



# **TAMWORTH REGIONAL COUNCIL**

## **ANNEXURES for ORDINARY COUNCIL AGENDA**

**12 MAY 2026**

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[DRAFT 11.02.2026]

## **PLANNING AGREEMENT**

Division 7.1 of Part 7 of the *Environmental Planning and Assessment Act 1979* (NSW)

### **Calala Battery Energy Storage System**

Equis Energy (Australia) Projects (Ngumi 4) Pty Ltd as trustee for the Equis Energy (Australia) Ngumi 4 Holding Trust

Tamworth Regional Council

Minister for Planning and Public Spaces



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This planning agreement made on the ..... day of ..... 2025

**Between the parties:**

Tamworth Regional Council (“**Council**”)

AND:

Equis Energy (Australia) Projects (Ngumi 4) Pty Ltd as trustee for the Equis Energy (Australia) Ngumi 4 Holding Trust (“**Developer**”)

AND:

Minister for Planning and Public Spaces

**Background**

- a. The Developer proposes to carry out the Development.
- b. On 28 June 2024, the Development received Development Consent under section 4.38 of the Act for the Development Application.
- c. The Developer agrees to pay the Developer’s Contribution to Council in accordance with this Agreement.
- d. The Council agrees to receive, administer, distribute and expend the Developer’s Contribution from the Developer in accordance with this Agreement.
- e. The Developer will separately deliver a community benefit fund in accordance with Condition A14 of the Development Consent.
- f. The parties agree that this Agreement satisfies Condition A14 of the Development Consent.

**The parties agree as follows:**



**1. Definitions**

In this agreement the following words and letters have the meanings set out below.

“**Act**” means the *Environmental Planning and Assessment Act 1979* (NSW) (as amended from time to time).

“**Agreement**” means this voluntary planning agreement under Division 7.1 of Part 7 of the Act, including the schedules.

“**Authority**” means a government, semi-government, local government, statutory, public, ministerial, civil, administrative, fiscal or judicial body, commission, department, agency, tribunal or other authority or body.

“**Breach Notice**” has the meaning provided under clause 13.1.

“**Business Day**” means a day that is not a Saturday, Sunday or any other day which is a public holiday or a bank holiday in the place where an act and thing is to be performed, or a payment is to be made.

“**Capital Investment Value**” means all costs necessary to establish and operate the Development, including the design and construction of buildings, structures, associated infrastructure and fixed or mobile plant and equipment, other than the following costs:

- i. amounts payable, or the cost of land dedicated or any other benefit provided, under a condition imposed under Division 7.1 or 7.2 of the Act or a planning agreement under that Division;
- ii. costs relating to any part of the development or project that is the subject of a separate development consent or project approval;
- iii. land costs (including any costs of marketing and selling land), finance application fees, mortgage stamp duty, fees paid to register strata titles or to amalgamate land prior to development, and interest payable on the loans associated with the development; or
- iv. GST (within the meaning of the GST Act).

“**Corporations Act**” means the *Corporations Act 2001* (Cth) (as amended from time to time).

“**Costs**” has the meaning provided under clause 24.

“**Council**” means the Tamworth Regional Council.



“**Developer’s Contribution**” means \$1,397,000, being a monetary contribution of 0.31% of the finalised Capital Investment Value.

“**Development**” means the ‘Calala Battery Energy Storage System’ as described in the Development Consent.

“**Development Application**” means development application number SSD 52786213 under Part 4 of the Act for the Development.

“**Development Consent**” means a development consent issued under the Act for the Development Application, with respect to all parts of the Development and received by the Developer on 28 June 2024.

“**Dispute**” has the meaning provided under clause 9.1.

“**Event of Default**” has the meaning provided under clause 13.2.

“**Event of Insolvency**” means any one or more of the following occurrences:

- v. the Developer becomes bankrupt, is served with a bankruptcy notice or a bankruptcy petition, has committed an act of bankruptcy or has entered into an arrangement within and under the meaning of the *Bankruptcy Act 1976* (Cth);
- vi. the Developer becomes subject to any order or declaration under an Act; or
- vii. if the following occur:
  - a. a resolution is passed for the winding up or liquidation of that company;
  - b. a liquidator, provisional liquidator, receiver, receiver manager, controller, controlling manager, administrator, voluntary administrator or official manager is appointed to the Developer or a resolution is passed for the purposes of placing that party in the control of an external administrator;
  - c. it suspends payment of its debts or is unable to pay its debts including of money payable under this agreement or is deemed insolvent;
  - d. it fails to or is taken as having failed to comply with a statutory demand under the Corporations Act; or
  - e. if anything analogous or having substantially similar effect to any of the events specified above happens under the law of any applicable jurisdiction with respect to the Developer.

“**Financial Close Date**” means the date that is the later of the date that the Developer:



- viii. makes a final investment decision to proceed with the Development; and
- ix. issues a notice (or similar) to a contractor for the 'construction' of the Development in accordance with the conditions of the Development Consent.

"GST" has the same meaning as the GST Act and other words or expressions used in the GST Act which have a particular defined meaning (including any applicable legislative determinations and Australian Taxation Office public rulings) have the same meaning.

"GST Act" means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) (as amended from time to time).

"Law" means:

- x. any statute, legislation or other statutory instrument or proclamation of any applicable jurisdiction in which any act or obligation in connection with this agreement is or is to be carried out or regulated;
- xi. those principles of common law and equity established by decisions of courts; and
- xii. any judgment, decree or similar order with mandatory effect or any binding requirement or mandatory approval or standard of a regulatory Authority, including any authorisation, relevant to a party or performance of all or part of this agreement, and includes for the avoidance of doubt, the National Electricity Law and National Electricity Rules.

"Registration Lot" means Lot 17 in DP 629969.

## 2. Interpretation

In this Agreement unless the contrary intention appears:

- 2.1. The singular includes the plural, and the plural includes the singular.
- 2.2. A reference to a clause, party or schedule is a reference to a clause of, and a party and schedule to, this agreement and a reference to this agreement includes any schedule.
- 2.3. A party includes that party's executors, administrators, successors, permitted assigns, permitted legal representatives and substitutes.
- 2.4. Dollars or \$ means Australian dollars and all money payable under this Agreement is payable in that currency.
- 2.5. "Including" and similar expressions are not words of limitation.



- 2.6. Where a word or expression is given a particular meaning, other parts of speech and grammatical forms of that word or expression have a corresponding meaning.
- 2.7. Headings, any table of contents or index are for convenience only and do not affect the interpretation of this Agreement.
- 2.8. An explanatory note which relates to this Agreement does not affect the interpretation of this Agreement.
- 2.9. A provision of this Agreement must not be construed to the disadvantage of a party merely because that party was responsible wholly or partly for the preparation of this Agreement or the inclusion of a term or condition in this Agreement.
- 2.10. If an act and thing must be done on a specific day which is not a Business Day, it must be done instead on the next Business Day.
- 2.11. A person means and includes a person, a body corporate, Authority, firm, body of persons, association, trust, joint venture or other legal commercial entity or undertaking recognized by law whether or not incorporated.
- 2.12. In the event of any conflict between this Agreement and the Development Consent, the Development Consent prevails.

**3. Application of this Agreement**

- 3.1. This Agreement:
  - 3.1.1. applies to the Development;
  - 3.1.2. is a planning agreement governed by Subdivision 2 of Division 7.1 of Part 7 of the Act;
  - 3.1.3. satisfies Condition A14 of the Development Consent; and
  - 3.1.4. is not a confidential document and may be exhibited or reported without restriction by either party.
- 3.2. This Agreement operates and binds the parties from the date of this Agreement.

**4. Application of development contribution provisions of the Act**

- 4.1. This Agreement excludes the application of sections 7.11 and 7.12, and Division 7.1, Subdivision 4 of the Act.



4.2. The Developer’s compliance with Condition A14 or Condition A15 of the Development Consent (as applicable) fully satisfies any requirement for development contributions under the Act in respect of the Development.

4.3.

**5. Provision relating to the Development and Developer’s Contribution**

5.1. The Developer confirms that:

5.1.1. it has obtained the Development Consent for the construction and use of the Development;

5.1.2. shall carry out and complete the Development in accordance with the Development Consent; and

5.1.3. it shall perform its obligations in accordance with the requirements of, or consents issued by, any Authority.

5.1.4. The developer confirms it will establish a separate Community Benefit Fund to administer annual payments of \$200,000 (CPI adjusted) for the first three years of operation of the project.

**6. Payment of the Developer’s Contribution**

6.1. The Developer will pay to the Council the Developer’s Contribution within twenty (20) Business Days of execution of this Agreement.

6.2. The payment of the Developer’s Contribution shall be by means of electronic funds transfer of cleared funds into a bank account nominated by the Council.

6.3. The Developer’s Contribution is deemed to have been paid when cleared funds are deposited by means of electronic funds transfer by the Developer into a bank account nominated by the Council.

**7. Allocation of the Developer’s Contribution**

7.1. The Developer’s Contribution is required to be allocated as follows:

7.1.1. not less than 20% of the Developer’s Contribution must be used to deliver agreed projects for First Nations communities in consideration of Closing the Gap and Mara Ngali Partnership Agreement; and



7.1.2. any residual amount not allocated in accordance with clause 7.1.1 must be used for the funding of the construction of, or improvements to infrastructure in the Council’s local government area and the vicinity of the Development (including those specified in section 7.4(2) of the Act) as determined by the General Manager of the Council (or another duly appointed official) from time to time.

7.2. The Developer’s Contribution is to be applied by the Council:

7.2.1. for the Public Purpose set out in clause 7.1; and

7.2.2. consistently with the Council’s Integrated Planning and Reporting Framework under the *Local Government Act 1993* (NSW) (as amended from time to time).

**8. GST**

8.1. Unless otherwise expressly stated all money or other sums payable or consideration to be provided under this agreement are exclusive of GST.

8.2. To the extent that the Commissioner of Taxation, a court or tribunal determines that any supply made under or in connection with this agreement is a taxable supply, the GST exclusive consideration otherwise to be paid or provided for that taxable supply is increased by the amount of any GST payable in respect of that taxable supply and that amount must be paid at the same time and in the same manner as the GST exclusive consideration is otherwise to be paid or provided and a valid tax invoice is to be delivered to the recipient of the taxable supply and this clause will not merge on completion or termination of the agreement.

**9. Dispute resolution**

9.1. In the event a dispute or lack of certainty between two or more parties arises in relation to any activity, payment or item as covered in this Agreement (a “Dispute”), the Dispute is to be resolved through the following process set out below.

9.2. The party wishing to commence the dispute resolution processes must notify the other relevant party or parties in writing of:

9.2.1. the intent to invoke this clause;

9.2.2. the nature or subject matter of the Dispute, including a summary of any efforts made to resolve the dispute other than by way of this clause; and



- 9.2.3. the outcomes which the notifying party wishes to achieve (if practicable).
- 9.3. If the Dispute is only between two parties, only those parties will participate in the dispute resolution process. For example, if the Dispute is between the Developer and Council, the Minister need not participate in the dispute resolution process.
- 9.4. The representatives of the parties to the Dispute must promptly (and in any event within fifteen (15) Business Days of the written notice provided in accordance with clause 9.2) meet in good faith to attempt to resolve the notified dispute.
- 9.5. The parties to the Dispute may, without limitation:
  - 9.5.1. resolve the Dispute during the course of that meeting;
  - 9.5.2. agree that further material, expert determination in accordance with clause 10 or consideration is needed to effectively resolve the Dispute (in which event the parties will, in good faith, agree to a timetable for resolution); and
  - 9.5.3. agree that they are unlikely to resolve the Dispute and, in good faith, agree to a form of alternative dispute resolution (including expert determination, arbitration or mediation) which is appropriate for the resolution of the relevant Dispute.
- 9.6. At any time, a party may, without inconsistency with anything in this clause 9, seek urgent interlocutory relief in respect of a dispute under this Agreement from any court having jurisdiction.
- 9.7. Each party to the Dispute will bear their own costs associated with dispute resolution under this Agreement.
- 9.8. Without limiting any other remedies available to the parties, this Agreement may be enforced by any party in any court of competent jurisdiction.
- 9.9. Nothing in this Agreement prevents:
  - 9.9.1. a party from bringing proceedings in a court of competent jurisdiction to enforce any aspect of this Agreement or any matter to which this Agreement relates, subject to compliance with clause 9; and
  - 9.9.2. the Council from exercising any function under the Act or any other Act or law.



**10. Expert determination**

- 10.1. If a Dispute arises between parties to this Agreement, the parties to that Dispute may agree to refer the Dispute to expert determination in Sydney, New South Wales, administered by the Australian Commercial Dispute Centre, in accordance with clause 9.
- 10.2. The expert determination will be conducted in accordance with the Australian Commercial Dispute Centre Rules for Expert Determination in force at the date of this Agreement. The Australian Commercial Dispute Centre Rules for Expert Determination set out the procedures to be adopted, the process of selection of the expert and the costs involved, including the parties' respective responsibilities for the payment of the expert's costs and other costs of the expert determination. For the avoidance of doubt, only the parties that are involved in the Dispute will be required to contribute to any costs associated with the Dispute.
- 10.3. The expert determination will be final and binding on the parties.
- 10.4. This clause 10 survives termination of this Agreement.

**11. Registration of this Agreement**

The parties agree that this Agreement will be registered on the Registration Lot pursuant to section 7.6 of the Act.

**12. Assignment**

- 12.1. The Developer may assign, transfer or otherwise deal with the Developer's rights, duties or obligations under this Agreement without the consent of the Council and the Minister to:
  - 12.1.1. a related body corporate of the Developer (within the meaning of the Corporations Act) or a partnership comprised of related bodies corporate of the Developer;
  - 12.1.2. a joint venturer or partner of the Developer in respect of the Development;  
or
  - 12.1.3. any third party, provided that such party is able to comply with the Developer's obligations under this Agreement.
- 12.2. The Developer shall be released and discharged from any obligations under this Agreement on and from the date of the assignment and the performance of the terms of this Agreement from the date of the assignment and from all claims and



demands in connection with this Agreement that arise after the date of the assignment in the event of the Developer assigning its rights and obligations under this Agreement provided always that the Developer is responsible for any action claim or demand with respect of the performance of this Agreement for any period prior to and including the date of the assignment.

**13. Breach of this document**

- 13.1. If the Developer breaches this document, Council may serve a notice on the Developer ("**Breach Notice**") specifying:
  - 13.1.1. the nature and extent of the alleged breach;
  - 13.1.2. if:
    - i. the breach is capable of being rectified other than by the payment of compensation, what Council requires the Developer to do in order to rectify the breach; or
    - ii. the breach is not capable of being rectified other than by payment of compensation, the amount of compensation Council requires the Developer to pay in order to rectify the breach; and
  - 13.1.3. the time within which Council requires the breach to be rectified, which must be a reasonable time of not less than forty (40) Business Days.
- 13.2. The Developer commits an "**Event of Default**" if it:
  - 13.2.1. fails to comply with a Breach Notice; or
  - 13.2.2. becomes subject to an Event of Insolvency.
- 13.3. Where the Developer commits an Event of Default, Council may, in addition to any rights it has at Law, issue a notice under clause 9 to resolve the Dispute regarding the Event of Default.

**14. Notices**

- 14.1. Any notice, consent, information, application or request that must or may be given or made to a party under this Agreement is only given or made if it is in writing and sent in one of the following ways:
  - 14.1.1. delivered or posted to that party at its address set out below; or
  - 14.1.2. emailed to that party at its email address set out below:



**Tamworth Regional Council**

Attention: General Manager

Address: 474 Peel Street, Tamworth, NSW, 2340

Email: [trc@tamworth.nsw.gov.au](mailto:trc@tamworth.nsw.gov.au)

**Equis Energy (Australia) Projects (Ngumi 4) Pty Ltd as trustee for the  
Equis Energy (Australia) Ngumi 4 Holding Trust**

Attention: Gerrit Prent

Address: First Floor, 40 Esplanade Brighton, 3186

Email: [Gerrit.Prent@equis.com](mailto:Gerrit.Prent@equis.com), cc [Au-Legal@equis.com](mailto:Au-Legal@equis.com)

**Minister for Planning and Public Spaces**

Attention: [x]

Address: [x]

Email: [x]

**15. Termination**

15.1. This Agreement may be terminated by the parties in the following events:

15.1.1. the parties agree in writing to terminate the operation of this document at any time;

15.1.2. the Developer commits a breach of any of the terms and conditions of this Agreement and fails to remedy such a breach within fourteen (14) days of receipt of a written notice (which specifies the breach and requires the Developer to remedy the breach) whereupon the date of such termination will be effective on the 15th day from receipt of such written notice;

15.1.3. an Event of Insolvency occurs; or

15.1.4. the Development Consent lapses.

15.2. Upon termination of this Agreement:

15.2.1. all future rights and obligations of the parties are discharged; and

15.2.2. all pre-existing rights and obligations of the parties continue to subsist.

15.3. This Agreement will determine upon the Developer satisfying all of the obligations imposed on it in full (including, for the avoidance of doubt, the obligations under clause 5.1.4 relating to the Community Benefit Fund)



**16. Entire agreement and severability**

- 16.1. This Agreement contains everything to which the parties have agreed in relation to the matters it deals with. No party can rely on an earlier document, or anything said or done by another party, or by a director, officer, agent or employee of that party, before this Agreement was executed except as permitted by Law.
- 16.2. If a clause or part of a clause of this Agreement can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way. If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Agreement, but the rest of the Agreement is not affected.

**17. Governing law**

The law in force in the State of New South Wales governs this document. The parties submit to the exclusive jurisdiction of the courts of New South Wales and any courts that may hear an appeal from those courts in respect of any proceedings in connection with this document.

**18. Approvals and consents**

- 18.1. Except as otherwise set out in this Agreement, and subject to any statutory obligations, a party may give or withhold an approval or consent to be given under this Agreement in that party's absolute discretion and subject to any conditions determined by the party.
- 18.2. A party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

**19. Further acts**

Each party must promptly execute all documents and do all things that another party from time-to-time reasonably requests to affect, perfect or complete this Agreement and all transactions incidental to it.

**20. No fetter**

- 20.1. Nothing in this Agreement shall be construed as requiring the Council or the Minister to do anything that would cause them to be in breach of any of its obligations at law, and without limitation, nothing shall be construed as limiting or fettering in any way the exercise of any statutory discretion or duty.



20.2. This Agreement is not intended to operate to fetter, in any unlawful manner the power of Council or the Minister to make any Law, or the exercise by Council or the Minister of any statutory power or discretion.

**21. Representations and warranties**

21.1. Each of the parties represents and warrants to the other parties that it has power to enter this Agreement and comply with its obligations under this Agreement and that entry into this Agreement will not result in the breach by it of any Law applicable to it.

21.2. Each party warrants to each other party that:

21.2.1. this Agreement creates a legal, valid and binding obligation, enforceable against the relevant party in accordance with its terms; and

21.2.2. unless otherwise stated, it has not entered into this Agreement in the capacity of trustee of any trust.

**22. Waiver**

The fact that a party fails to do, or delays in doing, something the party is entitled to do under this Agreement, does not amount to a waiver of any obligation of, or breach of obligation by, another party. A waiver by a party is only effective if it is in writing. A written waiver by a party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of that obligation or breach in relation to any other occasion.

**23. Counterparts**

This document may consist of a number of counterparts and, if so, the counterparts taken together constitute one document.

**24. Costs**

24.1. Each party must:

24.1.1. bear and pay its own costs and disbursements for the negotiation, preparation, execution, and stamping of this document; and

24.1.2. pay or reimburse its own legal costs and disbursements arising from the ongoing administration and enforcement of this document including any breach or default by the Developer of its obligations under this document.



24.2. Costs under this clause include costs, charges, fees, disbursements and expenses, including those incurred in connection with advisers.

**25. Electronic signing and exchange**

25.1. The parties acknowledge and agree that despite any custom, practice or code otherwise followed with regard to agreements in New South Wales:

25.1.1. one or more parties may sign electronically this Agreement through DocuSign or another system, and bind itself accordingly, and agree that will satisfy any statutory or other requirements for it to be signed by that party, or be in writing; and

25.1.2. this Agreement:

- i. may be exchanged and dated electronically;
- ii. need not be exchanged in counterparts; and
- iii. constitutes an original document even if signed or held in electronic format.



Executed as an agreement on

2025

**[Drafting Note to Council: Please confirm execution block]**

Executed by **Tamworth Regional Council** by its authorised officer or by its registered Attorney pursuant to Power of Attorney in the presence of:

\_\_\_\_\_  
Signature of witness

\_\_\_\_\_  
Signature of authorised officer

\_\_\_\_\_  
Name of witness (print name)

\_\_\_\_\_  
Name of authorised officer (print name)  
Signing on behalf of Tamworth Regional Council

Executed by **Equis Energy (Australia) Projects (Ngumi 4) Pty Ltd as trustee for the Equis Energy (Australia) Ngumi 4 Holding Trust** in accordance with section 127(1) of the *Corporations Act 2001* (Cth) by authority of its directors.

\_\_\_\_\_  
Signature of Director/Secretary

\_\_\_\_\_  
Signature of Director

\_\_\_\_\_  
Name of Director/Secretary (print name)

\_\_\_\_\_  
Name of Director (print name)



*[Drafting Note to Minister: Please provide execution block]*



Schedule 1

Requirements under s 7.4 of the Act

The parties acknowledge and agree that the table set out below provides for certain terms, conditions and procedures for the purpose of the Agreement complying with the Act.

| Requirement under the Act   | This Agreement   |
|---|--|
| <p><b>Planning instrument and/or development application – (s 7.4(2))</b></p> <p>The Developer has:</p> <p>(a) sought a change to an environmental planning instrument.</p> <p>(b) made, or propose to make, a Development Application.</p> <p>(c) entered into an agreement with, or is otherwise associated with, a person, to whom paragraph (a) or (b) applies.</p> | <p>(a) No</p> <p>(b) Yes</p> <p>(c) Yes</p>  |
| <p><b>Description of land to which this Agreement applies – (s 7.4(3)(a))</b></p>   | <p>This Agreement applies to the land subject to the Development Consent.</p>                              |
| <p><b>Description of development to which this Agreement applies – (s 7.4(3)(b))</b></p>  | <p>See definition of Development in clause 1.</p>  |
| <p><b>Description of change to the environmental planning instrument to which this Agreement applies – (s 7.4(3)(b))</b></p>  | <p>Not applicable.</p>   |
| <p><b>The scope, timing and manner of delivery of contribution required by this Agreement – (s 7.4(3)(c))</b></p>   | <p>See clause 6.</p>   |
| <p><b>Applicability of sections 7.11 and 7.12 of the Act – (s 7.4(3)(d))</b></p>  | <p>The application of sections 7.11 and 7.12 of the Act are excluded in respect of the Development.</p>    |
| <p><b>Applicability of Division 7.1 Subdivision 4 of the Act – (s 7.4(3)(d))</b></p>  | <p>The application of Division 7.1 Subdivision 4 of the Act is excluded in respect of the Development.</p> |
| <p><b>Consideration of benefits under this Agreement if section 7.11 applies – (s 7.4(3)(e))</b></p>  | <p>See clause 6.</p>   |
| <p><b>Mechanism for dispute resolution – (s 7.4 (3)(f))</b></p>   | <p>See clause 9.</p>   |
| <p><b>Enforcement of this Agreement – (s 7.4(3)(g))</b></p>   | <p>See clauses 9.8 and 11.</p>   |
| <p><b>No obligation to grant consent or exercise functions – (s 7.4(10))</b></p>  | <p>See clause 20.</p>  |

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## **Voluntary Planning Agreement**

**Thunderbolt Wind Farm Pty Ltd**

**Tamworth Regional Council**

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**Thunderbolt Wind Farm**

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Reference Schedule

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|               |                                     |   |
|---------------|-------------------------------------|---|
| <b>Item 1</b> | <b>Notices:</b>                     | <b>Tamworth Regional Council</b><br><br>Attention: General Manager<br><br>Address: 474 Peel Street, Tamworth NSW 2340<br><br>Email: <a href="mailto:trc@tamworth.nsw.gov.au">trc@tamworth.nsw.gov.au</a><br><br>Phone: (02) 6767 5555<br><br><b>Neoen</b><br><br>Attention: Aaron Gutteridge<br><br>Address: Level 21, 570 George Street, Sydney NSW 2000<br><br>Email: <a href="mailto:emily.walker@neoen.com">emily.walker@neoen.com</a> cc:<br><a href="mailto:notices.au@neoen.com">notices.au@neoen.com</a><br><br>Phone: 0409 800 942 |
| <b>Item 2</b> | <b>Project</b>                      | The construction and operation of a wind farm and associated infrastructure within the Tamworth Regional Council LGA in accordance with the Project Consent, to be known as the Thunderbolt Wind Farm   |
| <b>Item 3</b> | <b>Initial Project Contribution</b> | \$75,114.37   |
| <b>Item 4</b> | <b>Further Project Contribution</b> | \$75,114.37   |
| <b>Item 5</b> | <b>Total Monetary Contribution</b>  | \$2,253,431.10  |
| <b>Item 6</b> | <b>Capped contribution to costs</b> | \$25,000.00 (excl. GST)   |

**Agreement**      **Voluntary Planning Agreement**

**Date**

\_\_\_\_\_

**Parties**      **Thunderbolt Wind Farm Pty Ltd** (ACN 680 616 219) as trustee for the Thunderbolt Wind Farm Trust (ABN 59 569 383 639) of Level 21, 570 George Street Sydney NSW 2000 or its nominee (**Neoen**)

**Tamworth Regional Council** (ABN 52 631 074 450) of 474 Peel Street Tamworth NSW 2340 (**Tamworth Regional Council**)

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**Recitals**

- (A) Neoen has lodged the Project DA and obtained development consent for the development of a wind farm across the Tamworth Regional Council LGA and Uralla Shire Council LGA.
- (B) Neoen has offered to pay Monetary Contributions to Tamworth Regional Council on the terms of this Deed in connection with the Project DA and the Project Consent.
- (C) Tamworth Regional Council agrees to receive and expend the contributions in accordance with this Deed.
- (D) Tamworth Regional Council intends to set up a strategic fund for monetary contributions it receives from renewable energy projects which impact its LGA. The funds will be spent for the benefit of the Tamworth Regional Council LGA. Tamworth Regional Council intends that the Monetary Contributions made by Neoen pursuant to this Deed will form part of and be managed under this strategic fund.

**IT IS AGREED** as follows:

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**1. Definitions and Interpretation**

**1.1 Definitions**

In this Deed, the following words and phrases have the following meanings unless a contrary intention appears or the context otherwise requires:

**Business Day** means a day on which trading banks are open for ordinary business in New South Wales.

**Business Hours** means between 9.00am and 5.00pm (inclusive) on a Business Day.

**Contribution Year** means every 12-month period beginning from 1 July each year.

**Costs** includes costs, charges and expenses, including those incurred in connection with advisers.

**CPI** means the All Groups Consumer Price Index for Sydney or equivalent index published from time to time by the Australian Bureau of Statistics.

**Deed** means this Planning Agreement and "this Deed" shall have a corresponding meaning and shall include all schedules, appendices, exhibits and annexures to this Planning Agreement.

**Department** means the NSW Department of Planning, Industry and Environment, and any successor department.

**Electronic Signature** means a digital signature, a visual representation of a person's handwritten signature or a mark which is applied to a physical or electronic copy of this licence by electronic or mechanical means, and **Electronically Signs** has a corresponding meaning.

**EPA Act** means the *Environmental Planning and Assessment Act 1979* (NSW), as amended from time to time.

**EPA Regulation** means the *Environmental Planning and Assessment Regulation 2021* (NSW), as amended from time to time.

**Explanatory Note** means the explanatory note in relation to this Deed, as required by s.205 of the EPA Regulation, and attached to this Deed.

**Final Project Contribution** means the contribution payable under clause 6.2 (if applicable).

**Further Project Contributions** means the amount stated in Item 4 of the Reference Schedule, as adjusted in accordance with clause 4.3.

**Initial Project Contribution** means the amount stated in Item 3 of the Reference Schedule, as adjusted in accordance with clause 3.2.

**LG Act** means the *Local Government Act 1993* (NSW).

**LGA** means local government area.

**Monetary Contributions** means the payment of money by Neoen to Tamworth Regional Council in accordance with this Deed and Appendix 3 of the Project Consent including the Initial Project Contribution, the Further Project Contributions and the Final Project Contribution (if any).

**National Electricity Rules** means the rules made pursuant to the law set out in the schedule to the *National Electricity (South Australia) Act 1996* (SA).

**Operational Plan** means a plan prepared under s.405 of the LG Act.

**Project** has the meaning given in Item 2 of the Reference Schedule.

**Project Consent** means the development consent granted by the relevant consent authority under the EPA Act to the Project DA as set out or referred to in Schedule 1, as modified from time to time.

**Project Commencement Date** means the date on which the project, or any part thereof, completes commissioning testing in accordance with Clause 5.8 of the National Electricity Rules or has capacity to generate revenue in the National Energy Market (whichever is the earlier).

**Project DA** means application number SSD-10807896 for the development of a wind farm with up to 32 turbines (and installed capacity of approximately 192 MW per year) and associated infrastructure within Tamworth Regional Council LGA, as modified from time to time.

**Project End Date** means the 30th anniversary of the Project Commencement Date.

**Related Entity** means any special purpose vehicle, trustee or other entity that is related to Neoen.

## 1.2 Interpretation

In this Deed:

- (a) a reference to:
  - (i) one gender includes the others;

- (ii) the singular includes the plural and the plural includes the singular;
  - (iii) a party means a party to this Deed;
  - (iv) a person (including a party) includes an individual, company, other body corporate, association, partnership, firm, joint venture, trust and government agency and the person's successors, permitted assigns, substitutes, executors and administrators;
  - (v) a statute, regulation, proclamation, ordinance or by-law includes all statutes, regulations, proclamations, ordinances or by-laws amending, consolidating or replacing it, and a reference to a statute includes all regulations, proclamations, ordinances and by-laws issued under that statute;
  - (vi) a recital, clause, paragraph, schedule or annexure is a reference to a recital, clause, paragraph, schedule or annexure of or to this Deed;
  - (vii) any schedule, attachment or other document referred to in or delivered with this Deed forms part of this Deed;
  - (viii) "currency", "A\$", "\$A", "dollar" or "\$" is a reference to Australian currency;
  - (ix) a monetary amount is exclusive of GST unless otherwise specified;
  - (x) "including" and similar expressions are not and must not be treated as words of limitation;
- (b) no provision of this Deed will be construed adversely to a party solely on the ground that the party was responsible for the preparation of this Deed or that provision;
  - (c) where words or phrases are given a defined meaning, any other part of speech or other grammatical form of those words or phrases shall have a corresponding meaning;
  - (d) headings and tables of contents are inserted for convenience only and have no effect on interpretation
  - (e) if a period must be calculated from, after or before a day or the day of an act or event, it must be calculated excluding that day; and
  - (f) where this Deed requires something to be done on or by a certain day and that day is not a Business Day, that thing must be done on or by the next Business Day.

---

## **2. EPA Act**

- 2.1 The parties acknowledge and agree that this Deed is a planning agreement under Division 7.1, Part 7 of the EPA Act.
- 2.2 This Deed applies to the Project Consent and evidences Neoen's compliance with any relevant condition(s) of the Project Consent requiring entry into a planning agreement under Division 7.1, Part 7 of the EPA Act with Tamworth Regional Council.

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## **3. Payment of the Initial Project Contribution**

- 3.1 Neoen must notify Tamworth Regional Council of the Project Commencement Date within 14 days of it occurring.

- 3.2 Within 30 days of:
- (a) the Project Commencement Date; and
  - (b) a valid tax invoice being provided by Tamworth Regional Council to Neoen in respect of the Initial Project Contribution,

Neoen must pay the Initial Project Contribution to Tamworth Regional Council, adjusted in accordance with the following formula:

$$\text{Initial Project Contribution} = A \times \frac{C}{B}$$

Where:

**A** = the amount stated in Item 3 of the Reference Schedule;

**B** = the CPI number last published immediately before 21 March 2024; and

**C** = the CPI number last published before the Project Commencement Date.

- 3.3 The Initial Project Contribution must be paid by electronic funds transfer into the account specified in writing by Tamworth Regional Council.
- 3.4 The Initial Project Contribution will be taken to have been made when Tamworth Regional Council receives the full, cleared amount of the contribution.

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#### **4. Payment of the Further Project Contributions**

- 4.1 For each Contribution Year commencing from the first anniversary of the Project Commencement Date, Neoen must pay the Further Project Contribution to Tamworth Regional Council.
- 4.2 The Further Project Contribution must be paid in arrears within 60 days of:
- (a) the end of each Contribution Year; and
  - (b) a valid tax invoice being provided by Tamworth Regional Council to Neoen in respect of the Further Project Contribution.
- 4.3 The parties agree that the Further Project Contribution, including the First Contribution Year, will be adjusted on 1 July of each Contribution Year in accordance with the following formula:

$$\text{Adjusted Further Project Contribution} = A \times \frac{B}{C}$$

Where:

**A** = the amount stated in Item 4 of the Reference Schedule;

**B** = the CPI number last published immediately before the start of the relevant Contribution Year; and

**C** = the CPI number last published immediately before 21 March 2024.

- 4.4 The Further Project Contribution must be paid by electronic funds transfer into the account specified in writing by Tamworth Regional Council.

- 4.5 Each Further Project Contribution will be taken to have been made when Tamworth Regional Council receives the full, cleared amount of the contribution.

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**5. General**

- 5.1 The obligation of Neoen to pay the Further Project Contribution under this Deed will cease on the Project End Date.
- 5.2 Neoen must pay interest on any overdue amount of the Initial Project Contribution and any Further Project Contribution payable:
- (a) from the date on which the overdue part or whole of the Initial Project Contribution and any Further Project Contribution (as applicable) is due for payment under this Deed; and
  - (b) until the date on which the overdue part or whole of the Initial Project Contribution and any Further Project Contribution (as applicable) is paid.
- 5.3 The rate of interest payable under clause 5.2 will be the bank bill swap interest rate within Australia that is published by the Australian Financial Markets Association during the relevant period when the Initial Project Contribution or relevant Further Project Contribution (as applicable) is overdue.

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**6. Final Contribution**

- 6.1 Neoen agrees that the Total Monetary Contributions payable under this Deed to Tamworth Regional Council is to be the amount stated in Item 5 of the Reference Schedule plus annual indexation to CPI.
- 6.2 If the value of the Monetary Contributions made by Neoen as at the Project End Date is less than the amount stated in clause 6.1 (as adjusted), Neoen must make a Final Project Contribution to Tamworth Regional Council in accordance with the following formula:

$$\textit{Final Project Contribution} = A - B$$

Where:

**A** = the amount stated in Item 5 of the Reference Schedule (indexed annually in accordance with changes in the CPI);

**B** = total Monetary Contributions made by Neoen at the Project End Date

- 6.3 The Final Project Contribution must be paid by electronic funds transfer into the account specified in writing by Tamworth Regional Council.
- 6.4 The Final Project Contribution will be taken to have been made when Tamworth Regional Council receives the full, cleared amount of the contribution.

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**7. Application of Monetary Contributions**

- 7.1 Tamworth Regional Council acknowledges and agrees that:
- (a) it intends to establish a "Renewable Energy Regional Benefit Restricted Fund" into which monetary contributions from developers of renewable energy projects within Tamworth Regional LGA may be paid;

- (b) if a “Renewable Energy Regional Benefit Restricted Fund” has been formed by the time payment of a Monetary Contribution is due under this Deed then the relevant Monetary Contribution must be paid into that fund;
- (c) if a “Renewable Energy Regional Benefit Restricted Fund” has not been formed at the time payment of a Monetary Contribution is due under this Deed, those Monetary Contributions must be paid into and held in an interest-bearing bank account pursuant to the provisions of section 625 of the LG Act. Tamworth Regional Council may transfer such Monetary Contributions into a “Renewable Energy Regional Benefit Restricted Fund” at a later time, and is to give all parties to this Deed written notice of any such transfer;
- (d) Tamworth Regional Council may, at its discretion, spend, invest or accumulate the Monetary Contributions, or combine them with other funds, or do a combination of those things; and
- (e) Tamworth Regional Council's expenditure of the Monetary Contributions:
  - (i) must be for a public purpose within the meaning of s.7.4 of the EPA Act;
  - (ii) must be identified in and consistent with Council's Delivery Program (as defined under the LG Act); and
  - (iii) will be subject to the financial reporting and auditing requirements under the LG Act and included in each relevant Annual Report of Tamworth Regional Council.

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**8. Application of s.7.11, s.7.12 and s.7.24 of the EPA Act to the Development**

- 8.1 This Deed does not exclude the application of section 7.11 of the EPA Act to the Project DA.
- 8.2 This Deed does not exclude the application of section 7.12 of the EPA Act to the Project DA.
- 8.3 This Deed does not exclude the application of section 7.24 of the EPA Act to the Project.
- 8.4 This Deed does not affect the application of sections 7.11, 7.12 or 7.24 of the EPA Act in relation to any other development undertaken by Neoen.

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**9. Interests in the land**

- 9.1 Neoen represents and warrants to Tamworth Regional Council that:
  - (a) it has secured tenure of land required for the Project; and
  - (b) it has the right to carry out the Project.

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**10. Bank guarantee**

- 10.1 No later than 30 Business Days after the Project Commencement Date, Neoen must provide a bank guarantee in favour of Tamworth Regional Council in the amount of the first Further Project Contribution payable by Neoen.

- 10.2 Every 5 years from the Project Commencement Date until the Project End Date, Neoen must provide a further bank guarantee to ensure that the bank guarantees (in aggregate) provided account for inflation, calculated as below:

$$\text{Bank guarantees (in aggregate)} = \frac{A \times B}{C}$$

Where:

**A** = the value of the bank guarantee required for the 5-year period just ended;

**B** = the CPI number last published immediately before the end of the 5-year period just ended; and

**C** = the CPI number last published immediately before the commencement of the 5-year period just ended.

- 10.3 If Neoen does not comply with any of its obligations under this Deed Tamworth Regional Council may provide a written notice requesting Neoen to remedy the default.
- 10.4 If Neoen does not remedy the default within 10 Business Days of receipt of a written notice given under clause 10.3, Tamworth Regional Council may, after giving a further 14 days' notice, call on a bank guarantee to reimburse Tamworth Regional Council for the costs incurred in remedying Neoen's default, including to meet the costs of any outstanding contribution, liability, loss, costs, charges or expenses directly or indirectly incurred by Tamworth Regional Council because of the failure of Neoen to remedy its default under this Deed
- 10.5 If Tamworth Regional Council calls on a bank guarantee in accordance with clause 10.4, Tamworth Regional Council may, by notice in writing to Neoen, require Neoen to provide a further bank guarantee in an amount that, when added to any unused portion of any existing bank guarantees (in aggregate) does not exceed the amount of the bank guarantee required under clause 10.1. Neoen must comply with such a notice within the time specified in the notice (which must not be less than 10 Business Days) or otherwise within 90 days.
- 10.6 Tamworth Regional Council will release all the bank guarantees provided under clause 10.1 and 10.2 within 20 Business Days of the earlier of:
- (a) payment of all Monetary Contributions by Neoen to Tamworth Regional Council in accordance with this Deed; and
  - (b) termination of this Deed.

---

## 11. Enforcement of obligations, security and termination

### Enforcement

- 11.1 This Deed may be enforced by any party in any court of competent jurisdiction.

### Security

- 11.2 The parties acknowledge and agree that:
- (a) the effect of clause 10 is to require Neoen to provide a bank guarantee; and
  - (b) the effect of clause 14 is to bind any future developer who proposes to carry out the Project on the terms of this Deed.

### Termination

- 11.3 This Deed terminates if any of the following circumstances arise:
- (a) if the Project Consent lapses;
  - (b) if the Project Consent is surrendered; or
  - (c) if the Project Consent is set aside by any Court.
- 11.4 In the event of termination, Tamworth Regional Council is not required to refund or return any Monetary Contributions or any part of it which has been made.
- 11.5 In the event of termination, Neoen must, within 14 days of the date this Deed terminates, pay a final Further Project Contribution on a pro-rata basis in accordance with the following formula:

$$\begin{aligned} & \textit{Final Further Project Contribution} \\ & = \left( (A \times B) \div C \right) \div 365 \bigg) D \end{aligned}$$

Where:

- A** = the Further Project Contribution payable during the Contribution Year just ended;
- B** = the CPI number last published before the end of the Contribution Year just ended;
- C** = the CPI number last published before the commencement of the Contribution Year just ended; and
- D** = the number of days the Project was operational in the Contribution Year preceding the date this Deed terminates.

