local jobs/businesses



90%

Recycling/waste minimisation



90%

Transparency & accountability

HIGHEST RATED IN SATISFACTION



98%

Library services



93%

Ovals/sportsgrounds



92%

Parks/playgrounds



91%

Community buildings/halls



89%

Arts/entertainment

WHAT WOULD YOU CHANGE?

What would you change about living in the Tamworth Region?



25%

Maintenance of roads and supporting infrastructure



10%

Safety/lowering crime



11%

Water supply/services/quality



9%

Children/youth services/education/activities



10%

More community facilities/recreation and leisure e.g. pools, water park, sporting facilities, bbq



9%

Improving/more medical health services

CORPORATE GOVERNANCE

The local government elections (delayed from September 2020 due to COVID-19) were held in December 2021 with a new elected Council under *The Local Government Act 1993*.

COUNCILLOR CONDUCT

Councillors are elected by the residents and ratepayers to act in the best interests of the community. To guide the conduct of elected members, Council has an adopted Code of Conduct which articulates expected standards of conduct and behaviour, accountability and responsibilities to ensure public confidence in Council is maintained.

The community expects the business of Council to be conducted with efficiency, transparency and impartiality. The Code also outlines the dispute resolution procedure.

To mitigate any personal or private interests that may compromise the conduct and decisions of a Councillor, the declaration of conflicts of interest is a standing agenda item for all Council and committee meetings.

Councillors must step aside from any decision making process or the exercise of a public duty, should they have relevant interests.

COUNCILLOR ALLOWANCES

The Mayor and Councillors are paid an annual fee within the guidelines set by the Local Government Remuneration Tribunal. All Councillors are paid for expenses incurred in discharging their functions and responsibilities to the Tamworth Regional community.

The Mayor's Fee for 2021-22 was \$56,009 plus a Councillor Fee of \$23,676. The Councillors' Fee for 2021-22 was \$23,676 for each Councillor.

Payments were made in accordance with Councils Policy for the Payment of Expenses and Provision of Facilities for Councillors adopted on Tuesday 27 September 2016 pursuant to Section 252 of the Local Government Act 1993.

Expenses	\$
Provision of dedicated office equipment allocated to Councillors.	879.00
Telephone calls made by Councillors.	23,158.97
Attendance of Councillors at conferences and seminars (including Councillor training).	34,375.00
Training of Councillors and provision of skill development.	26,869.00
Interstate visits by Councillors including transport, accommodation and other out of pocket travelling expenses.	0
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.	0
Expenses involved in the provision of care for a child or an immediate family member of a Councillor.	1,060.00
Total amount of money expended on the provision of Councillor facilities and the payment of Councillor expenses	89,341.97

SPECIAL COMMITTEES OF COUNCIL

Councils can delegate some of their decision-making powers to special committees of the council. Members of special committees can consist of people who are Councillors, Council staff, other people, or any combination of these.

The Council always retains control over who can be a member and what the committee is empowered to do. Delegations are made at a formal Council meeting and specify what the committee is empowered to do.

When a Council delegates to a special committee, it allows the committee to exercise the power to make certain decisions 'as the Council'. This is why the Local Government Act subjects special committees to the same statutory procedures and conduct as the Council. Members of special committees are required to comply with conflict of interest and confidentiality provisions in the same way that Councillors do.

A special committee's decision-making power is limited only to those matters covered in the formal delegation document. If a special committee determines matters that are not contained in the delegation, they cannot be given effect until separately decided by the Council.

WHY HAVE SPECIAL COMMITTEES?

Special committees can assist a Council by spreading a council's workload. Councils may delegate to a special committee to deal effectively with routine or more minor decisions that would otherwise take up valuable time in a Council Meeting.

For example, some Councils have 'standing committees' of Councillors who make these decisions in assigned portfolio areas. Oversight of 'one-off' events and short-term projects can also be given to a special committee in order to spread a Council's workload.

Often knowledge and interest in a particular Council activity lies with people at a local level. They can be delegated by Council to act as a special committee for that function. An example of this is the delegated management of Council-owned facilities such as halls and recreation reserves. These committees might consist of a Councillor, user-representatives and interested community members.

Occasionally, a Council delegates some of its powers to a special committee with particular expertise on a particular subject.

ADVISORY COMMITTEES

Advisory committees provide particular expertise to help the Council make its decisions, or help engage community resources and opinion. They don't have any formal, delegated powers to act in place of the Council.

Their decisions or recommendations have no legal standing unless they are adopted by the Council at a formal meeting.

An advisory committee often still operates under a 'Terms of Reference' document, in which the Council sets out the committee's purpose and how it will function. As with special committees, the Council retains control over the membership and purpose of the committee.

Short-term advisory committees (sometimes called 'working groups' or 'ad hoc groups') may be created for a particular purpose and disbanded when that purpose is achieved. A Council is not bound to accept a recommendation of an advisory committee.

COUNCIL BRIEFINGS AND WORKSHOPS

It's important that Councillors find out about the detail of relevant issues before making decisions at Council meetings.

Tamworth Regional Council holds briefings or workshops to help brief Councillors on day-to-day issues affecting the Council. These are generally internal sessions with Council staff but sometimes outside advisors are present.

Briefing sessions enable Councillors to discuss issues among themselves and with senior staff. These briefing sessions can help Councillors understand a complex issue. They provide a way for Councillors to request additional information to assist them in making decisions.

Councillors cannot make legally binding decisions in briefings or workshops.

Councillor briefing sessions should not be confused with public briefings. Public briefings are held by councils when they want to brief members of the community about Council activities, or other significant matters that might be coming before the Council in the near future.

SUMMARY OF COUNCIL COMMITTEES

COUNCIL COMMITTEES

Annual Donations Program
General Manager's Performance Review Panel
Tamworth Regional Floodplain Management Committee
Tamworth Regional Local Traffic Committee
Tamworth Regional Rural Fire Service Liaison Committee

COUNCIL WORKING GROUPS

Audit, Risk and Improvement Committee
Australian Country Music Hall of Fame Working Group
Disability Access Working Group
Plant Committee
Sports Working Group
Tamworth City Centre Working Group
Tamworth Region Arts Advisory Committee
Tamworth Region Inclusive Culture Advisory Committee
Tamworth Regional Aviation Strategic Development Steering Group
Tamworth Regional Council Heritage Working Group
Tamworth Regional Crime Prevention Working Group
Tamworth University Strategic Working Group
Urban Street Tree Management Plan Advisory Group
Tamworth Regional Youth Council

INTERNAL BOARDS, COMMITTEES, WORKING GROUPS AND ORGANISATIONS

Arts North West
AviSkills
Bush Fire Management Committee
Central Northern Regional Library
Club Grants Committee
Country Mayors Association
Namoi Councils
New South Wales Public Libraries Association
Northern Region Planning Panel
North West Regional Weed Committee
Regional Cities NSW
Regional Capitals Australia
Tamworth Aboriginal Community Consultative Committee
Tamworth Cardiovascular Health Working Group
Tamworth Health Committee
Tamworth Regional Conservatorium of Music
Tamworth Regional Local Emergency Management Committee (LEMC)
Tamworth Regional State Emergency Service Administrative Committee

OUR VOLUNTEERS

Volunteers are the heart and soul of our community. Council values the contributions of the many community organisations, groups and individuals that donate their time to support our people, especially when they are at their most vulnerable in a time of crisis.

Council continues to support the many valued programs and services and acknowledges the tremendous efforts of our volunteers throughout the last twelve months.

The last six months saw restrictions ease and we were able to host face to face events again. This saw a rise in volunteer hours compared to 2020/21 and more under 30 year olds register as volunteers.

If you are interested in becoming a volunteer and making a difference in people's lives please pop into our RU Volunteering Centre at 25 Fitzroy Street, Tamworth and speak to one of our friendly staff members.

GIFT OF TIME

Each year Council recognises the efforts of volunteers through its 'Gift of Time' awards. In 2021, for the first time, the "Gift of Time" presentation took place as part of the Tamworth Region Local Legends Awards. Over 31 community groups were acknowledged with over 112,693 hours in community support.

RU VOLUNTEERING INITIATIVE

Council provides two free community resources to volunteers and volunteer organisations in the Tamworth region. Council staff manage the RU Volunteering Centre at 25 Fitzroy Street, Tamworth which offers information on volunteer opportunities and face-to-face support for volunteers and community groups. An online community resource is also provided through the RU Volunteering website which provides information on volunteer roles available in the community and allows volunteers and organisations to directly connect and help each other.

GRANTS AND CONTRIBUTIONS

Tamworth Regional Council provides an annual opportunity for local charities, non profit organisations and community groups to seek a contribution from Council to assist in the provision of their services to the Tamworth Regional Community. Council's priority is to provide assistance to projects and activities within the regional area.

Beneficiary	Council Cost \$ 2021/22
Annual Donations Program	109,905.97
Waiving of Fees - General	1,299.25
Waiving of Fees - Airport	1,551.90
Arts North West	28,000.00
CMAA	3,000.00
NIAS	49,563.59
Tamworth Business Chamber	61,451.00
Regional Events	
Regional Events (non-sporting)	129,139.25
Regional Events (sporting)	46,490.95
Heritage Assistance (part funded by \$5,500 grant)	31,457.45
Environment/Sustainability	
Water Rebate Scheme	105,208.66
TOTAL	567,068.02



Country Music Festival ambassadors

CASE STUDY



Country Road Roundabout construction near completion

TAMWORTH GLOBAL GATEWAY PARK 2022

What is the Tamworth Global Gateway Park, and why is it important?

Tamworth Regional Council is currently undertaking the development of a multi-stage major enterprise park and logistics project, which will significantly enhance the economic landscape of the city and provide vast ongoing benefits to the wider region. The site has been named the Tamworth Global Gateway Park (TGGP).

A 246-hectare site to the western edge of our city has been master planned to create an enterprise park with the flexibility to cater for industrial and business development. Just seven kilometres from the Tamworth CBD, the TGGP is accessible via the Oxley Highway and an existing heavy vehicle road network. The TGGP is also adjacent to Tamworth Regional Airport, one of the best equipped regional airports in the state, accommodating Boeing 737 sized freight aircraft.

Considered the new 'economic engine room' for the north of the state, the TGGP will also be home to a purpose-built intermodal rail freight terminal. This premier freight and logistics hub will have dedicated access to the Port of Botany and the Port of Newcastle.

The TGGP's development has a key role to play in the region's economic growth and future employment opportunities. Early business case modelling for the project estimates that the TGGP has the potential to create over 3000 jobs, once fully developed over the next 20 years. The TGGP is therefore the centrepiece of Tamworth Regional Council's Blueprint 100, the strategy to build Tamworth into a major inland centre in NSW.

What progress has been made?

Since construction works began in mid-2020, four major development infrastructure projects have now been completed by Council, representing an investment of more than \$33.6 million from all three levels of government.

The Trunk Stormwater Draining infrastructure works and the first two stages of development are now complete, meaning that the construction of commercial buildings on 19 new lots is now possible. A significant portion of the lots available for sale are now sold or under contract.

The NSW Government also completed the reactivation of the Tamworth Intermodal Rail Line in 2021, which will connect the Tamworth Intermodal Freight Facility to the rail network, once constructed.

In the next few months, the construction of the large roundabout at the intersection of Country Road and the Oxley Highway will be completed.

To date the NSW Government has committed a total of \$55.6M in funding for the TGGP, with \$6.7M from the Australian Government and a \$33.9M investment from Council.

Council will continue to manage the development of major infrastructure projects this year, including new projects such as the extension of Jewry Street, Taminda and the development of the third stage within the TGGP business park.

CASE STUDY



ROADS RAMP UP

What is it:

Council has heard our community's call for improved roads and also recognised the impact of the prolonged wet weather over the last couple of years.

It has also responded by allocating an additional \$7 million dollars for road maintenance, renewal and improvements.

What is involved:

Council has committed an additional:

- \$1 million for routine maintenance to try to fix some of the problems that exist right now
- \$5 million for renewal works, such as resealing aging roads and reconstructing failed pavements
- \$1 million for drainage improvements to reduce the future damage to our roads by continued wet weather

How is it funded:

Most of the funding for these works is coming from existing Council Reserves, accumulated over many years. This money was set aside for future road projects, but has now been allocated to help repair the flood damaged road network.

Around \$1m of funding is provided through Federal Government Grants.

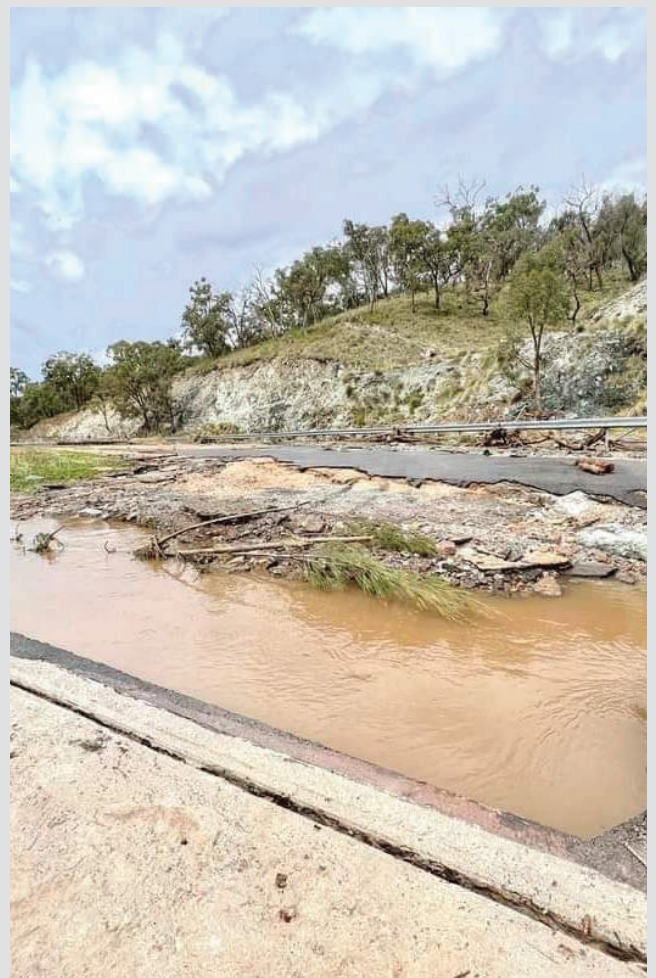


Why are we doing it:

Council plans for the long-term renewal of its road network.

Money is set aside each year so that unsealed roads can be re-gravelled, old timber bridges can be replaced, and damaged roads can be reconstructed. But the record rainfall and more frequent floods over the last few years have seen our roads deteriorate quicker than ever before.

Everybody tries to set some of their money aside for "a rainy day". This year, Council has brought out it's "rainy day money" to help fix our roads.



OUR EVENTS

EVENTS ACROSS THE REGION

Event	2021	Held
NAIDOC Week	Sunday 5 - 11 July	Yes
Hats off to Country	July 7 - 10	No
Young Drivers' Expo	August 24 - 27	No
National Thunder Motorcycle Rally	October 1 - 4	No
Fiesta la Peel	October 16	No
Sports Awards	November	Yes
Local Legends	November	Yes
Lighting of the Community Christmas Tree	December	Yes
Event	2022	Held
Tamworth Country Music Festival 2022 50th Celebration	January (Postponed to April)	No
Australia Day Concert	January 26	No
Harmony Day/week	March 21	No
Nundle Go For Gold	April	No
Heritage Awards	April	Yes
Heritage Festival	April	Yes
Taste Tamworth	April 14 - 19	No
Taste Month	April (whole month)	No
Tamworth Country Music Festival 2022 50th Celebration	April	Yes
Citizenship Ceremony	April	Yes
Hats Off to Country	June	Yes
Naidoc Week	June	Yes
Mid Year Staff meeting	June	Yes



Lighting of the Community Christmas Tree

EVENTS AT AUSTRALIAN EQUINE AND LIVESTOCK CENTRE (AELEC)

The AELEC events were majorly impacted by COVID-19 throughout 2021 and 27 weekends for the 2021/22 financial year hosted events – 51.92%. 201 days had occupants within the venue.

The below table does not include any clinics held at AELEC. For upcoming events please visit www.aelec.com.au.

Event	2021	Held
NNWSJC Winter Show Jumping Championships	July 8 – 11	No
TIE CIC	July 17-18	No
NCHA Futurity	July 26 – August 8	No
Reining Australia	August 16 – 21	No
NSW State Dressage Championships	August 25 – 29	No
Tamworth Show	September 3 – 5	No
ABHA National Finals	September 14 – 18	No
ADAA National Grand Prix	September 24 – 27	No
Thunder Rally	October 1 – 4	No
NNWSJC World Cup	October 7 – 10	No
Inter-Schools Horse Extravaganza	October 15 – 18	No
ANWE Championships	October 22 – 24	No
Horse Driving Trials	October 22 – 24	No
NENWSHA Country Show Horse Championships	November 5 – 7	Yes
Welsh Pony Show	November 13 – 14	Yes
NNWSJC Training	November 13 – 14	Yes
PBR Iron Cowboy	November 20	No
Event	2022	Held
Xtreme Bulls	January 14-15	Yes
ABCRA Rodeo	January 20 – 22	Yes
Nutrien Classic Campdraft and sale	January 27 – February 6	Yes
NNWSJC Peel River produce show jumping championships	February 24 – 27	Yes
ASHS National Show	March 10-19	Yes
Tamworth International Eventing	March 26-27	Yes
AQHA National Championships	March 31 – April 10	Yes
PHAA National Show	April 15-21	Yes
PBR	April 23	Yes
IMHR National Show	May 2-7	Yes
Tamworth Dressage Club Competition	May 14-15	Yes
NCHA Futurity	June 1-12	Yes
Reining Australia National Championships	June 20-25	Yes

PLANNING AND REPORTING FRAMEWORK

Our Community Strategic Plan - Keychange 2027 was adopted by Council in 2017, and represented our community's needs and aspirations for the future.

However these needs and aspirations change over time in response to local, national and global circumstances. This Annual report reflects the last year of the Keychange CSP. In 2022 Council adopted the new Blueprint 100 Community Plan, and is in 22/23 delivering services and projects to our community under a brand new set of nine themes, called "Focus Areas". For more information visit the website <https://www.tamworth.nsw.gov.au/about/policies-plans-and-regulations>



HOW WE DELIVER THIS PLAN

The delivery program follows the same strategic framework of the Community Strategic Plan (CSP), with the 14 strategies under the five key themes. A number of strategies relate to more than one key direction, but for the purpose of the Delivery Program, strategies have been placed under the key theme to which they predominately contribute.