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## 12. No fetter

- 12.1 Nothing in this Deed is to be construed as requiring Tamworth Regional Council to do anything that would cause it to be in breach of any of its obligations at law, and without limitation:
- (a) nothing in this Deed is to be construed as limiting or fettering in any way the exercise of any statutory discretion or duty; and
  - (b) nothing in this Deed imposes any obligation on Tamworth Regional Council to exercise any function or power under the EPA Act.

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## 13. Dispute resolution

### Dispute resolution procedures to apply

- 13.1 If a dispute arises under this Deed, a party will not commence any court proceedings unless it has complied with this clause 13, except to seek:
- (a) urgent interlocutory relief; or
  - (b) a remedy where a delay in commencing proceedings in court could prejudice the party's entitlement to seek that remedy.

### Notice of dispute

- 13.2 If a party claims that a dispute has arisen under this Deed (**Claimant**), it must give written notice to the other party or parties to the dispute (**Respondent**) stating the matters in dispute and designating as its representative a person to negotiate the dispute (**Claim Notice**).
- 13.3 For abundant clarity, the Claimant may, but is not required, to give notice of a dispute to any party with which it is not in dispute.

### Response to notice

- 13.4 Within 20 Business Days of receiving the Claim Notice, the Respondent must notify the Claimant of its representative to negotiate the dispute.

### Negotiation

- 13.5 The nominated representatives must:
- (a) meet to discuss the matter in good faith within 10 Business Days after service by the Respondent of notice of its representative; and
  - (b) use reasonable endeavours to settle or resolve the dispute within 15 Business Days after they have met.

### Further notice if not settled

- 13.6 If the dispute is not resolved within 15 Business Days after the nominated representatives have met, either party may give to the other a written notice calling for determination of the dispute (**Dispute Notice**) by mediation under clause 13.7.

### Mediation

- 13.7 The parties agree that a dispute shall be mediated if it is the subject of a Dispute Notice, in which case:
- (a) the Claimant and the Respondent must agree the terms of reference of the mediation within 5 Business Days of the receipt of the Dispute Notice (the terms shall include a requirement that the mediation rules of the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply);
  - (b) the appointment of a Mediator will be agreed between the parties, or failing agreement within 5 Business Days of receipt of the Dispute Notice, either party may request the President of the Institute of Arbitrators and Mediators Australia (NSW Chapter) apply to appoint a mediator;
  - (c) the Mediator appointed pursuant to this clause 13.7 (the **Mediator**) must:
    - (i) have reasonable qualifications and practical experience in the area of the dispute; and
    - (ii) have no interest or duty which conflicts or may conflict with their function as mediator, they being required to fully disclose any such interest or duty before their appointment;
  - (d) the Mediator shall be required to undertake to keep confidential all matters coming to their knowledge by reason of their appointment and performance of their duties;
  - (e) the Claimant and Respondent must within 5 Business Days of receipt of the Dispute Notice notify each other of their representatives who will be involved in the mediation;

- (f) the Claimant and Respondent agree to be bound by any mediation settlement and may only initiate judicial proceedings in respect of a dispute which is the subject of a mediation settlement for the purpose of enforcing that mediation settlement;
- (g) in relation to costs and expenses:
  - (i) each party will bear their own professional and expert costs incurred in connection with the mediation;
  - (ii) the costs of the Mediator will be shared equally by the parties unless the Mediator determines a party has engaged in vexatious or unconscionable behaviour in which case the Mediator may require the full costs of the mediation to be borne by that party.

#### **Litigation**

- 13.8 If the dispute is not finally resolved in accordance with clause 13.7, either party is at liberty to litigate the dispute.

#### **Exchange of information**

- 13.9 The parties acknowledge that the purpose of any exchange of information or documents or the making of any offer of settlement pursuant to this clause 13 is to attempt to settle the dispute between the parties. No party may use any information or documents obtained through the dispute resolution process established by this clause 13 for any purpose other than an attempt to settle a dispute between the parties.

#### **Continue to perform obligations**

- 13.10 Each party must continue to perform its obligations under this Deed, notwithstanding the existence of a dispute.

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### **14. Change of beneficiary of the Development Consent**

- 14.1 If Neoen intends to cease to be the person entitled to carry out the Project, it must:
- (a) give 21 days' advance notice to Tamworth Regional Council of the identity of the person who will carry out the Project (**the new Developer**), including by providing a phone number, email address and postal address for the new Developer and, if requested by Tamworth Regional Council, evidence of the new Developer's capacity to make the Monetary Contribution; and
  - (b) procure that Neoen and the new Developer enter into a deed of novation on terms acceptable to Tamworth Regional Council, acting reasonably, and under which:
    - (i) the new Developer replaces Neoen in this Deed as if the new Developer was an original party to this Deed;
    - (ii) the new Developer obtains all the rights and assumes all the obligations of Neoen under this Deed, including in relation to any outstanding Monetary Contributions; and
    - (iii) Neoen and Tamworth Regional Council each release the other from any Claim, obligation or liability arising under this Deed.
- 14.2 Provided that:
- (a) Neoen has complied with clause 14.1; and

- (b) the new Developer has provided Tamworth Regional Council with a replacement bank guarantee in accordance with the requirements of clause 10,

Tamworth Regional Council will promptly (and in any event within 20 Business Days) return to Neoen all bank guarantees provided by Neoen under clause 10.

- 14.3 For the avoidance of doubt, Tamworth Regional Council must not refuse consent to a proposed assignment or novation of Neoen's rights or obligations under this Deed where such assignment or novation is to a new Developer which is also a Related Entity as notified in accordance with clause 14.1(a).
- 14.4 Subject to and without limiting any part of this clause 14, Tamworth Regional Council acknowledges that a novation to a new Developer may be to an entity acting in its capacity as trustee of a trust (**Trustee**). Where the new Developer is a Trustee, the parties acknowledge that, prior to novation, this Deed will need to be amended to revise clause 18 as appropriate to reflect the new Developer's Trustee details.

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## 15. GST

### Definitions

- 15.1 Words and expressions used in this clause 15 which are not defined in this Deed, but which are defined in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) (the **GST Act**), have the same meaning as in the GST Act.

### GST

- 15.2 The parties acknowledge and agree that no additional amounts will be payable on account of GST.

### Reimbursement

- 15.3 Notwithstanding clause 15.2, to the extent an amount of GST is payable on a supply made by a party (Supplier) under or in connection with this Deed (**GST Amount**), the recipient must pay to the Supplier the GST Amount. The Supplier must provide a tax invoice to the recipient on or before the date the consideration is payable.

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## 16. Notices

- 16.1 A notice given by a party pursuant to this Deed must be in writing and addressed to the other party or parties in accordance with the details nominated in Item 1 of the Reference Schedule. A party may amend its details for notice by written notice to the other parties.
- 16.2 A notice shall be deemed to be given and received:
- (a) if sent by pre-paid post, three (3) Business Days after it has been posted;
  - (b) if sent by email during Business Hours, on the day it was sent; and if sent by email outside Business Hours, on the first Business Day after the day it was sent; and
  - (c) if delivered during Business Hours, on the day of delivery; and if delivered outside Business Hours, on the first Business Day after the day of delivery.
- 16.3 A notice given or a document signed or served on behalf of any party by any director or company secretary or solicitor of that party shall be deemed to have been given, signed or served by that party personally.

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## 17. Costs

- 17.1 Neoen is to pay all substantiated Costs (including legal fees) reasonably incurred by Tamworth Regional Council in relation to the preparation, negotiation, execution and (where applicable) the stamping, registration and enforcement of this Deed up to the amount stated in Item 6 of the Reference Schedule.
- 17.2 Neoen must pay its own costs and expenses (including legal fees) of and incidental to the preparation, negotiations, execution and (where applicable) the stamping and registration of this Deed.

---

## 18. Trustee limitation of liability

- 18.1 In this clause 18:
- (a) **Assets** means all assets in the Trust which are held by the Trustee.
  - (b) **Trust** means the Thunderbolt Wind Farm Trust (ABN 59 569 383 639).
  - (c) **Trust Deed** means the document setting out the terms, conditions and rules for creating and managing the Trust.
  - (d) **Trustee** means Thunderbolt Wind Farm Pty Ltd (ACN 680 616 219).
  - (e) **Trustee Liability** means any liability or obligation (of any kind including, without limitation, for negligence, in tort, in equity, or under statute) of the Trustee which arises in any way under or in connection with this Deed or its performance, or any representation, warranty, conduct, omission, agreement or transaction made under or in connection with this Deed or its performance.
- 18.2 Where this Deed is assigned or novated by Neoen to a person or entity who enters into such assignment or novation of this Deed as the trustee of a trust, on and from the date of such assignment or novation, references to "Trustee" in this clause 18 are references to that person in its capacity as trustee of the Trust.
- 18.3 The Trustee enters into and performs Neoen's obligations under this Deed in its capacity as trustee of the Trust and in no other capacity. This applies also in respect of any past and future conduct (including omissions) relating to this Deed or any related transactions.
- 18.4 The parties acknowledge that the Trustee incurs the Trustee Liabilities solely in its capacity as trustee of the Trust and agree that (to the maximum extent permitted by law) the Trustee will cease to have any Trustee Liability if the Trustee ceases for any reason to be trustee of the Trust.
- 18.5 A Trustee Liability may be enforced against the Trustee only to the extent to which:
- (a) the Trustee is actually indemnified in respect of that Trustee Liability out of the property of the Trust; and
  - (b) there is sufficient property held by the Trustee as trustee at the time, which is available to meet that indemnity (after all Assets have been allocated to meet the indemnity and any other valid claims).
- 18.6 Subject to clause 18.7, no person will be entitled to:

- (a) claim from or commence proceedings against the Trustee in respect of any Trustee Liability in any capacity other than as trustee of the Trust,
  - (b) enforce or seek to enforce any judgment in respect of any Trustee Liability against any property of the Trustee other than property held by the Trustee as trustee of the Trust;
  - (c) take any steps to procure or support the appointment of a liquidator, administrator or any other similar office holder to the Trustee on the basis of a Trustee Liability, or prove in any liquidation, administration or arrangement of or affecting the Trustee; or
  - (d) in respect of a Trustee Liability, appoint or take any steps to procure or support the appointment of a receiver or receiver and manager to any property of the Trustee, other than property which is held by it in its capacity as trustee of the Trust.
- 18.7 The restrictions in clauses 18.5 and 18.6 do not apply to any Trustee Liability to the extent to which there is, whether under the Trust Deed or by operation of law, a reduction in the extent of the Trustee's indemnification, or in respect of which the Trustee is not entitled to be indemnified, out of the property of the Trust, as a result of the Trustee's fraud, negligence or breach of trust.
- 18.8 The parties agree that no act or omission of the Trustee (including any related failure to satisfy any Trustee Liabilities) will constitute fraud, negligence or breach of trust of the Trustee for the purposes of clause 18.7 to the extent to which the act or omission was caused or contributed to by any failure of that party to fulfil its obligations relating to the Trust or by any other act or omission of that party.
- 18.9 No attorney, agent or other person appointed in accordance with this Deed has authority to act on behalf of the Trustee in a way which exposes the Trustee to any personal liability, and no act or omission of such a person will be considered fraud, negligence or breach of trust of the Trustee for the purposes of clause 18.7.
- 18.10 This limitation of the Trustee's liability applies despite any other provisions of this Deed and extends to all Trustee Liabilities of the Trustee in any way connected with any representation, warranty, conduct, omission, agreement or transaction related to this licence or its performance.
- 18.11 The Trustee is not obliged to do or refrain from doing anything under this Deed (including incur any liability) unless the Trustee's liability is limited in the same manner as set out in clauses 18.1 to 18.10 (inclusive).
- 

## **19. Miscellaneous**

### **Relationship of the parties**

- 19.1 Nothing in this Deed creates a relationship of agency between the parties or authorises one of them to enter into any contracts or other commitments which bind any other party without their express written approval.
- 19.2 Nothing in this Deed is intended or to be implied to create a relationship of employment, partnership or joint venture between the parties or any of their respective agents, employees, sub-contractors and assigns.

### **No Waiver**

- 19.3 Any delay or failure to enforce any term of this Deed will not be deemed to be a waiver.

- 19.4 There is no implied waiver by either party in respect of any term of this Deed and any waiver granted by either party shall be without prejudice to any other rights.
- 19.5 Any waiver must be in writing and does not cover subsequent breaches of the same or a different kind.
- 19.6 A waiver by a party of its rights under this Deed is only effective in relation to the particular obligation or breach in respect of which it is given.

**Joint and Several Liability**

- 19.7 Any obligation imposed by this Deed on more than one person or entity and any covenant given in this Deed by more than one person or entity binds those persons or entities jointly and each of them severally and may be enforced against anyone or any two or more of them.
- 19.8 Where a party is comprised of more than one person, the obligations and covenants of that party bind any two or more of those persons jointly and each of them severally.

**Deed binds Heirs**

- 19.9 The parties each intend this Deed to be binding on their heirs, executors, administrators, receivers, liquidators, successors and assigns.

**Further Assurance**

- 19.10 Each party must promptly do all things (including executing and delivering documents) that may reasonably be required to give full effect to this Deed or to bring this Deed to an end following lawful termination.

**Governing Law**

- 19.11 This Deed shall be governed by and construed in accordance with the laws of New South Wales and the parties submit themselves to the exclusive jurisdiction of the courts of that jurisdiction and those that have jurisdiction to hear any appeals from them in respect of any proceedings arising from or in connection with this Deed.

**Entire Deed**

- 19.12 This Deed:
- (a) is the entire agreement of the parties concerning everything connected with the subject matter of this Deed; and
  - (b) supersedes any prior representations, statements, promises or understanding on anything connected with that subject matter.

**Modification of Deed**

- 19.13 This Deed may be amended or revoked by further deed in writing, signed by the parties in accordance with s.203(5) of the EPA Regulations.
- 19.14 The parties acknowledge and agree that, if this Deed is amended or revoked, Tamworth Regional Council must give public notice of the proposed amendment or revocation in accordance with s.204 of the EPA Regulations.

**Severability**

- 19.15 If any provision of this Deed is void, unenforceable or illegal in the jurisdiction governing this Deed, then:

- (a) it is to be read down so as to be valid and enforceable; or
- (b) if it cannot be read down, the provision (or where possible the offending words), is severed from this Deed and the rest of this Deed remains in force.

#### **Non-Merger**

19.16 Any provision of this Deed which imposes any obligation or confers a right on a party after completion, or which remains to be performed or is capable of having effect following completion, shall not merge on completion but shall remain in full force and effect.

#### **Confidentiality**

19.17 The parties agree that the terms of this Deed are not confidential and this Deed may be treated as a public document and exhibited or reported without restriction by any party.

19.18 Neoen must not issue, publish or authorise any media release or advertisement concerning the Monetary Contributions, including on social media, without obtaining the prior written approval of Tamworth Regional Council (which approval may not be unreasonably withheld).

#### **Counterparts**

19.19 This Deed may be executed in any number of counterparts, all of which taken together constitute one and the same document, irrespective of the signatures appearing on different counterparts.

19.20 Each party agrees this Deed may be executed by Electronic Signature and exchanged by delivery by email or such other electronic means agreed in writing.

19.21 Each party who Electronically Signs this licence agrees:

- (a) the Electronic Signature has been used to identify the person signing and to indicate that the party intends to be bound by the Electronic Signature; and
- (b) the Electronic Signature method is appropriately reliable for the purposes of executing this Deed.

#### **Explanatory Note**

19.22 The Explanatory Note must not be used to assist in construing this Deed.

## Execution

**Executed** as a deed.

**Executed by**  
**Thunderbolt Wind Farm Pty Ltd (ACN 680 616**  
**219) as trustee for the Thunderbolt Wind**  
**Farm Trust (ABN 59 569 383 639)**  
in accordance with section 127(1) of the  
*Corporations Act 2001* (Cth) by a director and  
secretary/director:

\_\_\_\_\_  
Signature of director

\_\_\_\_\_  
Signature of director

\_\_\_\_\_  
Name of director (please print)

\_\_\_\_\_  
Name of director (please print)

*By executing the above, the signatory acting in their personal capacity, consents to electronic execution of this document, represents that they hold the position or are the person named with respect to their execution and authorises any other signatory to produce a copy of this document bearing his or her signature for the purpose of signing the copy to complete its execution. The copy of the signature appearing on the copy so executed is to be treated as his or her original signature.*

**Executed by**  
**Tamworth Regional Council**  
by its authorised delegate:

\_\_\_\_\_  
Signature of witness

\_\_\_\_\_  
Signature of Authorised Delegate

\_\_\_\_\_  
Name of witness (please print)

\_\_\_\_\_  
Name of Authorised Delegate (please print)

*By executing the above, the signatory acting in their personal capacity, consents to electronic execution of this document, represents that they hold the position or are the person named with respect to their execution and authorises any other signatory to produce a copy of this document bearing his or her signature for the purpose of signing the copy to complete its execution. The copy of the signature appearing on the copy so executed is to be treated as his or her original signature.*

### **Schedule 1 – Project Consent**

The parties acknowledge that the Project Consent may be modified from time to time and that to the extent such modifications are considered minor in nature or do not increase the number of wind turbines that may be constructed and operated on site, no amendment will be required to this Deed and this Deed will apply to the Project Consent as modified.

## Explanatory Note: Planning Agreement

### Introduction

The purpose of this Explanatory Note is to provide a plain English summary to support the notification of the proposed Planning Agreement (the "**Planning Agreement**") prepared under Section 7.4 of the *Environmental Planning & Assessment Act 1979* (NSW) (the "**Act**").

This Explanatory Note has been prepared by Tamworth Regional Council in accordance with section 205 of the *Environmental Planning & Assessment Regulation 2021* (NSW) (the "**Regulation**") and the Planning Agreements Practice Note February 2021.

This explanatory note is not to be used to assist in construing the Planning Agreement.

### Parties to the Planning Agreement

The parties to the Planning Agreement are Tamworth Regional Council and Thunderbolt Wind Farm Pty Ltd (ACN 680 616 219) as trustee for the Thunderbolt Wind Farm Trust (ABN 59 569 383 639) ("**Developer**").

The Developer has made an application (SSD-10807896) for the development of a wind farm with up to 32 turbines (and installed capacity of approximately 192 MW per year) and associated infrastructure within the Uralla Shire Council local government area and Tamworth Regional Council local government area (the "**Development**").

On 21 March 2024 the Developer made a formal offer to enter into a planning agreement with Tamworth Regional Council to provide an annual monetary contribution to Tamworth Regional Council to be applied to a public purpose (determined at the discretion of Tamworth Regional Council) (collectively, the "**Public Benefit**"). A portion of the monetary contribution (33%) is required to be spent within or for the benefit of the 'immediate community'.

The Development Application was approved by the Independent Planning Commission on 8 May 2024. Condition A20 of the Consent provides that, within 6 months of the date of commencement of the Development, or other timeframe agreed by the Planning Secretary, the Applicant must enter into a Community Benefit Fund or VPA with Tamworth Regional Council in accordance with:

- (a) Division 7.1 of Part 7 of the Act; and
- (b) the terms of the Applicants offer in Appendix 3 to the development consent.

The portion of the monetary contribution (33%) to be spent within or for the benefit of the immediate community will be administered through a separate Community Benefit Fund established by the Developer. This Planning Agreement defines the terms of the portion of the monetary contribution (67%) provided as an annual monetary contribution to Tamworth Regional Council.

### Summary of the objectives, nature and effect of the Planning Agreement

The objective of the Planning Agreement is to record the terms of the offer made by the Developer and its obligations to provide the monetary contribution.

The effect of the Deed is that the Developer will be required to make annual monetary contributions to Tamworth Regional Council for the duration of the Project, with the first payment to be made on the date on which the Developer notifies to Tamworth Regional Council in writing as being the date on which the Project, or any part thereof, completes

commissioning testing in accordance with clause 5.8 of the National Electricity Rules of has capacity to generate revenue in the National Energy Market (whichever is earlier).

**Assessment of the Merits of the Planning Agreement**

The benefits of the Planning Agreement are that Tamworth Regional Council will receive funds from the Developer on an annual basis which can be accumulated and / or spent to achieve public purposes and benefits in the local government area.

No negative impacts on the public or a section of the public have been identified as arising from the proposed Planning Agreement.

**Identification of how the Planning Agreement promotes the public interest and the objects of the Act**

The Planning Agreement promotes the public interest and the objects of the Act by providing a transparent mechanism under which the Developer is to provide funds to Tamworth Regional Council to be spent in the local government area for the benefit off the community.

**Identification of how the Planning Agreement is consistent with the principles under section 8A the *Local Government Act 1993* (NSW) (LG Act).**

The Planning Agreement is consistent with the following guiding principles for Council in section 8A of the LG Act:

In exercising functions generally:

1. Council should carry out functions in a way that provides the best possible value for residents and ratepayers.
2. Council should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
3. Council should manage lands and other assets so that current and future local community needs can be met in an affordable way.

In decision making:

1. Council should recognise diverse local community needs and interests.
2. Council should consider the long term and cumulative effects of actions on future generations.
3. Council should consider the principles of ecologically sustainable development.

The Planning Agreement is consistent with these principles in that it requires the Developer to provide monetary contributions as part of its Development to be used for a public purpose.

**Identify whether the agreement, amendment or revocation conforms with the planning authority's capital works program (if any)**

The Planning Agreement is not inconsistent with the Council's Capital Works Program.

**Enforcement of the monetary contribution**

The benefits under the agreement are suitably secured as a bank guarantee will be provided to secure the Developer's obligations.



# CIVIL CONSTRUCTION DOCUMENTATION

## Sheba Dam Channel Remediation

Contract No. PROC14477

Lot 7003, D.P 96506

Barry Rd, Hanging Rock NSW 2340

| SCHEDULE OF DRAWINGS |  |
|----------------------|--|
| DRAWING No.          | DESCRIPTION                                    |
| 49086-CC01-00        | COVER SHEET & DRAWING SCHEDULE                 |
| 49086-CC01-01        | GENERAL NOTES                                  |
| 49086-CC01-02        | EXISTING SITE PLAN                             |
| 49086-CC01-03        | CONSTRUCTION PLAN                              |
| 49086-CC01-04        | TEMPORARY DIVERSION DRAIN PLAN                 |
| 49086-CC01-05        | CHANNEL CROSS SECTIONS SHEET 1 OF 2            |
| 49086-CC01-06        | CHANNEL CROSS SECTIONS SHEET 2 OF 2            |
| 49086-CC01-07        | CONCRETE CANVAS PLAN                           |
| 49086-CC01-08        | NOTES AND DETAILS                              |
| 49086-CC01-09        | EROSION AND SEDIMENT CONTROL PLAN              |
| 49086-CC01-10        | EROSION AND SEDIMENT CONTROL NOTES AND DETAILS |



LOCALITY PLAN  
NOT TO SCALE

ISSUED FOR TENDER



**BARNSON PTY LTD**

phone 1300 BARNSON (1300 227 676)  
email generalenquiry@barnson.com.au  
web barnson.com.au

THIS DRAWING IS TO BE READ IN CONJUNCTION WITH GENERAL BUILDING DRAWINGS, SPECIFICATIONS & OTHER CONSULTANT DRAWINGS APPLICABLE TO THIS PROJECT. ALL DIMENSIONS IN METRES, DO NOT SCALE. DRAWINGS TO BE CHECKED ON SITE BEFORE COMMENCEMENT OF WORK. REPORT DISCREPANCIES TO BARNSON PTY LTD. NO PART OF THIS DRAWING MAY BE REPRODUCED IN ANY MANNER WITHOUT THE WRITTEN PERMISSION OF BARNSON PTY LTD.

| Rev | Date     | Description   |
|-----|----------|---------------|
| A   | 26.02.26 | CLIENT REVIEW |

Appr  
WC  
Project  
CONCEPT DESIGNS  
Sheba Dam Channel Remediation  
Site Address  
Lot 7003 D.P 96506  
Barry Rd, Hanging Rock NSW 2340  
Dept of Planning, Housing and Infrastructure

| Drawing Title                    |     | Original Sheet Size |
|----------------------------------|-----|---------------------|
| COVER SHEET AND DRAWING SCHEDULE |     | A1                  |
| Design                           | APR | Revision<br>A       |
| Drawn                            | ES  |                     |
| Check                            | WC  |                     |

Certification  
Dwg No: 49086-CC01-00

- GENERAL NOTES**
- UTILITIES SHOWN ARE DIAGRAMMATIC ONLY. CONTRACTORS ARE RESPONSIBLE TO LOCATE AND AVOID DAMAGE TO THEM AS SPECIFIED BY EACH UTILITIES EXCAVATION GUIDELINES AND STANDARDS. UTILITY ADJUSTMENT AT CONTRACTORS EXPENSE.
  - UTILITIES SHOWN MAY NOT INCLUDE ALL SERVICES WITHIN THE LIMIT OF WORKS. IT IS THE CONTRACTORS RESPONSIBILITY TO MAKE ALL NECESSARY INVESTIGATIONS TO INFORM THEMSELVES OF THE LOCATION OF ALL UTILITIES WITHIN THE AREA OF WORKS.
  - THESE DRAWINGS SHALL BE READ IN CONJUNCTION WITH THE SPECIFICATION AND WITH SUCH OTHER WRITTEN INSTRUCTIONS THAT SHALL BE ISSUED DURING THE COURSE OF CONSTRUCTION. ANY DISCREPANCY OR VARIATION SHALL BE REFERRED TO THE SUPERINTENDENT BEFORE PROCEEDING WITH WORK.
  - THE DRAWINGS ARE A DIAGRAMMATIC REPRESENTATION OF THE WORK TO BE CARRIED OUT ONLY AND DIMENSIONS SHALL NOT BE OBTAINED BY SCALING.
  - ALL LEVELS SHALL BE OBTAINED FROM ESTABLISHED BENCHMARKS ONLY. DATUM FOR ALL DRAWINGS IS AUSTRALIAN HEIGHT DATUM (AHD). THE CONTRACTOR SHALL SET/OT ALL WORKS FROM THE NOMINATED BENCH MARKS.
  - BEFORE ANY OF THE GIVEN SURVEY MARKS ON THE BASE LINES OR THE VARIOUS CONTROL LINES ARE AFFECTED BY THE WORKS, THE CONTRACTOR SHALL TRANSFER SUCH SURVEY MARKS TO SIDE POSITIONS CLEAR OF OPERATIONS AND SHALL NOTE, AND INFORM THE SUPERINTENDENT IN WRITING, OF THE EXTENT OF SUCH MOVEMENT.
  - THE CONTRACTOR SHALL GIVE THE SUPERINTENDENT NOT LESS THAN TWO FULL WORKING DAYS NOTICE OF THE INTENTION TO PERFORM ANY PORTION OF THE RELOCATION OF SURVEY CONTROL, ESTABLISHMENT OF RECOVERY PEGS, OR SETTING OUT OR LEVELLING, SO THAT SUITABLE ARRANGEMENTS CAN BE MADE FOR CHECKING OF THE WORK BY THE SUPERINTENDENT. IF NO SUCH NOTIFICATION IS GIVEN AND A CONTROL MARK IS DISTURBED OR DESTROYED, THEN THE COST OF RE-ESTABLISHING THE CONTROL SHALL BE BORNE BY THE CONTRACTOR.
  - ALL PEGS AND PROFILES PLACED BY THE CONTRACTOR SHALL BE REMOVED ON COMPLETION OF WORK UNLESS OTHERWISE DIRECTED BY THE SUPERINTENDENT.
  - ALL REFERENCE IN THESE STANDARDS TO COSTS BEING PAID BY THE PRINCIPAL OR TASKS BEING DONE BY THE SUPERINTENDENT ARE THE CONTRACTORS RESPONSIBILITY. REFERENCE TO EXCAVATION IN THE DRAWINGS OR SPECIFICATIONS SHALL MEAN EXCAVATION IN ALL CLASSES OF MATERIALS.
  - UNLESS OTHERWISE SPECIFIED IN THE CONTRACT, AND WHERE APPLICABLE, MATERIALS AND WORKMANSHIP SHALL BE IN ACCORDANCE WITH THE RELEVANT STANDARD OF THE STANDARDS ASSOCIATION OF AUSTRALIA.
  - ALL TESTING AND SURVEY AS REQUIRED BY THE TECHNICAL SPECIFICATIONS SHALL BE ARRANGED AND CARRIED OUT BY THE CONTRACTOR AND ALL TEST RESULTS AND SURVEY RECORDS MADE AVAILABLE TO THE SUPERINTENDENT AND COUNCIL. THE COST OF ALL SUCH TESTING AND SURVEY SHALL BE BORNE BY THE CONTRACTOR.
  - THE MINIMUM FREQUENCY OF TESTING AND SURVEY SHALL BE IN ACCORDANCE WITH THE LOCAL COUNCIL'S 'AUS-SPEC' SPECIFICATION.
  - THE PRINCIPAL WILL NOT BE RESPONSIBLE FOR THE SAFE KEEPING OF ANY OF THE CONTRACTORS PLANT, EQUIPMENT, TOOLS, MATERIALS OR OTHER PROPERTY. THE CONTRACTOR MAY PROVIDE, AND PAY FOR, ANY SECURITY FENCING CONSIDERED NECESSARY AROUND ANY OFFICE, WORKSHOP OR STORAGE AREA, SUBJECT TO THE SUPERINTENDENTS APPROVAL.
  - IF EXISTING FENCING IS CUT OR ALTERED BY THE CONTRACTOR, OR IF THERE IS NO EXISTING SITE FENCING, THE CONTRACTOR SHALL PROVIDE AND MAINTAIN TEMPORARY FENCING TO THE SATISFACTION OF THE SUPERINTENDENT DURING THE CONTRACT TO PREVENT UNAUTHORISED ENTRY INTO THE PROPERTY, AND SHALL REINSTATE THE FENCING AND REMOVE TEMPORARY FENCING ON COMPLETION OF THE WORK.
  - THE CONTRACTOR SHALL ERECT APPROPRIATE REGULATORY, HAZARD, EMERGENCY INFORMATION AND FIRE SIGNS, IN ACCORDANCE WITH COUNCIL REQUIREMENTS.
  - CONSTRUCTION WORK CARRIED OUT UNDER THIS CONTRACT ADJACENT TO OR ADJOINING EXISTING WORKS, SHALL MAKE SMOOTH JUNCTIONS WITH THE EXISTING WORK.
  - ALL TREES SHALL BE RETAINED WITHIN THE ALLOTMENTS AND RESERVES UNLESS SHOWN OR DIRECTED OTHERWISE BY THE SUPERINTENDENT. NO CLEARING WORKS SHALL COMMENCE PRIOR TO COUNCIL INSPECTION, WHICH SHALL BE ARRANGED BY THE CONTRACTOR. ALL FELLED TREES SHALL BE CHIPPED AND STOCKPOILED ON-SITE AS DIRECTED BY THE SUPERINTENDENT. MUCH STOCKPOLES ARE TO BE PLACED AWAY FROM ANY WATERWAYS, STORMWATER DRAINAGE, CREEKS ETC. AND MUST BE ADEQUATELY BARRICED.
  - DIVERSION OF WATER AND THE PROTECTION OF WORKS IS THE CONTRACTORS RESPONSIBILITY.
  - THE CONTRACTOR SHALL PROVIDE FOR THE EFFECTUAL DIVERSION OF SURFACE WATER FROM THE WORKS AND PROVIDE AND ENSURE PROPER FLUSHING FOR STORM AND SUBSOIL WATER ACROSS AND BEYOND THE WORKS AT ALL TIMES. THE FLOW OF STORMWATER AND DRAINAGE ALONG EXISTING GUTTERS AND WATER TABLES SHALL NOT BE INTERRUPTED.
  - ALL WORK SHALL BE CARRIED OUT IN SUCH A MANNER AS TO AVOID NUISANCE AND/OR DAMAGE TO THE ENVIRONMENT. THE CONTRACTOR SHALL COMPLY WITH THE REQUIREMENTS OF THE LOCAL COUNCIL, THE ENVIRONMENT PROTECTION AUTHORITY, PROTECTION OF THE ENVIRONMENT OPERATIONS ACT AND THE RURAL FIRES ACT. NO VARIATION IN COSTS OR EXTENSIONS OF TIME WILL BE CONSIDERED DUE TO THESE REQUIREMENTS.
  - THE CONTRACTOR SHALL PLAN AND CARRY OUT THE WORKS TO AVOID EROSION, CONTAMINATION AND SEDIMENTATION OF THE SITE AND ITS SURROUNDINGS.
  - HERBICIDES AND OTHER TOXIC CHEMICALS SHALL NOT BE USED ON THE SITE WITHOUT THE PRIOR WRITTEN APPROVAL OF THE SUPERINTENDENT.
  - NO NOISE OR SMOKE OR OTHER NUISANCE WHICH IN THE OPINION OF THE SUPERINTENDENT IS UNNECESSARY OR EXCESSIVE SHALL BE PERMITTED BY THE CONTRACTOR IN THE PERFORMANCE OF THE WORKS UNDER THIS CONTRACT. SHOULD WORK OUTSIDE CUSTOMARY WORKING HOURS BE APPROVED, THE CONTRACTOR SHALL NOT USE DURING SUCH PERIOD, ANY PLANT, MACHINERY OR EQUIPMENT WHICH IN THE OPINION OF THE SUPERINTENDENT IS CAUSING OR IS LIKELY TO CAUSE A NUISANCE TO THE PUBLIC. NO NOISY WORKS AND/OR WORKS LIKELY TO DISTURB NEARBY RESIDENTS SHALL BE UNDERTAKEN DURING THE HOURS PRECLUDING SUCH ACTIVITY AS SPECIFIED BY COUNCIL IN ACCORDANCE WITH THE REQUIREMENTS FOR DEVELOPMENT CONSENT AND BUILDING APPROVAL MADE UNDER THE LOCAL GOVERNMENT ACT AND THE PROTECTION OF THE ENVIRONMENT OPERATIONS ACT.
  - THE CONTRACTOR SHALL ENSURE THAT FLUTIGUE DUST FROM DISTURBED AREAS IS MINIMISED BY A METHOD APPROVED BY THE SUPERINTENDENT.
  - GROUND VIBRATION LEVELS, TRANSMITTED FROM OPERATING ITEMS OF PLANT IN THE VICINITY OF PREMISES, SHALL NOT EXCEED LEVELS THAT ARE CLOSE TO THE LOWER LEVEL OF HUMAN PERCEPTION INSIDE THE PREMISE NOR WILL CAUSE STRUCTURAL DAMAGE TO THE BUILDING.
  - THE CONTRACTOR SHALL BE RESPONSIBLE FOR ANY DAMAGE AND COMPENSATION PAYMENTS AS A RESULT OF NON-OBSERVANCE OF THE ABOVE REQUIREMENTS. NO CLAIM BY THE CONTRACTOR WILL BE CONSIDERED BY THE PRINCIPAL.
  - THE CONTRACTOR MUST ENSURE SUPERINTENDENT AND/OR COUNCIL APPROVAL OF MATERIALS PRIOR TO DELIVERY TO SITE.
  - SERVICE CONDUITS FOR WATER, GAS & ELECTRICITY RETICULATION SHALL BE LAID IN POSITIONS BY THE CONTRACTOR AS DIRECTED BY THE SUPERINTENDENT AND/OR RELEVANT AUTHORITIES. WATER HOUSE SERVICES SHALL NOT BE INSTALLED UNTIL ELECTRICAL/TELESTRAL CABLING IS COMPLETE.
  - CONTRACTOR MUST OBTAIN MOST CURRENT SERVICE UTILITIES DRAWINGS FROM ALL RELEVANT AUTHORITIES.
  - EXPLORE ALL EXISTING SERVICES WITHIN THE SITE IN ENOUGH LOCATIONS TO DETERMINE THEIR POSITIONS AND LEVELS PRIOR TO COMMENCEMENT OF CONSTRUCTION WORK.
  - ALL WASTE OR DEMOLISHED MATERIALS SHALL BE DISPOSED OFF SITE TO A COUNCIL APPROVED SITE. ALL FEES AND CHARGES SHALL BE INCLUDED IN THE CONTRACT SUM.
  - THE CONTRACTOR SHALL SUPPLY THE SUPERINTENDENT WITH FULLY MARKED-UP AND CERTIFIED WORK-AS-EXECUTED DRAWINGS FOR THE WHOLE OF THE CONTRACT PRIOR TO ISSUE OF THE FINAL CERTIFICATE. PRINTS OR REPRODUCIBLES OF THE CONTRACT DRAWINGS WILL BE SUPPLIED BY THE PRINCIPAL FREE OF CHARGE FOR THIS PURPOSE.
  - WORK-AS-EXECUTED DRAWINGS FOR WORKS SHALL BE PREPARED IN ACCORDANCE WITH COUNCIL REQUIREMENTS. THE DRAWINGS SHALL BE SIGNED BY A REGISTERED SURVEYOR AND CERTIFIED BY THE CONTRACTOR.
  - INSPECTION TEST PLANS (ITPS) IN ACCORDANCE WITH AUS-SPEC ARE TO BE PROVIDED TO COUNCIL FOR ACCEPTANCE PRIOR TO COMMENCEMENT OF WORKS.
  - CBR TESTING NEEDS TO BE IN ITP PRIOR TO COMMENCEMENT OF CONSTRUCTION.

- DRAINAGE NOTES**
- ALL STORMWATER PIPES TO BE RUBBER RING JOINTED UNL.O. PIPE TYPE & CLASS AS SHOWN ON DRAWINGS.
  - REINFORCED CONCRETE PIPES (RCP) SHALL COMPLY WITH AS3008. FIBRE REINFORCED CONCRETE (FRC) DRAINAGE PIPES SHALL COMPLY WITH AS1418. UNPLASTICISED PVC (UPVC) PIPES & FITTINGS SHALL COMPLY WITH AS124.
  - ALL DRAINAGE TRENCHES SHALL BE IN SLOUN EXCAVATED MATERIAL. IF SOFT SOFTS EXIST, REMOVE AND REPLACE WITH COMPACTED ROAD BASE WITH A MINIMUM C.B.R. OF 25. COMPACT TO 90% STANDARD MAXIMUM DRY DENSITY TO AS1289 E1.1.
  - BEDDING AND BACKFILLING OF PIPES SHALL BE CARRIED OUT IN ACCORDANCE WITH COUNCIL REQUIREMENTS.
  - BEDDING AND BACKFILL MATERIAL SHALL COMPLY WITH COUNCIL REQUIREMENTS.
  - THE CONTRACT SUM SHALL INCLUDE ALL COSTS FOR GEOTECHNICAL TESTING FOR THE WORKS.
  - 3.0m LENGTH OF SUBSOIL DRAINAGE LINE TO BE INSTALLED UPSTREAM OF ALL STORMWATER DRAINAGE PITS EXCLUDING INTERALLOTMENT DRAINAGE PITS.
  - STEP IRON TO BE INSTALLED IN ALL STORMWATER PITS OVER 1.2m DEEP.
- CONCRETE NOTES**
- CONCRETE WORKS TO BE CONSTRUCTED TO EXPOSURE CLASSIFICATION B2 UNLESS NOTED OTHERWISE.
  - FORMWORK SHALL BE PROVIDED IN ACCORDANCE WITH AS 3610.
  - ADMIXTURES ARE NOT TO BE USED UNLESS SPECIFIED BY THE SUPERINTENDENT. CHEMICAL ADMIXTURES AND THEIR USE SHALL COMPLY WITH AS 1478.1.
  - ALL EXPOSED SURFACES OF THE FRESHLY PLACED CONCRETE SHALL BE KEPT MOIST IN ACCORDANCE WITH AS 3799 FOR A MINIMUM OF 2 DAYS AND TO A MAXIMUM OF 14 DAYS IF SO DIRECTED BY THE SUPERINTENDENT.
  - CONCRETE SUBGRADE:
    - (A) FILL MATERIAL SHALL BE CLEAN, WELL GRADED, WITH LIMITED PLASTICITY (P<20), AND FREE OF ORGANIC MATTER.
    - (B) FILL SHALL BE PLACED IN LAYERS NOT EXCEEDING 200mm LOOSE THICKNESS AND COMPACTED TO 95% STANDARD.
    - (C) SIDE BATTER SLOPES ARE TO BE NOT GREATER THAN 1:2.
  - CONCRETE 28 DAY STRENGTH & COVER SHALL BE AS FOLLOWS & IN ACCORDANCE WITH AS3600:2009
  - CONCRETE TO BE VIBRATED. ALL CONCRETE SHALL BE CURED FOR A MINIMUM OF SEVEN (7) DAYS USING AN APPROVED CURING COMPOUND/SEALING AGENT.
  - CONCRETE TO HAVE LIGHTLY BROOMED FINISHED. CROSSFALL NOT TO EXCEED 2.2% (1:40), 2% IS PREFERRED.