The delivery program identifies CSP objectives that have been prioritised for the next four year period and these are then translated into yearly actions within Council's Annual Operational Plan. This Annual Report showcases the outcomes of the 2021-22 Operational Plan.

SUMMARY OF PERFORMANCE

How did we do?

Every year council sets an ambitious program of delivering services and projects for our community outlined in Our Annual Plan. Some of these projects are inevitably delayed due to an ever changing economic, social and political landscape.

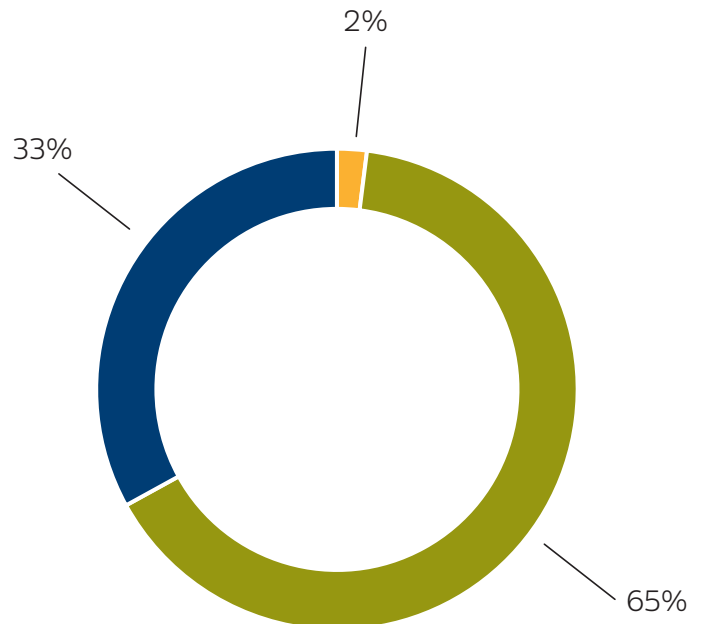
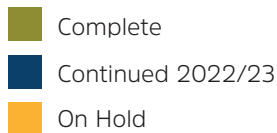
You will note many of our commitments in this report show "continued in 2022/23".

The supply issues created by the COVID-19 pandemic; staff shortages, government elections and natural disasters have contributed to some delays in delivering our promises.

These projects are underway and are continuing to be delivered into the 2022/23 financial year and their progress will be included in the July to December 2022, 6-month progress report.

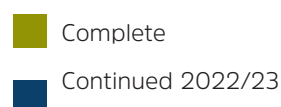
OUR OPERATIONAL PLAN ACTIONS

Council committed to deliver 48 reportable actions in 2021/22. As at 30 June 2022, 31 are complete, 16 are Continued 2022/23 and 1 was on hold.



OUR PROJECTS

At the end of June 2022, out of 72 Programs/Projects, 31 were complete and 41 are Continued 2022/23.



A SPIRIT OF COMMUNITY

Our community believes that 'spirit' is the essence of the heart and soul of our region, our city, our towns and villages. We need to nurture and protect our community spirit and ensure our communities are vibrant, resilient and embrace their diversity and unique culture.

OBJECTIVE	STRATEGY	ACTION	STATUS
C1. Active Healthy Communities	C1.1 Provide high quality open spaces, parks and reserves suitable and accessible to all	Provide Public Space in accordance with Council's Open Space Management Plan	✓
	C1.2 Provide high-quality sporting facilities to meet the diverse needs of the community	Provide quality sporting fields and facilities in accordance with Sports & Recreations' Strategic Plan	✓
	C1.4 Meet social justice principles through the provision of accessible and inclusive high-quality, integrated community services that meet current and emerging needs	Advocate for the development of a new Aquatics Centre	➔
		Increase volunteerism across the region with a focus on participation by under 30s	✓
		Deliver programs for Youth in the Tamworth Region with a focus on accessibility	✓
		Provide affordable Outside School Hours Care (OSHC) in Tamworth	➔
C2. Promote our region's heritage, character and culture	C2.1 Preserve and celebrate the character, heritage and culture of our city, towns and villages	Deliver the Annual Donations Program	✓
		Plan, manage and promote a variety of local community events across the region	✓
		Update and deliver the Cultural Plan to facilitate cultural inclusion across the Tamworth region	✓
		Continue to deliver actions from Tamworth Regional Council's Reconciliation Action Plan	➔
		Manage the Region's streetscapes to improve the visual appeal of our CBD, neighbourhoods, towns and villages	➔
		Improve the greening of the region through the implementation of the Urban Street Tree Management Plan	✓
C3. Safe places to live, work, play and visit	C3.1 Create safe environments to live, work and play	Promote safe parking practices at school drop off zones	✓
	C3.2 Provide responsive, effective emergency management and emergency prevention services	Produce a prioritised flood management works program derived from flood studies across the region	➔
		Coordinate Council response and assist combat agencies during emergencies and disasters	✓

2021/22 A SPIRIT OF COMMUNITY ACTIONS

15 reportable Actions:

- 10 complete
- 5 carried over to 2022/23



2021-22 ACCOMPLISHMENTS

BARRABA PICNIC AREA

Bird Murals by Eggpicnic in O'Mara and Rotary Park. The makeover was made possible with funding from the Rural Aid 10 towns makeover, Barraba Rotary and assistance from Tamworth Regional Council.

SMOKE-FREE ENVIRONMENT POLICY

Council introduced the Smoke Free Environment Policy in 2015. To continually improve and protect the health and wellbeing of the community members Council is in consultation with the community to expand the current smoke free areas. Our aim is to have shared spaces clean, inviting and family friendly.

VIADUCT PARK

The constructed Youth Training Café now known as 'The Deck'. To make this project come to fruition funding of \$369,000 was received from NSW Government's Stronger Country Communities Fund along with contributions of \$25,000 from both Joblink Plus and Tamworth Regional Council. A further \$210,00 was allocated from the Australian Government's Local Roads and Community Infrastructure Program Phase 2. As a social enterprise, the café reinvests 100% of surplus into supporting and training young people in the area. Trainees develop transferable employability skills, nationally accredited units of competency and structured workplace experience with the aim of enabling a successful transition to sustainable mainstream employment.



The Deck, Youth Training Cafe

Completed a new 95 meter pump track, a half court basketball court and climbing wall with a soft fall underneath. The additions were made possible through approximately \$380,000 in funding from the federal government's Local Roads and Community Infrastructure Program.

Public Toilet Renewals

- ✓ Attunga
- ✓ Moonbi Lookout
- ✓ Somerton Rec Reserve
- ✓ Kootingal
- ✓ Barraba
- ✓ Woolomin
- ✓ Split Rock Dam

KAMILAROI WALKING TRACK PICNIC TABLES AND NEW SIGNAGE



PLAYGROUND – CHAFFEY PARK MANILLA



DEVELOPING POSITIVE COMMUNITY ATTITUDES AND BEHAVIOURS

A new Tamworth Regional Council's Disability Access Working Group was appointed. This group represent a diverse range of lived experience, backgrounds and ages 16 – 87. It is anticipated that the newly appointed Disability Access working group will provide a fresh and diverse perspective on the needs of people with a disability in our community.

CREATING LIVEABLE COMMUNITIES

- ✓ Constructed the Tamworth Changing Places Facility and Accessible Transport Hub in the heart of the CBD's Bicentennial Park. The facility features a transport component for community transport service providers and a 'Changing Places' facility to help many residents and visitor to the city living with a chronic illness, disability or those in advanced age feel more comfortable to visit the Tamworth CBD. Changing Places and the Accessible Transport Hub was funded \$625,000 by the Australian Government's Local Roads and Community Infrastructure program.
- ✓ Delivered 10 new footpaths and 2 new shared paths across the Tamworth region, including completion of an accessible pathway to link all facilities in the Victoria Park precinct, including disability parking spaces.
- ✓ Adopted the Tamworth Regional Council Tamworth's Active Transport Strategy. This strategy will ensure Council continues to improve access for people with disabilities to the community. The Active Transport Strategy will see greater connectivity between disabled parking spaces and footpaths, and will ensure people of all abilities and ages are catered for when planning and constructing infrastructure.

DISASTER RECOVERY AND RESILIENCE

Over the past 12 months with back to back disasters Council continues to respond quickly and effectively to these crisis situations. The extreme rain dumps/events from La Nina sees our crew in action working to try to keep roads open, close off unsafe areas, continually monitor the barricades, roads and rivers, clearing debris and assist in evacuation when required.

During each crisis the scheduled works are delayed while teams react to the community's emergency needs. Crews work around the clock with emergency services, government agencies, and community volunteers.

It is important to note these events also place a strain on our storm water systems and inevitably causes damage to our assets which in turn requires maintenance or sometimes replacement.

The Local Emergency Management Committee continues to meet regularly and function well. The key agencies continue to exchange information and meet as required to discuss any potential developments in emergency

management. This has included COVID-19, floods, Varroa Mite Biosecurity, and the management of the emergency management of the Country Music Festival.

BUILDING RESILIENCE

Having to plan and rethink our future based on weather assumptions and patterns, strategies and actions have been developed and embedded in the sustainability strategic plan.

To help mitigate floods Tamworth Regional Council and Water Technology Pty Ltd have developed a 'Flood Early Warning System' for Nundle and Woolomin. Council and the NSW State Emergency Service will be better equipped to respond to flooding with the system using Bureau of Meteorology rain forecast, radar and river level data to predict the flows in Duncans Creek at Woolomin and the Peel River at Nundle and Woolomin.