- EROSION & SEDIMENT CONTROL NOTES**
- THIS EROSION & SEDIMENT CONTROL PLAN IS INDICATIVE ONLY AND TO BE CONFIRMED ON SITE WITH REGARDS TO THE CONTRACTORS CONSTRUCTION METHODOLOGY.
- WORKS ON THE SITE SHALL BE CARRIED OUT THE FOLLOWING SEQUENCE:
- INSTALL BARRIER & SILT FENCE
  - STRIP & STOCKPILE TOPSOIL
  - REHABILITATE SITE, CLEANUP & REMOVE RUBBISH DEBRIS
  - REMOVE TEMPORARY SOIL AND WATER MANAGEMENT ONCE APPROVED TO DO SO BY COUNCIL.
- THE PRINCIPAL STRATEGY IS TO PROVIDE "SILT" FENCES, STRAW BALE FENCES OR SOIL BERM DOWN SLOPE OF ALL UNPROTECTED DISTURBED AREAS TO CAPTURE ANY SEDIMENT PASSING FROM THE SITE.
  - ALL WORK TO BE IMPLEMENTED AND INSTALLED IN ACCORDANCE WITH LANDCOM & HOUSING NSW "BLUE BOOK", MANAGING URBAN STORMWATER SOILS AND CONSTRUCTION AND ANY SPECIFIC DIRECTIONS OF COUNCIL.
  - VEHICULAR ACCESS POINTS ONTO CONSTRUCTION SITE MAY REQUIRE A GRAVEL PAD/STABILISED ACCESS AND/OR SHAKER GRIDS.
  - SILT TRAPS MAY BE REQUIRED AT ENTRY TO KERB AND GUTTER INLET PITS. IF REQUESTED BY THE SUPERINTENDENT, THE CONTRACTOR SHALL BE RESPONSIBLE FOR THEIR CONSTRUCTION & MAINTENANCE.
  - TURF STRIPS TO BE INSTALLED BEHIND THE BACK OF ALL KERB & GUTTER.
  - SEDIMENT BASIN TO BE DECOMMISSIONED AND CONVERTED TO BIO-RETENTION BASIN UPON 80% DEVELOPMENT OF THE BASIN'S CONTRIBUTING CATCHMENT.



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| A   | 26.02.26 | CLIENT REVIEW |

Project  
**CONCEPT DESIGNS**  
 Sheba Dam Channel Remediation  
 Site Address  
 Lot 7003 D.P 96506  
 Barry Rd, Hanging Rock NSW 2340  
 Dept of Planning, Housing and Infrastructure

| Drawing Title |     | General Notes       |    |
|---------------|-----|---------------------|----|
| Design        | APR | Original Sheet Size | A1 |
| Drawn         | ES  |                     |    |
| Check         | WC  | Revision            | A  |

Classification  
 Dwg No: 49086-CC01-01





LEGEND (existing)

- EXISTING LOT BOUNDARIES
- EXISTING FENCE LINE
- 1.0 — EXISTING CONTOURS MAJOR (1.0m)
- 0.25m — EXISTING CONTOURS MINOR (0.25m)
- EXISTING GATE
- TOP OF BANK
- BOTTOM OF BANK
- EX. W — EXISTING UNDERGROUND WATER MAIN - APPROX
- EX. S — EXISTING UNDERGROUND SEWER PIPE - APPROX
- EX. E — EXISTING UNDERGROUND ELECTRICITY CABLES - APPROX
- EX. O/E — EXISTING OVERHEAD ELECTRICITY CABLES
- EX. T — EXISTING UNDERGROUND TELECOMMUNICATIONS ASSETS - APPROX
- EX. TD — EXISTING TELEPHONE DRAIN
- EX. SW — EXISTING DRAIN PIPE
- ELECTRICITY POWER POLE STAY WIRE AND ANCHOR
- ELECTRICITY POWER POLE
- ELECTRIC LIGHT POLE
- FIRE HYDRANT
- HYDRANT
- WATER STOP VALVE
- SEWER MANHOLE
- EXISTING TREE

SCALE 1:250(A1)

SCALE 1:500(A3)

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Project: **CONCEPT DESIGNS  
Sheba Dam Channel Remediation**

Site Address:  
**Lot 7003 D.P 96506  
 Barry Rd, Hanging Rock NSW 2340**

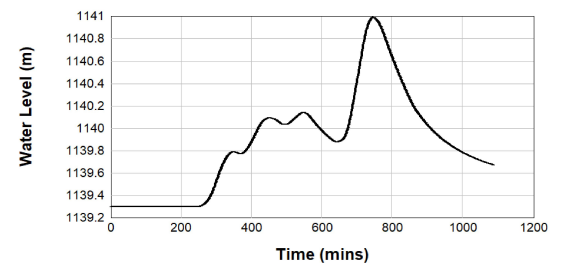
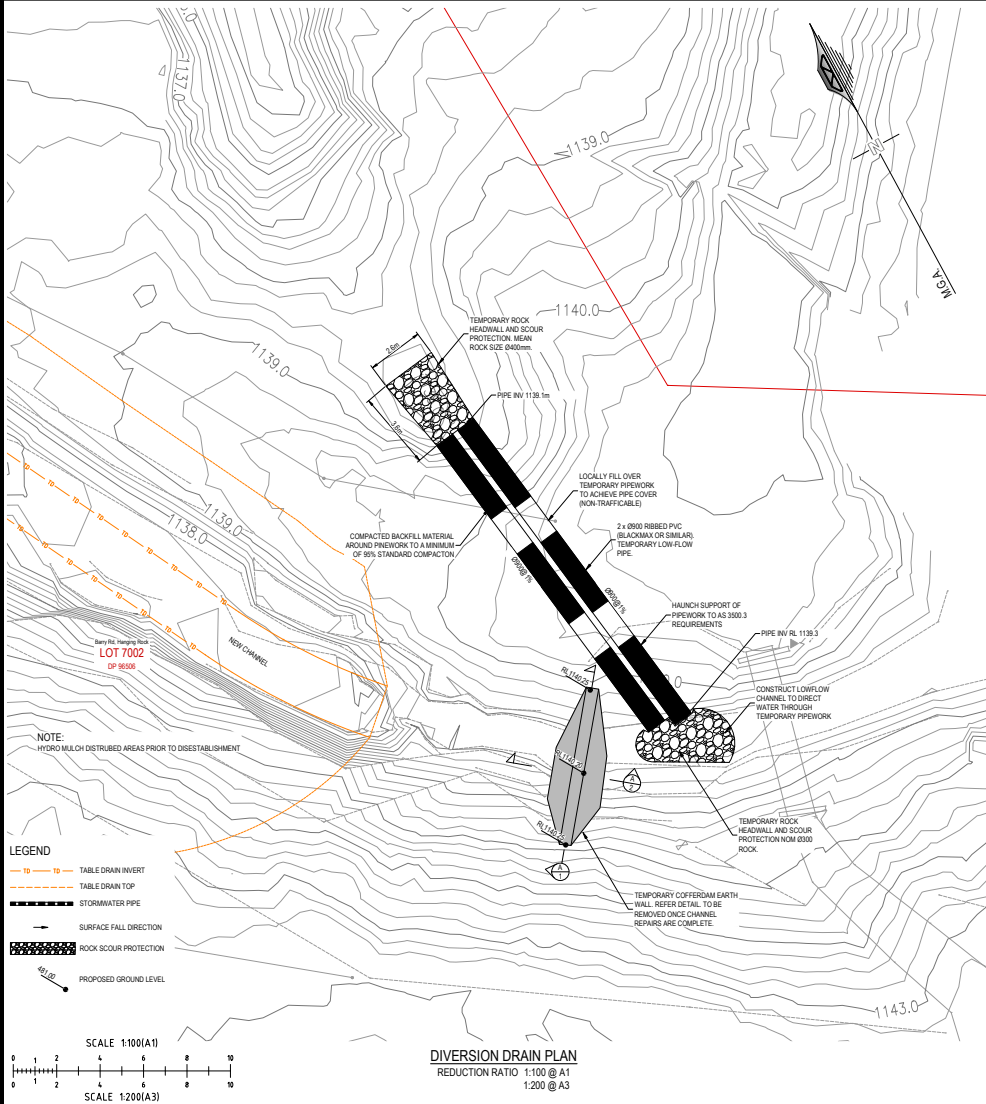
Dept of Planning, Housing and Infrastructure

| Drawing Title             |     | Original Sheet Size |   |
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| Check                     | WC  |                     |   |

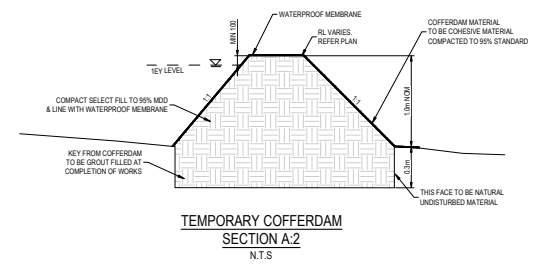
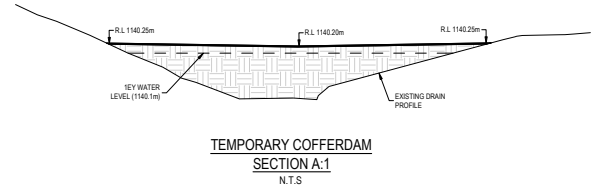
Certification

Dwg No: **49086-CC01-02**





**NOTE:**  
TEMPORARY COFFERDAM AND PIPEWORK TO BE REMOVED AT COMPLETION OF WORKS.  
REINSTATE MATERIAL TO PRE-CONSTRUCTION STANDARD.



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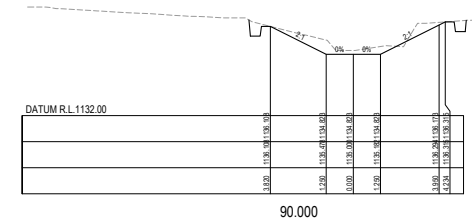
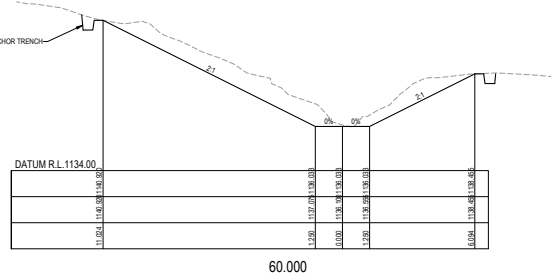
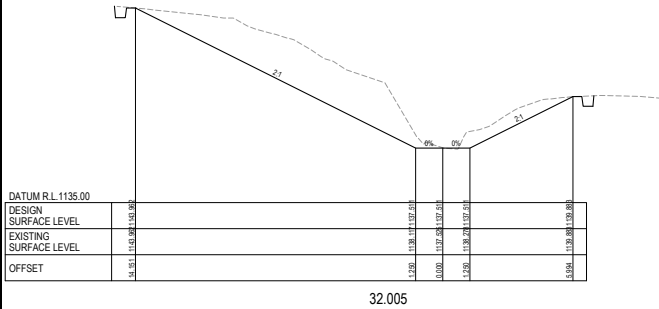
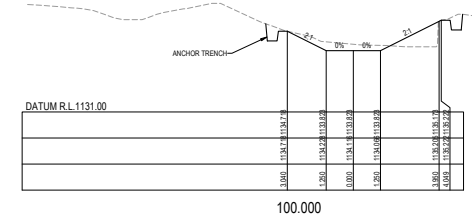
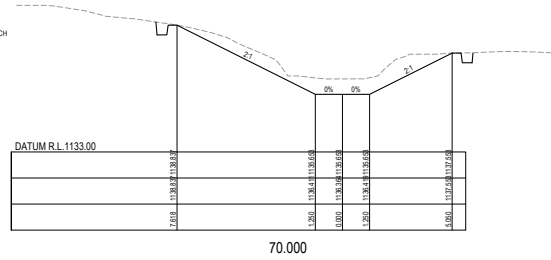
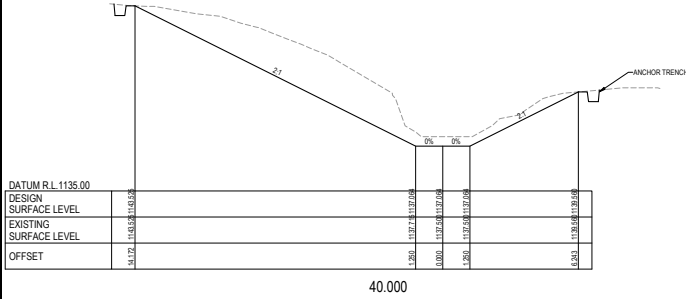
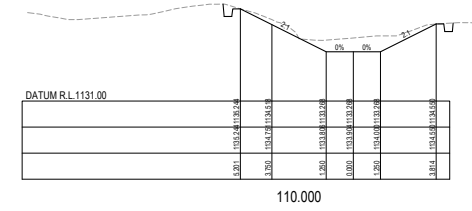
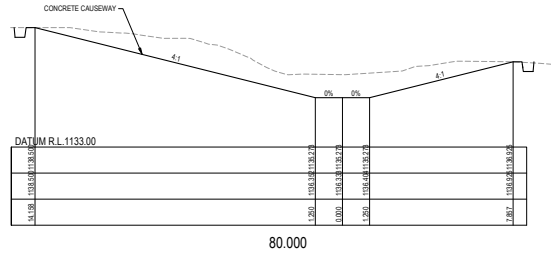
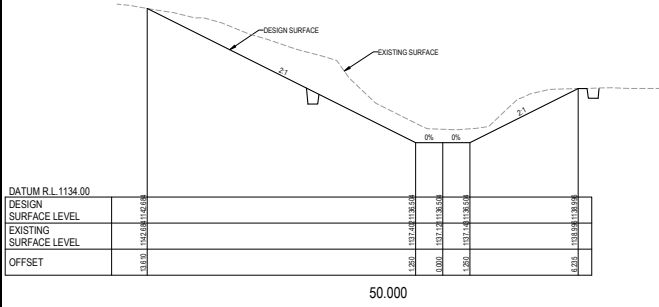
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| A   | 27.10.25 | PRELIMINARY DRAWING |      |

**Project**  
CONCEPT DESIGNS  
Sheba Dam Channel Remediation  
Site Address  
Lot 7003 D.P 96506  
Barry Rd, Hanging Rock NSW 2340  
Dept of Planning, Housing and Infrastructure

| Drawing Title                  |     | Certification       |    |
|--------------------------------|-----|---------------------|----|
| TEMPORARY DIVERSION DRAIN PLAN |     |                     |    |
| Design                         | APR | Original Sheet Size | A1 |
| Drawn                          | ES  | Drawn No            |    |
| Check                          | WC  | Revision            | A  |

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**CONCEPT DESIGNS**  
Sheba Dam Channel Remediation  
Site Address  
Lot 7003 D.P 96506  
Barry Rd, Hanging Rock NSW 2340  
Dept of Planning, Housing and Infrastructure

Drawing Title  
**CHANNEL CROSS SECTIONS**  
SHEET 1 OF 2

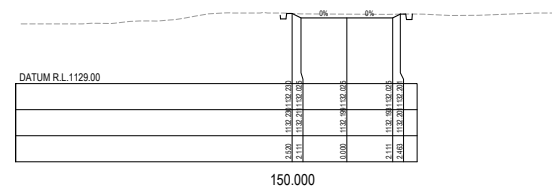
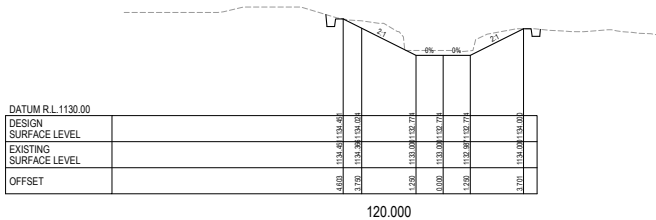
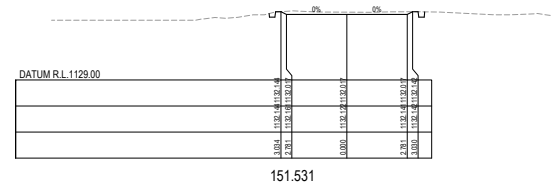
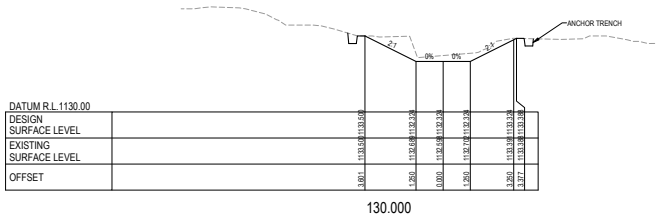
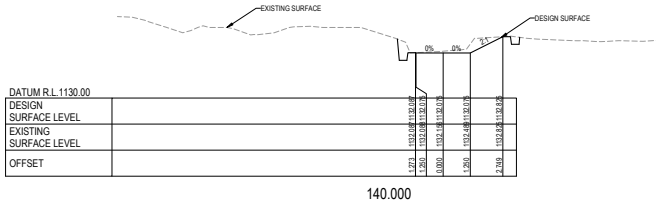
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| Drawn  | ES  | Revision            | A  |
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Certification

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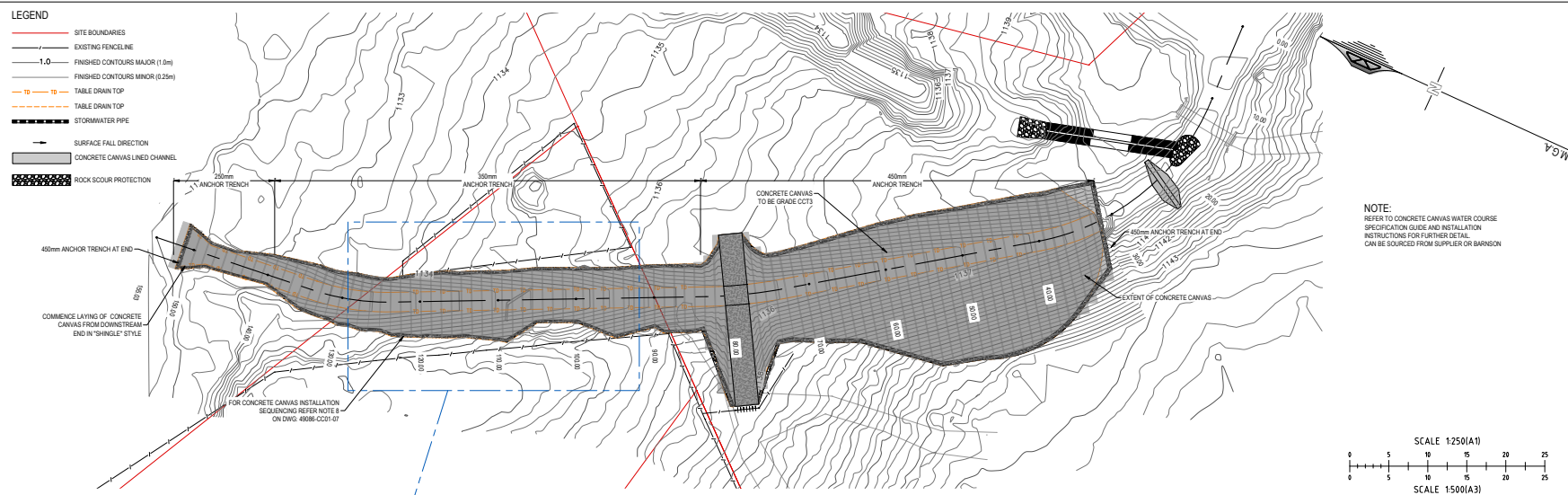
| Rev | Date     | Description   |
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| A   | 26.02.26 | CLIENT REVIEW |

Project  
**CONCEPT DESIGNS**  
Sheba Dam Channel Remediation  
Site Address  
Lot 7003 D.P 96506  
Barry Rd, Hanging Rock NSW 2340  
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Drawing Title  
**CHANNEL CROSS SECTIONS**  
SHEET 2 OF 2  
Design APR  
Drawn ES  
Check WC  
Original Sheet Size A1  
Revision A

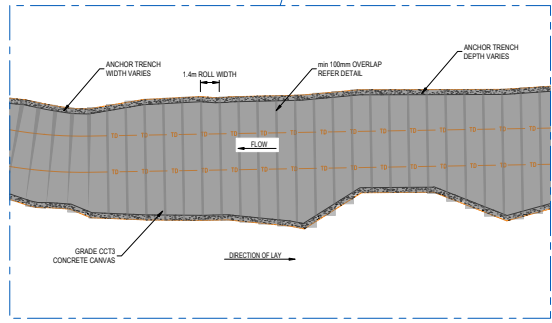
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Dwg No: 49086-CC01-06



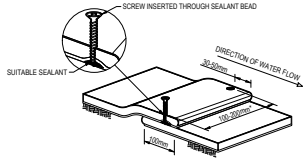


NOTE:  
REFER TO CONCRETE CANVAS WATER COURSE SPECIFICATION GUIDE AND INSTALLATION INSTRUCTIONS FOR FURTHER DETAIL. CAN BE SOURCED FROM SUPPLIER OR BARNSON.

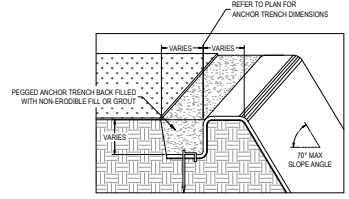
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1:500 @ A3



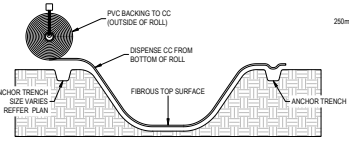
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REDUCTION RATIO 1:100 @ A1  
1:200 @ A3



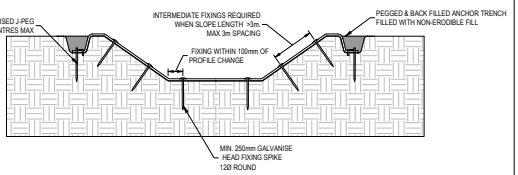
**TYPICAL SCREW AND SEALANT OVERLAP JOINT**  
N.T.S



**TYPICAL TRENCH DETAIL**  
N.T.S



**TYPICAL CONCRETE CANVAS ARRANGEMENT**  
N.T.S



**INTERMEDIATE FIXING DETAIL**  
N.T.S

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Project: **CONCEPT DESIGNS**  
**Sheba Dam Channel Remediation**  
Site Address: **Lot 7003 D.P 96506**  
**Barry Rd, Hanging Rock NSW 2340**  
Dept of Planning, Housing and Infrastructure

| Drawing Title               |     | Original Sheet Size |   |
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| <b>CONCRETE CANVAS PLAN</b> |     | A1                  |   |
| Design                      | APR | Revision            | A |
| Drawn                       | ES  |                     |   |
| Check                       | WC  |                     |   |

Certification  
Dwg No: **49086-CC01-07**

CONCRETE CANVAS GENERAL NOTES:

1.0 SUBSTRATE PREPARATION

- 1. DIVERT WATER IF LIVING AN EXISTING WATERCOURSE AND REMOVE VEGETATION AND GRADE CHANNEL TO A UNIFORM PROFILE TO SUIT THE DESIGN DIMENSIONS.
2. REMOVE SHARP OR PROTRUDING ROCKS >20MM AND FILL LARGE VOIDS IF THE PERIMETER EDGE OF THE CC IS TERMINATING IN A SOL. SUBSTRATE IS NOT TO BE CONTACTED TO I.E. TO EXISTING INFRASTRUCTURE. EXCAVATE CRIST ANCHOR TRENCHES TO THE SHOULDER OF THE CHANNEL.
3. EXCAVATE AND ANCHOR TRENCHES ON SIDE LEADING TRAILING EDGE SLOPES AND ALONG THE INVERT.
4. WORKER DIMENSIONS MUST BE MINIMUM OF 100MM x 100MM BUT MAY NEED TO BE INCREASED TO SUIT THE DESIGNER'S REQUIREMENTS. CONSULT THE CONSTRUCTION DRAWINGS TO VERIFY IF SPECIAL SUBSTRATE MEASURES SUCH AS MINIMUM PREPARATION BEARING CAPACITY IF INSTALLATION OF A NON-WOVEN OR REQUIREMENTS, GEOTEXTILE, SUBSTRATE DRAINAGE DETAILS ARE NEEDED.

2.0 DEPLOYMENT

- 1. CC MUST BE PLACED TO ENSURE DIRECT CONTACT WITH THE SURFACE TO PREVENT VOID SPACE.
2. BEGIN AT DOWNSTREAM END OF CHANNEL AND WORK UP GRADIENT. REMOVE PACKAGING AND UNROLL CC IN CHANNEL PROFILE TO SUIT SPECIFIED LAYUP. ENSURING THE FIBROUS TOP SURFACE FACES UPWARDS, WITH THE PVC MEMBRANE IN CONTACT WITH THE GROUND.
3. AVOID SWAGING THE CC ON THE SUBSTRATE BY LETTING THE CC LAYERS BE HAND REPOSITIONING.
4. ENSURE THE CC CONFORMS TO THE SUBSTRATE WHEN HAND REPOSITIONING.
5. PERSONNEL MUST NOT WEAR SHIRTS AND TIGHT WAJONG ON THE CC SURFACE TO PREVENT STAINING.
6. ON RESTRICTED ACCESS PROJECTS WHERE INSTALLERS HAVE NO OPTION BUT TO WALK ON CC, THE SURFACE CAN BE PROTECTED BY USING TIMBER BOARDS TO PREVENT DEPRESSIONS IN THE MATERIAL.
7. FOR TRANSVERSE LAYUP INSTALLATIONS, TUCK THE EDGE OF THE CC INTO THE ANCHOR TRENCH BEFORE CUTTING TO LENGTH.
8. WHEN CUTTING UNSET CC, A 15-20MM ALLOWANCE SHOULD BE LEFT FROM THE CUT EDGE DUE TO POTENTIAL LOSS OF FILL. IF CUTTING WITH A DISC CUTTER, IT IS RECOMMENDED TO NET THE CUT REPOSITIONING TO MINIMIZE VIBRATION.
9. ENSURE THE TRAILING EDGE OF THE FIRST LAYER OF CC IS EITHER SUITABLY TERMINATED INTO EXISTING INFRASTRUCTURE AND FIXED TO PREVENT WATER INFILTRATION, OR TUCKED INTO AN ANCHOR TRENCH WHICH IS BACKFILLED TO PREVENT SCOUR BENEATH THE CC.
10. WHEN POSITIONING SUBSEQUENT LAYERS, ENSURE THERE IS AT LEAST A 100MM OVERLAP IN THE DIRECTION OF WATER FLOW (SHINGLED LIKE ROOF TILES) AND THAT THE MATERIAL LAYERS ARE IN INTIMATE CONTACT WITH EACH OTHER.

3.0 JOINTING

- 3.1 FOR SCREWED/ SCALED AND SEALED JOINTS:
1. FOLD BACK TOP LAYER AND HYDRATE THE MATERIAL UNDER THE OVERLAPPED SECTIONS OF THE CC. THIS IS IMPORTANT TO ENSURE THE JOINT CURES TO OPTIMUM STRENGTH. ONCE HYDRATED, THE MATERIAL REMAINS WORKABLE FOR 1 TO 2 HOURS.
2. IF APPLYING A SUITABLE SEALANT, APPLY AN 8MM DIAMETER CONTINUOUS BEAD ALONG THE LINE OF WHERE THE SCREWS WILL BE POSITIONED, E.G. FOR A 100MM OVERLAP WITH SCREWS 30MM FROM THE EDGE OF THE TOP LAYER, THE SEALANT BEAD NEEDS TO BE 70MM FROM THE EDGE OF THE BOTTOM LAYER.
3. FOLD THE TOP LAYER BACK INTO POSITION AND INSERT STAINLESS SCREWS AT THE SPECIFIED CENTRES (EG 100MM, 200MM 100MM 20224), AT THE SPECIFIED DISTANCE FROM THE EDGE OF THE CC (EG 30MM, 50MM, 10MM & 20MM).
3.2 FOR THERMAL BOND JOINTS:
1. ENSURE CC REMAINS DRY AND UNHYDRATED BEFORE JOINTING FOLLOW SECTION 5.2.3 OF THE CC SPECIFICATION GUIDE. WATERCOURSES FOR THE CORRECT PROCEDURE ENSURE THERE IS NO RUCKING AT THE JOINT AND BOTH LAYERS ARE IN CONTACT WITH EACH OTHER.

4.0 PERIMETER EDGE FIXING

- 1. ALL EXPOSED UNFINISHED EDGES OF THE CC SHOULD BE SECURED DURING THE INSTALLATION TO PREVENT WATER INGRESS UNDERNEATH THE CC WHICH MAY CAUSE WASH OUT OF THE SUBSTRATE AND SUBSEQUENT UNDERMINING.

4.1 WHEN FIXING TO SOIL (I.E. USING ANCHOR TRENCHES):

- 1. POSITION THE CC OVER THE SHOULDER OF THE CHANNEL, AND INTO THE ANCHOR TRENCH.
2. FIX THE CC IN THE ANCHOR TRENCH BY INSERTING TONGS THROUGH EACH OVERLAP AT A MINIMUM OF 2M INTERVALS FOR LONGITUDINAL INSTALLATIONS.
3. THE CC SHOULD BE HYDRATED BEFORE BACKFILLING WITH NONERODIBLE FILL THIS MAY BE SOL OR CONCRETE DEPENDING ON THE DESIGN. CONSULT THE CONSTRUCTION DRAWINGS.

4.2 WHEN FIXING TO CONCRETE/MASONRY/ROCK

- 1. CONSULT THE CONSTRUCTION DRAWINGS FOR THE MECHANICAL FIXING SPECIFICATIONS AND FIXING SPACINGS.
2. POSITION THE CC AGAINST THE STRUCTURE AND DRILL A HOLE THROUGH THE CC AND THE STRUCTURE BEFORE INSERTING THE MECHANICAL FIXING.
3. USE APPROPRIATE SEALANT/GASKET AND WASHERS/CLAMPING BARS AS SPECIFIED BY THE DESIGNER TO ENSURE A STRONG, WATER TIGHT SEAL.
4. ENSURE THE LEADING EDGE OF THE FINAL LAYER OF CC IS EITHER SUITABLY TERMINATED INTO EXISTING INFRASTRUCTURE AND FIXED TO PREVENT WATER INFILTRATION, E.G. USING STAINLESS STEEL CLAMPING BAR AND GASKET, OR TUCKED INTO AN ANCHOR TRENCH WHICH IS BACKFILLED TO PREVENT SCOUR BENEATH CC.

5.0 INTERMEDIATE FIXINGS

- ADDITIONAL INTERMEDIATE FIXINGS MAY BE NECESSARY TO PROFILE CC ON UNIFORM SUBSTRATES TO ENSURE IT CONFORMS TO THE UNDERLYING SURFACE AND REMOVE VOIDS, OR TO RESIST THE FOLLOWING LOAD CONDITIONS:
-HYDRAULIC SHEAR LOADS E.G. LIVING CHANNELS WITH AN INCLINE >10%
-WIND LOADS E.G. IN EXPOSED LOCATIONS WHERE SLOPE LENGTHS EXCEED 7M
-WARMER CLIMATE DETAILING E.G. WHERE CC PROFILE LENGTHS EXCEED 30M
1. THE INTERMEDIATE FIXING TYPE, PERFORMANCE REQUIREMENTS AND INSTALLATION LOCATIONS SHOULD BE SPECIFIED BY THE DESIGNER TO SUIT THE ANTICIPATED LOAD CONDITIONS.
2. ROUND HEAD FIXING PINS ARE TYPICALLY USED FOR PROFILING AND WARMER CLIMATE DETAILING.
3. WHEN A GREATER HEAD PLATE DIAMETER OR PULL-OUT STRENGTH IS REQUIRED, FOR EXAMPLE WHEN DESIGNING TO RESIST HYDRAULIC SHEAR OR WIND UPLIFT, LARGER INTERMEDIATE FIXINGS SUCH AS EARTH PERCUSSION ANCHORS MAY BE SPECIFIED. MID-CHANNEL ANCHOR TRENCHES (MINIMUM AS CHECK SLOTS) MAY ALSO BE REQUIRED BY THE DESIGNER, OR INCORPORATED INTO LARGER INSTALLATIONS AT THE END OF THE WORKING DAY TO PREVENT SCOUR AND UNDERMINING OF THE CC BEFORE RETURNING TO CONTINUE THE INSTALLATION. CONSULT THE CONSTRUCTION DRAWINGS.

6.0 HYDRATION

- 1. IF NECESSARY, THE INSTALLER MUST PLACE TEMPORARY BALLAST, SUCH AS SANDBAGS, ON TOP OF THE LAD CC PRIOR TO HYDRATION TO PREVENT WIND UPLIFT AND ENSURE THAT TILES FLAT TO THE SUBSTRATE ON INSULATING GROUND TO PREVENT VOIDS FROM FORMING UNDERNEATH THE MATERIAL.
2. BRUSH CC SURFACE CLEAN AFTER FORMING AND JOINTING TO REMOVE MARKS AND DEBRIS BEFORE SPRAYING WITH WATER TO HYDRATE.
3. SPRAY THE FIBRE GLASS MATS THREE TIMES INTO THE CC FULLY SATURATED. DO NOT SPRAY HIGH PRESSURE WATER DIRECTLY ONTO THE CC AS THIS MAY WASH A CHANNEL IN THE MATERIAL.
4. CC CAN BE HYDRATED USING FRESH WATER OR SEA WATER. IT IS NOT POSSIBLE TO OVER-HYDRATE CC AND IT WILL HYDRATE AND SET UNDERNEATH.
5. A MINIMUM VOLUME OF WATER EQUAL TO 40% OF THE MATERIAL WEIGHT IS REQUIRED. TO CHECK PROPER HYDRATION, THE CC SHOULD FEEL WET TO THE TOUCH SEVERAL MINUTES AFTER HYDRATION.
6. SPECIFIC HYDRATION METHODS ARE REQUIRED IN DRYING CONDITIONS (INSTALLING IN HIGH AIR TEMPERATURES >12°C), WIND >10KM/H, STRONG DIRECT SUNLIGHT OR LOW HUMIDITY (<70%) AND IN LOW TEMPERATURE CONDITIONS. PLEASE CONSULT THE CC USER GUIDE. HYDRATION WHICH IS ATTACHED ON ALL CC BULK ROLLS.

7.0 SETTING

- 1. THERE IS A WORKING TIME OF 1.2 HOURS AFTER HYDRATION.
2. BACKFILL ANCHOR TRENCHES WITH NONERODIBLE FILL AS SPECIFIED IN THE CONSTRUCTION DRAWINGS TO CREATE A NEAT TERMINATION AND ENCOURAGE SURFACE WATER RUNOFF TO FLOW OVER THE ANCHOR TRENCH AND INTO THE CC CHANNEL.
3. CC NEEDS STRENGTH TO WITHSTAND THE NEXT DAY FOR LAYS.
4. ALLOW THE CC TO CURE FOR AT LEAST 48 HOURS BEFORE APPLYING ANY POST INSTALLATION SURFACE TREATMENTS SUCH AS JET WASHING OR PAINTING.

8.0 INSTALLATION SEQUENCE

- ONLY INSTALL WHAT CAN BE FULLY JOINTED, FIXED AND HYDRATED BEFORE THE END OF CONSTRUCTION DAY.
IF INSTALLATION CONTINUES THE FOLLOWING WORKING DAY, PROTECT THE EDGE OF THE LAST LAYER OF CC OVERNIGHT WITH WATERPROOF SHEETING TO ENABLE CONTING ON RETURN TO WORK, A TEMPORARY INSTALLATION CHECK SLOTS.

8.1 EXAMPLE INSTALL SEQUENCE:

- 1. MORNING - DEPLOY CC PANELS AND SECURE ALONG THE PERIMETER EDGES.
2. EARLY AFTERNOON - JOINTING OF PANELS (I.E. HYDRATE UNDERLAP APPLY SEALANT, SCREW JOINTS, INSTALL INTERMEDIATE FIXINGS.
3. LATE AFTERNOON - HYDRATION (FOLLOWING DRYING/SLUG TEMPERATURE CONDITION GUIDANCE AS REQUIRED).

SITWORKS NOTES

ORIGIN OF LEVELS - AND

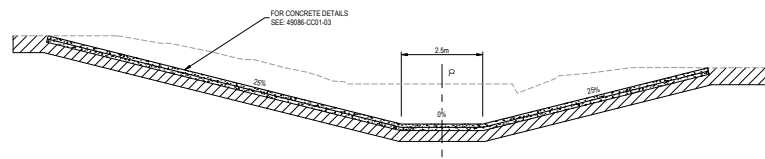
- 1. CONTRACTOR MUST VERIFY ALL DIMENSIONS AND EXISTING LEVELS ON SITE PRIOR TO COMMENCEMENT OF WORK.
2. ALL WORK IS TO BE UNDERTAKEN IN ACCORDANCE WITH THE DETAILS SHOWN ON THE DRAWINGS, THE SPECIFICATIONS AND THE DIRECTIONS OF THE SUPERINTENDENT.
3. EXISTING SERVICES HAVE BEEN OBTAINED FROM SURFACE INSPECTION ONLY. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO ESTABLISH THE LOCATION AND THE LEVEL OF ALL EXISTING SERVICES PRIOR TO THE COMMENCEMENT OF ANY WORK. ANY DISCREPANCIES SHALL BE REPORTED TO THE SUPERINTENDENT. CLEARANCES SHALL BE OBTAINED FROM THE RELEVANT SERVICE AUTHORITY.
5. WHERE NEW WORKS ADJUT EXISTING THE CONTRACTOR SHALL ENSURE THAT A SMOOTH EVEN PROFILE, FREE FROM ABRUPT CHANGES IS OBTAINED.
6. THE CONTRACTOR SHALL ARRANGE ALL SURVEY SET-OUT TO BE CARRIED OUT BY A QUALIFIED SURVEYOR.
7. CARE IS TO BE TAKEN WHEN EXCAVATING NEAR EXISTING SERVICES. NO MECHANICAL EXCAVATIONS ARE TO BE UNDERTAKEN OVER TELECOM OR ELECTRICAL SERVICES. HAND EXCAVATE IN THESE AREAS.
8. ON COMPLETION OF CONSTRUCTION, ALL DISTURBED AREAS MUST BE RESTORED TO ORIGINAL, INCLUDING KERBS, FOOTPATHS, CONCRETE AREAS, GRAVEL AND GRASSED AREAS AND ROAD PAVEMENTS.
9. MAKE SMOOTH TRANSITION TO EXISTING AREAS. THE CONTRACTOR SHALL PROVIDE ALL TEMPORARY DIVERSION DRAINS AND MOUNDS TO ENSURE THAT AT ALL TIMES EXPOSED SURFACES ARE FREE DRAINING AND WHERE NECESSARY EXCAVATE SLUMPS AND PROVIDE PUMPING.
10. EQUIPMENT TO DRAIN EXPOSED AREAS: ALL WORK IS TO BE UNDERTAKEN WITH ADHERENCE TO THE REQUIREMENTS OF THE SOIL AND WATER MANAGEMENT PLAN.
11. THESE PLANS SHALL BE READ IN CONJUNCTION WITH APPROVED ARCHITECTURAL, STRUCTURAL, HYDRAULIC AND MECHANICAL DRAWINGS AND SPECIFICATIONS.

ALIGNMENT PROPOSED HORIZONTAL POINTS

Table with columns: PT, CHANGE, EASTING, NORTHING, BEARING, RADIUS, A LENGTH, DEF. ANGLE. Contains data for points #P1, TC, #P2, CT, #P3, TC, #P4, CT, #P5.

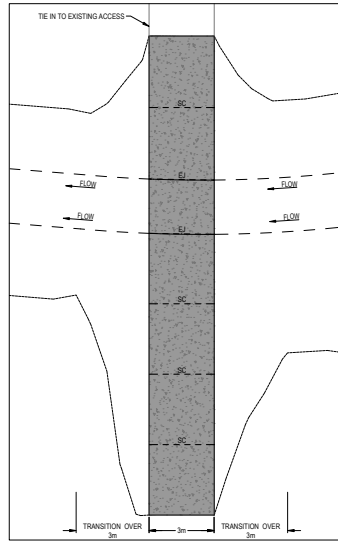
SETOUT TABLE - ALIGNMENT

N.T.S.



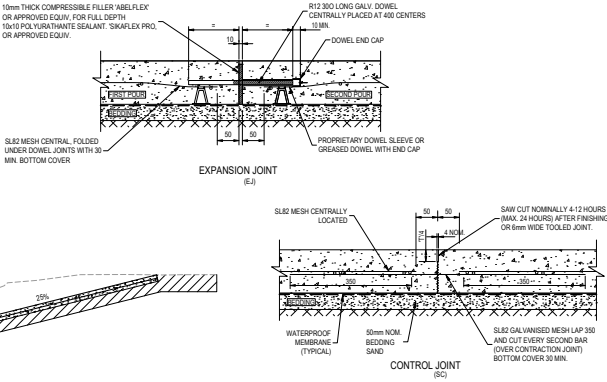
TYPICAL SECTION - CONCRETE CAUSEWAY CH.85

N.T.S.