This project was joint funded by Tamworth Regional Council, NSW Government and the Australian Government under the Natural Disaster Resilience Program

Current flood management works derived from flood studies across the region are:

- ✓ Consultants Hydrosatial have progressed their work on the Tamworth Floodplain Risk management Study and Plan. This project is 50% completed.
- ✓ Stormwater Management Plan review/Updates for Tamworth, Kootingal, Manilla, Barraba have been awarded to Cardno. This project is 80% completed.
- ✓ Flood Early Warning System contract was awarded to Water Technology and has now been implemented. Recent storm and minor flooding events have allowed the system to be tested with positive outcomes achieved.
- ✓ A preliminary list of works has been identified and prioritized and will be further developed with a funding strategy.

To raise awareness on scheduled works or road closures [Live Traffic NSW](#) is regularly updated and we recommend checking this site as your first point of call.

Tamworth Regional Council is a member of Namoi Unlimited, a strategic partnership of Mayors from five neighbouring councils across the Namoi region. Namoi Unlimited meet regularly and discuss common issues and priorities that are tabled to the NSW Government - this Joint Organisation ensure our voice is stronger together.

RAY WALSH HOUSE

In late 2021 a significant number of staff had to be evacuated from Ray Walsh House due to asbestos contamination. Interim measures have been put in place to ensure the safety of building users. In May 2022

additional work was undertaken to determine the extent of future remediation work. This information will be used to call for tenders to undertake the remediation. Following the completion of the tender process. Council will be better placed to ascertain the timing and cost of future works.

YOUTHIE DROP-IN

- ✓ The Youthie drop-in service has seen a significant increase in attendance with an average of 60 young people accessing the facility daily. Programmed activities have proven very successful also seeing a significant increase in participation with an average of 35 young people in attendance.

OUR CULTURE

Tamworth Region Cultural Plan 2018-2023 highlights for the last 12-month period are:

- ✓ Increased digital access to Tamworth Country Music Heritage at the Australian Country Music Hall of Fame
- ✓ Projections onto Ray Walsh House during the Tamworth Country Music Festival
- ✓ Installation and completion of three permanent public artworks.

- o John Williamson Statue – by artist Tanya Bartlett was located in Peel Street and launched during the Tamworth Country Music Festival. John Williamson, Kevin Anderson, Max Ellis and the Governor General all spoke at this launch. Fundraising efforts have secured over \$90,000 to ensure this statue has come to fruition.
- o Brian Young Bronze Bust – the bronze bust in of Brian Young located in Bicentennial Park was also installed to even the corridor of bronze busts located in the Country Music Pioneer Parade.
- o Mural Bedtime Story – Barraba (Scott Nagy and Janne Birkner). The artwork depicts a cozy narrative of somebody reading, and their imagination spilling into the room they are sitting in. Developed and implemented through the Barraba Public Art Committee with support from Tamworth Regional Council.

- ✓ Council's internal Reconciliation Ceremony. Exhibitions, arts events and youth programs took place to support National Reconciliation Week.
- ✓ Kootingal Library project in progress
- ✓ Gallery Asset Management Plan is close to completion.



Unveiling of the John Williamson Statue.
Left to right: Max Ellis, John Williamson and Artist Tanya Bartlett



Unveiling of the Brian Young Bronze Bust



Mural Bedtime Story – Barraba Library by Scott Nagy and Janne Birkner

A PROSPEROUS REGION

If 'spirit' is the essence of the heart and soul of our region, prosperity is our 'lifeblood'. We need to strengthen and grow our economy, support tourism and adopt new technology to ensure the community and region's long-term sustainability.

OBJECTIVE	STRATEGY	ACTION	STATUS
P1. A strong and diverse economic base	P1.1 Support and facilitate economic development and employment opportunities.	Implement actions from Council's Regional Economic Development Strategy "Tamworth Tomorrow"	↪
		Build relationships with local businesses and facilitate opportunities for growth	✓
		Maintain and update strategic land use plans	✓
		Support and facilitate economic development and employment opportunities	✓
		Activate the Tamworth Global Gateway Park through tailored land releases	↪
		Attract and grow aviation activity at Tamworth Regional Airport through existing businesses and positioning the airport as the aviation maintenance and training centre for regional NSW	↪
P2. Promote region as a great place to visit and a great place to live	P2.1 Utilise the Destination Tamworth brand to market the region as a destination for living, working and leisure.	Advocate, as part of membership of Regional Cities NSW, for growth, regional Infrastructure and investment	✓
		Promote the region as a destination to visit.	↪
		Deliver the 50th TCMF and identify opportunities to grow the TCMF brand all year round, locally, nationally and internationally.	✓
P3. Quality, affordable lifelong education and learning opportunities	P3.1 Provide quality and choice in education and vocation pathways including University options	Continue to support and advocate for the establishment of the University of New England campus in the region	✓
P4. To develop Tamworth as the next major freight distribution center in regional NSW	P4.1 To establish rail, air, land connections to enable local, national and international trade.	Progress the planning and construction of an intermodal facility in Tamworth	↪

2021/22 A PROSPEROUS REGION ACTIONS

11 reportable actions:

- 6 complete
- 5 carried over to 2022/23



2021-22 ACCOMPLISHMENTS

CELEBRATING 50 YEARS IN THE TAMWORTH COUNTRY MUSIC FESTIVAL

The Tamworth Country Music Festival celebrated the 50th anniversary in April 2022 with much success following the Festival's cancellation in January 2021 and postponement to April 2022 due to the COVID-19 pandemic. The event ran for a reduced period of seven days from Monday 18 April to Sunday 24 April across precincts and venues in the Tamworth region.

The event offered a variety of country music with over 700 performers and 2,800 shows across 120 different venues. The festival providing a diverse range of entertainment each day and attracting over 300,000 visitors across the 7 days. As well as celebrating the past, present, and future we captured the memories, the Tamworth country music journey, and also celebrated Tamworth where it all began for country musicians and fans back in 1973.

The operations to host this event are a huge collaborative effort here at Tamworth Regional Council and to ensure the 50th anniversary of this iconic event was a success a 50th-anniversary working group was established and collaborated with the Country Music Association of Australia Inc and major sponsors to start compiling concepts for the 50th event.

Some of the actions were producing a celebratory 5CD album, a commemorative book, commemorative medallions, souvenirs, and merchandise. Incredibly, the Royal Australian Mint had the commemorative event minted into a 50 cent coin featuring a gold-plated version of the Festival's signature Golden Guitar.



PROMOTE TAMWORTH AS A GREAT DESTINATION TO VISIT

To ensure our visitors have their best experience around our townships we have developed a complete guide to the Tamworth region. This guide provides a handout to our visitors at our Visitor Information Centre's and allows visitors to plan their stay by viewing the digital Visitor Guide Destination Tamworth where they can immerse themselves in our history, arts and culture, abundance of dining choices or the many adventures we have to offer – www.destinationtamworth.com.au

TAMWORTH GLOBAL GATEWAY PARK PLANTING OF 13,000 TREES

The planting of approximately 13,000 endangered native trees and shrubs has begun at the Tamworth Global Gateway Park (TGGP) to establish the TGGP's green zones. Green buffer zones will be planted along Oxley Highway, Marathon Street and the corner of Goddard Lane and Wallamore Road to create green screens along the main roads and help beautify the new development.



Critically endangered species of eucalyptus endemic to the local area, specifically White Box, Yellow Box and Blakely's Red Gum, have been selected to occupy these green zones and have been growing as saplings offsite. Other native shrubs such as wattles and bottlebrushes will also be planted in addition to native grasses.

UNIVERSITY IS UNDERWAY

Facilitation and advocating of a University campus continued with funding now secured via the State and Commonwealth. The Council owned site known as the old Velodrome site, corner of Murray and Peel Streets, will provide for a new campus site in CBD with remediation and planning work under way.

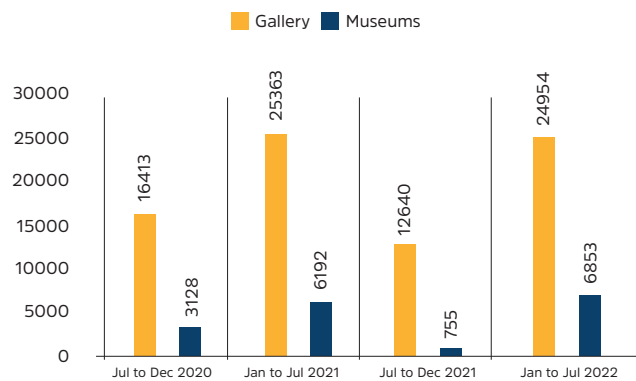
TAMWORTH REGIONAL GALLERY & MUSEUMS WAS NOMINATED FOR TWO IMAGINE AWARD'S :

- Tamworth Regional Gallery & Museums Collection Conversion
- Tamworth Astronomy and Science Centre & Tamworth Regional Museum Sky Canvas

TAMWORTH REGIONAL GALLERY AND MUSEUM VISITS

Gallery and Museum visits were down compared to 2020/21. Due to COVID-19 impacts the Tamworth Regional Gallery closed on 9 August 2021 and reopened 11 September. The Australian Country Music Hall of Fame closed 6 August 2021 until 31 December and PowerStation Museum until 1 December which reflects in the visit total for 2021/22.

2021-22 NUMBER OF VISITORS



GROW AVIATION ACTIVITY

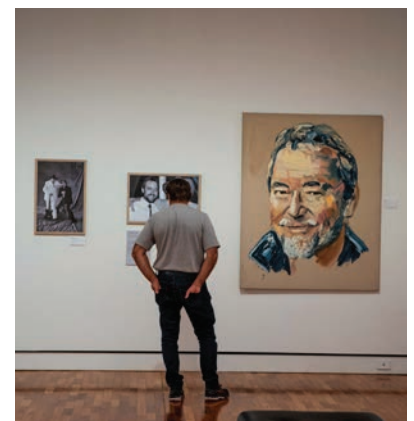
Link Airways has commenced its Sydney services. Link is now the second carrier operating on this sector. Bonza, a low cost airline, will commence services from Tamworth to Melbourne and the Sunshine Coast in the new year. Bonza continues to work on all its regulatory certifications.



Tamworth Region Mayor Russell Webb with Link Airways CEO Jeff Boyd at Link Airways announcement.



Take me home to Tamworth exhibition, Tamworth Regional Gallery



AN ACCESSIBLE REGION

To ensure our region is accessible, we need to be connected not only to our own towns and villages, but also to other regions, capital cities and states. It's also important to make sure that our communities have access to the services and facilities that make our region 'liveable'.

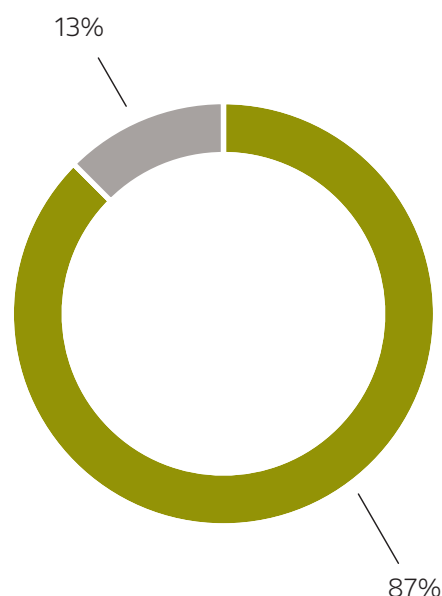
OUR TRANSPORT NETWORK

OBJECTIVE	STRATEGY	ACTION	STATUS
A1 Safe and efficient transport network	A1.1 To maintain the current levels of service across the region's transport infrastructure.	Provide safe and efficient sealed roads to the community	✓
		Provide safe and efficient unsealed roads to the community	✓
		Provide a safe and efficient active transport network to the community	✓
		Ensure the integrity and functionality of the region's bridges	✓
		Implement actions from the Tamworth CBD Parking Strategy to ensure the community's parking requirements are met	✓
		Partner with Transport for NSW to identify and plan the future transport projects required as the city grows	✓
A2 Improve choice, availability and quality of transport option in our region, Intra and Interstate	A2.1 Improve connections with capital cities, other regions and within the region. A2.3 Traffic management and traffic safety planning	Provide a regional airport with a reputation for safety, comfort and reliability	✓
		Facilitate the meeting of the Local Traffic Committee to discuss and recommend solutions for identified road safety and traffic planning issues	✓

2021/22 AN ACCESSIBLE REGION ACTIONS

8 reportable actions:

- 7 complete
- 1 carried over to 2022/23



2021-22 ACCOMPLISHMENTS

Maintaining our road network is a core component of what we do - with over 3,000 kilometres of sealed and unsealed roads and 341 bridges and major culverts connecting our community.

To protect and prolong the life of our roads and bridges, Council works in partnerships with a number of bodies including Transport for NSW, as well as managing our own regular maintenance programs.

Major road projects are forward planned for design, tender and budgeting in collaboration with the State and Federal Governments.

Our schedule of works varies on the scale of the project and can change due to extreme weather events, shifting our priority to repairs and maintenance for the safety of the community.

For live traffic updates on scheduled roadwork incidents or road closures visit Live Traffic NSW - <https://www.livetraffic.com/>

Grouping	Dimension	Value
Roads - Local	2992km (1102km Sealed, 1890km Unsealed)	\$382.7m
Roads - Regional	247km - 244km Sealed, 16km Unsealed	\$68.3m
Roads - State	13.6km Parking Lanes	\$2.9m
Active Transport	172km (Incl. Footpaths, Cycleways & Shared Paths)	\$38.6m
Bridges and Major Culverts	341 Structures	\$327.3m
Bus Shelters	100 Shelters	\$1.1m
Carparks	57 Carparks, >3,000 Spaces, 47 Parking Meters, > 350 Parking Sensors	\$7.8m
Causeways	76 Causeways	\$4m
Kerb and Gutter	614.7km	\$78.8m
Medians	765 Medians	\$17.2m
Transport Ancillary	5,450 Rural Culverts, 26km Guardrail	\$105.3m

ROADS

Roads (sealed 21/22 and unsealed 21/22)

- ✓ Country Road roundabout (continuing, 22/23)
- ✓ Werris Creek Road (continuing, 22/23)
- ✓ Calala Lane / Campbell Road Roundabout
- ✓ Back Kootingal Road Pavement Renewal
- ✓ Sandy Road Pavement Renewal
- ✓ Burgmanns Lane Pavement Renewal
- ✓ Trevallyn Road Pavement Renewal
- ✓ Tanglewood Road Reseal
- ✓ Loomberah Road Reseal
- ✓ Cole Road Reseal
- ✓ Rupari Drive Reseal
- ✓ Forest Road Graded Seal Trial

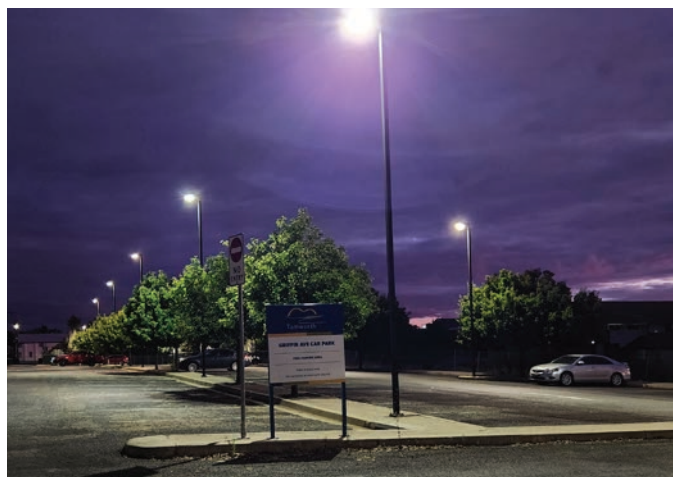
Shared path network

- ✓ Kent Street Shared path
- ✓ Mahony Avenue Shared path
- ✓ Sports Dome shared path
- ✓ Victoria Park footpath construction
- ✓ West Tamworth Levee shared path
- ✓ Peel Street – Darling Street to Skate Park
- ✓ Garden Street Shared Path
- ✓ Hillvue Road Footpath
- ✓ Oakenville Street (Nundle) Footpath
- ✓ Chelmsford Street (Kootingal) Footpath
- ✓ Bligh Street Shared Path
- ✓ Pathway Lighting – Scott Road, Calala Lane, Levee Bank

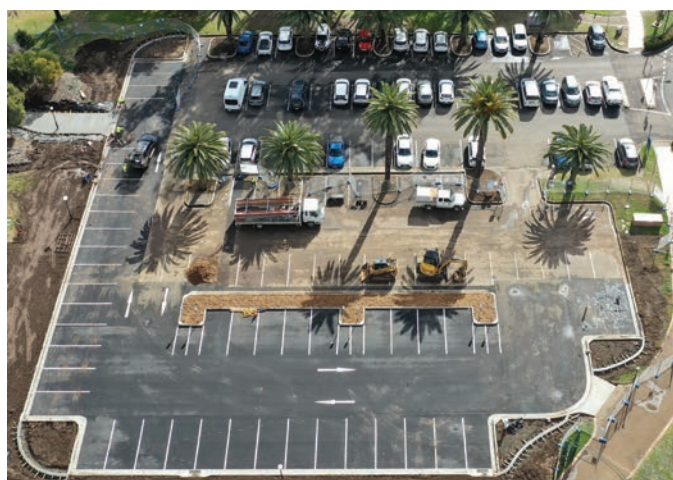
Bridge Replacement and Renewal

- ✓ Benama Bridge (60% complete)
- ✓ Hidden Bridge
- ✓ Warrabah Bridge (5% complete)
- ✓ Namoi River Crossing opening
- ✓ Bridge Project Management for Gunnedah
- ✓ Culverts install under gas pipes
- ✓ Glenn Barra Road, Hall Creek causeway being repaired due to heavy rain
- ✓ Tangaratta Creek causeway replacement on Wallamore Road
- ✓ Prices Road causeway
- ✓ Walters Bridge
- ✓ Fishers Bridge

GRIFFIN AVENUE CAR PARK LIGHTING



WHITE STREET CAR PARK EXPANSION



NEW INNOVATIVE SYSTEMS FOR FLOOD WARNING

An innovative system developed through a Tamworth Regional Council-led project will give residents of Nundle and Woolomin earlier flood warning notice. Tamworth Regional Council and the NSW State Emergency Service Western Region has worked with consultants Water Technology Pty Ltd and the Bureau of Meteorology over the last year to develop the Flood Warning System. Information sessions will be held with the residents of Nundle and Woolomin to learn more about the Flood Warning System and information on how to be better prepared in relation to a flood event.