CONCRETE CAUSEWAY

REDUCTION RATIO 1:100 @ A1 1:200 @ A3



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Revision table with columns: Rev, Date, Description, CLIENT REVIEW.

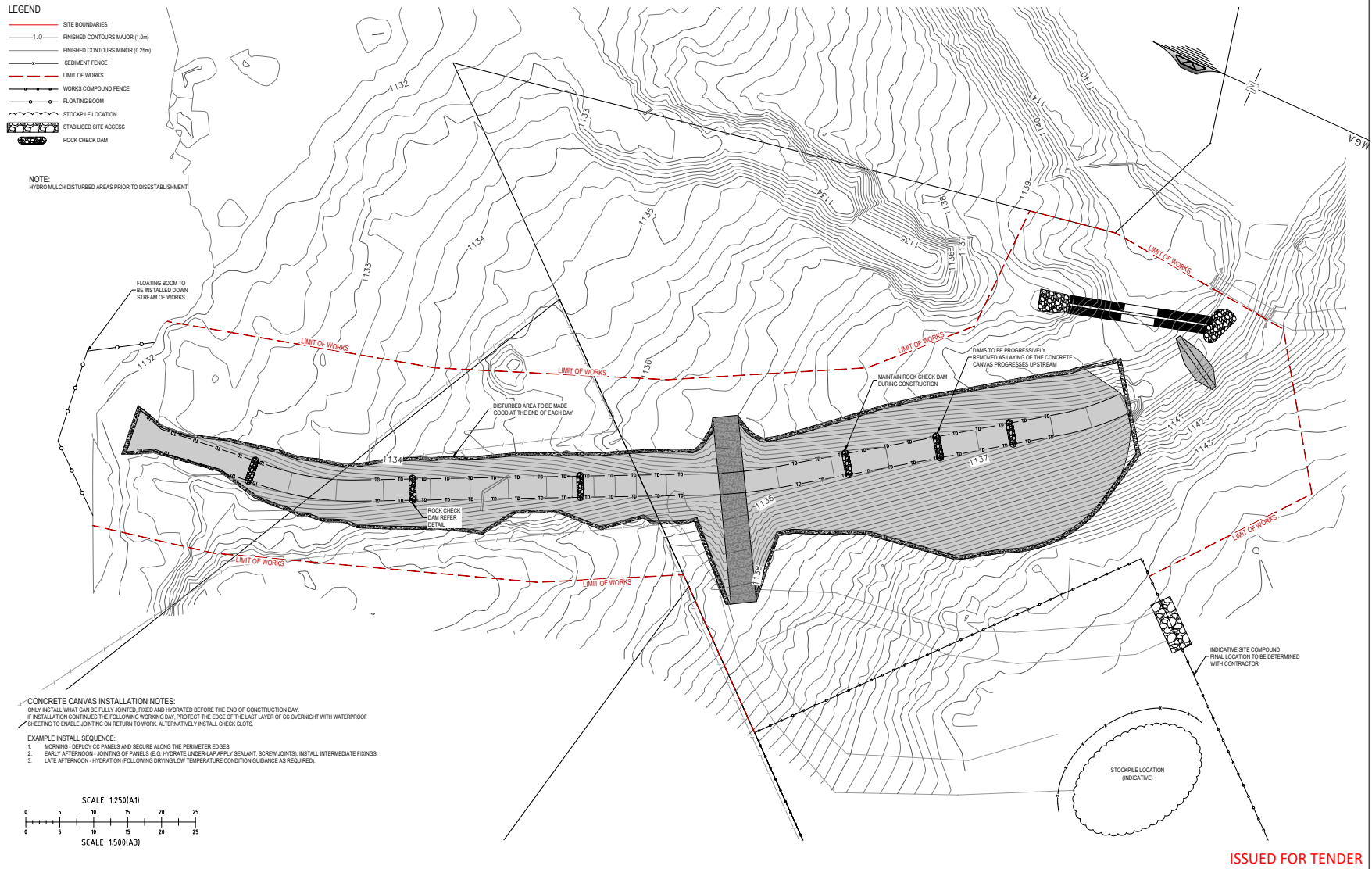
Project: CONCEPT DESIGNS Sheba Dam Channel Remediation
Site Address: Lot 7003 D.P. 96506 Barry Rd, Hanging Rock NSW 2340
Dept of Planning, Housing and Infrastructure

Drawing Title: NOTES AND DETAILS

Design/Drawn/Check table with columns: Design, Drawn, Check, Original Sheet Size, Revision.

Drawn No: 49886-CC01-08
Revision: A

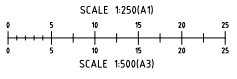




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**CONCRETE CANVAS INSTALLATION NOTES:**  
 ONLY INSTALL WHAT CAN BE FULLY JOINTED, FIXED AND HYDRATED BEFORE THE END OF CONSTRUCTION DAY.  
 IF INSTALLATION CONTINUES THE FOLLOWING WORKING DAY: PROTECT THE EDGE OF THE LAST LAYER OF CC OVERNIGHT WITH WATERPROOF SHEETING TO ENABLE JOINTING ON RETURN TO WORK. ALTERNATIVELY INSTALL CHECK SLOTS.

**EXAMPLE INSTALL SEQUENCE:**  
 1. MORNING - DEPLOY CC PANELS AND SECURE ALONG THE PERIMETER EDGES.  
 2. EARLY AFTERNOON - JOINTING OF PANELS (E.G. HYDRATE UNDERLAP APPLY SEALANT, SCREW JOINTS), INSTALL INTERMEDIATE FIXINGS.  
 3. LATE AFTERNOON - HYDRATION (FOLLOWING DRYING/LOW TEMPERATURE CONDITION GUIDANCE AS REQUIRED).



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| Rev | Date     | Description   |
|-----|----------|---------------|
| A   | 26.02.26 | CLIENT REVIEW |

Project: **CONCEPT DESIGNS  
Sheba Dam Channel Remediation**  
 Site Address: **Lot 7003 D.P 96506  
Barry Rd, Hanging Rock NSW 2340**  
 Client: **Dept of Planning, Housing and Infrastructure**

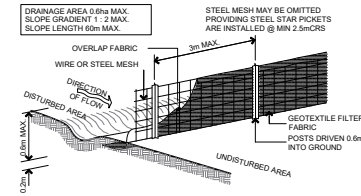
| Drawing Title                            |     | Original Sheet Size | A1 |
|--|-----|---------------------|----|
| <b>EROSION AND SEDIMENT CONTROL PLAN</b> |     |                     |    |
| Design                                   | APR |                     |    |
| Drawn                                    | ES  |                     |    |
| Check                                    | WC  |                     |    |
| Revision                                 | A   |                     |    |

Certification  
 Drawn No: **49086-CC01-09**

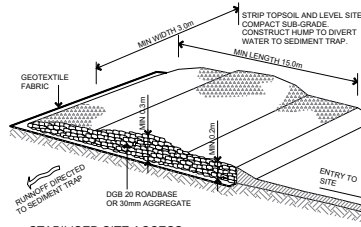
ESC NOTES

- 0.00 GENERAL
- 0.01 ALL WORK IS TO BE IN ACCORDANCE WITH THE PLAN AND CONSISTENT WITH N.S.W. DEPARTMENT OF HOUSING 2024. MANAGING URBAN STORMWATER, SOILS AND CONSTRUCTION OF THE EROSION AND SEDIMENT CONTROL PLAN.
- 0.02 THE NOMINATED PROJECT MANAGER SHALL BE RESPONSIBLE FOR THE IMPLEMENTATION OF THE EROSION AND SEDIMENT CONTROL PLAN.
- 0.03 THE PROJECT MANAGER SHALL INFORM ALL CONTRACTORS AND SUB-CONTRACTORS OF THEIR OBLIGATIONS UNDER THE EROSION AND SEDIMENT CONTROL PLAN AND CONSTRUCTION ENVIRONMENTAL MANAGEMENT PLAN (CEMP).
- 0.04 THE PLAN SHALL INCLUDE A WORKS PROGRAM (eg. Gantt Chart) INCLUDING ACCOUNTABILITY FOR EACH ACTION OR REVISION (ACTION PT).
- 0.05 CONTROL MEASURES SHALL BE IN PLACE PRIOR TO EACH SITE DISTURBANCE.
- 0.06 SITE DISTURBANCE SHALL BE STAGED WHERE POSSIBLE AND RESTRICTED TO THE WORKS ZONE.
- 0.07 ALL WORKS ARE TO BE INSPECTED AND MAINTAINED WHERE NECESSARY, ON A WEEKLY BASIS AND AFTER EACH SHORT STOP.
- 0.08 FAILURE TO IMPLEMENT ANY PART OF THE PLAN WILL CONSTITUTE A HOLD POINT. THIS WOULD ALSO CONSTITUTE A BREACH OF THE ENVIRONMENT OPERATIONS ACT.
- 0.09 REVEGETATION
- R.01 REVEGETATION SHALL BE ON-GOING AND PROGRESSIVE.
- R.02 WHERE ANY BREAK IN OPERATIONS, OR WHERE WORK IS CEASED IN AN AREA FOR LONGER THAN 4 WEEKS, THE EXPOSED AREA SHALL BE STABILISED (eg. TEMPORARY TOPSOIL AND SEEDING WITH AN APPROPRIATE COVERCROP, MULCHES, BLANKETS/ MATTINGS).
- R.03 TOPSOILED AREAS ARE TO BE SEEDED WITH THE FOLLOWING COVERCROP SPECIES:  
(a) IMPATIENS TO FEBRUARY / JAPANESE MILLET (19g/m<sup>2</sup>)  
(b) MARCH TO AUGUST / ANNUAL RYEGRASS OR CATS (15g/m<sup>2</sup>)  
(c) FROM LATE FEBRUARY TO EARLY MARCH AND LATE AUGUST TO EARLY SEPTEMBER A COMBINATION OF SPECIES CAN BE USED.
- R.04 SUGGESTED PERMANENT GRASS SPECIES INCLUDE:  
(a) CARPET GRASS (19g/m<sup>2</sup>)  
(b) HILLED COCKER (19g/m<sup>2</sup>)  
(c) KIKUYU (8g/m<sup>2</sup>)  
(d) WHITE CLOVER (3g/m<sup>2</sup>)
- R.05 AN NPK 11-34-11 FERTILISER OR SIMILAR AS APPROPRIATE IS TO BE APPLIED AT A RATE OF 200-400g/ha. CARE IS TO BE TAKEN TO AVOID ANY FERTILISER DIRECTLY ENTERING WATERCOURSES. SCRAPING OR DIRECT DRILLING CAN IMPROVE SEED STRIKE RATES.
- R.06 THE CONTRACTOR SHALL PROVIDE SUITABLE SEED BED PREPARATION PRIOR TO THE SOWING OF VEGETATION SEED SPECIES.
- R.07 REVEGETATION WORKS SHALL BE MAINTAINED/ENHANCED (eg. RESEEDING, FERTILISING, WATERING) UNTIL A MINIMUM OF 70% GRASS COVER IS ESTABLISHED.
- R.08 A STRIP OF TURF SHALL BE PROVIDED AND MAINTAINED IMMEDIATELY BEHIND KERB WHERE FOOTPATH AND SITE DISTURBANCE HAS OCCURRED AND COMPLEMENTED BY ADDITIONAL STRIPS ACROSS THE FOOTPATH AT REGULAR INTERVALS WHERE RUNOFF IS EXPECTED TO FLOW ALONG THE SADD FOOTPATH.
- D.00 DUST CONTROL
- ADAPTED MEASURES SHALL BE TAKEN TO PREVENT DUST FROM AFFECTING THE AMENITY OF THE NEIGHBOURHOOD DURING CONSTRUCTION. IN PARTICULAR, THE FOLLOWING MEASURES MUST BE ADOPED:
- (1) PHYSICAL BARRIERS SHALL BE ERRECTED AT RIGHT ANGLES TO THE PREVAILING WIND DIRECTION OR SHALL BE PLACED AROUND OR OVER DUST SOURCES TO PREVENT WIND OR ACTIVITY FROM GENERATING DUST EMISSIONS.
  - (2) EARTHWORKS AND SCHEDULING ACTIVITIES SHALL BE MANAGED TO COINCIDE WITH THE NEXT STAGE OF DEVELOPMENT TO MINIMISE THE AMOUNT OF THE SITE IS LEFT OUT OR EXPOSED.
  - (3) ALL MATERIALS SHALL BE STORED OR STOCKPILED AT THE BEST LOCATIONS.
  - (4) THE SURFACE SHOULD BE DAMPENED SLIGHTLY TO PREVENT DUST FROM BECOMING AIRBORNE BUT SHOULD NOT BE WET TO THE EXTENT THAT RUNOFF OCCURS.
  - (5) ALL VEHICLES CARRYING SPILL OR RUBBLE TO OR FROM THE SITE SHALL AT ALL TIMES BE COVERED TO PREVENT THE ESCAPE OF DUST OR OTHER MATERIAL.
  - (6) ALL EQUIPMENT WHEELS SHALL BE WASHED BEFORE EXITING THE SITE USING MANUAL OR AUTOMATED SPRAYERS AND DRIVE THROUGH WASHING BAYS.
  - (7) GATES SHALL BE CLOSED BETWEEN VEHICLE MOVEMENTS AND SHALL BE FITTED WITH SHMIE CLOTH, AND CLEANING OF FOOTPATHS AND ROADWAYS SHALL BE CARRIED OUT REGULARLY.
  - (8) ALL SOL LOADED TRUCKS ENTERING OR LEAVING THE SITE SHALL BE TARPED.
- T.00 TOPSOIL MANAGEMENT
- T.01 TOPSOIL SHALL INCLUDE A MINIMUM OF THE FIRST 200mm OF THE SOIL SURFACE.
- T.02 TOPSOIL IS TO BE STRIPPED FROM ALL AREAS THAT ARE TO BE CUT OR FILLED AND STOCKPILED IN AREAS INDICATED ON THE PLAN AWAY FROM DRAINAGE/FLOWPATHS OR STORMWATER INLETS.
- T.03 TOPSOIL STOCKPILES ARE TO BE TRACK ROLLED AND WHERE STOCKPILED FOR PERIODS GREATER THAN 10 WEEKS FURTHER STABILISED (eg. SEEDING WITH AN APPROPRIATE VEGETATIVE COVERCROP OR MULCHED).
- T.04 TOPSOIL IS TO BE RE-Spread OVER ALL EXPOSED SOIL SURFACES WHERE VEGETATION IS REQUIRED. A MAXIMUM DEPTH OF 20mm SHALL BE PLACED ON SLOPES STEEPER THAN 1:3 AND A MINIMUM DEPTH OF 10mm SHALL BE PLACED ON SLOPES LESS THAN 1:3.
- T.05 WHERE CUT BATTERS ARE TO BE SEED, SLOPES EXCEEDING 1:2.5 (H:V) SHALL BE ROUGHENED HORIZONTALLY TO ENHANCE THE RETENTION OF TOPSOIL.
- T.06 SOIL AMELIORANTS SHALL BE PROVIDED AS DETERMINED BY THE PROJECT MANAGER.
- T.07 SEEDBED PREPARATION SHALL BE PROVIDED WHERE TOPSOIL HAS BEEN OVERLY COMPACTED.
- T.08 ALL EFFORTS SHALL BE MADE TO ESTABLISH VEGETATION ON ALL EXPOSED SOIL SURFACES IMMEDIATELY EARTHWORKS ARE COMPLETED. THE MINIMUM REQUIREMENT SHALL BE ESTABLISHMENT OF A COVERCROP SPECIES WITH THE INCLUSION OF PERMANENT VEGETATION SPECIES AS APPROPRIATE.
- UPON DECOMMISSION

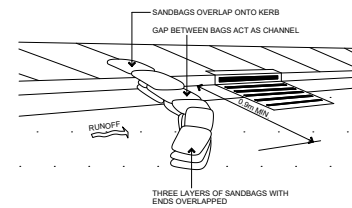
- E.00 EROSION CONTROL
- E.01 STORMWATER DRAINAGE AND CULVERTS NEED TO BE INSTALLED EARLY TO CATER FOR STORM RUNOFF.
- E.02 SOIL MATERIAL STOCKPILES SHALL BE LOCATED AWAY FROM DEPRESSION FLOWLINES.
- E.03 BARRIER OR SIMILAR FENCING IS TO BE USED TO PROTECT NO-GO AREAS.
- E.04 SITE ACCESS SHALL INCLUDE A SOIL RETENTION SYSTEM (eg. GRAVEL SHAKEDOWN ZONE).
- E.05 TEMPORARY DIVERSION DRAINAGE BANKS (AT 3% SLOPE) ARE TO BE SUCCESSFULLY INSTALLED DOWN-SLOPE (eg. ROAD FORMATIONS) AS PRIOR TO ANY BREAKS IN CONSTRUCTION (eg. OVERSLOPE, SEDIMENT TRAP) ARE TO BE PLACED AT THEIR OUTLETS.
- E.06 ALL DIVERSION BANKS SHALL BE STABILISED.
- E.07 NO MORE THAN 150m OF TRENCHING TO BE OPEN AT ANY ONE TIME.
- E.08 THE EXTENT OF CUT AND FILLS SHALL BE MINIMISED.
- S.00 SEDIMENT CONTROL
- S.01 THE NEED FOR SEDIMENT CONTROL MEANS THAT EROSION CONTROL HAS NOT BEEN ACHIEVED.
- S.02 SEDIMENT FENCING IS TO BE INSTALLED TO THE MANUFACTURERS SPECIFICATIONS AND:  
(a) BE SPACED SUCCESSIVELY DOWN-SLOPE NO GREATER THAN 50m APART AND APPROXIMATELY AT EVERY 1m FALL IN GROUND-SLOPE  
(b) BE INSTALLED TO THE CONTROLLER  
(c) HAVE THE ENDS TURNED UPSLOPE 500mm WHERE APPROPRIATE TO CREATE STORAGE
- S.03 SEDIMENT TRAPS SHALL BE INSTALLED IN ACCORDANCE WITH PLAN DETAILS. THEY WILL:  
(a) BE AS LARGE AS PRACTICAL  
(b) BE CONSTRUCTED TO SUIT EXPECTED FLOW CONDITIONS  
(c) BE LOCATED APPROXIMATELY EVERY 1m FALL IN GROUND-SLOPE  
(d) PROVIDE FOR SAFE OVERFLOW
- S.04 SEDIMENT CONTROLS ARE TO BE LOCATED AS CLOSE TO DISTURBED AREAS AS PRACTICAL.
- S.05 TRAPPED SEDIMENT TO BE REMOVED TO AN APPROPRIATE NOMINATED LOCATION.
- S.06 TEMPORARY CONTROL MEASURES SHALL REMAIN IN PLACE UNTIL CATCHMENT THEY ARE SERVING IS STABILISED (FOR GRASS THIS WILL MEAN 70% GROUND-COVER).
- S.07 PROVIDE SEDIMENT BAGS IN KERB & GUTTER UPSTREAM OF EXISTING KERB INLET PITS UNTIL DISTURBED AREAS ARE ADEQUATELY STABILISED.
- S.08 PRIOR TO APPROVAL OF STORMWATER PIPES AND PITS, PREVENT RUNOFF DRAINING INTO PIPE SYSTEMS BY SAND BAGGING AND DIVERSION TO OTHER CONTROL MEASURES.
- S.09 ON COMPLETION OF PITS, CONSTRUCT SEDIMENT TRAPS IN ACCORDANCE WITH DETAILS UNTIL EARTHWORK ZONES ARE STABILISED WITH GRASS COVER.
- S.10 PLACE ONE OR MORE PEGS ON THE FLOOR OF THE SEDIMENT BASINS TO INDICATE CLEARLY THE LEVEL AT WHICH DESIGN CAPACITY OCCURS AND WHEN SEDIMENT WILL BE REMOVED.
- M.00 MAINTENANCE
- M.01 THE WORKS SUPERVISOR SHALL ENSURE THE PLAN IS CONTINUALLY EVALUATED AND AMENDED WHERE REQUIRED.
- M.02 REMOVE SEDIMENT EVERY 1 MONTH OR WHEN THE LEVEL REACHES DESIGN CAPACITY.
- M.03 TREAT THE WATERS AND ALLOW AT LEAST 24 HOURS TO SETTLE WITHIN FOUR DAYS FROM THE CONCLUSION OF A RAINFALL EVENT.
- M.04 DRAIN THE SEDIMENT BASINS SO THAT FULL STORAGE CAPACITY IS REGAINED WITHOUT DISCHARGING SEDIMENT FROM THE SITE WITHIN FIVE DAYS FROM THE CONCLUSION OF A RAINFALL EVENT.
- M.05 SEDIMENT REMOVED FROM THE BASINS WILL BE DISPOSED IN LOCATIONS WHERE FURTHER EROSION AND CONSEQUENT POLLUTION TO DOWN-SLOPE LANDS AND WATERWAYS WILL NOT OCCUR.



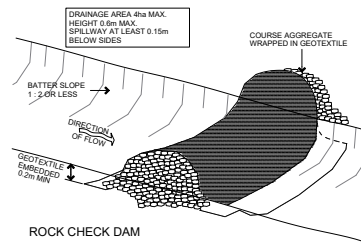
SEDIMENT FENCE



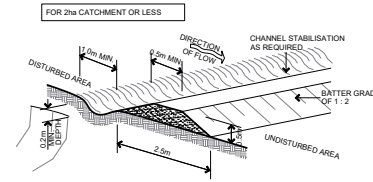
STABILISED SITE ACCESS



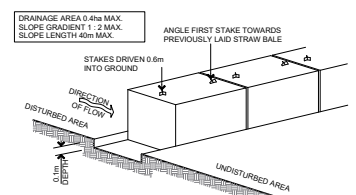
SAND BAG KERB INLET SEDIMENT TRAP



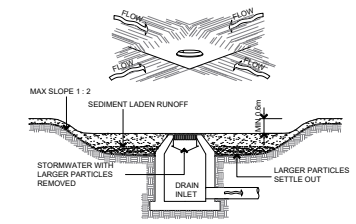
ROCK CHECK DAM



DIVERSION BUND



STRAW BALE SEDIMENT FILTER



SURFACE INLET SEDIMENT TRAP



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| Rev | Date     | Description   |
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| A   | 26.02.26 | CLIENT REVIEW |

Project  
APR WC  
CONCEPT DESIGNS  
Sheba Dam Channel Remediation  
Site Address  
Lot 7003 D.P 96506  
Barry rd, Hanging Rock NSW 2340  
Dept of Planning, Housing and Infrastructure

| Drawing Title                                  |     | Original Sheet Size |   |
|--|-----|---------------------|---|
| EROSION AND SEDIMENT CONTROL NOTES AND DETAILS |     | A1                  |   |
| Design   | APR | Revision            | A |
| Drawn  | ES  |                     |   |
| Check  | WC  |                     |   |

| Certification |               |
|---------------|---------------|
| Dwg No        | 49086-CC01-10 |



# AIATSIS 20 SUMMIT 26

1 – 5 JUNE GOLD COAST

## Program

Our Truth. Our Power. Our Future

Join the conversation [#aiatsisSUMMIT](#)

## DAY 1 Monday 1 June

|                      |  |   |   |  |   |   |
|----------------------|--|---|---|--|---|---|
| <b>0800-1630</b>     | Registration open  |   |   |  |   |   |
| <b>0830-1700</b>     | Exhibition open  |   |   |  |   |   |
| <b>0830-0900</b>     | Welcome to Country   |   |   |  |   |   |
| <b>0900-1030</b>     | <b>Arena 2</b><br>Brooke Boney – Master of Ceremonies<br>Mr Leonard Hill, Chief Executive Officer, AIATSIS – Welcome Address<br>Mr Karl Hampton, Chairperson, AIATSIS Council – Welcome Address<br>Danggan Balun Aboriginal Corporation – Welcome Address<br>Hon Malarndirri McCarthy, Minister for Indigenous Australians – Video Message<br>Dr Bianca Beeston, Director First Nations, Queensland Museum – Keynote Address |   |   |  |   |   |
| <b>1030-1100</b>     | Morning Tea<br>Exhibition Hall Door 3 and 4  |   |   |  |   |   |
| <b>1100-1230</b>     | Concurrent sessions  |   |   |  |   |   |
| <b>Subtheme</b>      | Contemporary Innovations - ICIP  | Contemporary Innovations - Education  | Contemporary Innovations - Health   | Cultural Preservation, Revitalisation and Resurgence - Collection Management   | Rights, Recognition and Representation - Leadership & Empowerment   | Rights, Recognition and Representation - Truth telling  |
| <b>Room</b>          | <b>Arena 2</b>   | <b>Central Room A (Workshops)</b>   | <b>Room 5&amp;6</b>   | <b>Room 7</b>  | <b>Room 8</b>   | <b>Room 9</b>   |
| <b>Session Chair</b> |  |   |   |  |   |   |
| 1100                 | <b>Hold - DBAC</b><br><br>Lynda Maybanks<br><br>Wurrinyah Gurmung Aboriginal Corporation   | Paper ID 19 - Teaching What Was Never Taught: Preparing Educators to Embed First Nations Perspectives in the Classroom Through Historical Truth<br><br>Leah Brideson<br><br>AIATSIS | Paper ID 61 - Indigenous Health and Wellbeing Evaluations: Why Indigenous leadership is vital<br><br>Summer Finlay & Bronwyn Fredericks<br><br>University Of Wollongong       | Paper ID 193 - Reparative research: improving access to records through the Victorian Stolen Generations Package<br><br>Mary Gillingham, Liz Laguerre, Jacinta Walsh, Jayne Rantall & Kayla Paterson<br><br>Department Of Justice & Community Safety | Paper ID 31 - Pathways to economic empowerment for First Nations young adults<br><br>Lilly Stanton<br><br>Indigenous Business Australia | Paper 74 Systemic Racism, First Nations Resistance and the ACT Criminal Legal System<br><br>Chris Cunneen & Fiona Allison<br><br>Jumbunna Institute UTS |
| 1130                 |  |   |   |  |   |   |
| 1200                 | Paper ID 227 - From Cultural Protocols to Law: Designing a National Indigenous Cultural and Intellectual Property Act<br><br>Terri Janke<br><br>Terri Janke and Company  | Paper ID 156 Embedding Culturally Responsive Pedagogies in the AIATSIS Schools Program<br><br>Leah Brideson<br><br>AIATSIS  | Paper ID 123 - MAIA initiative with NACCHO- Aiming to improve health outcomes through changing prescriber behaviour.<br><br>Aleena Williams<br><br>Aleena Williams Consulting | Paper ID 129 - Supporting Stolen Generations records access through systemic change<br><br>Gemmia Burden<br><br>The Healing Foundation   | Paper ID 9 - Walking in Two Worlds: Leadership, Identity and Purpose<br><br>Ashley Reid   | Paper ID 37- Indigenous leadership beyond performative 'Truth-Telling'<br><br>Jesse J. Fleay<br><br>Monash University                                   |
| <b>1230-1330</b>     | Lunch<br>Exhibition Hall Door 3 and 4  |   |   |  |   |   |
| <b>1330-1500</b>     | Concurrent sessions  |   |   |  |   |   |
| <b>Subtheme</b>      | Contemporary Innovations - Education   | Contemporary Innovations - Research   | Contemporary Innovations - Health   | Cultural Preservation, Revitalisation and Resurgence - Collection Management   | Contemporary Innovations - Leadership & Empowerment   | Caring for Land and Sea Country (Sustainability)  |
| <b>Room</b>          | <b>Arena 2</b>   | <b>Central Room A</b>   | <b>Room 5&amp;6</b>   | <b>Room 7</b>  | <b>Room 8</b>   | <b>Room 9</b>   |

Note – Speaker and presentation timings are subject to change

Day 1 Monday 1 June

| (workshops)   |   |   |   |  |  |  |
|---------------|---|---|---|--|--|--|
| Session Chair |   |   |   |  |  |  |
| 1330          | Paper ID 30 - Balancing Cultural and Western Knowledge Pathways Embedding Two-Way Learning<br>Gwen Weston<br><br>Karri Karrak Aboriginal Corporation  | Paper ID 224 - Establishment of a National Aboriginal and Torres Strait Islander Human Research Ethics Committee - Findings and Next Steps.<br>Janaya Pender<br><br>Lowitja Institute | Paper ID 155 - Our Mob, Our Data, Our Say: Community expectation of consent and data within Gold Coast health services<br>Lillian Dullat & Letitia Campbell<br>Kalwun   | Paper ID 121 - Remote Community Television Distribution and Archive platforms<br>Neil Turner & Jivaughn Cooby<br><br>Pilbara And Kimberley Aboriginal Media  | Paper ID 211 - From Community to Global Impact: Young Indigenous Women Leading the Way in STEM<br>Tahnee Towers & Keely Perry<br><br>CSIRO   | Paper ID 191 - First Nations Sea Country Innovation: Co-Designing Marine Bioproducts<br>Carron Daveson, Leah Talbot & Daniel Abrahams<br><br>Marine Bioproducts Cooperative Research Centre                            |
| 1400          |   |   | Paper ID 96 - Caring for the People Who Care for Country: Strengthening Indigenous Organizations Across Land, Health and Community<br>Alison Vidal<br><br>ABC Foundation  | Paper ID 208 - Issues with Preserving First Nations' (Digital) Heritage in Archives Across Generations and Solutions Seen in Anangu Pitjantjatjara Yankunytjatjara<br>John Dallwitz, Rebekah Osborne & Dora Dallwitz | Paper ID 151 - Rise Up to Prosper: Yawuru's Model for Youth Employment, Skills and Economic Freedom<br>Taliah Payne<br><br>Nyamba Buru Yawuru  | Paper ID 220 - Exploring how Indigenous food sovereignty is defined and enacted in Australian policy<br>Isaac Ramsey, Deb Duthie & Danielle Gallegos<br><br>Queensland University of Technology                        |
| 1430          | Paper ID 38 - Beyond world best practice: Juxtaposing 60,000 years of sophisticated pedagogies with contemporary Finnish educational excellence.<br>Haye van der Meer<br><br>Charles Darwin University – St Patrick's College |   | Paper ID 76 - Harnessing Aboriginal ways of knowing, being and doing to support safe yarning in mainstream child and adolescent mental health services.<br>Thomas Betts, Bek Morrison & Sarah Cattermole<br><br>The Kids Research Institute Australia | Paper ID - TBC - Progress in preserving at-risk media to assist in cultural preservation, revitalisation, and resurgence<br>Cameron Burns & Penny Watson<br><br>AIATSIS  | Paper ID 62 - When We Lead, Our Children Rise: The Power of Aboriginal Leadership in Shaping the Future<br>Kristy Bloomfield & Tanya Turner<br><br>Oonchiumpa Consultancy and Services                 | Paper ID 55 - Indigenous Knowledge Place - University of Sydney School of Architecture, Design and Planning<br>Michael Mossman & Elle Davidson<br><br>University Of Sydney School of Architecture, Design and Planning |
| 1500-1530     | Afternoon Tea<br>Exhibition Hall Door 3 and 4   |   |   |  |  |  |
| 1530-1700     | Concurrent sessions   |   |   |  |  |  |
| Subtheme      | Contemporary Innovations - Education  | Cultural Preservation, Revitalisation and Resurgence - Collection Management  | Rights, Recognition and Representation - Self Determination   | Intergenerational Knowledge  | Intergenerational Knowledge  | Contemporary Innovations - Research  |
| Room          | Arena 2   | Central Room A (workshops)  | Room 586  | Room 7   | Room 8   | Room 9   |
| Session Chair |   |   |   |  |  |  |
| 1530          | Paper ID 219 - Learning Our Way: Apmerenge-nyele and the Power of Community-Led, Self-Determined Education<br>Alanah Jack<br><br>Children's Ground  | Paper ID 138 - Shifting the paradigm to a Cultural and Spiritual Paradigm.<br>Rod Williams & Samantha Cooms<br><br>Gongan Consultancy   | Paper ID 47 - People Coming Together, Working Together via Family Empowerment Model<br>Darren Mitchelson, Janella Isaac, Rosana Smith & Joshua Augustine<br><br>Waapi Ltd   | Paper ID 153 - Tubowgule/Bennelong Point: First Nations Engagement, Heritage Values and Storytelling<br>Kaitlen Wellington, Kylene Anderson & Laura Matarese<br><br>Sydney Opera House                               | Paper ID 185 - Weaving Knowledge: Community Knowledge Guiding, Evidence-Based Conservation in the Torres Strait<br>Billie Roberts, Troy Laza & Melanie Stewart<br><br>Torres Strait Regional Authority | Paper ID 27 - Reframing Knowledge Translation Through First Nations Research Sovereignty<br>Yasmin Johnson<br><br>Maburra Collective Inc.  |

Note – Speaker and presentation timings are subject to change

Day 1 Monday 1 June

|           |  |  |   |   |   |  |
|-----------|--|--|---|---|---|--|
| 1600      | <p>Paper ID 21 - Intergenerational Wisdom and Leadership: Insights from Indigenous Elders Shaping the Future of Australian Higher Education<br/>Matilda Harry</p> <p>Western Sydney University</p> |  | <p>Paper ID 48 - More than just a bottle of kelp: tarkiner as self-determination in action<br/>Rochelle Godwin</p> <p>Circular Head Aboriginal Corporation</p>  | <p>Paper ID 79 - Wurringaa ngurramba-gu dhural dharrawulanha: Yuwaalaraay women returning sound to homelands<br/>Nardi Simpson<br/>University Of Sydney</p>   | <p>Paper ID 172 - First Nations women, cultural fire knowledge and wellbeing: understanding the impacts of the AUSWTREX program<br/>Nell Reidy &amp; Jess Walters<br/>Monash University</p> | <p>Paper ID 234 - Stepping into our power as Warlpiri researchers: how our manja tree framework keeps our work growing strong<br/>Natalie Morton, Geoffry Barnes, Veronica Williams &amp; Kethura Payton</p> <p>Central Land Council</p> |
| 1630      | <p>Paper ID 140 - Our painting tells the story - 20 years of working together as the Warlpiri Education and Training Trust (WETT)<br/>Central Land Council</p>                                     |  | <p>Paper ID 232 - Contemporary Innovation and Indigenous Self-Determination: Real-time data is informing culturally informed responses to student support at the University of Sydney<br/>Reuben Bolt</p> <p>University of Sydney</p> | <p>Paper ID 165 - Yanangu Pintupilu Yara, Turku Kurraika Paypangkatja Yutinipa, kurrumpa kunpu pulka kanyintjaku: Pintupi Revealing early stories and songs to strengthen spirit<br/>Winston Green, Hannah Corbett &amp; John-T West</p> <p>Pintupi Waarkarrinyi Tjungu Limited</p> | <p>Paper ID 20 - A Right to Remember<br/>Fiona Foley</p> <p>University Of Queensland</p>  | <p>Paper ID 88 - 'Indigenous Scholars You Should Know' interview series - a platform celebrating current First Peoples' research<br/>Blayne Welsh, Gretel Taylor &amp; Laki Sideris</p> <p>RMIT University</p>                           |
| 1730-1930 | <p><b>Social Event – Welcome Reception</b><br/>Exhibition Hall Door 3 and 4</p>  |  |   |   |   |  |

Note – Speaker and presentation timings are subject to change

## DAY 2 Tuesday 2 June

|                      |  |  |   |   |  |  |
|----------------------|--|--|---|---|--|--|
| <b>0800-1630</b>     | Registration open  |  |   |   |  |  |
| <b>0830-1700</b>     | Exhibition open  |  |   |   |  |  |
| <b>0900-1030</b>     | <b>Arena 2</b><br>Brooke Boney – Master of Ceremonies<br>Dr Birgit Scheps-Bretschneider, Rt. Head of Provenance Research and Restitution Curator, Grassi Museum, Leipzig Germany – Keynote Address<br>Mx Sharon Davis, Chief Executive Officer, National Aboriginal and Torres Strait Islander Education Corporation – Keynote Address |  |   |   |  |  |
| <b>1030-1100</b>     | Morning Tea<br>Exhibition Hall Door 3 and 4  |  |   |   |  |  |
| <b>1100-1230</b>     | <b>Concurrent sessions</b>   |  |   |   |  |  |
| <b>Subtheme</b>      | Caring for Land and Sea Country (Sustainability)   | Rights, Recognition and Representation   | Cultural Preservation, Revitalisation and Resurgence - Collection Management  | Caring for Land and Sea Country (Sustainability)  | Contemporary Innovations - Leadership & Empowerment  | Contemporary Innovations - Education   |
| <b>Room</b>          | <b>Arena 2</b>   | <b>Central Room A (Workshops)</b>  | <b>Room 5&amp;6</b>   | <b>Room 7</b>   | <b>Room 8</b>  | <b>Room 9</b>  |
| <b>Session Chair</b> |  |  |   |   |  |  |
| 1100                 | Paper 170 - Caring for Country Leadership<br>Joe Morrison<br><br>Indigenous Land and Sea Corporation   | Paper ID 18 - Yarning for Change: Indigenous Trauma Informed responses to Violence<br>Marnie Davis<br><br>Women Up North Housing               | Paper ID 98 - Call It Out: A Living Archive: Reclaiming Truth through the Call It Out Register.<br>Ariane Dozer & Rebecca Lewis<br><br>Jumbunna Institute of Education, UTS | Paper ID 82 - Walking Together: Building a New Future for Forestry with Traditional Owners<br>Thomas Holden<br><br>Nirrwarra Global | Paper ID 210 - Voice, Vision, Strength and Purpose: Supporting Young Indigenous Women to Shape the Future of STEM<br>Kim Dyball<br><br>CSIRO   | Paper ID 175 - UNDRIP and Urban Aboriginal Cultural Recognition in Southeast Queensland<br>Madeleine Pugin<br><br>Griffith University  |
| 1130                 |  |  |   |   |  |  |
| 1200                 | Paper ID 83- Showcasing the Restoration of the Mungalla Wetlands – Healing Country, Reviving Culture<br>Jacob Cassidy<br><br>Mungalla Station  | Paper ID 80 - Reclaiming Child Protection Decision Making in Australia<br>Candice Butler<br><br>PhD Candidate, University of Technology Sydney | Paper ID 115 - Unwinding the archive: Truth-telling through colonial collections<br>Jack Miller<br><br>State Liberty of Queensland  | Paper ID 35 - Impacts of Plant diseases on Country and Culture<br>Adrian Bauwens<br><br>Bunya Peoples Aboriginal Corporation        | Paper ID 75 - Voices on Yamatji Country: First Nations Leadership, Youth Engagement and Intergenerational Knowledge for Regional Change<br>Simon Hawkins, Chris Dann, Henry Sims, Tash Gillespie & Ken Capewell<br><br>Yamatji Marlpa Aboriginal Corporation | Paper ID 13 - Transforming Education: Integrating Aboriginal and Torres Strait Islander Perspectives for Cultural Safety<br>Justine Grogan<br><br>The Australian Institute of Teaching and School Leadership |
| <b>1230-1330</b>     | Lunch<br>Exhibition Hall Door 3 and 4  |  |   |   |  |  |
| <b>xxx-xxxx</b>      | On Country Activity - TBC  |  |   |   |  |  |
| <b>1330-1500</b>     | <b>Concurrent sessions</b>   |  |   |   |  |  |
| <b>Subtheme</b>      | Caring for Land and Sea Country (Sustainability)   | Rights, Recognition and Representation   | Cultural Preservation, Revitalisation and Resurgence - Collection Management & Care   | Cultural Preservation, Revitalisation and Resurgence - Collection Management & Care   | Contemporary Innovations - Engagement & Reconciliation   | Contemporary Innovations - Employment  |

Note – Speaker and presentation timings are subject to change

| Room  | Arena 2   | Central Room A (workshops)  | Room 5&6  | Room 7  | Room 8  | Room 9  |
|---|---|---|---|---|---|---|
| <b>Session Chair</b>  |   |   |   |   |   |   |
| 1330  | <p>Paper ID 187 - Our Truth, Our Power, Our Future: Indigenous-Led Fire Governance on the Dampier Peninsula<br/>Caroline (Carla) Davey<br/>Rangelands NRM</p>   | <p>Paper ID 180 - Navigating ICIP responsibilities and agreement making between Aboriginal and Torres Strait Islander Artists, communities and the GLAM sector.<br/>Jo-Anne Driessens &amp; Ms Stephanie Parkin<br/>Indigenous Art Code</p> | <p>Paper ID 103 - The National Film and Sound Archive - Our Collection and You: How co-design empowers, access, learning, and revitalization<br/>Dean Cross &amp; George Coles<br/>National Film and Sound Archive</p>      | <p>Paper ID 126 - Working Within Institutions: Indigenous Leadership, Service-Oriented Collections and the Future of Museum Practice<br/>Jilda Andrews, Juanita Kelly-Mundine &amp; Michael Bonner<br/>National Museum of Australia</p> | <p>Paper ID 69 - Best Practice in Community Engagement: Insights from the Let's Yarn About Sleep Program<br/>Nisreen Aouira &amp; Wayne Williams<br/>University of Sunshine Coast</p> | <p>Paper ID 149 - Our Truth, Their Systems: Indigenous-Led Evidence on Employment in Australia<br/>Nyssa Murray<br/>National Indigenous Employment and Training Alliance</p>                      |
| 1400  | <p>Paper 179 - COP31 - what it means and opportunities for First Nations engagement in International Climate Change<br/>Ally Carter<br/>Department of Climate Change, Energy, the Environment and Water</p> | <p>Paper 107 - Principles, Ethics and Rights for First Nations Artists and Arts Workers<br/>TBC<br/>National Association for the Visual Arts</p>  | <p>Paper ID Transformation-improving our systems to improve access to the AIATSIS Collection<br/>Lisa Smith &amp; Stephanie Luke<br/>AIATSIS</p>  | <p>Paper ID 44 - Reimagining Museum Education Through First Nations Leadership and Self-Determination<br/>Natalie Taylor &amp; Baylah Betar<br/>Australian Museum</p>   | <p>Paper ID 66 - Truth telling in a university setting; our reconciliation journey.<br/>Sharla Oxenham &amp; Miss Teleisha Smith<br/>Curtin University</p>                            | <p>Paper ID 147 - Indigenous Sovereignty through Transcultural Employment<br/>Daeul Jeong &amp; Maria Raciti<br/>ARC CoE Indigenous Futures, University of the Sunshine Coast</p>                 |
| 1430  |   |   | <p>Paper ID 17 - Truth-telling and the Territories Stolen Generations Redress Scheme<br/>Michael Newman<br/>National Indigenous Australians Agency</p>  | <p>Paper ID 7 - Truth Tell: Co-Design, Reciprocity and the Unsettling of Colonial Narratives in the GLAM Sector<br/>Shellie Smith &amp; Jasmine Kean<br/>Awabakal Descendants and Traditional Owners Corporation</p>                    | <p>Paper ID 32 - Bama Wambaji; (People Share) Towards establishing a First Nations National Philanthropic Organisation<br/>John Harding<br/>Barmal Bijiril Foundation</p>             | <p>Paper ID 142 - Our Truth at Work: Transforming Indigenous Employment Systems Through Innovation and Lived Experience.<br/>Emma Olszen<br/>The University of Queensland, School of Business</p> |
| <b>1500-1530 Afternoon Tea Exhibition Hall Door 3 and 4</b> |   |   |   |   |   |   |
| <b>1530-1700 Concurrent sessions</b>                        |   |   |   |   |   |   |
| <b>Subtheme</b>   | Cultural Preservation, Revitalisation and Resurgence - Repatriation   | Contemporary Innovations - Community Enterprise   | Cultural Preservation, Revitalisation and Resurgence - Collection Management  | Caring for Land and Sea Country (Sustainability)  | Cultural Preservation, Revitalisation and Resurgence - Repatriation   | Intergenerational Knowledge   |
| <b>Room</b>   | <b>Arena 2</b>  | <b>Central Room A (workshops)</b>   | <b>Room 5&amp;6</b>   | <b>Room 7</b>   | <b>Room 8</b>   | <b>Room 9</b>   |
| <b>Session Chair</b>  |   |   |   |   |   |   |
| 1530  | <p>Paper ID 199 - An Australian First: Queensland Museum and Clevvi Technology Pioneering Culture-Led AI First Nations Artefact Provenance, Building Trust and Knowledge Sovereignty.</p>                   | <p>Paper ID 164 - Everything We Need Is in Our Culture: An Aboriginal-Led Healing and Enterprise Model<br/>Tyson Carmody<br/>Kings Narrative</p>  | <p>Paper ID 162 - Supporting Country and Ceremony: Murra Ancestral Tracks, Mayi Kinship and cultural reinterpretation of archives<br/>Jesse Hodgetts &amp; Paul Gordon<br/>Wollotuka Institute, University of Newcastle</p> | <p>Paper ID 229 - From Forest Commons to Conservation Enclosure<br/>Peter Musinguzi<br/>University of Melbourne</p>   | <p>Paper ID 97 - Using Indigenous Frameworks to Bring Poorly Provenances International Indigenous Collections Home<br/>Jay Kickett<br/>AIATSIS</p>                                    | <p>Paper ID 236 - Murrudha: Sovereign Walks - Track #19<br/>Paul House, Professor Brenda Croft<br/>Australian National University</p>   |

Note – Speaker and presentation timings are subject to change

Day 2 Tuesday 2 June

|      |   |   |   |  |  |  |
|------|---|---|---|--|--|--|
| 1600 | Bianca Beetson, James Deck & Ronda Lettice<br><br>Queensland Museum                                   |   | Paper ID 209 - Decolonization of the Dewey Decimal Classification<br>Tania Schafer<br><br>State Library of Queensland | Paper ID 25 - Harm to Country Is Harm to the Body: Grounding Ethics, Policy and Governance in Indigenous Spiritual Safety and Relational Integrity<br>Joshua Waters<br><br>Deakin University | Paper ID 95 - Reviving the Sabagorar: Our Truth, Our Power, Our Future in Zenadh Kes<br>Ms Emily Beckley                                   | Paper ID 177 - Ngurra Baraya Jannawi-Country Singing with me<br>Jacinta Tobin<br><br>The Sydney Conservatorium   |
| 1630 | paper ID 102 - Warumungu cultural objects now back on-country (AIATSIS)<br>Jay Kickett<br><br>AIATSIS | Paper ID 163 - Everything We Need Is in Our Culture: Aboriginal-Led Healing and Economic Self-Determination<br>Tyson Carmody<br><br>Kings Narrative |   | Paper ID 218 - Australian Native Plants: Research, Innovation, Ethnobotany, and Commercialisation Pathways - A review<br>Keely Perry<br><br>University of Queensland                         | Paper ID 197 - Japan Zenadh Kes project: 50 years<br>Samantha Faulkner & Emily Beckley<br><br>National Health and Medical Research Council | Paper ID 130 - cultural resurgence as an active and ongoing process, expressed through intergenerational knowledge transfer and cultural revitalization.<br>Roxanne Sambo, Gavin Peel & April Smith<br><br>Far West Coast Aboriginal Corporation |

Note – Speaker and presentation timings are subject to change

## DAY 3 Wednesday 3 June

|                      |   |  |  |   |   |   |
|----------------------|---|--|--|---|---|---|
| <b>0800-1630</b>     | Registration open   |  |  |   |   |   |
| <b>0830-1700</b>     | Exhibition open   |  |  |   |   |   |
| <b>0830-0900</b>     | Welcome to Country  |  |  |   |   |   |
| <b>0900-1030</b>     | <b>Arena 2</b><br>Brooke Boney – Master of Ceremonies<br>Torres Strait Islander Dancers – Welcome Address<br>Mrs Gail Mabo and Mr Kaleb Mabo – Introductory Remarks<br>Mr Joshua Creamer– Mabo Lecture<br>Hon Debra Sue Mortimer, Chief Justice, Federal Court of Australia – Keynote Address |  |  |   |   |   |
| <b>1030-1100</b>     | Morning Tea<br>Exhibition Hall Door 3 and 4   |  |  |   |   |   |
| <b>1100-1230</b>     | Concurrent sessions   |  |  |   |   |   |
| <b>Subtheme</b>      | Rights, Recognition and Representation - Agreement Making   | Rights, Recognition and Representation - Governance  | Cultural Preservation, Revitalisation and Resurgence - Languages   | Rights, Recognition and Representation - Data Sovereignty   | Caring for Land and Sea Country (Sustainability)  | Cultural Preservation, Revitalisation and Resurgence - Languages  |
| <b>Room</b>          | <b>Arena 2</b>  | <b>Central Room A (Workshops)</b>  | <b>Room 5&amp;6</b>  | <b>Room 7</b>   | <b>Room 8</b>   | <b>Room 9</b>   |
| <b>Session Chair</b> |   |  |  |   |   |   |
| 1100                 | Paper ID 127 - "There's ILUAs in them there hills!": Tips & tools for ILUA landscapes<br>Paulette Dupuy & Michael Raine   | Paper ID 43 - Yuruwan: Holding Truth in Structure - Indigenous Governance as Living Practice<br>Shorna Graham  | Paper ID 36 - The importance of access to Country for Aboriginal Language teaching and learning<br>Britt Jacobsen  | Paper ID 238 - Our Knowledge, Our Governance: Embedding Indigenous Cultural and Intellectual Property and Indigenous Data Sovereignty in Wikimedia Platforms<br>Terri Janke& Shevaun Wright   | Paper ID 230 - Caring for country - Djaara-led Land management<br>TBC<br>Dhelkunya Dja Land Management Board  | Paper ID 120 - Yikan Noongar Language Program: Empowering Language Learning Through Culturally Grounded, Practical Classroom Resources<br>Coleen Sherratt |
| 1130                 | National Native Title Tribunal  | Launch Housing   | Aboriginal Languages Trust   | Terri Janke and Company   |   | Education Service Australia   |
| 1200                 | Paper 213 - The Cape York United #1 Claim: A Model of Native Title Success<br>Michelle Cioffi<br>Cape York Land Council   | Paper ID 81 - Aboriginal and Torres Strait Islander Governance in Policymaking: The Coalition of Peaks and the National Agreement on Closing the Gap<br>Lisa Charles<br>Coalition of the Peaks | Paper ID 84 - winangaylanha - listen, remember, understand and know: Is it more effective to learn language on-Country or in the classroom?<br>Madeleine Bye<br>Stronger Smarter Institute | Paper ID 181 - "Bringing our languages home to our communities" Indigenous Data Sovereignty and Data Repatriation for cultural resurgence, revitalisation and wellness.<br>Alex Hohoi & Ben Foley<br>Language Data Commons of Australia | Paper ID 122 - Rights, Recognition and Representation – Balancing the Dialogues in Mine Closure<br>Caroline Williams, Jyi Lawton & Rodger Barnes<br>Cooperative Research Centre for Transformations in Mining Economics | paper ID 45 - Bugarrigarra in practice: Language, story and culture as pillars of life and cohesion<br>Jordin Payne & Naomi Appleby<br>Nyamba Buru Yawuru |
| <b>1230-1330</b>     | Lunch<br>Exhibition Hall Door 3 and 4   |  |  |   |   |   |
| <b>xxx-xxxx</b>      | On Country Activity - TBC   |  |  |   |   |   |
| <b>1330-1500</b>     | Concurrent sessions   |  |  |   |   |   |

Note – Speaker and presentation timings are subject to change

| Subtheme      | Caring for Land and Sea Country (Sustainability)   | Rights, Recognition and Representation - Post Determination   | Rights, Recognition and Representation - Mine Closures  | Caring for Land and Sea Country (Sustainability)   | Rights, Recognition and Representation - Data Sovereignty   | Rights, Recognition and Representation - Governance   |
|---------------|--|---|---|--|---|---|
| Room          | Arena 2  | Central Room A (workshops)  | Room 5&6  | Room 7   | Room 8  | Room 9  |
| Session Chair |  |   |   |  |   |   |
| 1330          | Paper ID 101 - A Traditional Owner-led water planning engagement process in the Kimberley<br>TBC<br><br>Kimberley Land Council | Paper ID 52 - Unlocking capital: First Nations-led Solutions for Economic Self-Determination<br>Leah Armstrong, Adrian Appo & Jodie Sizer<br><br>National Native Title Council                        | Paper ID 186 - Recognising, Respecting and Capacity Building in Mine Closure and Transitions<br>Caroline Williams, Agnes Samper & Keneth Walker<br><br>Cooperative Research Centre for Transformations in Mining Economics  | Paper ID 72 - The intersection between Engineering and Caring for Country.<br>Guruji Wagner<br><br>The University of Melbourne   | Paper ID 160- From Consultation to Control: Embedding Indigenous Authority Over Data and AI<br>Lisa Pizzoni<br><br>Indigenous Data Authority  | Paper ID 188 - Intergenerational Governance: Embedding Cultural Respect within Contemporary Organisations<br>Carly Forrest<br><br>The Dreaming Collection   |
| 1400          | Paper ID 171 - Jumbun community Microgrid Project<br>TBC<br><br>Indigenous Land and Sea Corporation                            |   |   | Paper 157 - Embedding "Country is us, we are Country" as a One Health approach to wildlife health<br>Ms Lisa Tunks<br><br>Wildlife Health Australia  | Paper ID 148 - INDIJSEAL! A System and Method for Culturally Authenticated Digital Provenance Verification of Indigenous Cultural Intellectual Property<br>Craig Aspinall & Bibi Barba<br><br>IndijiAuthentic Pty Ltd | Paper ID 134 - Bindjareb Djilba Kaadadjan Bidi Yarning Circle - A Model for Collaborative Cultural Governance<br>Brad Vitale, Adrianna Jetta & Kallan Nannup<br><br>Bindjarb Djilba Kaadadjan Bidi Yarning Circle |
| 1430          | Paper ID 49 - Reclaiming Our Cultural Landscape<br>Jayd Kennedy<br><br>Yued Aboriginal Corporation                             | Paper ID 33 - From Determination to Development: Land Activation, PBC Capacity and the Missing Middle<br>Gareth Oglivie<br><br>Bardi & Jawi Aboriginal Corporation                                    | Paper ID 202 - Increasing Indigenous participation leadership in mine closure – approaches from the Latrobe Valley and the Pilbara<br>Jessica Reeves<br><br>Federation University   | Paper ID 217 - Country Under Pressure: Five Invasive Threats, Shared Responsibility, and the Case for Reform<br>Taigen Ryan<br><br>Invasive Species Council  | Paper ID 34 - Improving Aboriginal and Torres Strait Islander Data Capability through an Indigenous Data Literacy Framework<br>Becki Cook<br><br>Queensland University of Technology                                  | Paper ID 237 - Re-designing Governance: Placing First Nations Youth at the Centre of Cultural Governance<br>Karinda Eggington<br><br>Headspace National   |
| 1500-1530     | Afternoon Tea<br>Exhibition Hall Door 3 and 4  |   |   |  |   |   |
| 1530-1700     | Concurrent sessions  |   |   |  |   |   |
| Subtheme      | Rights, Recognition and Representation - Native Title  | Rights, Recognition and Representation - Compensation   | Caring for Land and Sea Country (Sustainability)  | Cultural Preservation, Revitalisation and Resurgence - Languages   | Contemporary Innovations - Data Sovereignty   | Contemporary Innovations - Indigenous Business  |
| Room          | Arena 2  | Central Room A (workshops)  | Room 5&6  | Room 7   | Room 8  | Room 9  |
| Session Chair |  |   |   |  |   |   |
| 1530          |  | Paper ID 113 - Along the compensation pathway - different Traditional Owner reflections on their compensation journeys<br>Jamie Lowe, Kado Muir, Clinton Benjamin, Lorraine Jones and Michael Woodley | Paper ID 159 - Partnerships and innovative pathways for management of Country between Queensland Parks and Wildlife Service and Traditional Owners.<br>TBC<br><br>Queensland Parks And Wildlife Service, Department of Environment, Tourism, Science and Innovation | Paper ID 196 - Marumarrama - Cultivating productive dialogue between Language Custodians and Linguists for Language Revitalisation<br>Raymond Kelly, Jean Harkins & Nicholas Watson<br><br>Wollotuka Institute | Paper 154 - Top Tips for Negotiating ICIP Rights in Government and Research Agreements<br>Anika Valenti<br><br>Terri Janke and Company  | Paper ID 139 - Who is defining "Indigenous Business"?<br>Organisation Name<br>Donisha Duff<br><br>University of Queensland  |

Note – Speaker and presentation timings are subject to change

Day 3 Wednesday 3 June

|      |  |  |  |  |   |   |
|------|--|--|--|--|---|---|
| 1600 |  |  | <p>Paper ID 106 - Living Culture, Living Country: Malgana Climate-Led Knowledge from Gathaagudu (Shark Bay)<br/>Natasha Cameron<br/>Malgana Aboriginal Corporation</p> | <p>Paper ID 182 - Digital obsolescence and language collections - a look in at long term safe storage.<br/>Alex Hohoi &amp; Ben Foley<br/>Language Data Commons of Australia</p> | <p>Paper ID 54 - Making Data Sovereignty Work: Community-Led Governance in Practice<br/>Mike Hill<br/>Hill Digital and Strategy</p>                           | <p>Paper ID 51 - Localising First Nations Economies: Circular, Culture-Centred Entrepreneurship for Self-Determined Futures<br/>Gemma Lloyd<br/>Sacred Country Consulting</p> |
| 1630 | <p>Paper ID 16 From Oodnadatta to the High Court: a significant native title decision on connection in Stuart &amp; Ors v South Australia.<br/>Leonora Herweijer, Stephen Kenny, Aaron Stuart, Joanne Warren, &amp; Gregory Warren Snr<br/>Camatta Lawyers</p> |  | <p><b>Hold - DBAC</b></p>  | <p>Paper ID 125 - Language in Motion: Old Language, New Voices on Country<br/>Veronica Arbon, Tina Raye, Bronwyn Dodd &amp; Jodi Shaw<br/>Arabana Aboriginal Corporation</p>     | <p>Paper ID 194 - Who holds our data and what does it mean for the Indigenous Data Sovereignty movement?<br/>Aleena Williams<br/>University of Queensland</p> | <p>Paper ID 207 - First Nation Finance Action Plan<br/>Tyrone Glenbar<br/>Indigenous Energy Australia / Kabi Kabi Peoples Aboriginal Corporation</p>                          |

Note – Speaker and presentation timings are subject to change

## DAY 4 Thursday 4 June

|                      |   |   |   |   |   |  |
|----------------------|---|---|---|---|---|--|
| <b>0800-1630</b>     | Registration open   |   |   |   |   |  |
| <b>0830-1700</b>     | Exhibition open   |   |   |   |   |  |
| <b>0900-1030</b>     | <b>Arena 2</b><br>Brooke Boney – Master of Ceremonies<br>Mr Beau Williams, Chief Executive Officer, First Languages Australia– Keynote Address<br>Professor Yalmay Yunupingu, Indigenous Knowledge Institute, University of Melbourne – Keynote Address |   |   |   |   |  |
| <b>1030-1100</b>     | Morning Tea<br>Exhibition Hall Door 3 and 4   |   |   |   |   |  |
| <b>1100-1230</b>     | <b>Concurrent sessions</b>  |   |   |   |   |  |
| <b>Subtheme</b>      | Rights, Recognition and Representation - Post Determination   | Cultural Preservation, Revitalisation and Resurgence - Cultural Heritage  | Rights, Recognition and Representation- Agreement Making  | Rights, Recognition and Representation - Economic Development   | Contemporary Innovations - Finance  | Cultural Preservation, Revitalisation and Resurgence - Languages   |
| <b>Room</b>          | <b>Arena 2</b>  | <b>Central Room A (Workshops)</b>   | <b>Room 5&amp;6</b>   | <b>Room 7</b>   | <b>Room 8</b>   | <b>Room 9</b>  |
| <b>Session Chair</b> |   |   |   |   |   |  |
| 1100                 | Paper 92 - Translating Rights Theory to Working Reality - Introducing the Mabo Centre<br>Rodney Carter  | Paper ID 114 - Federal cultural heritage laws - the final proposed package<br>Rachel Perkins, Natalie Rotumah   | Paper ID 24 - Balancing Cultural and Western Knowledge Pathways: Embedding Two-Way Learning in Indigenous Land and Heritage Agreements<br>Gwen Weston | Paper ID 14 - First Nations-led decision making within investment portfolios<br>Andrew Garrett  | Paper ID 215 - How First Nations leadership and partnership inside and outside the finance industry transforms institutional relationships to empower economic self-determination<br>Adam Fletcher, Noel Prakash, Annie Ashworth & Kieran Cain-Hall | Paper ID 58 - Our Languages, Our Way- A Guideline for Language Use in NSW<br>Tamika Townsend   |
| 1130                 | Mabo Centre   | First Nations Heritage Protection Alliance  | Karri Karrak Aboriginal Corporation   | Perpetual   | National Australia Bank   | Aboriginal Languages Trust   |
| 1200                 | Paper ID 112 - Training the native title sector: A systems approach<br>Scott Mackay   | Paper ID 89 - Cultural Mapping: Muntulgura Guruma Language and Significant Site Digitisation and Preservation Project<br>Tani Stevens & Wayne Stevens | Paper ID- AIATSIS's National PBC Survey results<br>Felicity Thiessen & Ivan Ingram  | Paper ID 119 - First Peoples Indigenous Business Education Pathways: A Journey in Relationality<br>Michelle Evans, Mark Jones & Chris Riley | Paper ID 117- Enhancing business sustainability for Traditional Owner organisations through Information Management Systems and Nature-based solutions.<br>Scott Anderson & Ben Gertz  | Paper ID 90 - Through Warra Pari, Kauma Warra Flows Strong Once Again: Adult Immersion as a Pathway for Language Resurgence<br>Jonathon Newchurch & Natasha Martin |
|                      | Mabo Centre   | Eastern Guruma  | AIATSIS   | Dilin Duwa (University of Melbourne)  | Great Barrier Reef Foundation   | Warra Wangkatitya  |
| <b>1230-1330</b>     | Lunch<br>Exhibition Hall Door 3 and 4   |   |   |   |   |  |
| <b>xxx-xxxx</b>      | On Country Activity - TBC   |   |   |   |   |  |
| <b>1330-1500</b>     | <b>Concurrent sessions</b>  |   |   |   |   |  |
| <b>Subtheme</b>      | Rights, Recognition and Representation - Water Rights   | PBC Closed Session  | Cultural Preservation, Revitalisation and Resurgence - Cultural Heritage  | Rights, Recognition and Representation - Post Determination   | Rights, Recognition and Representation - Nation Building  | Cultural Preservation, Revitalisation and Resurgence - Languages   |

Note – Speaker and presentation timings are subject to change

| Room                 | Arena 2   | Central Room A (workshops)  | Room 5&6  | Room 7   | Room 8   | Room 9  |
|----------------------|---|---|---|--|--|---|
| <b>Session Chair</b> |   |   |   |  |  |   |
| 1330                 | Paper ID 118 - In Deep Waters: the struggle for Traditional Owner Rights in Offshore Waters – and beyond<br>Gareth Ogilvie & Alix Hill<br><br>The Mabo Centre (University of Melbourne) | Paper ID 178 - Understanding Native Title Trustee Responsibilities<br>Lisa Strelein<br><br>Chalk & Behrendt, Lawyers & Consultants  | Paper ID 216 - Supporting Cultural Governance in PBCs<br>Klara Hansen & Emily Sexton<br><br>PBC Link<br><br>Paper ID 132 - First Protect Area declaration in nearly 30 years under Western Australian Aboriginal Heritage Legislation<br>Kimberely Bridge & Russell Gregory<br><br>Malarngowem Aboriginal Corporation Rntbc | Paper 152 - Yawuru Truth to Yawuru Power: 20yrs of Rights, Representation and Nation Building<br>Nini Mills<br><br>Nyamba Buru Yawuru<br><br>Paper 100 - Transforming Remote Aboriginal Communities<br>Martin Bin Rashid & Jordan Ala'i<br><br>Karajarri Traditional Lands Association | Paper ID 22 - Daring to Dream: Enablers to participation of Aboriginal Women in public and political life.<br>Michelle Deshong<br><br>Deshong Consulting Pty Ltd<br><br>Paper ID 173 - Centring Community Authority in Evaluation: How the Right Way Evaluation Strengthens Indigenous-Led Practice<br>Renee Cremer<br><br>Community First Development | Paper ID 124 - "Nothing about us without us": Using legislation to redress the harm caused to Aboriginal and Torres Strait Islander languages<br>Mollie O'Connor<br><br>First Languages Australia<br><br>Paper ID 64 - Asserting Law in Country through speaking and writing palawa kani.<br>Theresa Sainty<br><br>University of Tasmania |
| 1400                 |   |   |   |  |  |   |
| 1430                 | Paper ID 221 - Water is life: using native title in the fight for water rights at Singleton Station<br>Dawn Swam, Valerie Curtis, Evie Rose & Tom Dews<br><br>Central Land Council      | Paper ID 192 Our community. Our agency. - Building self-determination and Indigenous empowerment in charitable governance frameworks.<br>Louise Mallon & Sue Woodward<br><br>Chalk & Behrendt Lawyers and Consultants | Paper ID 195 - Federal standards, State silence: protecting cultural heritage in Queensland when they don't consult.<br>Kristen Hodge<br><br>White Gum Mediation and Law  | Paper ID 78 - Unfair, Harsh and Wrongful? – Oppressive Conduct, RNTBCs and the CATSI Act<br>Henry Dow<br><br>Marrawah Law and Advisory   | Paper ID 91 - Native Title: Corporate Management versus Cultural Authority and Heritage Protection<br>Greg McIntyre<br><br>Michael Kirby Chambers  |   |
| 1500-1530            | Afternoon Tea<br>Exhibition Hall Door 3 and 4   |   |   |  |  |   |
| 1530-1700            | Concurrent sessions   |   |   |  |  |   |
| <b>Subtheme</b>      | International Engagement  | Rights, Recognition and Representation - Agreement Making   | Rights, Recognition and Representation - Post Determination   | Rights, Recognition and Representation - Governance  | Cultural Preservation, Revitalisation and Resurgence - Cultural Heritage   | Rights, Recognition and Representation - Treaty & Land Rights   |
| <b>Room</b>          | <b>Arena 2</b>  | <b>Central Room A (workshops)</b>   | <b>Room 5&amp;6</b>   | <b>Room 7</b>  | <b>Room 8</b>  | <b>Room 9</b>   |
| <b>Session Chair</b> |   |   |   |  |  |   |
| 1530                 | Paper ID 144 - Placeholder - Mr. Justin Mohamed<br>Ambassador for First Nations People<br>Ambassador Justin Mohamed<br><br>Department of the Foreign Affairs and Trade                  | Paper ID 231 - Guidance on Agreement Making for Indigenous Carbon Projects<br>Anna Boustead, Emily Gerrad, Cissy Gore-Birch, Sarah Parriman & Sacaræe Burgoyne<br><br>ICIN  | Paper 203 - A journey towards self-determination in the Southwest of Western Australia leveraging a social enterprise<br>TBC<br><br>Gnaal Karla Booja Aboriginal Corporation  | Paper 131 - The paradox of flexibility and adaptation, and the evolution of law and customs.<br>Michelle Bannister<br><br>Wilberforce Chambers   | Paper 70 - Living Heritage in a Time of Reform: Reflections from Indigenous Experts on the Australian Heritage Council<br>Leah Cameron<br>Jamie Lowe<br><br>Marrawah Law Pty Ltd   | Paper ID 85 - Extending Traditional Owners' rights onto freehold land in Victoria<br>Kaley Nicholson<br><br>Federation Of Victorian Traditional Owner Corporations  |

Note – Speaker and presentation timings are subject to change

Day 4 Thursday 4 June

|      |  |  |  |  |   |  |
|------|--|--|--|--|---|--|
| 1600 | <p>Paper ID 93 - TBC - Placeholder for Pacific Nation Delegates</p> <p>Department of the Foreign Affairs and Trade</p> |  | <p>Paper 168 - Applying the First Nations Autonomy Framework: From Diagnosis to Action</p> <p>Ivan Ingram</p> <p>Regional Economic Solutions</p>                                 | <p>Paper ID 59 - From the Floor to Formality: Exploring the Director Appointment Process in Aboriginal Corporations</p> <p>Emma Chinnery</p> <p>Jackson McDonald</p> | <p>Paper ID 105 - On Partnership: Rethinking Best Practice Engagement Between Municipal Councils and Traditional Owners</p> <p>Lauren Gribble, Colleen Lazenby &amp; Maria Daikos</p> <p>Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation</p>                                | <p>Paper ID 166 - Together for Treaty campaign discussion with Common Threads</p> <p>Larissa Baldwin-Roberts &amp; Tarneen Onus-Browne</p> <p>Common Threads Indigenous Peoples Organisation</p>   |
| 1630 |  | <p>Paper 108 - Carbon, Country and Consent: Leveraging Native Title Rights in Australia's Carbon Farming Market</p> <p>Sarah Woodward &amp; Megan Harris</p> <p>Queensland South Native Title Services</p> | <p>Paper ID 133 - The Tjimari Story - Yamangu Working with Accountants to Understand Their PBC Finances.</p> <p>Richard West</p> <p>Warnpurru (Aboriginal Corporation) Rntbc</p> |  | <p>Paper ID 46 - First Nation Planners, Planning for Country in Regional WA. Embedding cultural knowledge into the Western Planning Framework.</p> <p>Wynston Shovellor-Sesar (pronounced Shovel/Lore, Sea/Zah) &amp; Shannon Lockyer</p> <p>Department of Planning, Lands and Heritage</p> | <p>Paper ID 42 - Victorian Attitudes to Treaty and Truth: Public Opinion, Political Context, and Implications for First Nations Justice</p> <p>Andrew Gunstone &amp; Emma-Jaye Gavin</p> <p>National Centre for Reconciliation, Truth, and Justice</p> |

Note – Speaker and presentation timings are subject to change

## DAY 5 Friday 5 June

|                      |   |   |  |   |   |  |
|----------------------|---|---|--|---|---|--|
| <b>0800-1630</b>     | Registration open   |   |  |   |   |  |
| <b>0830-1700</b>     | Exhibition open   |   |  |   |   |  |
| <b>0900-1030</b>     | <b>Arena 2</b><br>Brooke Boney – Master of Ceremonies<br>Ms Rachel Perkins, Executive Director, First Nations Heritage Protection Alliance– Keynote Address<br>Ms Natalie Lewis, Queensland Aboriginal and Torres Strait Islander Children's Commissioner – Keynote Address |   |  |   |   |  |
| <b>1030-1100</b>     | Morning Tea<br>Exhibition Hall Door 3 and 4   |   |  |   |   |  |
| <b>1100-1230</b>     | <b>Concurrent sessions</b>  |   |  |   |   |  |
| <b>Subtheme</b>      | Rights, Recognition and Representation - Agreement Making   | Rights, Recognition and Representation - Compensation   | Rights, Recognition and Representation - Cultural Governance   | Rights, Recognition and Representation - Treaty & Land Rights   | Caring for Land and Sea Country (Sustainability)  | Rights, Recognition and Representation - Water Rights  |
| <b>Room</b>          | <b>Arena 2</b>  | <b>Central Room A (Workshops)</b>   | <b>Room 5&amp;6</b>  | <b>Room 7</b>   | <b>Room 8</b>   | <b>Room 9</b>  |
| <b>Session Chair</b> |   |   |  |   |   |  |
| 1100                 | Paper ID 189 - Walking the Path Together: Sharing the Journey and Benefits of the Tjiwarl Palyakuwa ILUA<br>Greg Ryan-Gadsden   | Paper ID 87 - Designing a framework and strategies for fair compensation for Native Title holders<br>Jyoti Shukla | Paper ID 134 - Bindjareb Djilba Kaadadjan Bidi Yarning Circle - A Model for Collaborative Cultural Governance<br>Brad Vitale, Adrianna Jetta & Kallan Nannup                               | Paper ID 63 - Why Won't Settlers Listen? Barriers to Truth and Justice in Settler-Colonial Australia<br>Dan Tout & Emma-Jaye Gavin<br><br>Federation University | Paper ID 99 - Indigenous Conservation Knowledge Exchange – Torres Strait and Solomon Islands<br>Alice Tamang<br><br>Australian Volunteers Program | Paper ID 235 - Protecting water-country: First Nations participation in water planning<br>Maeve Parker<br><br>Environmental Defenders Office |
| 1130                 | Tjiwarl RNTBC   | University of Melbourne   | Bindjarb Djilba Kaadadjan Bidi Yarning Circle  |   |   |  |
| 1200                 | Paper ID 71 - Native title compensation settlements - more than just money?<br>Nick Testro<br><br>Testro Legal  |   | Paper ID 174 - Growing on Country: Contemporary Innovations in Community Governance for an Indigenous-Led Model of Grant Redistribution<br>Renee Cremer<br><br>Community First Development | Paper ID 176 - Sharing our journey as the Treaty Authority<br>Petah Atkinson<br><br>Treaty Authority  | Paper ID 11 - Traditional Ecological Knowledge (TEK)<br>Rhett Hoskins<br><br>TCBVYR   | <b>Hold - DBAC</b>   |
| <b>1230-1330</b>     | Lunch<br>Exhibition Hall Door 3 and 4   |   |  |   |   |  |
| <b>1330-1500</b>     | <b>Concurrent sessions</b>  |   |  |   |   |  |
| <b>Subtheme</b>      | Contemporary Innovations  | PBC Closed Session  | Rights, Recognition and Representation - Native Title  | Rights, Recognition and Representation - Self Determination   | Cultural Preservation, Revitalisation and Resurgence - Languages  | Caring for Land and Sea Country (Sustainability)   |
| <b>Room</b>          | <b>Arena 2</b>  | <b>Central Room A (workshops)</b>   | <b>Room 5&amp;6</b>  | <b>Room 7</b>   | <b>Room 8</b>   | <b>Room 9</b>  |
| <b>Session Chair</b> |   |   |  |   |   |  |

Note – Speaker and presentation timings are subject to change

|  |   |  |  |   |  |  |
|--|---|--|--|---|--|--|
| 1330   | Paper ID 145 - Placeholder - AIATSIS Council "you can't ask that" presentation/panel.<br>TBC<br>AIATSIS   | <b>PBC HOLD</b>  | Paper ID 109 - From Claim to Determination and Beyond: Kultju's Self-Managed Native Title<br>Joanne Mongoo, Danny Ulrich, Paul Cowled & Edi Ulrich<br>Kultju Aboriginal Corporation                                | Paper ID 65- People and power: Politicians and public servants in the history of Aboriginal self-determination policy in New South Wales.<br>Heidi Norman<br>University of New South Wales  | Paper ID 104 - The Fourth National Indigenous Languages Survey (NILS4): A new national insight on language strength<br>Ruben Thompson & Lauren Reed<br>AIATSIS   | Paper 212 - Truth, Power and The Future: Beyond Access and Benefit Sharing in Science Research – The "Deadly Solutions" Bushfoods Project<br>Jim Walker<br>University of Queensland                        |
| 1400   | Paper ID 200 - Our Truth. Our Power. Our Future: Restoring Cultural Authority Within Native Title<br>Jauanita Johnson<br>Community Elder  |  | Paper ID 73 - Defining the differing goals of self-determination and the paths undertaken within Australia and in relevant Settler States<br>Lez Malezer<br>Foundation for Aboriginal and Islander Research Action | Paper ID 204 - Talkin' up foodways: Revitalising Culture and Connection through across Generation<br>Deb Duthie, Frank Malone & Boyd McLean<br>Queensland University of Technology  |  |  |
| 1430   | Paper ID 233 - A Good Problem to Have: Addressing increasing Indigenous enrolments and unit success rates at the University of Sydney.<br>Trent McKenzie<br>NLH Group               |  | Paper ID 161 - Constructing Self-Determination and Self-Government through 'Gugu Badhun Community Planning'<br>Janine Gertz & Allison Hoolihan<br>Centre for Indigenous Futures, University of Queensland          | Paper ID 201 - "That's our life. Our existence is bush foods. Kere and meme, from Country." - Arrernte Elders sharing food knowledge systems<br>Kelsie Kahl, Veronica Lynch Kngwarraye, Pamela Lynch Kngwarraye & Margaret Lynch Kngwarraye<br>Menzies School Of Health Research, Apmwerre Aboriginal Corporation |  |  |
| <b>1500-1530</b> Afternoon Tea<br>Exhibition Hall Door 3 and 4 |   |  |  |   |  |  |
| <b>1530-1700</b> Concurrent sessions                           |   |  |  |   |  |  |
| <b>Subtheme</b>  | Caring for Land and Sea Country (Sustainability)  | Cultural Preservation, Revitalisation and Resurgence - Languages   | Contemporary Innovations - Business & Employment   | Rights, Recognition and Representation - Native Title   | Contemporary Innovations - Research  | Rights, Recognition and Representation - Nation Building   |
| <b>Room</b>  | <b>Arena 2</b>  | <b>Central Room A (workshops)</b>  | <b>Room 5&amp;6</b>  | <b>Room 7</b>   | <b>Room 8</b>  | <b>Room 9</b>  |
| <b>Session Chair</b>   |   |  |  |   |  |  |
| 1530   | Paper ID 23 - From Boodja to Belonging: Undalup Association's Models Relationships for Country, Culture and Community; Because there is no Community without Unity.<br>Kaylene Gray | Paper ID 120 - Yikan Noongar Language Program: Empowering Language Learning Through Culturally Grounded, Practical Classroom Resources<br>Coleen Sherratt<br>Education Service Australia | Paper ID - Insights from the Indigenous Business Snapshot 4.0 Study: Indigenous Employment and Procurement Outcomes<br>Michelle Evans & Cain Polidano<br>University of Melbourne                                   |   | Paper ID 77 - Frontier Violence, Place, and Community Relations: Integrating Qualitative and Quantitative Evidence<br>Julie Moschion, Michelle Evans, Judy Atkinson, Cain Polidano & Angela Chen<br>University of Queensland | Paper ID 222 - Indigenous nation building in Australia: Resistance, Resilience, Resurgence<br>Daryle Rigney, Damein Bell & Miriam Jorgensen<br>Jumbunna Institute for Indigenous Education & Research, UTS |

Note – Speaker and presentation timings are subject to change

Day 5 Friday 5 June

|           |   |  |   |  |  |  |
|-----------|---|--|---|--|--|--|
| 1600      | Undalup Association   | Paper ID 146 - Growing the Aboriginal Languages Teaching Workforce: Transitioning WA's Aboriginal Languages Teacher Training to Nationally Recognised Qualifications<br>Lola Jones & Coleen Sherratt<br>WA Department of Education | Paper ID 167 - Culturally Grounded Inclusion: Strengthening Aboriginal and Torres Strait Islander Employment Pathways<br>Lluwannee George<br>University of Sydney |  |  |  |
| 1630      |   |  |   |  |  |  |
| 1830-2300 | <b>Social Event – Summit Awards and Gala Dinner</b><br>Exhibition Hall Door 1 |  |   |  |  |  |

Note – Speaker and presentation timings are subject to change



DRAFT 2026/2027  
**Operational Plan and Budget**

Tamworth Regional Council would like to acknowledge the Gamilaroi/Kamilaroi/Gomeroi 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 people living in and visiting our region.



The artwork on this page was created by Gomeroi artist Tess Reading. Her artwork was selected through an expression of interest where Aboriginal artists with a connection to the Kamilaroi/Gomeroi Nation were asked to create an artistic element for inclusion in Council's corporate brand.

Ms Reading describes her work as depicting the land and communities that spread across the Tamworth Regional Council footprint. Elements of the artwork will start to appear on Council's letterheads, business cards, signage and uniforms in 2025.

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## WELCOME TO OUR 2026/27 OPERATIONAL PLAN

The Operational Plan serves as Council's action plan for addressing the priorities identified in the Community Strategic Plan.

Prepared annually, it functions as a sub-plan of the four-year Delivery Program and outlines the projects, programs, and activities that Council has scheduled to meet those commitments.

Additionally, the Operational Plan demonstrates how Council's business-as-usual services and operations help to achieve the objectives of the Community Strategic Plan.