TAMWORTH REGIONAL AIRPORT

With Airline movements limited due to COVID-19 from July 2021 to March 2022, Council utilized this lull in airport passenger activity to replace runway taxiway LED lighting, replace passenger apron lighting with dimmable LED systems and rejuvenate and reseal the Delta taxiway.

Passenger numbers through Tamworth Regional Airport are now at their highest since the onset of the COVID-19 pandemic.

A REGION FOR THE FUTURE

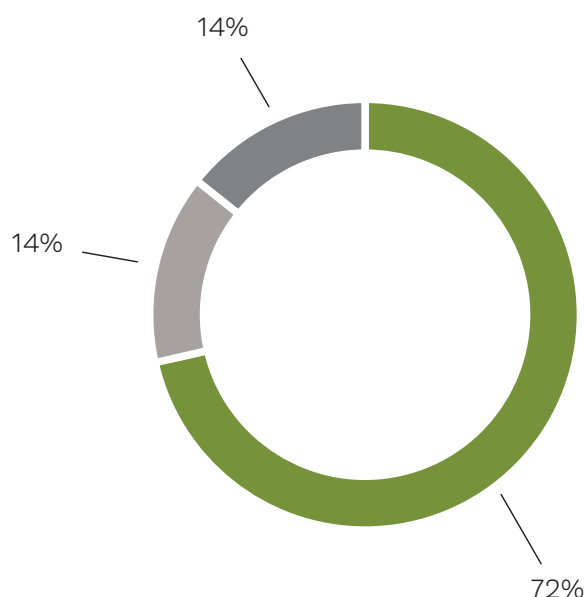
This theme is about sustainability - acting and living now in a way that doesn't risk the needs of the future. Our actions and decisions need to deliver the best outcomes possible for the future of our community.

OBJECTIVE	STRATEGY	ACTION	STATUS
F1 Sound asset and land planning to facilitate future community needs	F1.1 Sound asset management planning.	Improve storm water management to reduce the risk to the community from storms	✓
	C1.2 Provide high-quality sporting facilities to meet the diverse needs of the community	Support potential industrial residential and commercial land expansion in the region	✓
F2 To promote sustainable living to protect and support our environment, heritage and resources.	F2.1 Protect our natural environment.	Ensure that our planning and operational processes consider the impacts of biosecurity and our natural environment	✓
	F2.2 Encourage efficient use of resources to improve environmental sustainability.	Grow the laboratory business	✓
		Monitor and report on Council's environmental performance	✓
		Improve environmental sustainability across the region through promotional and educational activities and programs	✓
		Delivery new raw water supply (New Dungowan Dam) for Tamworth in partnership with other Government Agencies.	↻
		Improve the greening of the region through the implementation of the Urban Street Tree Management Plan	!

2021/22 A Region for the Future Actions

7 reportable actions:

- 5 complete
- 1 carried to 2022/23
- 1 on hold



2021-22 ACCOMPLISHMENTS

WASTE MANAGEMENT & RESOURCE RECOVERY

Projects completed 21/22

Tamworth

- ✓ Construction of the Tamworth Organics Recycling Facility - Design and tender completed, we are now evaluating tenders and Council will resolve this matter at the end of the year.

Forest Road Landfill

- ✓ Re-design and upgrades of the old Challenge Material Reuse Facility into a residential Small Materials Reuse Facility (SMRF).
- ✓ Design and tender preparations installation of a landfill Leachate and Surface water processing system.
- ✓ Construction and installation of a dual weighbridge systems including new entrance to the facility.
- ✓ Preparing design and EPA approvals for Capping old legacy landfill cells 1 and 2 of a new staff amenities building.
- ✓ completed installation of Composting MAF (Mobile Aerated Floor) system at Forest Road Landfill.

Barraba Waste Management facility

- ✓ Preparing designs and closure plans for new Small Vehicle Transfer Station facility in addition to capping of the old legacy landfill cells.
- ✓ Supply and Installation of Power (electricity) for Barraba Waste Transfer stations.

Kootingal

- ✓ Upgrades to Kootingal Small Vehicle transfer station – Asphalt seal and final works on old landfill cells.
- ✓ Supply and Installation of Power (electricity) for Kootingal Waste Transfer stations.

Nundle

- ✓ Prepared revised closure plan for old legacy landfill cell getting capped and construction of a new leachate evaporation pond.
- ✓ Supply and Installation of Power (electricity) for Nundle Waste Transfer stations.

FOGO TRIAL

100 households in west and south Tamworth participated in our Food Organics Garden Organics (FOGO) trial.

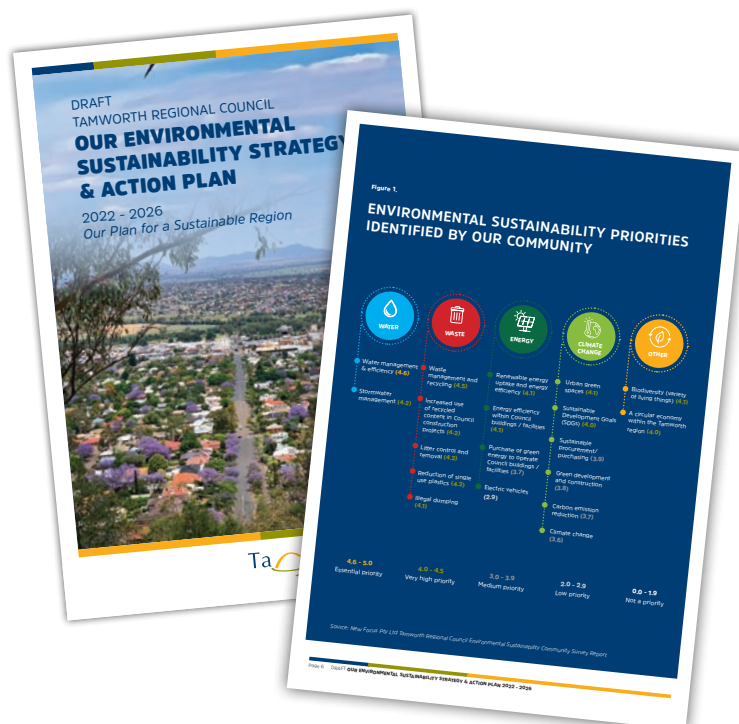
Invited residents attended an information session, received an information pack and learned about how FOGO is a kerbside collection service that allows food scraps to be added to the green lid garden waste bin so it can be processed and recycled.

The \$80,000 project was originally a 12-week trial however was extended to trial some additional home collection infrastructure. This program was funded through the Environmental Protection Authority's Waste Less Recycle More Organics Collection grants program. The trial was an important part towards meeting NSW Government waste diversion targets and establishing a Food Organics Garden Organics Collection (FOGO) system, which will be diverted to the Tamworth Regional Council Organics Recycling Facility.

OUR ENVIRONMENTAL SUSTAINABILITY STRATEGY AND ACTION PLAN

Planning commenced on the *Draft Our Environmental Sustainability Strategy and Action Plan 2022-2026* which adequately addresses local concerns and is scheduled to be placed on public exhibition, 28th September 2022 for community feedback.

The plan was prepared through extensive community consultation using data from internal and external surveys, interviews and workshops to develop the themes, targets, objectives and actions.



The eight key themes identified through the external engagement include water, waste, energy, Circular Economy, natural environment, transportation and mobility, sustainable governance and climate change mitigation and adaption.

Link to strategy booklet here: <https://haveyoursay.tamworth.nsw.gov.au/sustainability-strategy>

SUSTAINABILITY PROJECTS COMPLETED

- ✓ Tamworth Regional Pound - Installation of a 22,500L rainwater tank and spray mister system to harvest rainwater during the warmer months to keep the animals cool.
- ✓ AELEC sensor tap installation – entire complex complete fitout of powered sensor taps saving 680kL of potable water annually.
- ✓ Clean up Australia Day - although the day was impacted by wet weather a total of 340kg of litter was collected.
- ✓ Sonny and Skye Schools Education Program and Resource Development rollout - Council is in the process of developing a schools education program with curriculum links and resources for teachers to assist with the delivery of Sustainability Education at school in relation to waste, water and energy. At the moment it is aimed at the Primary School level of Stage 1 (K-Yr2), Stage 2 (Yr3 – 4) and Stage 3 (Yr5 – 6).
- ✓ Regional Town Waste and Recycling Stations Roll Out - Council has a commitment to improve Public Place Recycling opportunities within the community and is in the process to supply waste and recycling stations infrastructure throughout the regional towns that have a central business precinct or high traffic main street area.
- ✓ Free Residential Asbestos Test Kits - In partnership with Northern Inland Regional Waste (NIRW), Tamworth Regional Council has facilitated the collection of a limited number of free residential Asbestos Test Kits to assist residents with testing their properties for the presence of asbestos for their own piece of mind.
- ✓ Electricity Procurement / PEERS 3 - Council participated in an electricity procurement program called 'Program for Energy and Environmental Risk Solutions (PEERS)'. PEERS 3 is an initiative created by the Southern Sydney Regional Organisation of Councils (SSROC) to assist Councils in achieving optimal electricity pricing and contractual terms & risks. On recommendations from SSROC, Council

signed a contract with preferred energy retailer ZEN Energy on 4th November 2021.

- ✓ Smart Meter Upgrade-Energy data from E21 was analysed and found that installing the smart meters at 50 sites would lead to a reduction in network prices. Councils' energy retailer, Origin was asked to upgrade the meters at 35 sites and the majority of meters at identified sites have been upgraded.
- ✓ E21 Energy Data Management Software – Renewables - council's energy data management provider was instructed to bring the solar systems data to E21 to measure the performance of solar systems across the organisation. The E21 team is currently incorporating solar data from the airport to council which will provide complete transparency of its renewable energy portfolio.
- ✓ Electric Vehicle (EV) Transition - Department of Planning, Industry and Environment invited Tamworth Regional Council to participate in NSW Government Electric Vehicle Initiatives. NSW is investing \$105 million dollars to support organisations in the procurement of Electric Vehicle's. Council is investigating opportunities to develop the regions EV charging network as well as opportunities to introduce EVs into its existing fleet.

ZERO EMISSION ELECTRIC VEHICLE

We have purchased our first Hyundai KONA EV Extended Range full electric vehicle which is expected to be delivered in mid-December this year.

INVESTING IN WATER EFFICIENCY

Manilla Water Supply upgrade

- ✓ The total project cost was more than \$19 million with the NSW Government contributing \$3.768 million through Restart NSW's Safe and Secure Water program, and Tamworth Regional Council funding the balance of the cost of the overall project. The original water plant had been in use since 1933 and the infrastructure was either at the end of its life or past its useful service life. This new upgrade is a major investment in the future of clean, reliable drinking water for Manilla and a great example of the NSW Government's investment in the future of the Manilla community

Bendemeer Water

- ✓ The raw water pump station located on the Macdonald river at Bendemeer was renewed to ensure ongoing reliable water supply to Bendemeer.

Dungowan Dam

- ✓ The new Dungowan Dam project remains under consideration by the State and Australian Government. A business case has been prepared. This project is of significant interest to our local community and council will continue to provide updates in Our Annual Plan progress reports. Water Infrastructure NSW working with Council has commenced on the replacement and upgrade of the existing Dungowan Pipeline installed in the 1950's

Stormwater Management

- ✓ Major reconstruction works completed on Wallamore Road causeway
- ✓ Stormwater Management Plans are currently being finalised for Tamworth, Manilla, Barraba, Kootingal/ Moonbi

SUPPORT POTENTIAL LAND EXPANSION IN OUR REGION

The CBD and Bridge Street precinct plans progressed in this period including an extensive consultation process with property/business owners to ascertain their views on future development in these areas.

These meetings and conversations will guide future amendments to planning controls for these significant precincts with the aim of facilitating redevelopment of under-utilised sites and buildings (particularly in the CBD) plus encouraging land uses which facilitate vibrant city living such as public/youth recreation, shop-top housing, artisan food and drink premises, outdoor dining and entertainment, pop-up bars and food vendors.

It is hoped that the State-wide Employment Zone reform currently being undertaken by the Department of Planning will facilitate a number of new investment opportunities in the Bridge Street Precinct.



A REGION OF PROGRESSIVE LEADERSHIP

It's about governance, leadership and good planning. Leadership will foster collaborative approaches to the governance of our region across all levels of government, to focus on delivering results against our agreed strategic outcomes in the most cost-effective way. Our community will be at the heart of our decision making and service delivery and will enjoy a strong sense of connection with their Council.

OBJECTIVE	STRATEGY	ACTION	STATUS
L1 Our community feel well informed, heard, valued and involved in the future of the region	L1.1 Provide quality customer service.	Promote and Encourage Fast Track Development Applications	✓
	L1.3 Provide inclusive opportunities for the community to get actively involved in decision-making.	Develop and implement a communication plan to facilitate the exchange of information between the community and Council	↻
		Support Section 355 Committees and encourage the development of services and facilities in our communities	✓
		Improve community participation in the decision making process of Local Government	↻
		Encourage and support activation of the Region's towns and villages	↻
L2 Our region is well led and managed	L2.1 Transparency and Accountability of government.	To manage Council's income and expenditure in line with Treasury guidelines	✓
		Improve and expand Council's CCTV network	↻

2021/22 A REGION OF PROGRESSIVE LEADERSHIP

8 reportable actions:

- 3 complete
- 4 carried over to 2022/23



2021-22 ACCOMPLISHMENTS

YOUTH COUNCIL

The Tamworth Regional Youth Council is an advisory committee made up of 20 young people from diverse backgrounds whose role is to represent the voice of young people aged 12 to 24 who live, work, study and socialise across the Tamworth region.

The council was elected in September 2021 and sits for a two year period. The council meets monthly to discuss issues that impact young people and also plan youth-led events for our younger community.

Meet your Youth Council at [Youth Council | Tamworth Regional Council \(nsw.gov.au\)](https://youthcouncil.tamworthregionalcouncil.nsw.gov.au)



Members of our Youth Council with Cr Marc Sutherland

KNOW SAFETY – WORK SAFELY

Council, the General Manager and the Tribal Council have a vision of providing a safe, healthy and productive working environment for all workers and it is also embedded in values that TRC have adopted.

The TRC Risk and Safety Team aims to promote a culture where harm to our people through work is unacceptable, and works to assist all levels of Council to manage risk and provide safe and healthy work conditions for all people involved in our business and operations.

A key tool in the way Council aims to achieve this is our Integrated Management System (IMS) - a system designed to consolidate our Work Health & Safety (WHS), Heavy Vehicle Chain of Responsibility (CoR), Environmental and Quality Management processes within a single management system is underpinned by a range of State and Commonwealth legislative requirements.

The objectives of Council's IMS are to provide a responsive framework to reduce workplace incidents, and exposures to hazards and risks by using effective risk management processes.

Some of the methods the IMS achieves is through a robust consultation process and a comprehensive yet dynamic policy, procedure and documentation framework.

Another positive outcome transitioning to IMS in 2022 was the continuing certification of Council to ISO 9001 (Quality Management), ISO 45001 (OHS Management) and ISO 14001 (Environmental Management).

This has not only contributed to the safety of our workers and members of the public; quality and environmental sustainability of our work; it has also contributed to significant systems improvement across Council.

ALIGNING WITH SUSTAINABLE DEVELOPMENT GOALS

Council has incorporated and aligned The United Nations Sustainable Development Goals in the Blueprint 2023-33 Our Community Plan with our 9 Focus Areas.

There are 17 Goals that were agreed and adopted by the United Nations member states, including Australia, in September 2015 as part of the 2030 Agenda for Sustainable Development. Each of the 17 Goals are underpinned by targets.

SUSTAINABLE DEVELOPMENT GOALS



BLUEPRINT 100

Blueprint 100 is leading our future as we grow towards a population of 100,000 people over the next few decades.

The 8 key themes outlined in the Blueprint strategy, listed below, have been aligned with Council's corporate documents, strategies and has commenced in being embedded throughout the organisation.

1. Deliver durable water infrastructure including raw water
2. Facilitate smart growth and housing choices
3. Create a prosperous region
4. Build resilient communities
5. Connect our region and its citizens
6. Design with nature
7. Celebrate our culture and heritage
8. Strengthen our proud identity

Blueprint Our Community Plan Focus Areas



CUSTOMER SERVICE

Council aims to provide quality service to the community and continue to operate as usual balancing a combination of working in the office and working remotely whilst managing the impacts of COVID-19.

In October 2021 Customer Service was trained in the operations of a new soft phone system (Micollab and Ignite) which provides a more mobile and efficient method of operating the call center enabling call center staff to log in to the phone queue both in the office or from home when required to work remotely.

The Mitel Contact Centre project will continue into 2023 to phase in developing and implementing improvements and efficiencies in our operations and to embed processes on how to capture important data.

Between 1 July 2021 to 31 June 2022 Customer Service received 47,715 calls which is a small decrease of 348 calls from 2020/21 and raised 12,584 requests also a small reduction of 246 from last year."

TAMWORTH REGIONAL COUNCIL COVID-19 FINALIST

The LG NSW Excellence Awards were held on 26 May 2022 and TRC were a finalist in the People, Workplace and Wellbeing category. (This was a highly competitive process and feedback was that this program was a selection committee standout.)

The COVID-19 pandemic provided many challenges for Tamworth Regional Council, our workforce and the community at large. A significant issue for Council was ensuring continuity of service whilst minimising the risk of and transmission of positive cases throughout our workforce and our community. The ever-changing nature of the COVID-19 virus created both potential physical and psychological impact to our workers and their families.

Council's strategic response was to implement a program of Rapid Antigen Testing (RAT). RAT started at Council as a pilot program with workers in the Water Directorate, and was funded as part of Council's approach to Health and Wellbeing of workers. The aim was to maintain essential services and operations in Waste Water Treatment, Water Operations and electrical services. These operations require a very specific skill set and the RAT formed part of the risk management strategy to enable continuity of service in these essential workplaces. An outbreak of COVID-19 and any subsequent close contact isolation requirements could have jeopardised these essential and highly skilled services across the Tamworth region. This pilot program proved so successful that the decision was made by the Executive Team to implement it across the organisation.

COVID-19 had also created significant disruptions for contractors travelling to Tamworth to undertake work on key Water Operations projects and maintenance. The implementation of RAT gave Council the ability to provide testing for these contractors on arrival to Tamworth and prior to any commencement of works. Contractors were informed of the testing process and RAT was done either at a location on entry to Tamworth or at their accommodation the evening prior to commencing work. The RAT pilot program for contractors enabled works, some that were on hold for many months, to re-start or commence.