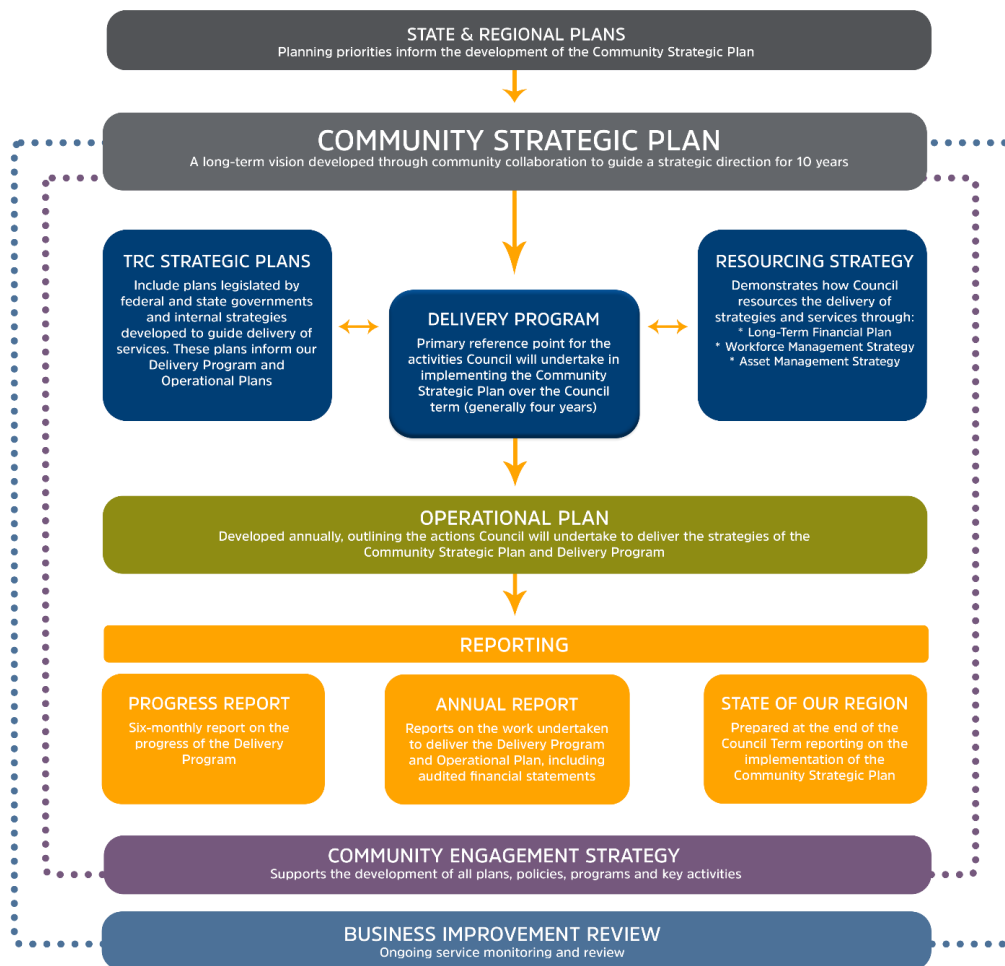
The plan also includes budget and financial information, 26/27 Business Improvement Review schedule, Capital Works Program and Statement of Revenue Policy.

## PLANNING FOR OUR FUTURE

### What is Integrated Planning & Reporting?

Legislated by the Local Government Act 1993, the Integrated Planning and Reporting (IP&R) Framework provides a structured approach for NSW Councils in developing a comprehensive suite of strategic planning and reporting documents. Occupying the highest level of this framework is a plan owned by the community, known as the **Community Strategic Plan (CSP)**. The CSP embodies a collective vision, formulated through collaborative efforts among stakeholders whose aspirations guide the progression of our community. Its purpose is to identify the community priorities through community engagement, collaboration and alignment with state and regional planning priorities. This process results in the development of strategies that guide our community over the next 10 years.

With the long-term visions established in the CSP, Council is then able to convert community goals into strategies and actionable plans through the development of a four-year **Delivery Program (DP)**, **Resourcing Strategy (RS)**, and annual **Operational Plan (OP)**. These documents are supported by Council's internal strategies and plans as demonstrated below.



## OUR ORGANISATION



## OUR SERVICES

|   |                                     |   |                                 |
|---|-------------------------------------|---|---------------------------------|
|    | AELEC                               |    | Events                          |
|    | Airport & Aviation                  |    | Governance & Corporate Services |
|    | Asset Management                    |    | Information Technology          |
|    | Art Gallery & Museums               |    | Laboratory                      |
|    | Aquatic Centres                     |    | Libraries                       |
|    | Building Services & Infrastructure  |    | Marketing & Communications      |
|    | Cemeteries                          |    | People & Culture                |
|   | Compliance & Environmental Services |   | Planning & Development          |
|  | Cultural & Community Services       |  | Risk & Safety                   |
|  | Community Planning                  |  | Sport, Recreation & Open Spaces |
|  | Companion Animals                   |  | Roads & Transport               |
|  | Customer Services                   |  | Sustainability                  |
|  | Economic Development                |  | Tourism                         |
|  | Emergency Services Support          |  | Water & Wastewater Services     |
|  | Entertainment Venues                |  | Waste & Resource Recovery       |

## OUR 2025-2029 DELIVERY PROGRAM STRATEGIES

|  |  |  |
|--|--|--|
| <p>Focus Area 1<br/><b>OUR WATER SECURITY</b></p>                | <ul style="list-style-type: none"> <li>Establish appropriate water and drought contingency measures in collaboration with the State Government</li> <li>Investigate and develop practical ways to secure our water supply</li> <li>Improve water sustainability across the region</li> <li>Use demand management measures, such as water pricing, to encourage efficient water use</li> </ul>  | <ul style="list-style-type: none"> <li>Progress the establishment of sustainable effluent management practices for all wastewater treatment works</li> <li>Plan for the renewal and upgrade our waste water infrastructure</li> <li>Ensure water sustainability is included in strategies, plans and policies</li> <li>Implement sustainable water practices across TRC services and facilities</li> </ul>   |
| <p>Focus Area 2<br/><b>A LIVEABLE BUILT ENVIRONMENT</b></p>      | <ul style="list-style-type: none"> <li>Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements</li> <li>Ensure sustainability principles are embedded into our policies and planning tools for future developments</li> <li>Revitalise city and town centres</li> <li>Manage streetscapes to improve the visual appeal of the CBD</li> <li>Encourage night time social connections</li> <li>Improve the greening and cooling of the region</li> </ul>   | <ul style="list-style-type: none"> <li>Deliver more opportunities for affordable housing</li> <li>Encourage the development of diverse housing options</li> <li>A more diverse and dense Longyard Local Centre</li> <li>Implement the respective strategic plans and masterplans for our open spaces and recreational facilities</li> <li>Develop an art and learning precinct that includes a performing arts centre and shared cultural facilities</li> <li>Establish an aquatic centre as a regional sports and recreation attraction</li> </ul>  |
| <p>Focus Area 3<br/><b>PROSPERITY AND INNOVATION</b></p>         | <ul style="list-style-type: none"> <li>Ensure business friendly principles are embedded into our policies, planning and operations</li> <li>Identify and support investment opportunities for business and industry</li> <li>Increase opportunities for Aboriginal economic and business growth</li> <li>Partner with stakeholders to advocate for greater availability and access to tertiary education</li> <li>Support the ongoing service provisions of TAFE and school-based vocational education</li> <li>Ensure strategies, plans and policies appropriately enable growth in our food processing industry</li> </ul> | <ul style="list-style-type: none"> <li>Champion development of our health sector to attract a range of medical and allied services</li> <li>Collaborate with stakeholders to support establishment of a high technology agribusiness cluster</li> <li>Grow our aviation sector to support the economy</li> <li>Leverage Tamworth's brand as the Australian Capital of Country Music to grow our regional offering of signature, bespoke and business events</li> <li>Enrich the experience of visitors through arts, culture, Aboriginal culture, nature, heritage and food experiences</li> <li>Activate our assets and precincts to maximise the potential for equine, agricultural, sport, education and visitor economy</li> </ul> |
| <p>Focus Area 4<br/><b>RESILIENT AND DIVERSE COMMUNITIES</b></p> | <ul style="list-style-type: none"> <li>Foster local strategies for towns and villages, including Kootingal, Manilla, Barraba and Nundle</li> <li>Create inclusive opportunities for local communities to be actively involved in decision-making</li> <li>Implement framework to support social and community services in the Tamworth Region</li> <li>Advocate and partner with stakeholders to improve inclusive outcomes for our communities including our youth, Aboriginal, aged, volunteer and disability communities</li> <li>Align services and programs to meet "Closing the Gap" targets</li> </ul>                | <ul style="list-style-type: none"> <li>Advocate to state and federal governments to help secure access to the health services</li> <li>Improve drought resilience of regional communities</li> <li>Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters</li> <li>Support the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, and youth crime</li> <li>Use education and enforcement of Council's compliance regulations to deliver equitable outcomes for individuals and the community</li> </ul>  |

## OUR 2025-2029 DELIVERY PROGRAM STRATEGIES

|  |  |  |
|--|--|--|
| <p>Focus Area 5<br/><b>CONNECT OUR REGION AND ITS CITIZENS</b></p>         | <ul style="list-style-type: none"> <li>• Improve connections with capital cities, other regions and within the region</li> <li>• Plan transport infrastructure to meet the needs of our community into the future</li> <li>• Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking</li> <li>• Partner with NSW Government to deliver efficient future proofed highways across our region</li> </ul>   | <ul style="list-style-type: none"> <li>• Advocate for improved local bus services</li> <li>• Investigate and advocate for the expansion of rail services within and out of our region</li> <li>• Support initiatives to increase community participation in walking and cycling</li> <li>• Support the community through improved digital services that meet the community's needs</li> </ul>  |
| <p>Focus Area 6<br/><b>WORKING WITH AND PROTECTING OUR ENVIRONMENT</b></p> | <ul style="list-style-type: none"> <li>• Promote energy efficiency and renewable energy</li> <li>• Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within Council's Sustainability Strategy</li> <li>• Manage stormwater run-off to protect our built and natural environments</li> </ul>  | <ul style="list-style-type: none"> <li>• Increase resource recycling, waste minimisation and segregation and improve operation efficiencies</li> <li>• Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment</li> </ul>   |
| <p>Focus Area 7<br/><b>CELEBRATE OUR CULTURES AND HERITAGE</b></p>         | <ul style="list-style-type: none"> <li>• Foster sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region</li> <li>• Encourage new community arts initiatives and use of public spaces</li> <li>• Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures</li> </ul>   | <ul style="list-style-type: none"> <li>• Support the development of museum, gallery and library heritage collections</li> <li>• Ensure development controls and zoning protect the heritage significance of items and conservation areas</li> </ul>  |
| <p>Focus Area 8<br/><b>A STRONG AND VIBRANT IDENTITY</b></p>               | <ul style="list-style-type: none"> <li>• Develop and evolve our story to expand Tamworth's identity through strategies, plans and communications</li> <li>• Market Tamworth beyond the region through economic and tourism strategies</li> </ul>   | <ul style="list-style-type: none"> <li>• Enhance key city and town entrances through implementation of the Tamworth Regional Entrance Strategy</li> </ul>  |
| <p>Focus Area 9<br/><b>OPEN AND COLLABORATIVE LEADERSHIP</b></p>           | <ul style="list-style-type: none"> <li>• Ensure Council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal laws</li> <li>• Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations</li> <li>• Ensure long term financial sustainability through short-, medium- and long-term financial planning</li> <li>• Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management</li> </ul> | <ul style="list-style-type: none"> <li>• Build trust and transparency through clear communications and increased community engagement</li> <li>• Provide customer services that are proactive, available, helpful, and accessible</li> <li>• Attract and retain a high performing and engaged workforce</li> <li>• Plan for our future workforce</li> <li>• Develop and manage relationships with all levels of government and stakeholders</li> </ul> |

## SUPPORTING STRATEGIES AND PLANS

In addition to the plans developed under the Integrated Planning and Reporting framework, Council develops supporting strategies to guide the delivery of actions in our Delivery Program and Operational Plan. Examples include:

Community Engagement Strategy

Communications Strategy

Community Safety and Crime Prevention Plan

Disability Inclusion Action Plan

Demand Management Plan

Drought Management Plan

Open Space Management Guide

Our Environmental Sustainability Strategy and Action Plan

Reconciliation Action Plan

Regional Resilience Plans for Towns and Villages

Tamworth Integrated Transport Plan

Tamworth Region Creative Communities Plan

Tamworth Regional Community Development Strategy

Tamworth Regional Council Sport and Recreation Strategic Plan

Tamworth Regional Council Visitor Economy Plan

Tamworth Regional Development Control Plan

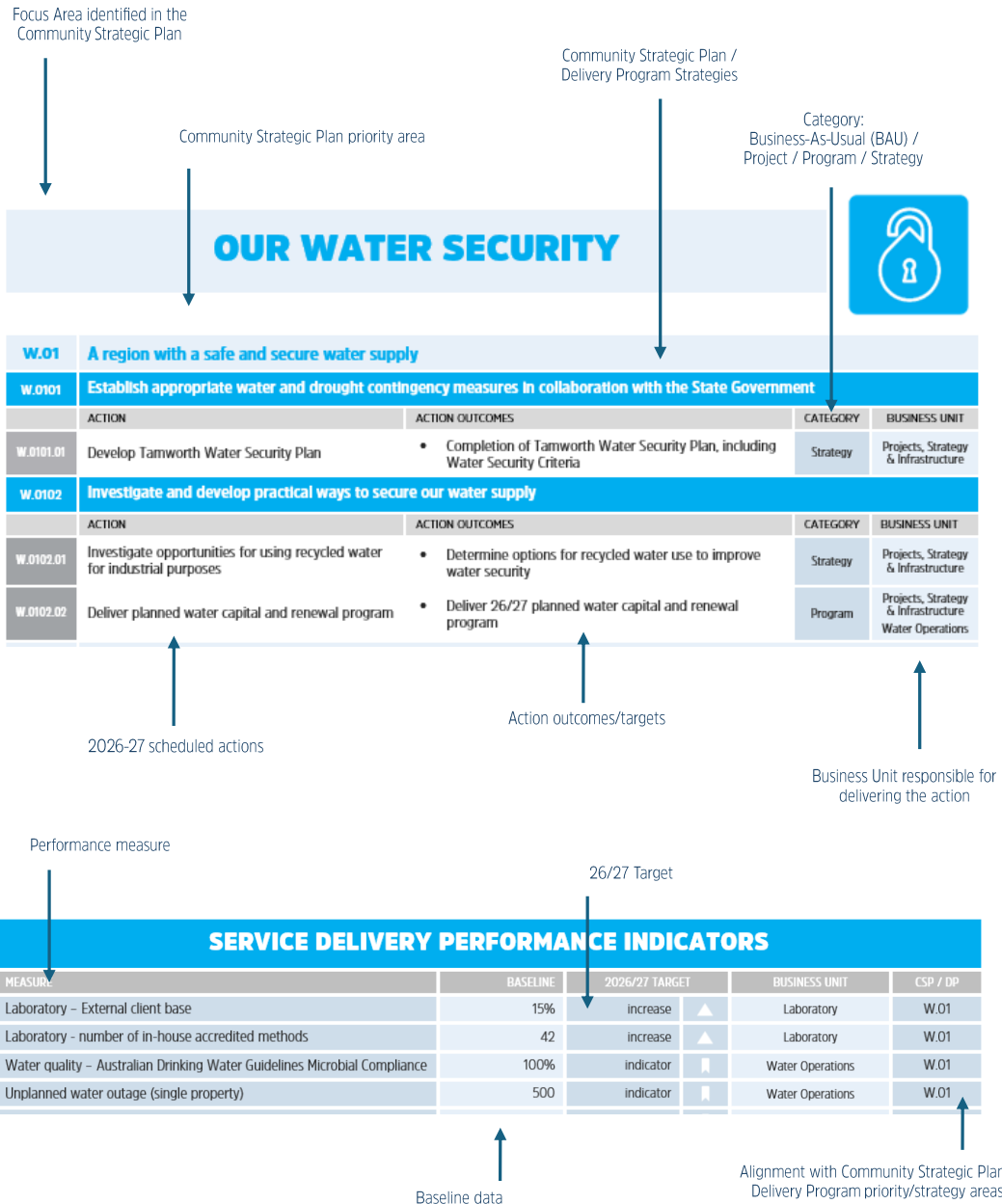
Tamworth Regional Housing Strategy

Tamworth Regional Local Environmental Plan

Tamworth Tomorrow Economic Development and Investment Strategy

Tamworth Youth Strategy and Action Plan

## HOW TO READ THIS PLAN



## OUR WATER SECURITY



|               |   |  |          |   |
|---------------|---|--|----------|---|
| <b>W.01</b>   | <b>A region with a safe and secure water supply</b>   |  |          |   |
| <b>W.0101</b> | <b>Establish appropriate water and drought contingency measures in collaboration with the State Government</b>    |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0101.01     | Develop Tamworth Water Security Plan  | <ul style="list-style-type: none"> <li>Completion of Tamworth Water Security Plan, including Water Security Criteria</li> </ul>                                  | Strategy | Projects, Strategy & Infrastructure                     |
| <b>W.0102</b> | <b>Investigate and develop practical ways to secure our water supply</b>  |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0102.01     | Investigate opportunities for using recycled water for industrial purposes  | <ul style="list-style-type: none"> <li>Determine options for recycled water use to improve water security</li> </ul>   | Strategy | Projects, Strategy & Infrastructure                     |
| W.0102.02     | Deliver planned water capital and renewal program   | <ul style="list-style-type: none"> <li>Deliver 26/27 planned water capital and renewal program</li> </ul>  | Program  | Projects, Strategy & Infrastructure<br>Water Operations |
| <b>W.02</b>   | <b>A region that prioritises water conservation and water sustainability</b>                                      |  |          |   |
| <b>W.0201</b> | <b>Improve water sustainability across the region</b>   |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0201.01     | Continue to promote the MYTRC Water Portal to encourage platform usage  | <ul style="list-style-type: none"> <li>Increased user numbers of MYTRC Water Portal</li> </ul>   | Program  | Water Operations  |
| <b>W.0202</b> | <b>Use demand management measures, such as water pricing, to encourage efficient water use</b>                    |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0202.01     | Implement the Demand Management Plan  | <ul style="list-style-type: none"> <li>Encourage efficient water use through implementation of programs and initiatives of the Demand Management Plan</li> </ul> | Program  | Water Operations  |
| <b>W.03</b>   | <b>Efficient and fit for purpose waste water management</b>   |  |          |   |
| <b>W.0301</b> | <b>Progress the establishment of sustainable effluent management practices for all wastewater treatment works</b> |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0301.01     | Review and update OEMP's for all wastewater treatment works   | <ul style="list-style-type: none"> <li>Updated OEMP's for wastewater treatment works</li> </ul>  | Strategy | Water Operations  |
| <b>W.0302</b> | <b>Plan for the renewal and upgrade of our waste water infrastructure</b>   |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0302.01     | Deliver planned wastewater capital and renewal program  | <ul style="list-style-type: none"> <li>Deliver 26/27 planned wastewater capital and renewal program</li> </ul>   | Program  | Projects, Strategy & Infrastructure<br>Water Operations |
| <b>W.04</b>   | <b>Our urban planning, design and operations use sustainable water and waste water approaches</b>                 |  |          |   |
| <b>W.0401</b> | <b>Ensure water sustainability is included in strategies, plans and policies</b>                                  |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0401.01     | Provide guidance and support in the development of internal strategic plans and policies                          | <ul style="list-style-type: none"> <li>Inclusion of water sustainability in internal strategic plans and policies</li> </ul>                                     | BAU      | Sustainability  |
| <b>W.0402</b> | <b>Implement sustainable water practices across TRC services and facilities</b>                                   |  |          |   |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT   |
| W.0402.01     | Explore sustainable water options for Council owned assets and facilities   | <ul style="list-style-type: none"> <li>Reduce potable water consumption at Council owned assets and facilities</li> </ul>  | Project  | Water Operations  |

### SERVICE DELIVERY PERFORMANCE INDICATORS

|   | BASELINE        | 2026/27 TARGET |   | BUSINESS UNIT    | CSP / DP   |
|---|-----------------|----------------|---|------------------|------------|
| Laboratory – External client base   | 15%             | increase       | ▲ | Laboratory       | W.01       |
| Laboratory – number of in-house accredited methods                        | 42              | increase       | ▲ | Laboratory       | W.01       |
| Water quality – Australian Drinking Water Guidelines Microbial Compliance | 100%            | indicator      | ■ | Water Operations | W.01       |
| Unplanned water outage (single property)                                  | 500             | indicator      | ■ | Water Operations | W.01       |
| Unplanned water outage (multiple property)                                | 50              | indicator      | ■ | Water Operations | W.01       |
| Effluent Quality Meeting EPA requirement                                  | 95%             | indicator      | ■ | Water Operations | W.01       |
| MYTRC Water Portal registrations  | 5347 (April 26) | increase       | ▲ | Water Operations | W.02, C.05 |
| Water Rebate Scheme – Rebates issued (annual)                             | 430 (24/25)     | indicator      | ■ | Water Operations | W.02       |
| Sewer chokes/blockages Minor (<10 houses affected)                        | 400             | indicator      | ■ | Water Operations | W.03       |
| Sewer chokes/blockages Major (>10 houses affected)                        | 5               | indicator      | ■ | Water Operations | W.03       |
| Sewer odour reports   | 50              | indicator      | ■ | Water Operations | W.03       |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION  | FUNDING SOURCE(S) | RENEWAL   | NEW / UPGRADE | BUDGET    |
|---------|--|-------------------|-----------|---------------|-----------|
| W.0102  | TRC Water - Mains Renewal - Control                        | Reserves          | 2,500,000 | 0             | 2,500,000 |
| W.0102  | TRC Water - Pump Station Renewals                          | Reserves          | 100,000   | 0             | 100,000   |
| W.0102  | Tamworth Water - Calala WTP - PAC Dosing Facility - Design | Reserves          | 1,300,000 | 0             | 1,300,000 |
| W.0102  | Tamworth Water - Calala WTP SCA2 Renewal/Replace - Design  | Reserves/Sec 64   | 250,000   | 250,000       | 500,000   |
| W.0102  | Kootingal Water - 3.5ML Storage at Kootingal Twins Site    | Reserves/Sec 64   | 600,000   | 1,400,000     | 2,000,000 |
| W.0102  | Tam Water - OTH 24ML Reservoir - Design                    | Reserves          | 63,697    | 0             | 63,697    |
| W.0102  | Calala WTP Upgrade Filters - Design and Construction       | Reserves          | 150,000   | 0             | 150,000   |
| W.0102  | Dungowan Pipeline - Pressure Reducing Valve Section 3      | Sec 64            | 0         | 150,000       | 150,000   |
| W.0302  | TRC - Grease Trap Waste & Septic Receiving System Renewal  | Reserves          | 50,000    | 0             | 50,000    |
| W.0302  | TRC - Sewer Mains Rehabilitation/Reconstruction            | Reserves          | 1,575,000 | 0             | 1,575,000 |
| W.0302  | TRC Sewer - Mains Reconstruction Control                   | Reserves          | 734,000   | 0             | 734,000   |
| W.0302  | Kootingal Sewer- WWTP/Effluent Reuse Augmentation - Const  | Loans             | 200,000   | 0             | 200,000   |
| W.0302  | Tamworth Sewer - SPS8 4250m DN525 Parallel Main            | Sec 64            | 0         | 100,000       | 100,000   |
| W.0302  | Tamworth Sewer - Pump Station Improvements                 | Reserves          | 50,000    | 0             | 50,000    |
| W.0302  | Tamworth Sewer - Pump Stations Upgrade Telemetry & SCADA   | Reserves          | 125,000   | 0             | 125,000   |
| W.0302  | Tamworth Sewer - SPS Oxley Vale Rising Main to WWTP        | Reserves          | 0         | 500,000       | 500,000   |
| W.0302  | Tamworth Sewer - Centre Pivot Irrigators - Renewal         | Reserves          | 1,000,000 | 0             | 1,000,000 |
| W.0302  | Tamworth Sewer - Diffuser Replacement                      | Reserves          | 550,000   | 0             | 550,000   |
| W.0302  | Tamworth Sewer - IDAL Electrical Cabling Renewal           | Reserves          | 380,000   | 0             | 380,000   |
| W.0302  | Tamworth Sewer - Westdale Replace IDAL Blowers             | Reserves          | 200,000   | 0             | 200,000   |
| W.0302  | Tamworth Sewer - Westdale WWTP Control System Renewal      | Reserves          | 100,000   | 0             | 100,000   |
| W.0302  | Tamworth Sewer - Westdale WWTP Instrumentation Renewal     | Reserves          | 50,000    | 0             | 50,000    |
| W.0302  | Tam Sewer - Maturation Pond Renewals                       | Reserves          | 200,000   | 0             | 200,000   |
| W.0302  | Tam - SPS5 -New 3000m of DN200 rising main                 | Sec 64            | 0         | 50,000        | 50,000    |
| W.0302  | Tam - SPS5 - Upgrade SPS 5 to 36L/s at 24m                 | Reserves          | 12,500    | 12,500        | 25,000    |
| W.0302  | Tam - RE Pumps   | Reserves          | 20,000    | 0             | 20,000    |
| W.0302  | Tam -Sludge Lagoon Renewal                                 | Reserves          | 200,000   | 0             | 200,000   |




## A LIVEABLE BUILT ENVIRONMENT



|               |   |  |                  |                                |
|---------------|---|--|------------------|--------------------------------|
| <b>L.01</b>   | <b>The right growth in the right locations</b>  |  |                  |                                |
| <b>L.0101</b> | <b>Manage growth by updating the strategic land use plans and the Local Environmental Plan, and ensure developments meet these requirements</b> |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0101.01     | Review the Tamworth Regional Development Control Plan   | <ul style="list-style-type: none"> <li>Annual review to ensure that the Development Control Plan aligns with industry standards</li> </ul>   | BAU              | Development                    |
| <b>L.0102</b> | <b>Ensure sustainability principles are embedded into our policies and planning tools for future developments</b>                               |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0102.01     | Provide guidance and support in the development of strategic plans and policies   | <ul style="list-style-type: none"> <li>Environmental regulation compliance and improved environment and sustainability outcomes</li> </ul>   | Project/Strategy | Sustainability                 |
| <b>L.02</b>   | <b>Vibrant city and town centres</b>  |  |                  |                                |
| <b>L.0201</b> | <b>Enhance and revitalise city and town centres</b>   |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0201.01     | Progress the CBD precinct masterplan and planning proposal  | <ul style="list-style-type: none"> <li>Formulation of the plan and planning proposal to be undertaken</li> </ul>   | Project          | Future Communities             |
| <b>L.0202</b> | <b>Manage streetscapes to improve the visual appeal of the CBD</b>  |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0202.01     | Progress a design for the extension of the Peel Street Beautification Plan  | <ul style="list-style-type: none"> <li>Progression of the plan for the Peel Street beautification from White Street to Murray Street</li> </ul>  | Project          | Future Communities             |
| <b>L.0203</b> | <b>Encourage night time social connections</b>  |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0203.01     | Development of business and liveability content that includes the promotion of night-time activities, initiatives and opportunities             | <ul style="list-style-type: none"> <li>A vibrant, inclusive and safe night time economy that contributes positively to the region's liveability and lifestyle, and the cultural, creative and tourism economies</li> </ul> | Project          | Economic Activation & Analysis |
| L.0203.02     | Establish Special Entertainment Precincts in Tamworth to support the night-time economy   | <ul style="list-style-type: none"> <li>Implement a 12-month trial for Special Entertainment Precincts in Tamworth to support the night-time economy</li> </ul>   | Project          | Future Communities             |
| <b>L.0204</b> | <b>Improve the greening and cooling of the region</b>   |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0204.01     | Implementation of Urban Street Tree Management Plan and its associated planting priorities  | <ul style="list-style-type: none"> <li>Complete all recommended tree plantings as directed by Council's Urban Street Tree Management Committee</li> </ul>  | Strategy         | Sports & Recreation            |
| <b>L.03</b>   | <b>More diverse and affordable housing</b>  |  |                  |                                |
| <b>L.0301</b> | <b>Deliver more opportunities for affordable housing</b>  |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0301.01     | Implement actions of the Tamworth Regional Housing Strategy   | <ul style="list-style-type: none"> <li>Undertake a comprehensive review of Tamworth Local Environmental Plan - Phase 2</li> </ul>  | Strategy         | Future Communities             |
| <b>L.0302</b> | <b>Encourage the development of diverse housing options</b>   |  |                  |                                |
|               | ACTION  | ACTION OUTCOMES  | CATEGORY         | BUSINESS UNIT                  |
| L.0302.01     | Implement actions of the Tamworth Regional Housing Strategy and the Tamworth Regional Rural Lands Strategy                                      | <ul style="list-style-type: none"> <li>Undertake a comprehensive review of Tamworth Local Environmental Plan - Phase 2</li> </ul>  | Strategy         | Future Communities             |

| L.04 High quality lifestyle, recreational and community facilities   |  |  |              |                     |
|--|--|--|--------------|---------------------|
| L.0401 Implement the respective strategic plans and masterplans for our open spaces and recreational facilities    |  |  |              |                     |
|  | ACTION   | ACTION OUTCOMES  | CATEGORY     | BUSINESS UNIT       |
| L.0401.01  | Provide quality open spaces, sporting fields and recreational facilities                 | <ul style="list-style-type: none"> <li>Sporting facilities meet the standards suitable for Regional and National events</li> <li>Provide sport field turf surfaces throughout TRC suitable for all seasons</li> <li>Provide open spaces that are distributed, embellished and serviced</li> <li>Development of masterplans for recreational precincts throughout TRC</li> <li>Improve the utilisation of Sports Dome and Northern Inland Centre of Sporting Excellence facilities</li> </ul> | BAU/Strategy | Sports & Recreation |
| L.0401.02  | Construct the Tamworth Regional Skywalk  | <ul style="list-style-type: none"> <li>Construction completed in 2026/2027</li> </ul>  | Project      | Sports & Recreation |
| L.0402 Develop an arts and learning precinct that includes a performing arts centre and shared cultural facilities |  |  |              |                     |
|  | ACTION   | ACTION OUTCOMES  | CATEGORY     | BUSINESS UNIT       |
| L.0402.01  | Further advance the Performing Arts Centre Business Case and develop financial modelling | <ul style="list-style-type: none"> <li>Application submitted for Federal Government grant funding. If successful business case to be complete</li> </ul>   | Project      | Entertainment       |
| L.0403 Establish an aquatic centre as a regional sports and recreation attraction                                  |  |  |              |                     |
|  | ACTION   | ACTION OUTCOMES  | CATEGORY     | BUSINESS UNIT       |
| L.0403.01  | Construct the Tamworth Regional Aquatic Centre   | <ul style="list-style-type: none"> <li>Construction of the aquatic centre underway in 2026/2027</li> </ul>   | Project      | Sports & Recreation |

### SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE  | BASELINE | 2026/27 TARGET  | BUSINESS UNIT       | CSP / DP   |
|--|----------|---|---------------------|------------|
| Seasonal Tree planting (per planting period – excl summer) | 250      | maintain    | Sports & Recreation | L.02       |
| Hosting of significant sporting events within the region   | 10       | indicator  | Sports & Recreation | L.04, P.04 |
| Winter turf surfaces – total provided                      | 4ha (25) | indicator  | Sports & Recreation | L.04, R.04 |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION   | FUNDING SOURCE(S)          | RENEWAL | NEW / UPGRADE | BUDGET     |
|---------|---|----------------------------|---------|---------------|------------|
| L.0202  | TRC - CBD Infrastructure Renewal - Control                | Reserves                   | 200,000 | 0             | 200,000    |
| L.0401  | Victoria Park Landscaping - Exp                           | Sec 7.11                   | 0       | 300,000       | 300,000    |
| L.0401  | TRC - Water Efficiency Projects - Control                 | Reserves                   | 0       | 50,000        | 50,000     |
| L.0401  | TRC - Parks & Recreation Asset Renewal - Budget Control   | Reserves                   | 200,041 | 0             | 200,041    |
| L.0401  | TRC - Aquatic Facilities - Asset Renewal - Budget Control | Reserves                   | 148,183 | 0             | 148,183    |
| L.0401  | Sports Dome - Show Court Scoreboard                       | Reserves                   | 2,833   | 0             | 2,833      |
| L.0402  | Tamworth Regional Aquatic Centre - Construction           | Cash/Reserves/Loans/Grants | 0       | 34,327,000    | 34,327,000 |



## PROSPERITY AND INNOVATION



|               |  |   |                 |                                |
|---------------|--|---|-----------------|--------------------------------|
| <b>P.01</b>   | <b>Be an attractive region for new and existing businesses to invest</b>   |   |                 |                                |
| <b>P.0101</b> | <b>Ensure business friendly principles are embedded into our policies, planning and operations</b>   |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0101.01     | Deliver timely development approvals and Development Engineering services to meet State Government timeframes  | <ul style="list-style-type: none"> <li>Development application timeframes - 115-day average (gross)</li> <li>Promote and encourage the use of Fast Track Application lodgement</li> </ul>                           | BAU             | Development                    |
| P.0101.02     | Complete a revised development contributions scheme for Tamworth Regional Council  | <ul style="list-style-type: none"> <li>Complete a revised development contributions scheme for adoption</li> </ul>  | Project         | Future Communities             |
| <b>P.0102</b> | <b>Identify and support investment opportunities for business and industry</b>   |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0102.01     | Maintain Invest Tamworth Website   | <ul style="list-style-type: none"> <li>Provide a centralised source for economic development and investment information to raise profile of economic development and investment opportunities</li> </ul>            | BAU             | Economic Activation & Analysis |
| <b>P.0103</b> | <b>Increase opportunities for Aboriginal economic and business growth</b>  |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0103.01     | Leverage Council's role as an employer, purchaser and project delivery organisation  | <ul style="list-style-type: none"> <li>Joint programs and projects that have been developed and delivered in collaboration</li> </ul>   | Program         | Economic Activation & Analysis |
| <b>P.02</b>   | <b>Our community has access to vocational education and skills development</b>   |   |                 |                                |
| <b>P.0201</b> | <b>Partner with stakeholders to advocate for greater availability and access to tertiary education</b>   |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0201.01     | Prioritise the development of the aviation industry workforce and place-based skilling by establish opportunities through partnerships with industry | <ul style="list-style-type: none"> <li>A local workforce that is responsive to current and emerging industry needs</li> </ul>   | Program         | Economic Activation & Analysis |
| <b>P.0202</b> | <b>Support the ongoing service provisions of TAFE and school-based vocational education</b>  |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0202.01     | Prioritise the development of the aviation industry workforce and place-based skilling by establish opportunities through partnerships with industry | <ul style="list-style-type: none"> <li>A local workforce that is responsive to current and emerging industry needs</li> </ul>   | Program         | Economic Activation & Analysis |
| <b>P.03</b>   | <b>Our industries are successful and create opportunities for other Initiatives/business in the downstream economy</b>                               |   |                 |                                |
| <b>P.0304</b> | <b>Grow our aviation sector to support the economy</b>   |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0304.01     | Develop an airport master plan   | <ul style="list-style-type: none"> <li>Attract and grow the aviation sector activity through investment attractions, business relocation, jobs and skills development</li> </ul>                                    | Project         | Economic Activation & Analysis |
| <b>P.04</b>   | <b>The Tamworth Region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy</b>                |   |                 |                                |
| <b>P.0401</b> | <b>Leverage Tamworth's brand as the Australian Capital of Country Music to grow our regional offering of signature, bespoke and business events</b>  |   |                 |                                |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>           |
| P.0401.01     | Deliver the annual Tamworth Country Music Festival (TCMF)  | <ul style="list-style-type: none"> <li>Increase local economic impact</li> <li>Increase festival visitation</li> <li>Continue to attract first time festival visitors</li> </ul>                                    | BAU             | Events                         |
| P.0401.02     | Investigate sponsorship and grant funding to enhance event opportunities   | <ul style="list-style-type: none"> <li>Enhance and improve events and event goer experience through additional external funding</li> <li>Increase spend on marketing, improving awareness and attendance</li> </ul> | Strategy        | Events                         |
| P.0401.03     | Investigate and promote additional country music activities and/or experiences throughout the year   | <ul style="list-style-type: none"> <li>Increase year-round visitation, by offering country music experiences outside the January festival</li> </ul>  | Strategy        | Events                         |

| P.0402 Enrich the experience of visitors through arts, culture, Aboriginal culture, nature, heritage and food experiences         |  |  |          |               |
|---|--|--|----------|---------------|
|   | ACTION   | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT |
| P.0402.01   | Plan, manage and promote a variety of local community events across the region                 | <ul style="list-style-type: none"> <li>Deliver an annual calendar of events that is diverse and inclusive</li> <li>Promote and encourage stakeholder participation in events</li> <li>Ongoing and increased attendance by local community</li> </ul> | BAU      | Events        |
| P.0402.02   | Develop an events strategy   | <ul style="list-style-type: none"> <li>Commence events strategy planning</li> </ul>  | Project  | Events        |
| P.0402.03   | Develop sponsorship prospectus for annual events   | <ul style="list-style-type: none"> <li>Determine sponsorship opportunities and values</li> <li>Create database of potential sponsors</li> <li>Distribute prospectus to potential sponsors</li> </ul>   | Project  | Events        |
| P.0403 Activate our assets and precincts to maximise the potential for equine, agricultural, sport, education and visitor economy |  |  |          |               |
|   | ACTION   | ACTION OUTCOMES  | CATEGORY | BUSINESS UNIT |
| P.0403.01   | Manage Australian Equine and Livestock Events Centre (AELEC) 10 year Strategic and Master Plan | <ul style="list-style-type: none"> <li>Ensure the actions outlined in the strategy are reviewed quarterly and funding secured to deliver the projects</li> </ul>   | Strategy | AELEC         |
| P.0403.02   | Deliver AELEC events   | <ul style="list-style-type: none"> <li>Deliver AELEC event schedule to contribute to community and economic benefits for the region</li> <li>Increase utilisation of AELEC</li> </ul>  | BAU      | AELEC         |

### SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE  | BASELINE          | 2026/27 TARGET | BUSINESS UNIT | CSP / DP   |
|--|-------------------|----------------|---------------|------------|
| Number of DA's Approved                                    | 369 (24/25)       | indicator      | Development   | P.01, L.03 |
| Total Estimated Value                                      | \$379.3M (24/25)  | indicator      | Development   | P.01, L.03 |
| Average Processing Time                                    | 75 days (Dec 25)  | <115           | Development   | P.01, L.03 |
| Fast Track Development Applications – Average days (gross) | 10 days (Dec 25)  | <21 days       | Development   | P.01, L.03 |
| Taste Tamworth Festival total event offering               | 18 events (24/25) | increase       | Events        | P.04       |
| Seek and secure new event sponsors                         | New               | increase       | Events        | P.04       |
| First time visitors to the Tamworth Country Music Festival | New               | increase       | Events        | P.04       |
| AELEC utilisation  | 92% (24/25)       | Maintain 85%   | AELEC         | P.04       |
| AELEC local events held                                    | 8 (24/25)         | indicator      | AELEC         | P.04       |
| AELEC state events held                                    | 18 (24/25)        | indicator      | AELEC         | P.04       |
| AELEC national events held                                 | 24 (24/25)        | indicator      | AELEC         | P.04       |
| AELEC education/training/clinic days                       | 56 (24/25)        | indicator      | AELEC         | P.04       |
| AELEC ticketed events                                      | 6 (24/25)         | indicator      | AELEC         | P.04       |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION                           | FUNDING SOURCE(S) | RENEWAL   | NEW / UPGRADE | BUDGET    |
|---------|---|-------------------|-----------|---------------|-----------|
| P.0304  | IFTT - Wash Bay                           | Reserves          | 0         | 11,484        | 11,484    |
| P.0304  | IFTT - Project Management Control         | Reserves          | 0         | 0             | 0         |
| P.0304  | IFTT - Pool Shade Sail Covers             | Reserves          | 20,000    | 0             | 20,000    |
| P.0304  | IFTT - Major Upgrade Grant Project - Exp  | Reserves/Grants   | 1,877,775 | 1,877,775     | 3,755,550 |
| P.0403  | AELEC - Asset Management - Budget Control | Reserves          | 160,000   | 0             | 160,000   |
| P.0403  | AELEC - Cattle Yard Panels - Renewal      | Reserves          | 21,224    | 0             | 21,224    |
| P.0403  | AELEC - Fire Safety                       | Reserves          | 10,000    | 0             | 10,000    |