This RAT pilot program proved successful and was then rolled out across Council. The benefits were;

1. Early and prompt detection of Covid 19
2. There was minimal transmission of Covid 19 within teams or divisions
3. Maintaining the provision of essential services which also included specialised skills operations in the water and waste water divisions
4. Testing was also undertaken with contractors travelling to the region for specific skilled operations
5. The RAT testing program was able to adapt and evolve in accordance with Public Health Orders and NSW Health advice
6. During the pandemic, when Polymerase chain Reaction (PCR) testing came under strain, Council had an established program in place and were able to maintain testing schedules

HOW WE ENGAGED WITH OUR COMMUNITY DIGITALLY



FACEBOOK

933,719 Reach
9.88M Impressions



INSTAGRAM

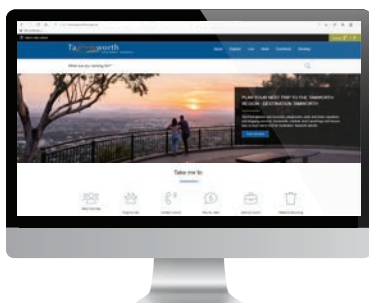
104,269 Reach
750k Impressions



TRC YOUTUBE

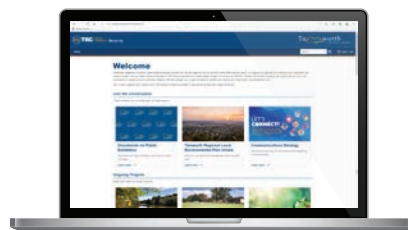
59,432 Impressions

Combined total reach was **1,037,98**



TRC WEBSITE

567k Reach



MYTRC ONLINE COMMUNITY

52,693 views
1,696 contributions
32,642 visitors

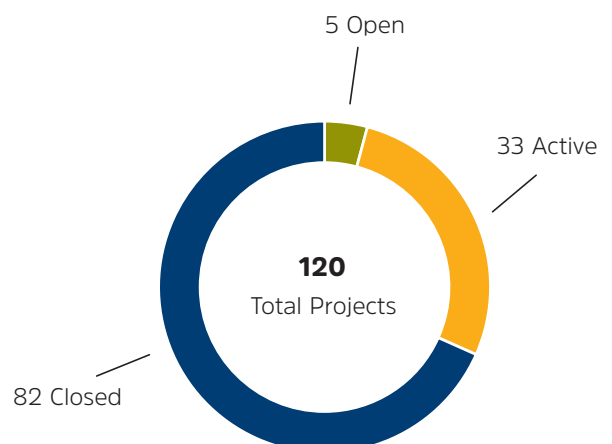
FEEDBACK ON PROJECTS

TOP VISITED PROJECTS

Top visited projects is the top 5 projects the received the highest visits

Project Name	Visitation %	Visits	Visitors
Tamworth Global Gateway Park	7.44%	2,694	1,961
Help us plan for our regions future	6.93%	2,508	1,975
Viaduct Park Developments	5.07%	1,833	1,626
Let's Talk Rubbish!	4.82%	1,744	1,483
Changes to operating hours for rural tips	4.3%	1,556	1,393

PROJECT STATUS



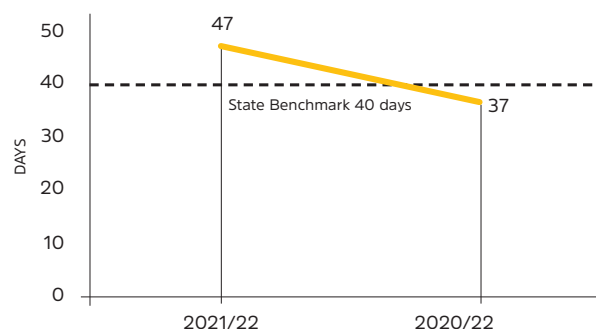
THE STATE BENCHMARK FOR PROCESSING OF DEVELOPMENT APPLICATIONS IS 40 DAYS

In the 2021/22 financial year, Tamworth Regional Council's average processing time exceeded the state benchmark with an average processing time of 47 days. However, during the 2020/21 financial year we achieved an average processing time under that benchmark of 37 days.

The increase in average processing days is contributed to resourcing constraints along with an increase in development activity in certain sectors. It is noted that the average processing time for residential development in this time period was under the state benchmark at 35 days, so increased processing time can be attributed to commercial/industrial development.

	2021/22	2020/21
NO. DA'S APPROVED	502	620
TOTAL ESTIMATED COST	\$183.5M	\$168.1 M
AVERAGE PROCESSING TIME	47 days	37 days

AVERAGE PROCESSING TIME



BLUEPRINT - OUR COMMUNITY PLAN 2023-2033

This is the communities major strategic document developed to guide the delivery of services and facilities over the next decade and outlines the goals of this elected Council. It genuinely reflects the wants and needs of the Tamworth region community, being the result of an extensive consultation process.

The engagement process was a great effort with all involved. We thank the many people who added their

opinions and ideas through our surveys and information sessions as well as engaging with us through our MyTRC Online Community portal. Your efforts have ensured this plan is truly a shared vision.

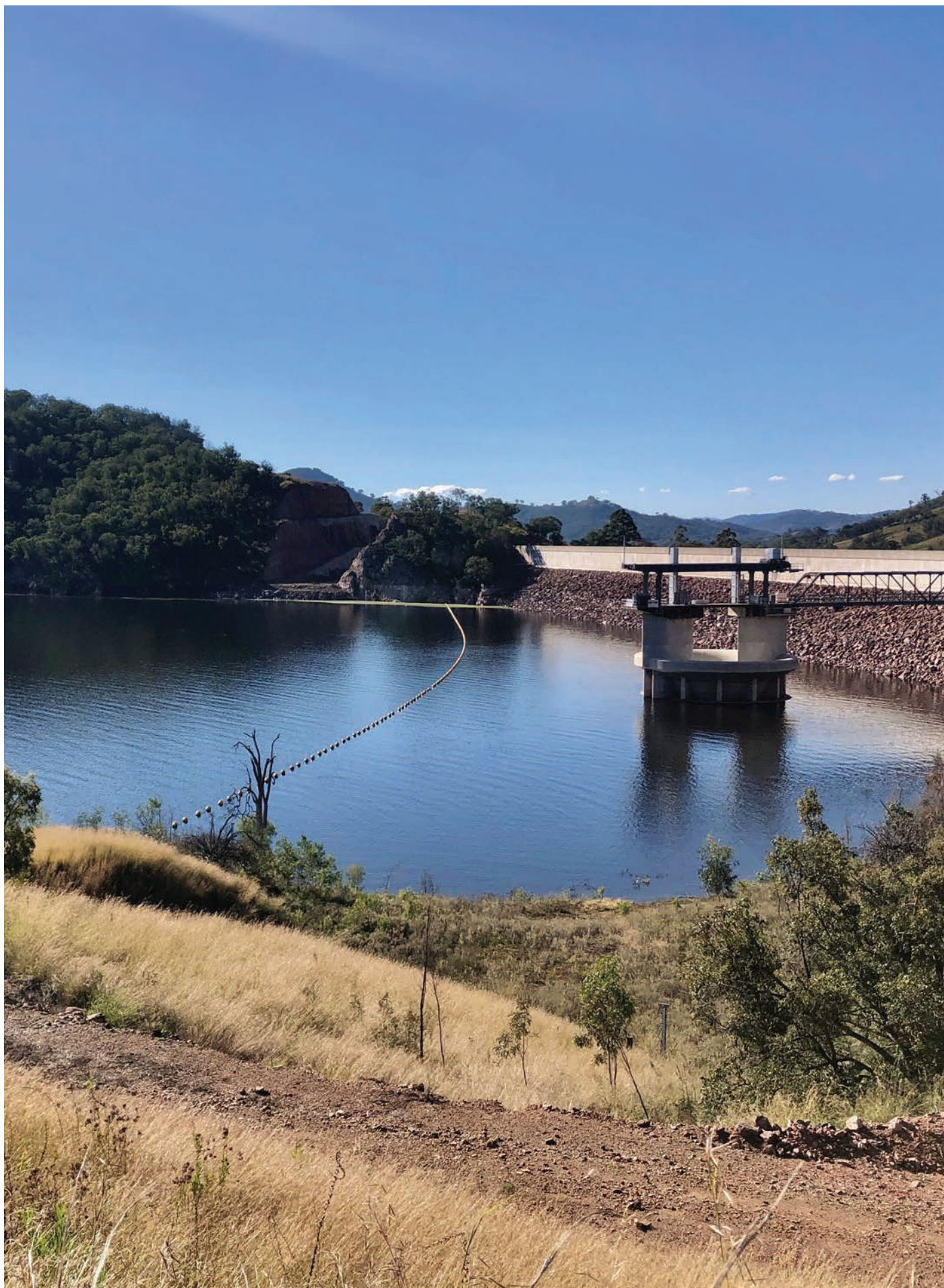
You can view the plan here: <https://www.tamworth.nsw.gov.au/about/policies-plans-and-regulations/community-strategic-plan>



Our Community Plan pop up stand



Our Community Plan staff lunch and learn workshop



Chaffey Dam 2022



tamworth.nsw.gov.au