## RESILIENT AND DIVERSE COMMUNITIES



|               |   |   |                 |                              |
|---------------|---|---|-----------------|------------------------------|
| <b>R.01</b>   | <b>Our towns, villages and communities grow and prosper</b>   |   |                 |                              |
| <b>R.0101</b> | <b>Foster local strategies for towns and villages, including Kootingal, Manilla, Barraba and Nundle</b>   |   |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| R.0101.01     | Develop strategies for towns and villages   | <ul style="list-style-type: none"> <li>Encourage and support activation of the Region's towns and villages</li> </ul>   | Project         | Future Communities           |
| <b>R.0102</b> | <b>Create inclusive opportunities for local communities to be actively involved in decision-making</b>  |   |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| R.0102.01     | Provide support to Section 355 Committees   | <ul style="list-style-type: none"> <li>Support Section 355 Committees to deliver their delegated functions</li> <li>Deliver Village Improvement funding through Section 355 framework</li> </ul>  | BAU/ Program    | Future Communities           |
| <b>R.02</b>   | <b>Our community has improved inclusive outcomes and access to community and social services</b>  |   |                 |                              |
| <b>R.0201</b> | <b>Implement framework to support social and community services in the Tamworth Region</b>  |   |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| R.0201.01     | Deliver the Annual Donations Program  | <ul style="list-style-type: none"> <li>Support community organisations in delivering projects, programs, services and events through the Annual Donations Program</li> </ul>  | Program         | Community Safety & Wellbeing |
| <b>R.0202</b> | <b>Advocate and partner with stakeholders to improve inclusive outcomes for our communities including our youth, Aboriginal, aged, volunteer and disability communities</b> |   |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| R.0202.01     | Facilitate government, business and community service organisation partnerships to advocate on behalf of youth, Aboriginal, aged and disability communities                 | <ul style="list-style-type: none"> <li>Manage the Tamworth Youth Strategy Action Plan; DIAP; iRAP.</li> <li>Facilitate partnerships to maintain range of services offered throughout the region</li> </ul>  | Strategy        | Community Safety & Wellbeing |
| R.0202.02     | Deliver Library and Learning Services to the community  | <ul style="list-style-type: none"> <li>Build a learning region culture and embed outcome-based learning activities in libraries</li> <li>Lead and develop library resource sharing arrangements</li> <li>Work towards meeting NSW Public Library objectives and standards</li> <li>Develop a Tamworth Region Library Services Strategy</li> <li>Tamworth and Kootingal Libraries after hours project</li> <li>Central Northern Regional Libraries – Digitization van</li> </ul> | BAU/ Project    | Learning Communities         |
| R.0202.03     | Develop and commence implementation of a 'Learning Region' plan   | <ul style="list-style-type: none"> <li>Commitment to developing a learning plan in our region</li> </ul>  | Project         | Learning Communities         |
| R.0202.04     | Commence investigating Barraba Library floor space expansion  | <ul style="list-style-type: none"> <li>Determine options for how the library can be expanded to meet floorspace standards</li> </ul>  | Project         | Learning Communities         |
| R.0202.05     | Manage the Tamworth Region Volunteer Strategy 2025/2029   | <ul style="list-style-type: none"> <li>Implementation of actions from Tamworth Region Volunteer Strategy</li> </ul>   | Strategy        | Future Communities           |
| <b>R.03</b>   | <b>Meet the 17 targets of the "Closing the Gap" national agreement for our community</b>  |   |                 |                              |
| <b>R.0301</b> | <b>Align services and programs to meet "Closing the Gap" targets and priorities</b>   |   |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| R.0301.01     | Partner with Tamworth Aboriginal Community Controlled Organisations (TACCO) to deliver targets of Closing the Gap National Agreement  | <ul style="list-style-type: none"> <li>Advance the Mara Ngali Partnership Agreement to deliver outcomes under Closing the Gap National Agreement</li> </ul>   | Strategy        | Community Safety & Wellbeing |

|               |  |  |                  |                              |
|---------------|--|--|------------------|------------------------------|
| <b>R.04</b>   | <b>Improve physical and mental health outcomes for all residents</b>   |  |                  |                              |
| <b>R.0401</b> | <b>Advocate to state and federal governments to help secure access to health services</b>  |  |                  |                              |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b>  | <b>BUSINESS UNIT</b>         |
| R.0401.01     | Commence development of an advocacy strategy   | <ul style="list-style-type: none"> <li>Develop a strategy identifying opportunities for collaboration and advocacy opportunities through the integrated planning and reporting framework and Blueprint 100</li> </ul>  | Project          | People & Culture             |
| <b>R.05</b>   | <b>Be a safer and more resilient community</b>   |  |                  |                              |
| <b>R.0501</b> | <b>Improve drought resilience of regional communities</b>  |  |                  |                              |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b>  | <b>BUSINESS UNIT</b>         |
| R.0501.01     | Implement relevant drought resilience projects, programs and initiatives   | <ul style="list-style-type: none"> <li>Improve drought resilience for our community</li> </ul>   | Strategy         | Sustainability               |
| <b>R.0502</b> | <b>Support our region's prevention, preparedness, response and recovery measures to help build our resilience to disasters</b>                                       |  |                  |                              |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b>  | <b>BUSINESS UNIT</b>         |
| R.0502.01     | Implement relevant climate change projects, programs and initiatives   | <ul style="list-style-type: none"> <li>Regulatory compliance and improved preparedness and response to severe climatic events and natural disasters</li> </ul>   | Strategy         | Sustainability               |
| R.0502.02     | Produce a prioritised flood management works program derived from flood studies across the region including a flood awareness program                                | <ul style="list-style-type: none"> <li>Continue to develop the works program into a delivery program for the next 10 years with funding options identified</li> </ul>  | Strategy         | Strategy, Assets & Design    |
| R.0502.03     | Work with flood affected communities to raise awareness  | <ul style="list-style-type: none"> <li>TRC/SES program to raise flood awareness in Woolomin</li> </ul>   | Program          | Strategy, Assets & Design    |
| <b>R.0503</b> | <b>Support the State Government's priority to reduce crime including violence, adult re-offending, road fatalities, domestic violence, and youth crime</b>           |  |                  |                              |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b>  | <b>BUSINESS UNIT</b>         |
| R.0503.01     | Review and implement the Community Safety and Crime Prevention Management Plan   | <ul style="list-style-type: none"> <li>Provide support through the management of Council's CCTV system to ensure that requests from Police for footage are met within agreed timeframes</li> <li>Support the Community Safety Working Group to implement community safety initiatives</li> </ul>   | Strategy/<br>BAU | Community Safety & Wellbeing |
| R.0503.02     | Review and implement the Graffiti Management Plan  | <ul style="list-style-type: none"> <li>Implement targeted actions to reduce unlawful graffiti across the Region</li> </ul>   | Strategy/<br>BAU | Community Safety & Wellbeing |
| <b>R.0504</b> | <b>Use education and enforcement of Council's compliance regulations to deliver equitable outcomes for individuals and the community</b>                             |  |                  |                              |
|               | <b>ACTION</b>  | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b>  | <b>BUSINESS UNIT</b>         |
| R.0504.01     | Provide compliance/regulatory services to the community, by undertaking investigations, audits and inspections, to promote a safe and healthy community              | <ul style="list-style-type: none"> <li>Ensure all high and medium risk fixed food premises are inspected in accordance with the Food Act.2000</li> <li>Coordinate the swimming pool audit program</li> <li>Undertake investigations into alleged breaches of planning laws and development consents and promote awareness of policy, procedure and laws to encourage compliant activity</li> <li>Respond to alleged illegal activities and regulatory matters</li> </ul> | BAU              | Community Safety & Wellbeing |
| R.0504.02     | Provide quality companion animal services to the community   | <ul style="list-style-type: none"> <li>Host an annual Dog Gala Day community event</li> <li>Provide awareness of desexing, permanent identification and vaccination through educational activities</li> <li>Continue to increase the percentage of companion animals re-homed in compliance with the Companion Animals Act 1998</li> </ul>   | BAU              | Companion Animals            |
| R.0504.03     | Investigate future growth/expansion of the Companion Animal Centre and Paws for Life Animal Shelter  | <ul style="list-style-type: none"> <li>Develop partnerships with external community groups to support the Companion Animal Centre and Paws for Life Animal Shelter boarding kennels. Enable readiness for potential grant submissions</li> <li>Secure a long-term location for the Paws for Life Animal Shelter</li> </ul>   | Project          | Companion Animals            |
| R.0504.04     | Promote awareness of policy, procedure and laws relating to fire safety regulations through the Fire Safety Program and submissions of Annual Fire Safety Statements | <ul style="list-style-type: none"> <li>Increased number of properties registered on the Fire Safety Program</li> <li>Increased percentage of Annual Fire Safety Statements lodged</li> </ul>   | BAU              | Development                  |

### SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE   | BASELINE       | 2026/27 TARGET | BUSINESS UNIT                 | CSP / DP   |
|---|----------------|----------------|-------------------------------|------------|
| Volunteer numbers   | 7010 Dec 25    | indicator      | Learning Communities          | R.01 R.02  |
| Tamworth Libraries combined - Programs held                 | 1012 (24/25)   | indicator      | Learning Communities          | R.02, R.04 |
| Tamworth Library visits                                     | 72,282 (23/24) | indicator      | Learning Communities          | R.02, R.04 |
| South Tamworth Library visits                               | 21,276 (23/24) | indicator      | Learning Communities          | R.02, R.04 |
| Barraba Library Visits                                      | 4,177 (23/24)  | indicator      | Learning Communities          | R.02, R.04 |
| Kootingal Library visits                                    | 2,423 (23/24)  | indicator      | Learning Communities          | R.02, R.04 |
| Manilla Library memberships                                 | 2,575 (23/24)  | indicator      | Learning Communities          | R.02, R.04 |
| Fire Safety Program – Total number of properties registered | 877 (Jan 26)   | increase       | Development                   | R.05       |
| Annual Fire Safety Statements – lodgements                  | 43.2% (Jan 26) | increase       | Development                   | R.05       |
| Registered food premises inspected                          | 294 (24/25)    | indicator      | Community Safety & Wellbeing  | R.05       |
| Overgrown properties reports received                       | 265 (24/25)    | indicator      | Community Safety & Wellbeing  | R.05       |
| CCTV requests (Police)                                      | 197 (24/25)    | indicator      | Cultural & Community Services | R.05       |
| Graffiti Reports  | 53 (24/25)     | indicator      | Cultural & Community Services | R.05       |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION                   | FUNDING SOURCE(S) | RENEWAL | NEW / UPGRADE | BUDGET  |
|---------|-----------------------------------|-------------------|---------|---------------|---------|
| R.0101  | Facility Improvement Fund Program | Reserves          | 0       | 50,000        | 50,000  |
| R.0202  | CNRL - Computer Equipment         | Reserves          | 2,000   | 0             | 2,000   |
| R.0202  | CNRL - Ebook/Eaudio Purchases     | Reserves          | 80,000  | 0             | 80,000  |
| R.0202  | CNRL - Library Materials          | Reserves          | 277,705 | 0             | 277,705 |
| R.0202  | CNRL - Makerspace Resources       | Reserves          | 0       | 8,000         | 8,000   |
| R.0502  | RFS Station Upgrades - Control    | Sec 7.11          | 100,000 | 0             | 100,000 |



## CONNECT OUR REGION AND ITS CITIZENS



|               |   |   |                 |                           |
|---------------|---|---|-----------------|---------------------------|
| <b>C.01</b>   | <b>A thriving aviation hub supporting travel and investment in our region</b>                       |   |                 |                           |
| <b>C.0101</b> | <b>Improve connections with capital cities, other regions and within the region</b>                 |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0101.01     | Provide a regional airport with a reputation for safety, comfort and reliability                    | <ul style="list-style-type: none"> <li>Maintain and upgrade the airports facilities to a modern and high standard</li> </ul>  | BAU             | Aviation Precinct         |
| <b>C.02</b>   | <b>A safe and efficient transport network</b>   |   |                 |                           |
| <b>C.0201</b> | <b>Plan transport infrastructure to meet the needs of our community into the future</b>             |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0201.01     | Implement the Integrated Transport Plan   | <ul style="list-style-type: none"> <li>Implement actions within the Integrated Transport Plan, ensuring regular discussions with TfNSW to progress key projects</li> </ul>  | Strategy        | Strategy, Assets & Design |
| <b>C.0202</b> | <b>Provide and maintain safe, cost effective and fit for purpose roads, bridges and car parking</b> |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0202.01     | Update the Bridge & Major Culvert Strategy  | <ul style="list-style-type: none"> <li>Deliver an update to the Bridge &amp; Major Culvert Strategy</li> </ul>  | Strategy        | Strategy, Assets & Design |
| C.0202.02     | Continue implementing the Regional Parking Strategy   | <ul style="list-style-type: none"> <li>Continue monitoring and responding to changes in our parking network, and making subsequent changes as required in line with the Regional Parking Strategy to ensure our parking network meets the needs of the community</li> </ul> | Strategy        | Strategy, Assets & Design |
| C.0202.03     | Maintain the lifespan of our roads network by conducting maintenance in a timely manner             | <ul style="list-style-type: none"> <li>Continue to develop and implement the Pavement Management System</li> <li>Deliver the sealed roads renewal program, gravel re-sheeting program and bridge maintenance program</li> </ul>   | Program/BAU     | Transport Operations      |
| <b>C.0203</b> | <b>Partner with NSW Government to deliver efficient future proofed highways across our region</b>   |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0203.01     | Continue ongoing partnerships with TfNSW in relation to managing our transport network              | <ul style="list-style-type: none"> <li>Regularly liaise and discuss improvements to our transport network with TfNSW to ensure that it meets the needs of our community</li> </ul>  | Strategy        | Strategy, Assets & Design |
| <b>C.03</b>   | <b>Expanded public transport options</b>  |   |                 |                           |
| <b>C.0301</b> | <b>Advocate for improved local bus services</b>   |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0301.01     | Advocate for improved public transport services and infrastructure                                  | <ul style="list-style-type: none"> <li>Liaise with TfNSW to improve our public transport services and infrastructure, including buses and rail</li> </ul>   | Strategy        | Strategy, Assets & Design |
| <b>C.0302</b> | <b>Investigate and advocate for the expansion of rail services within and out of our region</b>     |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0302.01     | Advocate for improved public transport services and infrastructure                                  | <ul style="list-style-type: none"> <li>Liaise with TfNSW to improve our public transport services and infrastructure, including buses and rail</li> </ul>   | Strategy        | Strategy, Assets & Design |
| <b>C.04</b>   | <b>Improved access to active transport options for movement between places</b>                      |   |                 |                           |
| <b>C.0401</b> | <b>Support initiatives to increase community participation in walking and cycling</b>               |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0401.01     | Review and update the Active Transport Strategy   | <ul style="list-style-type: none"> <li>Review, update and deliver actions from the Active Transport Strategy. Seek and acquire funding for delivery of actions</li> </ul>   | Strategy        | Strategy, Assets & Design |
| <b>C.05</b>   | <b>Our community is enabled by technology</b>   |   |                 |                           |
| <b>C.0501</b> | <b>Support the community through improved digital services that meet the community's needs</b>      |   |                 |                           |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>      |
| C.0501.01     | Deliver the Technology Blueprint Strategy   | <ul style="list-style-type: none"> <li>Implement 26/27 scheduled stages of the Technology Blueprint Strategy</li> </ul>   | Program         | DigiTech                  |

### SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE                                 | BASELINE           | 2026/27 TARGET | BUSINESS UNIT             | CSP / DP   |
|---|--------------------|----------------|---------------------------|------------|
| Council maintained roads – Total length | 3,243.88km (24/25) | indicator      | Transport Operations      | C.02       |
| Bridges and major culverts              | 350 (24/25)        | indicator      | Strategy, Assets & Design | C.02       |
| Timber Bridges in LGA                   | 2 (24//25)         | decrease       | Strategy, Assets & Design | C.02       |
| Cycle ways and shared path network      | 70 kms (24/25)     | increase       | Strategy, Assets & Design | C.04, R.04 |
| Kerb and gutter                         | 649.76km (24/25)   | indicator      | Transport Operations      | C.02, E.02 |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION   | FUNDING SOURCE(S) | RENEWAL    | NEW / UPGRADE | BUDGET     |
|---------|---|-------------------|------------|---------------|------------|
| C.0101  | Tamworth Airport - Car Park Equipment Upgrade           | Reserves          | 130,000    | 0             | 130,000    |
| C.0101  | Tamworth Airport - IT Cabling Project                   | Reserves          | 0          | 60,000        | 60,000     |
| C.0101  | Airport - Hangar 6 Refurbishment                        | Reserves          | 41,515     | 0             | 41,515     |
| C.0101  | Airport - Hall Netting Refurbishment                    | Reserves          | 60,000     | 0             | 60,000     |
| C.0101  | Airport - Overlay Taxiways Alpha/Charlie                | Reserves/Grants   | 396,550    | 0             | 396,550    |
| C.0101  | Airport - Project Management Control                    | Reserves          | 0          | 0             | 0          |
| C.0101  | Airport - Runway - 12R30L - Reseal                      | Reserves          | 300,000    | 0             | 300,000    |
| C.0101  | Airport - Taxiway - B West                              | Reserves          | 65,000     | 0             | 65,000     |
| C.0101  | Airport - Hangar 6 - Netting                            | Reserves          | 0          | 70,000        | 70,000     |
| C.0101  | Airport - Car Park Upgrade                              | Reserves          | 170,000    | 0             | 170,000    |
| C.0101  | Airport - Security Camera Upgrade                       | Reserves          | 50,000     | 0             | 50,000     |
| C.0201  | Calala Lane Shared Path- Road Safety Program Exp        | Grants            | 0          | 1,900,000     | 1,900,000  |
| C.0201  | Bendemeer School Carpark- Road Safety Program - Exp     | Grants            | 0          | 300,000       | 300,000    |
| C.0202  | TRC - Gravel Renewal Program - Northern - Control       | Reserves          | 900,000    | 0             | 900,000    |
| C.0202  | TRC - Gravel Renewal Program - Southern - Control       | Reserves          | 1,400,000  | 0             | 1,400,000  |
| C.0202  | TRC - Sealed Road Reseals Program South - Control       | Reserves          | 5,487,702  | 0             | 5,487,702  |
| C.0202  | TRC - Pavement Renewal Program - Northern - Control     | Grants            | 960,701    | 0             | 960,701    |
| C.0202  | TRC - Pavement Renewal Program - Southern - Control     | Grants            | 4,053,900  | 0             | 4,053,900  |
| C.0202  | TRC - Regional Road - Reseal Program                    | Grants            | 1,355,383  | 0             | 1,355,383  |
| C.0202  | TRC - Asset Data Improvement Program                    | Reserves          | 150,000    | 0             | 150,000    |
| C.0202  | Port Stephens Cutting - Major Upgrade - Grant Expenses  | Grants            | 12,500,000 | 0             | 12,500,000 |
| C.0202  | Hills Plain Road Upgrades - Budget Control              | Sec 7.11          | 0          | 1,000,000     | 1,000,000  |
| C.0202  | Pavement Renewal - s7.11 Parry Mining Gravel Extraction | Sec 7.11          | 300,000    | 0             | 300,000    |
| C.0202  | Civil Innovation Projects                               | Reserves          | 0          | 50,000        | 50,000     |
| C.0202  | TRC - Bridge Renewal                                    | Reserves          | 773,694    | 0             | 773,694    |
| C.0202  | Car Parks - Renewal Projects                            | Reserves          | 105,000    | 0             | 105,000    |
| C.0401  | TRC - Ancillary Asset Renewal - Control                 | Reserves          | 400,000    | 0             | 400,000    |
| C.0401  | Footpath Construction Program                           | Reserves          | 0          | 60,000        | 60,000     |
| C.0401  | TRC - Pedestrian Improvement Works                      | Reserves          | 0          | 30,000        | 30,000     |
| C.0401  | Forest Road Shared Path - Exp                           | Grants/Reserves   | 0          | 2,148,172     | 2,148,172  |
| C.0501  | DigiTech - Contribution to Division BSO                 | Unrest Cash       | 25,368     | 0             | 25,368     |
| C.0501  | DigiTech - Contribution to Communications Officer       | Loans             | 234,056    | 0             | 234,056    |
| C.0501  | DigiTech - Contribution to People & Culture             | Loans             | 224,528    | 0             | 224,528    |
| C.0501  | DigiTech - DigiTech wages                               | Loans             | 992,485    | 0             | 992,485    |
| C.0501  | DigiTech Project - Budget Control - Exp                 | Loans             | 272,831    | 0             | 272,831    |
| C.0501  | TRC - IT Capital Renewals & Upgrades                    | Reserves          | 400,000    | 0             | 400,000    |

## WORKING WITH AND PROTECTING OUR ENVIRONMENT



|               |   |  |                 |                              |
|---------------|---|--|-----------------|------------------------------|
| <b>E.01</b>   | <b>Increase the take up and use of affordable and clean energy across the region</b>  |  |                 |                              |
| <b>E.0101</b> | <b>Promote energy efficiency and renewable energy</b>   |  |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| E.0101.01     | Implement relevant energy efficiency and renewable energy projects  | <ul style="list-style-type: none"> <li>Investigate and improve energy efficiency options of key operational buildings and assets</li> <li>Implement relevant recommendations from the Energy Audit to increase energy efficiency and reduce operational expenditure</li> </ul>                       | Project         | Sustainability               |
| <b>E.02</b>   | <b>A region where sustainable design of facilities, infrastructure and development are the rule not the exception</b>   |  |                 |                              |
| <b>E.0201</b> | <b>Improve environmental sustainability across the region by implementing the initiatives, plans and programs identified within Council's Sustainability Strategy</b> |  |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| E.0201.01     | Develop and insert enhanced environmental provisions in the Tamworth Regional Local Environmental Plan.   | <ul style="list-style-type: none"> <li>Undertake a comprehensive review of Tamworth Local Environmental Plan - Phase 2</li> </ul>  | Project         | Future Communities           |
| E.0201.02     | Implement relevant projects, programs and initiatives   | <ul style="list-style-type: none"> <li>Environmental sustainability initiatives are implemented on schedule and aligned with Council priorities</li> </ul>   | Project         | Sustainability               |
| <b>E.0202</b> | <b>Manage stormwater run-off to protect our built and natural environments</b>  |  |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| E.0202.01     | Compile a prioritised list of stormwater management options based on the output from the local stormwater management plans  | <ul style="list-style-type: none"> <li>Continue to develop the works program into a delivery program for the next 10 years with funding options identified.</li> </ul>   | Strategy        | Strategy, Assets & Design    |
| E.0202.02     | Develop and implement a delivery plan for the Stormwater Management Plan actions  | <ul style="list-style-type: none"> <li>Commence delivery of actions identified in the stormwater works program. Deliver two projects identified in the stormwater works program</li> </ul>   | Strategy        | Strategy, Assets & Design    |
| E.0202.03     | Maintain a safe and functional storm water system   | <ul style="list-style-type: none"> <li>Complete maintenance program</li> </ul>   | BAU             | Transport Operations         |
| <b>E.03</b>   | <b>Reduce our waste and manage it responsibly</b>   |  |                 |                              |
| <b>E.0301</b> | <b>Increase resource recycling, waste minimisation and segregation and improve operation efficiencies</b>   |  |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| E.0301.01     | Implement relevant waste education and circular economy projects, programs and initiatives  | <ul style="list-style-type: none"> <li>Increase education of Tamworth community via multiple engagements (schools, community groups, social media and collateral)</li> <li>Investigate and improve reuse and recycling opportunities for materials that enter the waste collection stream</li> </ul> | Project         | Sustainability               |
| E.0301.02     | Develop a new waste strategy  | <ul style="list-style-type: none"> <li>Plan strategically for future waste management to meet the demands of population growth.</li> <li>Engage a consultant to commence the framework and roadmap for this project. Target 50% for reporting period</li> </ul>                                      | Project         | Waste & Resource Recovery    |
| E.0301.03     | Review the waste management business continuity plan  | <ul style="list-style-type: none"> <li>Review and identify risks. Target 50% for reporting period</li> </ul>   | Project         | Waste & Resource Recovery    |
| <b>E.04</b>   | <b>We care for our natural environment</b>  |  |                 |                              |
| <b>E.0401</b> | <b>Ensure that our planning and operational processes consider impacts on biosecurity and our natural environment</b>   |  |                 |                              |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>         |
| E.0401.01     | Provide education to the community through weeds management and encourage land owners to uphold their obligations in compliance with biosecurity legislation          | <ul style="list-style-type: none"> <li>Greater community awareness of priority weeds under the North West Regional Weeds Action Plan and obligations under the Biosecurity Act</li> </ul>  | Program         | Community Safety & Wellbeing |

### SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE                                      | BASELINE      | 2026/27 TARGET | BUSINESS UNIT             | CSP / DP |
|--|---------------|----------------|---------------------------|----------|
| Recycling diverted from kerbside collections | 34.8% (24/25) | increase ▲     | Waste & Resource Recovery | E.03     |
| Recycling diverted from transfer stations    | 34.9% (24/25) | increase ▲     | Waste & Resource Recovery | E.03     |
| Red lidded bin pick ups                      | 1,234,775     | indicator 🚩    | Waste & Resource Recovery | E.03     |
| Yellow lidded bin pick ups                   | 509,719       | indicator 🚩    | Waste & Resource Recovery | E.03     |
| Green lidded bin pick ups                    | 254,895       | indicator 🚩    | Waste & Resource Recovery | E.03     |
| Noxious weeds calls received                 | 99 (24/25)    | indicator 🚩    | Waste & Resource Recovery | E.04     |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION  | FUNDING SOURCE(S) | RENEWAL | NEW / UPGRADE | BUDGET  |
|---------|--|-------------------|---------|---------------|---------|
| E.0202  | TRC - Drainage Renewal - Northern - Control                  | Reserves          | 250,000 | 0             | 250,000 |
| E.0202  | TRC - Drainage Renewal - Southern - Control                  | Reserves          | 500,000 | 0             | 500,000 |
| E.0202  | Drainage Levy Works  | Reserves          | 0       | 650,000       | 650,000 |
| E.0202  | Kerb & Gutter Program  | Reserves          | 0       | 100,000       | 100,000 |
| E.0301  | Barraba Landfill - Construction of SVTS                      | Reserves          | 0       | 756,500       | 756,500 |
| E.0301  | Manilla Landfill - SVTS Waste Disposal Area Structure        | Reserves          | 156,976 | 235,463       | 392,439 |
| E.0301  | Rural Landfills - CCTV Security System/Replace               | Reserves          | 64,000  | 0             | 64,000  |
| E.0301  | Rural Landfills - Communication - Digital Radio Network      | Reserves          | 0       | 100,000       | 100,000 |
| E.0301  | Rural Landfills - Office Upgrades                            | Reserves          | 75,000  | 75,000        | 150,000 |
| E.0301  | Rural Landfills - Signage Upgrades                           | Reserves          | 5,000   | 45,000        | 50,000  |
| E.0301  | Rural Landfills - CCTV Upgrades                              | Reserves          | 12,000  | 48,000        | 60,000  |
| E.0301  | Forest Road Landfill - Buffer Area Remediation/ Revegetation | Reserves          | 0       | 330,000       | 330,000 |
| E.0301  | Forest Road Landfill - CCTV Upgrades                         | Reserves          | 30,000  | 30,000        | 60,000  |
| E.0301  | SMRF - Stage 2 Works   | Reserves          | 0       | 0             | 0       |
| E.0301  | Kootingal Landfill - Remediation                             | Reserves          | 0       | 200,000       | 200,000 |
| E.0301  | Forest Road Landfill - North East Existing Cell Works        | Reserves          | 0       | 470,000       | 470,000 |
| E.0301  | Nundle Landfill - Remediation                                | Reserves          | 0       | 50,000        | 50,000  |
| E.0301  | Manilla Landfill - Remediation                               | Reserves          | 0       | 150,000       | 150,000 |
| E.0301  | Barraba Landfill - Remediation                               | Reserves          | 0       | 150,000       | 150,000 |
| E.0301  | Forest Road Landfill - Gas Infrastructure                    | Reserves          | 0       | 200,000       | 200,000 |
| E.0301  | New Waste Bins   | Reserves          | 0       | 150,000       | 150,000 |



## CELEBRATE OUR CULTURES AND HERITAGE



|               |   |   |                 |   |
|---------------|---|---|-----------------|---|
| <b>H.01</b>   | <b>Enhance our lives through the lived experience of arts and culture</b>   |   |                 |   |
| <b>H.0101</b> | <b>Foster sustainable arts and cultural activity with an emphasis on celebrating diversity and strengthening creativity across the region</b> |   |                 |   |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>                      |
| H.0101.01     | Implement actions from adopted strategies supporting arts and cultural programs in the region   | <ul style="list-style-type: none"> <li>Implement the Tamworth Region Gallery Strategy 2025/2028</li> <li>Implement the Tamworth Region Public Art Strategy 2024/25 to 2028/29</li> <li>Implement the Tamworth Region Museum and Archive Strategy 2024/25-2029/30</li> </ul>   | Strategy        | Art Gallery & Museums                     |
| H.0101.02     | Apply for funding opportunities to support development and implementation arts and culture-based projects                                     | <ul style="list-style-type: none"> <li>Increased funding opportunities to support projects and programs</li> </ul>  | Project         | Art Gallery & Museums                     |
| <b>H.0102</b> | <b>Encourage new community arts initiatives and use of public spaces</b>  |   |                 |   |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>                      |
| H.0102.01     | Develop Entertainment Venues five-year strategic plan   | <ul style="list-style-type: none"> <li>New strategy for Entertainment Venues. Target 50% for reporting period</li> </ul>  | Project         | Entertainment                             |
| H.0102.02     | Deliver season of events program  | <ul style="list-style-type: none"> <li>Ensure the community has access to inclusiveness and a diverse curated program</li> </ul>  | BAU             | Entertainment                             |
| H.0102.03     | Deliver the Tamworth Region Creative Communities Plan 2024-2029   | <ul style="list-style-type: none"> <li>Increased appreciation and participation for Tamworth arts and culture</li> </ul>  | Strategy        | Creative Communities Learning Communities |
| <b>H.02</b>   | <b>Our Aboriginal community's history and culture is protected and celebrated</b>   |   |                 |   |
| <b>H.0201</b> | <b>Support local Aboriginal and Torres Strait Islander communities in the preservation and celebration of their cultures</b>                  |   |                 |   |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>                      |
| H.0201.01     | Deliver the Tamworth Regional Council Innovate Reconciliation Action Plan (iRAP)  | <ul style="list-style-type: none"> <li>Deliver and monitor actions from the iRAP</li> <li>Observe dates of significance and participate in celebrations as advised by local Aboriginal and Torres Strait Islander communities</li> <li>Develop a training matrix for Aboriginal cultural learning, awareness, and Reconciliation across the Organisation</li> </ul> | Strategy        | Community Safety & Wellbeing              |
| H.0201.02     | Advance the Mara Ngali Partnership Agreement to deliver outcomes under Closing the Gap National Agreement                                     | <ul style="list-style-type: none"> <li>Develop, implement and monitor a Tamworth Regional Closing the Gap Strategy and Implementation Plan</li> </ul>   | Strategy        | Community Safety & Wellbeing              |
| <b>H.03</b>   | <b>Our region's heritage assets are protected</b>   |   |                 |   |
| <b>H.0301</b> | <b>Support the development of museum, gallery and library heritage collections</b>  |   |                 |   |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>                      |
| H.0301.01     | Implement the Tamworth Region Museum and Archive Strategy 2024/25-2029/30   | <ul style="list-style-type: none"> <li>This plan has 69 actions in total. Target 20% delivery for 2025/26</li> </ul>  | BAU             | Art Gallery & Museums                     |
| H.0301.02     | Continue to provide assistance through the Annual Heritage Assistance Fund  | <ul style="list-style-type: none"> <li>Increased number of applications submitted for the Annual Heritage Assistance Fund</li> </ul>  | Project         | Development                               |
| <b>H.0302</b> | <b>Ensure development controls and zoning protect the heritage significance of items and conservation areas</b>                               |   |                 |   |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>                      |
| H.0302.01     | Implement the Tamworth Region Museum and Archive Strategy 2024/25-2029/30   | <ul style="list-style-type: none"> <li>This plan has 69 actions. Target 20% delivery for 2025/26</li> </ul>   | Strategy        | Art Gallery & Museums                     |

**SERVICE DELIVERY PERFORMANCE INDICATORS**

| MEASURE  | BASELINE           | 2026/27 TARGET |   | BUSINESS UNIT         | CSP / DP   |
|--|--------------------|----------------|---|-----------------------|------------|
| Gallery attendance (annual)                    | 50,316 (24/25)     | increase       | ▲ | Art Gallery & Museums | H.01, H.03 |
| Museum attendance (annual)                     | 14,093 (24/25)     | increase       | ▲ | Art Gallery & Museums | H.01, H.03 |
| Gallery Volunteer hours                        | 319 (July-Dec 25)  | indicator      | ▮ | Art Gallery & Museums | H.01, H.03 |
| Museum Volunteer hours                         | 1760 (July-Dec 25) | indicator      | ▮ | Art Gallery & Museums | H.01, H.03 |
| TRECC Utilisation                              | 55% (24/25)        | 65%            | ▮ | Entertainment         | H.01 P.04  |
| Capitol Theatre Utilisation                    | 68% (24/25)        | 85%            | ▮ | Entertainment         | H.01 P.04  |
| Town Hall Utilisation                          | 64% (24/25)        | 60%            | ↻ | Entertainment         | H.01 P.04  |
| Entertainment Customer Satisfaction            | 80%                | 80%            | ▮ | Entertainment         | H.01 P.04  |
| Capital, TRECC and Town Hall - total attendees | 104,150 (24/25)    | indicator      | ▮ | Entertainment         | H.01 P.04  |
| Numbers to Tamworth Wax and Guitar Museum      | 14,849 (24/25)     | increase       | ▲ | Visitor Economy       | H.03, S.01 |

**CAPITAL WORKS PROGRAM**

| DP CODE | JOB DESCRIPTION                              | FUNDING SOURCE(S) | RENEWAL | NEW / UPGRADE | BUDGET |
|---------|--|-------------------|---------|---------------|--------|
| H.0102  | Capitol Theatre - Yamaha QL5 - Audio console | Reserves          | 55,000  | 0             | 55,000 |
| H.0102  | Capitol Theatre - ETC ION - Lighting console | Reserves          | 44,955  | 0             | 44,955 |
| H.0102  | Capitol Theatre - Chain Motor 4 x 1T         | Reserves          | 34,892  | 0             | 34,892 |
| H.0102  | Capitol Theatre - Elevated working platform  | Reserves          | 20,000  | 0             | 20,000 |
| H.0102  | Capitol Theatre - Painting dressing rooms    | Reserves          | 20,000  | 0             | 20,000 |
| H.0102  | Community Centre - Chairs x 300              | Reserves          | 25,000  | 0             | 25,000 |
| H.0102  | Town Hall - Trestle Tables                   | Reserves          | 12,500  | 0             | 12,500 |
| H.0102  | Town Hall - Hall Pendant Lighting            | Reserves          | 20,000  | 0             | 20,000 |
| H.0102  | Town Hall - External Painting of Building    | Reserves          | 20,000  | 0             | 20,000 |
| H.0102  | TRECC - Trestle Tables                       | Reserves          | 12,500  | 0             | 12,500 |
| H.0301  | Tamworth - Art Gallery - Acquisitions        | Sec 7.11          | 0       | 3,000         | 3,000  |
| H.0301  | TRC - Public Art Work                        | Unrest Cash       | 0       | 51,250        | 51,250 |
| H.0301  | Tamworth - Exhibition Display                | Sec 7.11          | 5,000   | 0             | 5,000  |



## A STRONG AND VIBRANT IDENTITY



|               |  |   |          |                                |
|---------------|--|---|----------|--------------------------------|
| <b>S.01</b>   | <b>Be known for country music and so much more</b>   |   |          |                                |
| <b>S.0101</b> | <b>Develop and evolve our story to expand Tamworth's identity through strategies, plans and communications</b> |   |          |                                |
|               | ACTION   | ACTION OUTCOMES   | CATEGORY | BUSINESS UNIT                  |
| S.0101.01     | Utilise the Capital of Country brand to strengthen the region's identity                                       | <ul style="list-style-type: none"> <li>Increased website visitation and engagement with Capital of Country tourism campaigns</li> </ul>   | BAU      | Marketing & Communications     |
| <b>S.02</b>   | <b>Tell the world who we are and what we have</b>  |   |          |                                |
| <b>S.0201</b> | <b>Market Tamworth beyond the region through economic and tourism strategies</b>                               |   |          |                                |
|               | ACTION   | ACTION OUTCOMES   | CATEGORY | BUSINESS UNIT                  |
| S.0201.01     | Ensure economic development and investment attraction campaigns are clearly aligned to market segments         | <ul style="list-style-type: none"> <li>Diversified and resilient economy through increased business investment</li> </ul>   | BAU      | Economic Activation & Analysis |
| S.0201.02     | Manage and implement the Tamworth Region Visitor Economy Plan (2022/27)  | <ul style="list-style-type: none"> <li>Ensure the 84 actions of the plan are continually monitored and delivered</li> <li>Identify funding opportunities to continue to grow the tourism sector by actively seeking funding that aligns with NSW Visitor Economy Strategy 2035</li> </ul> | Strategy | Visitor Economy                |
| <b>S.03</b>   | <b>Show who we are when people arrive by land or air to our towns and region</b>                               |   |          |                                |
| <b>S.0301</b> | <b>Enhance key city and town entrances through implementation of the Tamworth Regional Entrance Strategy</b>   |   |          |                                |
|               | ACTION   | ACTION OUTCOMES   | CATEGORY | BUSINESS UNIT                  |
| S.0301.01     | Implement the Regional Entrance Strategy across all towns and villages   | <ul style="list-style-type: none"> <li>Continue to source funding opportunities for Tier 3 signage and landscaping actions from Regional Entrance Strategy</li> </ul>   | Strategy | Sports & Recreation            |

## SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE   | BASELINE          | 2026/27 TARGET |   | BUSINESS UNIT              | CSP / DP         |
|---|-------------------|----------------|---|----------------------------|------------------|
| Tamworth Region Website reach                                       | 421,520 (24/25)   | increase       | ▲ | Marketing & Communications | S.01, S.02, P.04 |
| TCMF Website reach  | 614,110 (24/25)   | increase       | ▲ | Marketing & Communications | S.01, S.02, P.04 |
| TCMF Facebook   | 8,052,629 (24/25) | increase       | ▲ | Marketing & Communications | S.01, S.02, P.04 |
| TCMF Instagram  | 1,824,485 (24/25) | increase       | ▲ | Marketing & Communications | S.01, S.02, P.04 |
| Tamworth Region Facebook  | 3,299,293 (24/25) | increase       | ▲ | Marketing & Communications | S.01, S.02, P.04 |
| Tamworth Region Instagram   | 692,465 (24/25)   | increase       | ▲ | Marketing & Communications | S.01, S.02, P.04 |
| Numbers to Tamworth Wax and Guitar Museum                           | 14,849 (24/25)    | increase       | ▲ | Visitor Economy            | S.01, S.02, P.04 |
| Domestic overnight visitors' length of stay                         | 2.7 days (24)     | increase       | ▲ | Visitor Economy            | S.01, S.02, P.04 |
| International visitor numbers                                       | 654,783 (24/25)   | increase       | ▲ | Visitor Economy            | S.01, S.02, P.04 |
| Number of live profiles listed on Australian Tourism Data Warehouse | 264 (Jan 26)      | increase       | ▲ | Visitor Economy            | S.01, S.02, P.04 |

## OPEN AND COLLABORATIVE LEADERSHIP



|               |   |   |                 |                                 |
|---------------|---|---|-----------------|---------------------------------|
| <b>T.01</b>   | <b>Conduct the business of Council with transparency and accountability</b>   |   |                 |                                 |
| <b>T.0101</b> | <b>Ensure Council meets the requirements of the Local Government Act and other information and disclosure requirements under State and Federal Laws</b> |   |                 |                                 |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>            |
| T.0101.01     | Deliver Governance functions in accordance with legislation and industry standards  | <ul style="list-style-type: none"> <li>Provide internal and external governance services in accordance with legislation and industry standards</li> </ul>   | BAU             | Governance & Executive Services |
| <b>T.0102</b> | <b>Make our planning and reporting easy to understand and reflective of the community's wants, needs and aspirations</b>                                |   |                 |                                 |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>            |
| T.0102.01     | Utilise the Integrated Planning and Reporting Framework to guide our community's short- and long-term vision for the region                             | <ul style="list-style-type: none"> <li>Develop and deliver Integrated Planning and Reporting suite of documents within legislated timeframe</li> <li>Develop performance measures for the Integrated Planning and Reporting Framework</li> </ul>  | BAU             | Strategy & Performance          |
| T.0102.02     | Review and update Blueprint 100   | <ul style="list-style-type: none"> <li>Commence review and update of Blueprint 100</li> </ul>   | Strategy        | Strategy & Performance          |
| <b>T.02</b>   | <b>Our financial position is strong and able to meet our current and future obligations to our community</b>  |   |                 |                                 |
| <b>T.0201</b> | <b>Ensure long term financial sustainability through short-, medium- and long-term financial planning</b>   |   |                 |                                 |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>            |
| T.0201.01     | Develop a streamlined grant application and management framework  | <ul style="list-style-type: none"> <li>Provide a structured process to increase positive grant funding outcomes and eliminate duplications</li> </ul>   | Project         | Economic Activation & Analysis  |
| T.0201.02     | Meet the conditions outlined in the IPART Special Variation instrument  | <ul style="list-style-type: none"> <li>Ensure reporting requirements are documented in the Annual Report</li> </ul>   | BAU             | Finance                         |
| T.0201.03     | Manage Councils' income and expenditure in-line with Treasury guidelines  | <ul style="list-style-type: none"> <li>Preparation of Annual Budget, Delivery Program and Long-Term Financial Plan in accordance with Integrated Planning and Reporting financial reporting requirements</li> </ul>   | BAU             | Finance                         |
| T.0201.04     | Undertake Business Improvement Reviews  | <ul style="list-style-type: none"> <li>Undertake 26/27 scheduled service reviews on Waste &amp; Resource Recovery and Information Technology</li> </ul>   | Program         | Strategy & Performance          |
| <b>T.0202</b> | <b>Assets are managed to meet our community's needs through sustainable, cost-effective lifecycle management</b>  |   |                 |                                 |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>            |
| T.0202.01     | Review and finalise Asset Management Plans  | <ul style="list-style-type: none"> <li>Ensure the data in each class of the Asset Management Plans is current.</li> </ul>   | Strategy        | AM Plan Owners                  |
| T.0202.02     | Manage and maintain Council plant, fleet and building assets  | <ul style="list-style-type: none"> <li>Manage renewal of Councils assets, ensuring replacements are carried out in a timely manner and within budget</li> <li>Continue to grow our fleet to be zero emissions</li> <li>Maintenance and renewals are carried out in accordance with the Asset Management Strategy in a timely manner and within budget</li> </ul>  | Program/<br>BAU | Plant Fleet & Building Services |
| <b>T.03</b>   | <b>Everyone in our community feels informed, heard and understood</b>   |   |                 |                                 |
| <b>T.0301</b> | <b>Build trust and transparency through clear communications and increased community engagement</b>   |   |                 |                                 |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>  | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>            |
| T.0301.01     | Communicate to the community via channels identified in Communications Strategy   | <ul style="list-style-type: none"> <li>Deliver regular Council updates</li> <li>Provide inclusive opportunities through engagement processes for the community to get actively involved in decision-making</li> <li>Increased participation in community engagement and received feedback</li> <li>Expand distribution and reach of monthly Your Council News newsletter</li> <li>Host regular Councillor catchups</li> </ul> | BAU             | Marketing & Communications      |

|               |   |  |                 |                            |
|---------------|---|--|-----------------|----------------------------|
| T.0301.02     | Redevelop Council's website   | <ul style="list-style-type: none"> <li>Improved access to information and self-service functions for the community</li> </ul>  | Project         | Marketing & Communications |
| <b>T.0302</b> | <b>Provide customer services that are proactive, available, helpful and accessible</b>  |  |                 |                            |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>       |
| T.0302.01     | Enhance our customer service delivery through continuous improvement initiatives  | <ul style="list-style-type: none"> <li>Deliver efficient customer services through skill enhancement and digital transformation initiatives</li> </ul>                     | Project         | Customer Services          |
| <b>T.04</b>   | <b>Our workforce is agile and future ready</b>  |  |                 |                            |
| <b>T.0401</b> | <b>Attract and retain a high performing and engaged workforce</b>   |  |                 |                            |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>       |
| T.0401.01     | Develop, implement and review strategic frameworks addressing recruitment, retention, development, leadership and culture               | <ul style="list-style-type: none"> <li>Performance Excellence Framework</li> <li>Talent Acquisition Strategy</li> <li>Learning and Development Strategy</li> </ul>         | Strategy        | People & Culture           |
| <b>T.0402</b> | <b>Plan for our future workforce</b>  |  |                 |                            |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>       |
| T.0402.01     | Continue to develop and improve workforce planning toward best practice to ensure our workforce is sustainable.                         | <ul style="list-style-type: none"> <li>Cyclical workforce planning in line with annual budget and long-term financial planning</li> </ul>                                  | Program         | People & Culture           |
| <b>T.05</b>   | <b>Build strategic partnerships and advocate to other levels of government to ensure our community needs are met and concerns heard</b> |  |                 |                            |
| <b>T.0501</b> | <b>Develop and manage relationships with all levels of government and stakeholders</b>  |  |                 |                            |
|               | <b>ACTION</b>   | <b>ACTION OUTCOMES</b>   | <b>CATEGORY</b> | <b>BUSINESS UNIT</b>       |
| T.0501.01     | Continue to develop and manage relationships with all levels of government, stakeholders and community                                  | <ul style="list-style-type: none"> <li>Build strong relationships with stakeholders to effectively collaborate, advocate and deliver outcomes for our community</li> </ul> | Strategy        | Strategy & Performance     |

### SERVICE DELIVERY PERFORMANCE INDICATORS

| MEASURE   | BASELINE               | 2026/27 TARGET |   | BUSINESS UNIT              | CSP / DP   |
|---|------------------------|----------------|---|----------------------------|------------|
| Undertake Business Improvement Reviews (annual)               | New                    | 2 per annum    | ↻ | Strategy & Performance     | T.01, T.02 |
| Have Your Say Platform visits                                 | 64,720 (24/25)         | increase       | ▲ | Marketing & Communications | T.01, T.03 |
| Your Council News – email distribution (per month)            | 2,353 (July – Dec 25)  | increase       | ▲ | Marketing & Communications | T.01, T.03 |
| Face to face events   | 34 (July – Dec 25)     | 2 per month    | ↻ | Marketing & Communications | T.01, T.03 |
| TRC Facebook  | 3,411,800 (24/25)      | increase       | ▲ | Marketing & Communications | T.01, T.03 |
| Customer Service – Total calls through call centre (annual)   | New – available 1/7/26 | indicator      | ▮ | Customer Services          | T.03, C.05 |
| Customer Service - Counter receipting – all branches (annual) | New – available 1/7/26 | indicator      | ▮ | Customer Services          | T.03, C.05 |
| Number of employees   | 650 (April 26)         | indicator      | ▮ | People & Culture           | T.04       |
| Full time equivalent  | 601 (April 26)         | indicator      | ▮ | People & Culture           | T.04       |
| Number of staff exiting                                       | 105 (2025)             | indicator      | ▮ | People & Culture           | T.04       |
| Number of new employees                                       | 126 (2025)             | indicator      | ▮ | People & Culture           | T.04       |

### CAPITAL WORKS PROGRAM

| DP CODE | JOB DESCRIPTION  | FUNDING SOURCE(S) | RENEWAL   | NEW / UPGRADE | BUDGET    |
|---------|--|-------------------|-----------|---------------|-----------|
| T.0202  | TRC Buildings - Asset Renewal Program - SRV Funded Works | Reserves          | 1,850,000 | 0             | 1,850,000 |
| T.0202  | TRC - Plant Replacement (Large)                          | Reserves          | 3,281,329 | 172,701       | 3,454,030 |
| T.0202  | TRC - Plant Replacement (Small)                          | Reserves          | 183,436   | 9,654         | 193,090   |
| T.0202  | TRC - Replace Sedans/Light Commercial                    | Reserves          | 1,525,020 | 80,264        | 1,605,284 |

## BUDGET AND FINANCIAL INFORMATION

As a part of the Operational Plan, a detailed breakdown of Council's finances helps to give context to the planned projects and activities as well as proposed capital spending.

The data details the funding required for Council's services and functions for the 2026/27 financial year to achieve the objectives set out in the Community Strategic Plan 2025-2035 and Delivery Program 2025-2029.

### DEFINITIONS

|  |   |
|--|---|
| Operating Income                                   | Income generated from the regular business of Council. Includes rates, annual charges, user charges and fees for facilities and services, investment income, grants not for capital purposes and other revenue. |
| Operating Expenditure                              | Expenses generated from the regular business of Council. Includes wages and salaries, materials and contracts, interest on borrowings, depreciation and other expenses  |
| Operating Result before Capital: Surplus/(Deficit) | Operating Income less Operating Expenditure   |
| Capital Income                                     | Grants and Contributions for Capital Works and Assets 'Gifted' to Councils  |
| Operating Result: Surplus/(Deficit)                | Operating Result before Capital plus Capital Income   |
| Non-Cash Adjustments: Depreciation/Leave Accruals  | Adjustments for Non-Cash items, that appear in Operating Expenditure, in order to derive an overall cash Budget Result  |
| Non Operating Cash Adjustments                     | Adjustments for cash Items that do not appear in Operating Income, Operating Expenditure or Capital Income  |
| Loans Raised to Fund Capital Expenditure           | Loan Receipts for Capital Purposes e.g. Infrastructure Acquisition/Construction   |
| Proposed Land Sales                                | Sale of Council Land Assets   |
| Leave Paid on Termination                          | Payment of Leave for Employees exiting Council. Funded by Employee Leave Entitlements Reserve   |
| Loan Principal Payments/(Receipts)                 | Payment of Principal on Loans/(Receipts for Loans Receivable)   |
| Capital Expenditure                                | Expenditure for the purposes of acquiring, constructing or replacing/upgrading infrastructure and other assets  |
| Net Cash Result: Surplus/(Deficit)                 | Operating Result plus/minus Non-Cash and Non-Operating Cash Adjustments   |
| <i>Funding of Net Cash Result</i>                  | How the Net Cash Result is funded by the following classifications of cash held   |
| Current Cash: Surplus/(Deficit)                    | Discretionary Cash that has no restriction over usage   |
| Unexpended Grants: Surplus/(Deficit)               | Unexpended Grants and Contributions that must be spent for a specific purpose   |
| Reserves: Surplus/(Deficit)                        | Cash Restricted by Council for a specific purpose - e.g. Leave Entitlements, Asset Renewal  |
| Developer Contributions: Surplus/(Deficit)         | Developer Contributed funds that must be spent for a specific purpose   |
| Unexpended Loans: Surplus/(Deficit)                | Unexpended Loans that must be spent for a specific purpose  |
| Net Cash Result: Surplus/(Deficit)                 | Total of Cash Funds Used to Fund Net Cash Result  |

BUDGET & FINANCIAL INFORMATION



## OUR FORECAST BUDGET 2026-2030

The tables below show the budget summary by fund.

### GENERAL FUND

| <i>Budget Results</i>                                   | 2026/2027   | 2027/2028   | 2028/2029   | 2029/2030   |
|---|-------------|-------------|-------------|-------------|
| <i>Original Budget</i>                                  |             |             |             |             |
| Operating Income  | 147,567,017 | 152,817,424 | 155,715,250 | 159,718,287 |
| Operating Expenditure                                   | 149,045,940 | 153,380,271 | 155,874,540 | 157,284,431 |
| Operating Result before Capital: Surplus/(Deficit)      | (1,478,923) | (562,847)   | (159,290)   | 2,433,856   |
| Capital Income  | 33,158,948  | 14,390,612  | 7,414,534   | 3,699,895   |
| Operating Result: Surplus/(Deficit)                     | 31,680,025  | 13,827,765  | 7,255,244   | 6,133,751   |
| Plus: Non-Cash Adjustments: Depreciation/Leave Accruals | 42,283,171  | 42,547,211  | 43,306,590  | 43,450,827  |
| <i>Non Operating Cash Adjustments</i>                   |             |             |             |             |
| Plus: Loans Raised to Fund Capital Expenditure          | 14,132,301  | 1,690,295   | 0           | 0           |
| Plus: Proposed Land Sales Net Income                    | 3,450,254   | 2,548,573   | 2,506,700   | 2,467,156   |
| Less: Leave Paid on Termination                         | 900,000     | 922,500     | 945,563     | 969,202     |
| Less: Loan Principal Repayments/Receipts                | 6,566,007   | 5,111,310   | 5,154,650   | 5,143,756   |
| Capital Expenditure                                     | 89,350,345  | 45,353,838  | 34,818,871  | 32,121,612  |
| Net Cash Result: Surplus/(Deficit)                      | (5,270,601) | 9,226,196   | 12,149,450  | 13,817,164  |
| <i>Breakup of Cash Result</i>                           |             |             |             |             |
| Current Cash: Surplus/(Deficit)                         | 638,445     | 480,689     | 381,010     | 902,977     |
| Unexpended Grants: Surplus/(Deficit)                    | (8,114,582) | 6,000       | (6,000)     | 0           |
| Reserves: Surplus/(Deficit)                             | (383,854)   | 5,763,413   | 8,334,933   | 9,234,541   |
| Developer Contributions: Surplus/(Deficit)              | 2,531,390   | 3,165,046   | 3,439,507   | 3,679,646   |
| Unexpended Loans: Surplus/(Deficit)                     | 58,000      | (188,952)   | 0           | 0           |
| Net Cash Result: Surplus/(Deficit)                      | (5,270,601) | 9,226,196   | 12,149,450  | 13,817,164  |

BUDGET & FINANCIAL INFORMATION



WATER FUND

| <i>Budget Results</i>                                   | 2026/2027   | 2027/2028   | 2028/2029   | 2029/2030   |
|---|-------------|-------------|-------------|-------------|
| <i>Original Budget</i>                                  |             |             |             |             |
| Operating Income  | 28,971,050  | 29,089,107  | 30,010,999  | 30,609,168  |
| Operating Expenditure                                   | 31,119,121  | 30,706,636  | 31,039,904  | 31,676,741  |
| Operating Result before Capital: Surplus/(Deficit)      | (2,148,071) | (1,617,529) | (1,028,905) | (1,067,573) |
| Capital Income  | 2,812,500   | 2,893,063   | 2,975,896   | 3,061,063   |
| Operating Result: Surplus/(Deficit)                     | 664,429     | 1,275,534   | 1,946,991   | 1,993,490   |
| Plus: Non-Cash Adjustments: Depreciation/Leave Accruals | 8,386,177   | 8,409,541   | 8,409,541   | 8,409,541   |
| Non Operating Cash Adjustments                          |             |             |             |             |
| Plus: Loans Raised to Fund Capital Expenditure          | 0           | 0           | 0           | 0           |
| Plus: Proposed Land Sales Net Income                    | 0           | 0           | 0           | 0           |
| Less: Leave Paid on Termination                         | 0           | 0           | 0           | 0           |
| Less: Loan Principal Repayments/Receipts                | 1,608,706   | 1,512,564   | 1,411,194   | 1,474,624   |
| Capital Expenditure                                     | 6,763,697   | 4,100,000   | 11,294,792  | 9,221,000   |
| Net Cash Result: Surplus/(Deficit)                      | 678,203     | 4,072,511   | (2,349,454) | (292,593)   |
| <i>Breakup of Cash Result</i>                           |             |             |             |             |
| Current Cash: Surplus/(Deficit)                         | 355,638     | 328,188     | 346,187     | 448,943     |
| Unexpended Grants: Surplus/(Deficit)                    | 0           | 0           | 0           | 0           |
| Reserves: Surplus/(Deficit)                             | (2,655,472) | (300,000)   | 190,000     | (669,000)   |
| Developer Contributions: Surplus/(Deficit)              | 2,978,037   | 4,044,323   | (2,885,641) | (72,536)    |
| Unexpended Loans: Surplus/(Deficit)                     | 0           | 0           | 0           | 0           |
| Net Cash Result: Surplus/(Deficit)                      | 678,203     | 4,072,511   | (2,349,454) | (292,593)   |

BUDGET & FINANCIAL INFORMATION



SEWERAGE FUND

| <i>Budget Results</i>                                   | 2026/2027  | 2027/2028   | 2028/2029    | 2029/2030    |
|---|------------|-------------|--------------|--------------|
| <i>Original Budget</i>                                  |            |             |              |              |
| Operating Income  | 30,396,373 | 31,204,023  | 31,768,280   | 32,270,992   |
| Operating Expenditure                                   | 21,630,881 | 20,718,575  | 21,844,739   | 21,431,281   |
| Operating Result before Capital: Surplus/(Deficit)      | 8,765,492  | 10,485,448  | 9,923,541    | 10,839,711   |
| Capital Income  | 1,013,000  | 1,048,575   | 1,085,296    | 1,123,197    |
| Operating Result: Surplus/(Deficit)                     | 9,778,492  | 11,534,023  | 11,008,837   | 11,962,908   |
| Plus: Non-Cash Adjustments: Depreciation/Leave Accruals | 7,202,327  | 7,212,866   | 7,298,764    | 7,834,830    |
| <i>Non Operating Cash Adjustments</i>                   |            |             |              |              |
| Plus: Loans Raised to Fund Capital Expenditure          | 0          | 0           | 0            | 0            |
| Plus: Proposed Land Sales Net Income                    | 0          | 0           | 0            | 0            |
| Less: Leave Paid on Termination                         | 0          | 0           | 0            | 0            |
| Less: Loan Principal Repayments/Receipts                | 1,762,935  | 3,018,828   | 3,280,361    | 1,940,560    |
| Capital Expenditure                                     | 6,109,000  | 9,964,000   | 40,684,000   | 63,544,000   |
| Net Cash Result: Surplus/(Deficit)                      | 9,108,884  | 5,764,061   | (25,656,760) | (45,686,822) |
| <i>Breakup of Cash Result</i>                           |            |             |              |              |
| Current Cash: Surplus/(Deficit)                         | 345,498    | 326,978     | 371,065      | 424,151      |
| Unexpended Grants: Surplus/(Deficit)                    | 0          | 0           | 0            | 0            |
| Reserves: Surplus/(Deficit)                             | 7,194,854  | 7,251,052   | (22,006,612) | (47,928,948) |
| Developer Contributions: Surplus/(Deficit)              | 1,768,532  | (1,813,969) | (3,578,877)  | 1,817,975    |
| Unexpended Loans: Surplus/(Deficit)                     | (200,000)  | 0           | (442,336)    | 0            |
| Net Cash Result: Surplus/(Deficit)                      | 9,108,884  | 5,764,061   | (25,656,760) | (45,686,822) |

BUDGET & FINANCIAL INFORMATION



CONSOLIDATED FUND

| <i>Budget Results</i>                                   | 2026/2027   | 2027/2028   | 2028/2029    | 2029/2030    |
|---|-------------|-------------|--------------|--------------|
| <i>Original Budget</i>                                  |             |             |              |              |
| Operating Income  | 206,934,440 | 213,110,554 | 217,494,529  | 222,598,447  |
| Operating Expenditure                                   | 201,795,942 | 204,805,482 | 208,759,183  | 210,392,453  |
| Operating Result before Capital: Surplus/(Deficit)      | 5,138,498   | 8,305,072   | 8,735,346    | 12,205,994   |
| Capital Income  | 36,984,448  | 18,332,250  | 11,475,726   | 7,884,155    |
| Operating Result: Surplus/(Deficit)                     | 42,122,946  | 26,637,322  | 20,211,072   | 20,090,149   |
| Plus: Non-Cash Adjustments: Depreciation/Leave Accruals | 57,871,675  | 58,169,618  | 59,014,895   | 59,695,198   |
| Non Operating Cash Adjustments                          |             |             |              |              |
| Plus: Loans Raised to Fund Capital Expenditure          | 14,132,301  | 1,690,295   | 0            | 0            |
| Plus: Proposed Land Sales Net Income                    | 3,450,254   | 2,548,573   | 2,506,700    | 2,467,156    |
| Less: Leave Paid on Termination                         | 900,000     | 922,500     | 945,563      | 969,202      |
| Less: Loan Principal Repayments/Receipts                | 9,937,648   | 9,642,702   | 9,846,205    | 8,558,940    |
| Capital Expenditure                                     | 102,223,042 | 59,417,838  | 86,797,663   | 104,886,612  |
| Net Cash Result: Surplus/(Deficit)                      | 4,516,486   | 19,062,768  | (15,856,764) | (32,162,251) |
| <i>Breakup of Cash Result</i>                           |             |             |              |              |
| Current Cash: Surplus/(Deficit)                         | 1,339,581   | 1,135,855   | 1,098,262    | 1,776,071    |
| Unexpended Grants: Surplus/(Deficit)                    | (8,114,582) | 6,000       | (6,000)      | 0            |
| Reserves: Surplus/(Deficit)                             | 4,155,528   | 12,714,465  | (13,481,679) | (39,363,407) |
| Developer Contributions: Surplus/(Deficit)              | 7,277,959   | 5,395,400   | (3,025,011)  | 5,425,085    |
| Unexpended Loans: Surplus/(Deficit)                     | (142,000)   | (188,952)   | (442,336)    | 0            |
| Net Cash Result: Surplus/(Deficit)                      | 4,516,486   | 19,062,768  | (15,856,764) | (32,162,251) |

BUDGET & FINANCIAL INFORMATION



## CASH RESERVE BALANCES

These tables show for 2026/27 the net movements to and from cash reserves per fund and the forecast balances.

- Minimum levels of current cash reserves are required for short term liquidity.
- Grants, Developer Contributions and Loans must be used for the purpose they were received.
- Reserves are needed for future commitments mostly related to asset renewals.

| General Fund            | Forecast Opening Balance | Forecast Net Movements Surplus/(Deficit) | Closing Balance   |
|-------------------------|--------------------------|--|-------------------|
| Current Cash            | 10,869,929               | 638,445                                  | 11,508,374        |
| Reserves                | 37,227,050               | (383,854)                                | 36,843,196        |
| Developer Contributions | 24,036,307               | 2,531,390                                | 26,567,697        |
| Unexpended Loans        | 131,002                  | 58,000                                   | 189,002           |
| Unexpended Grants       | 8,508,980                | (8,114,582)                              | 394,398           |
| <b>Total</b>            | <b>80,773,268</b>        | <b>(5,270,601)</b>                       | <b>75,502,667</b> |

| Water Fund              | Forecast Opening Balance | Forecast Net Movements Surplus/(Deficit) | Closing Balance   |
|-------------------------|--------------------------|--|-------------------|
| Current Cash            | 2,317,172                | 355,638                                  | 2,672,810         |
| Reserves                | 17,138,762               | (2,655,472)                              | 14,483,290        |
| Developer Contributions | 22,605,519               | 2,978,037                                | 25,583,556        |
| Loans                   | 0                        | 0  | 0                 |
| Unexpended Grants       | 1,664                    | 0  | 1,664             |
| <b>Total</b>            | <b>42,063,117</b>        | <b>678,203</b>                           | <b>42,741,320</b> |

| Sewer Fund              | Forecast Opening Balance | Forecast Net Movements Surplus/(Deficit) | Closing Balance    |
|-------------------------|--------------------------|--|--------------------|
| Current Cash            | 2,913,013                | 345,498                                  | 3,258,511          |
| Reserves                | 83,057,014               | 7,194,854                                | 90,251,868         |
| Developer Contributions | 19,063,825               | 1,768,532                                | 20,832,357         |
| Loans                   | 1,001,889                | (200,000)                                | 801,889            |
| Unexpended Grants       | 752,683                  | 0  | 752,683            |
| <b>Total</b>            | <b>106,788,424</b>       | <b>9,108,884</b>                         | <b>115,897,308</b> |

BUDGET & FINANCIAL INFORMATION



## KEY PERFORMANCE INDICATORS

| KPI - General Fund                    |           |           |           |           |
|---------------------------------------|-----------|-----------|-----------|-----------|
|                                       | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 |
| Operating Performance                 | -1.00%    | -0.37%    | -0.10%    | 1.52%     |
| Debt Cover Ratio                      | 5.67      | 5.61      | 5.81      | 6.35      |
| Own Source Operating Revenue Ratio    | 66.74%    | 74.15%    | 79.11%    | 81.20%    |
| Buildings and Infrastructure Renewals | 120.20%   | 92.88%    | 70.22%    | 103.58%   |

| KPI - Water Fund                      |           |           |           |           |
|---------------------------------------|-----------|-----------|-----------|-----------|
|                                       | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 |
| Operating Performance                 | -7.41%    | -5.56%    | -3.43%    | -3.49%    |
| Debt Cover Ratio                      | 3.07      | 3.57      | 4.16      | 4.11      |
| Own Source Operating Revenue Ratio    | 90.52%    | 90.56%    | 90.69%    | 90.81%    |
| Buildings and Infrastructure Renewals | 55.70%    | 54.78%    | 43.81%    | 46.00%    |

| KPI - Sewer Fund                      |           |           |           |           |
|---------------------------------------|-----------|-----------|-----------|-----------|
|                                       | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 |
| Operating Performance                 | 28.84%    | 33.60%    | 31.24%    | 33.59%    |
| Debt Cover Ratio                      | 3.77      | 4.11      | 3.94      | 6.60      |
| Own Source Operating Revenue Ratio    | 96.77%    | 96.75%    | 96.70%    | 96.64%    |
| Buildings and Infrastructure Renewals | 84.09%    | 166.84%   | 131.03%   | 29.93%    |

## BREAKDOWN OF OPERATING REVENUE

|  |                                  | 2026/27 Estimates \$ |                |
|--|----------------------------------|----------------------|----------------|
|  | Rates                            | (60,665,261)         | 29.32%         |
|  | Annual Charges                   | (46,875,291)         | 22.65%         |
|  | User Charges and Fees            | (54,011,655)         | 26.10%         |
|  | Other Revenues                   | (3,551,197)          | 1.72%          |
|  | Operating Grants & Contributions | (27,144,812)         | 13.12%         |
|  | Interest on Investments          | (10,060,698)         | 4.86%          |
|  | Other Income                     | (4,625,526)          | 2.24%          |
|  | <b>Total</b>                     | <b>(206,934,440)</b> | <b>100.00%</b> |

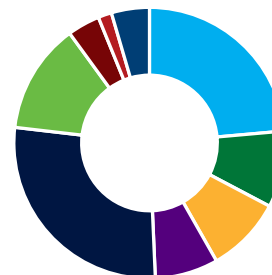


BUDGET & FINANCIAL INFORMATION



Direct Net Expenditure for 2026/27 per Focus Areas  
(excluding major capital works)

|   | Estimates \$       |
|---|--------------------|
|  OUR WATER SECURITY                          | 45,154,371         |
|  A LIVEABLE BUILT ENVIRONMENT                | 17,472,856         |
|  PROSPERITY AND INNOVATION                   | 17,343,133         |
|  RESILIENT AND DIVERSE COMMUNITIES           | 14,419,480         |
|  CONNECT OUR REGION AND ITS CITIZENS         | 52,697,685         |
|  WORKING WITH AND PROTECTING OUR ENVIRONMENT | 25,154,779         |
|  CELEBRATE OUR CULTURES AND HERITAGE         | 7,405,911          |
|  A STRONG AND VIBRANT IDENTITY               | 3,092,188          |
|  OPEN AND COLLABORATIVE LEADERSHIP          | 8,676,184          |
| <b>TOTAL</b>  | <b>191,416,587</b> |



Major Capital works for 2026/27 per Focus Area

|   | Estimates \$      |
|---|-------------------|
|  OUR WATER SECURITY                  | 2,000,000         |
|  A LIVEABLE BUILT ENVIRONMENT        | 34,327,000        |
|  PROSPERITY AND INNOVATION           | 3,755,550         |
|  CONNECT OUR REGION AND ITS CITIZENS | 14,648,172        |
| <b>TOTAL</b>  | <b>54,730,722</b> |



BUDGET & FINANCIAL INFORMATION



OPERATIONAL PLAN BASIC BUDGET 2026/27  
(PER FOCUS AREA)

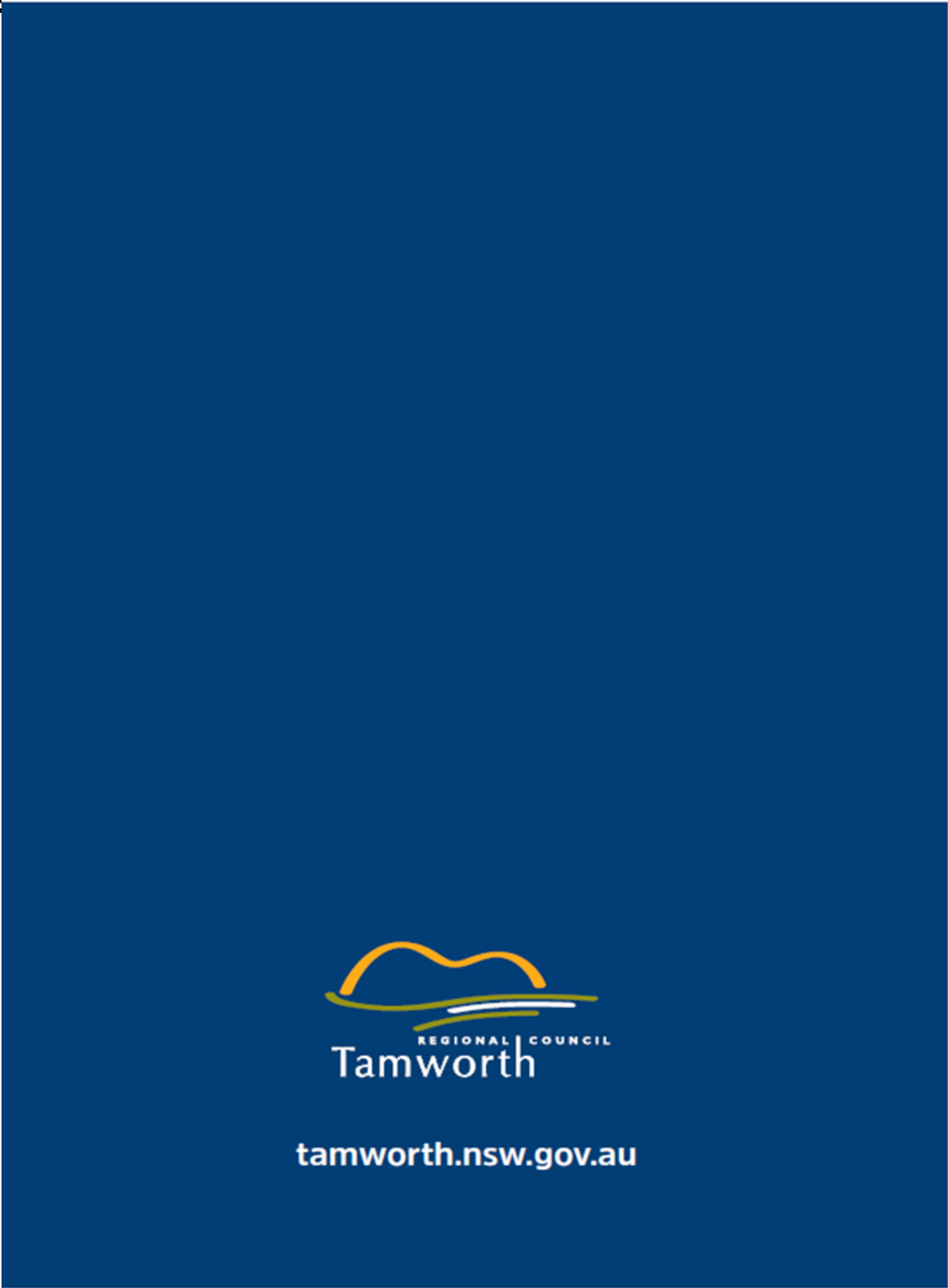
| COLUMN HEADING                   | DESCRIPTION   |
|----------------------------------|---|
| Operating Expenses               | All costs to provide services and operate facilities including depreciation |
| Operating Income                 | All Income received that is not specifically for asset acquisitions         |
| Net Operating Result             | Shows the resilience on General Purpose Income to cover expenses            |
| Capital Income                   | Income received specifically for asset acquisitions                         |
| Capital Expenditure              | Costs associated with the renewal, upgrade or acquisition of assets         |
| Operating Expenditure and Income | Includes internal charges which are eliminated in the Forecast report       |

| Focus Area | DP Code | Delivery Program Description                                       | Operating Expenses | Operating Income | Net Operating Result | Capital Income | Capital Expenses | Loan Principal Repayments |
|------------|---------|--|--------------------|------------------|----------------------|----------------|------------------|---------------------------|
|            | W.0102  | Plan, construct, maintain and manage the water infrastructure      | 29,924,640         | (29,408,939)     | 515,701              | (2,812,500)    | 6,763,697        | 1,608,706                 |
|            | W.0201  | Water sustainability   | (68,568)           | (42,224)         | (110,792)            | 0              | 0                | 0                         |
|            | W.0302  | Plan, construct, maintain and manage the wastewater infrastructure | 20,169,312         | (30,396,373)     | (10,227,061)         | (1,013,000)    | 6,109,000        | 1,762,935                 |
|            | L.0101  | Strategic Planning   | 1,155,619          | (1,167,237)      | (11,618)             | (3,305,000)    | 0                | 0                         |
|            | L.0202  | Maintain & manage CBD's  | 2,138,151          | (34,203)         | 2,103,948            | 0              | 200,000          | 0                         |
|            | L.0401  | Public amenities   | 17,560,328         | (1,877,955)      | 15,682,373           | 0              | 701,057          | 434,222                   |
|            | L.0402  | Aquatic Centre   | 0                  | 0                | 0                    | (10,466,543)   | 34,327,000       | 0                         |
|            | P.0101  | Economic Development   | 5,234,096          | (2,173,894)      | 3,060,202            | 0              | 0                | 115,119                   |
|            | P.0304  | Pilot Training Facility  | 2,279,345          | (2,591,916)      | (312,571)            | (2,854,218)    | 3,787,034        | 434,187                   |
|            | P.0401  | Country Music Activities   | 3,394,780          | (2,607,248)      | 787,532              | 0              | 0                | 0                         |
|            | P.0402  | Community Events   | 1,882,800          | (174,245)        | 1,708,555            | 0              | 0                | 0                         |
|            | P.0403  | Australian Equine Livestock and Events Centre                      | 5,452,671          | (2,324,761)      | 3,127,910            | 0              | 191,224          | 788,134                   |
|            | R.0101  | Grow local communities   | 810,440            | (4,511)          | 805,929              | 0              | 50,000           | 0                         |
|            | R.0202  | Community Care, Library, Year Round Care and Youth Services        | 7,174,830          | (3,188,503)      | 3,986,327            | 0              | 367,705          | 0                         |
|            | R.0502  | Emergency Services   | 2,561,459          | (467,373)        | 2,094,086            | 0              | 100,000          | 144,645                   |
|            | R.0503  | Community Safety and Crime Prevention                              | 792,100            | (190,000)        | 602,100              | 0              | 0                | 0                         |
|            | R.0504  | Environment and Health Services                                    | 3,137,512          | (624,902)        | 2,512,610            | 0              | 0                | 0                         |

BUDGET & FINANCIAL INFORMATION



| Focus Area | DP Code | Delivery Program Description                               | Operating Expenses | Operating Income     | Net Operating Result | Capital Income      | Capital Expenses   | Loan Principal Repayments |
|------------|---------|--|--------------------|----------------------|----------------------|---------------------|--------------------|---------------------------|
|            | C.0101  | Expand Airport Services and the Aviation Industry          | 6,794,955          | (6,125,553)          | 669,402              | (147,350)           | 1,343,065          | 218,429                   |
|            | C.0201  | Transport Strategies                                       | 806,174            | (15,132)             | 791,042              | (1,940,000)         | 2,200,000          | 0                         |
|            | C.0202  | Fit for Purpose Transport Infrastructure                   | 43,345,102         | (15,941,523)         | 27,403,579           | (12,500,000)        | 29,036,380         | 397,789                   |
|            | C.0401  | Cycleways and Footpaths                                    | 346,237            | 0                    | 346,237              | (1,945,837)         | 2,638,172          | 0                         |
|            | C.0501  | Information and Technology                                 | 579,185            | (51,549)             | 527,636              | 0                   | 2,149,268          | 724,187                   |
|            | E.0101  | Sustainable energy   | (527,660)          | (2,064)              | (529,724)            | 0                   | 0                  | 0                         |
|            | E.0202  | Maintain upgrade and renew stormwater infrastructure       | 5,480,448          | (649,875)            | 4,830,573            | 0                   | 1,500,000          | 0                         |
|            | E.0301  | Waste management and resource recovery                     | 22,609,520         | (23,703,969)         | (1,094,449)          | 0                   | 3,332,939          | 0                         |
|            | E.0401  | Care for our natural environment                           | 474,724            | (114,860)            | 359,864              | 0                   | 0                  | 0                         |
|            | H.0102  | Entertainment venues                                       | 5,351,596          | (2,111,856)          | 3,239,740            | 0                   | 264,847            | 0                         |
|            | H.0201  | Aboriginal Liaison   | 181,004            | 0                    | 181,004              | 0                   | 0                  | 0                         |
|            | H.0301  | Art Gallery and Museums                                    | 1,981,157          | (331,655)            | 1,649,502            | 0                   | 59,250             | 0                         |
|            | H.0302  | Heritage Programs  | 74,260             | 0                    | 74,260               | 0                   | 0                  | 0                         |
|            | S.0201  | Promote the region through economic and tourism strategies | 3,125,987          | (466,034)            | 2,659,953            | 0                   | 0                  | 3,117,730                 |
|            | T.0101  | Transparent and accountable Governance                     | 3,778,890          | (94,296)             | 3,684,594            | 0                   | 0                  | 0                         |
|            | T.0102  | Integrated Planning and Reporting                          | 551,488            | (11,960)             | 539,528              | 0                   | 0                  | 0                         |
|            | T.0201  | Finance  | 380,471            | (330,471)            | 50,000               | 0                   | 0                  | 0                         |
|            | T.0202  | Plant, Fleet and Buildings                                 | 574,841            | (1,380,657)          | (805,816)            | 0                   | 7,102,404          | 191,565                   |
|            | T.0301  | Informed Communities                                       | 1,959,755          | (93,890)             | 1,865,865            | 0                   | 0                  | 0                         |
|            | T.0302  | Customer Services  | 82,732             | (82,732)             | 0                    | 0                   | 0                  | 0                         |
|            | T.0401  | People and Culture   | 98,561             | (228,561)            | (130,000)            | 0                   | 0                  | 0                         |
|            |         | General Purpose Income and Reserve Transfers               | 0                  | (77,776,519)         | (77,776,519)         | 0                   | 0                  | 0                         |
|            |         | Internal Dividends - Water/Sewer                           | 147,000            | (147,000)            | 0                    | 0                   | 0                  | 0                         |
|            |         | <b>Total</b>   | <b>201,795,942</b> | <b>(206,934,440)</b> | <b>(5,138,498)</b>   | <b>(36,984,448)</b> | <b>102,223,042</b> | <b>9,937,648</b>          |



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**DRAFT 2026/27  
Statement of Revenue Policy**

Tamworth Regional Council would like to acknowledge the Gamilaroi/Kamilaroi/Gomeroi 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 people living in and visiting our region.



The artwork on this page was created by Gomeroi artist Tess Reading. Her artwork was selected through an expression of interest where Aboriginal artists with a connection to the Kamilaroi/Gomeroi Nation were asked to create an artistic element for inclusion in Council's corporate brand.

Ms Reading describes her work as depicting the land and communities that spread across the Tamworth Regional Council footprint. Elements of the artwork will start to appear on Council's letterheads, business cards, signage and uniforms in 2025.

## INTRODUCTION

This document constitutes Council's Statement of Revenue Policy and is prepared in accordance with Section 405 of the *Local Government Act 1993* ("the Act") and Regulation 201 of the Local Government (General) Regulation 2021.

The Statement of Revenue Policy forms part of the Annual Operational Plan for 2026/27 and provides the principles, policies and details of the sources of revenue and funding to be adopted and applied for the year. It also encompasses the detailed budget of income and expenditure for the year.

Local Government is a mostly autonomous branch of the State Government within the bounds and principles of the Act.

Rates and annual charges represent the major source of revenue for Local Government. Ratepayers will contribute approximately 44% (non-capital) of Council's total budgeted income for 2026/27.

The main sources of generated income are:

- rates;
- annual charges;
- user charges and fees;
- interest on investments;
- fines; and

The main sources of non-revenue funding are:

- borrowings; and
- reserves.

Council also receives significant levels of revenue from State and Federal Government grants and subsidies. They are not included in the Statement of Revenue Policy as their allocation is largely outside of our control.

Council however will always lobby for a fair allocation of taxation to Local Government and work to be strategically placed to benefit from any available funds that would provide an overall benefit for the region.

The Statement of Revenue Policy includes the following statements for the year 2026/27:

- detailed estimate of the Council's income and expenditure;
- each ordinary rate and each special rate to be levied;
- each charge to be levied;
- types of fees to be charged by the Council and the amounts of each such fee;
- pricing policy with respect to the goods and services provided by it;
- amounts or rates to be charged for carrying out by the Council of work on private land; and
- amounts of external borrowings, the sources from where these are to be borrowed, and the means by which these are to be secured.

## FACTORS INFLUENCING COUNCIL'S REVENUE AND PRICING POLICY

The following describes the factors that influence the setting of Council-generated revenue.

### RATES

Rates are a tax on the assigned land value of properties and are used to fund the general activities of Council that are not covered by specific fees and charges. As such the main factor in setting rates is the two key principles of taxation:

- capacity to pay; and
- benefit principle.

These principles are applied through the fair and equitable use of:

- **categories:** Categories are used to determine the total proportion of rate income to be contributed by each broad category.
- **sub-categories:** Sub-categories are used to modify the valuation system where it is deemed that land values do not fairly reflect the key principles. This is only used for the urban areas to maintain a level of average rates for residential and business properties that generally reflects the availability and level of services and facilities.
- **base amounts:** Base amounts are used to ensure a standard contribution towards the fixed costs of governance and administration per property. Council applies the same base charge across all rating categories.
- **land values:** Land values are then used to apply the key taxation principles within each category or sub-category.

Annual increases to rate income will be applied within rate peg limits to the extent that revenues can; maintain existing levels of service, recover current short falls, and ensure intergenerational equity.

### SPECIAL VARIATION

Council can apply for a Special Variation to the rate peg which will be considered against the guidelines set by the NSW Office of Local Government. Council requests for Special Variations are often in order to develop or maintain essential community services or regional projects.

If Council resolves to proceed an application with the NSW Independent Pricing and Regulatory Tribunal (IPART) seeking approval for a new special variation (SV), Council will undertake all the necessary steps required for the SV process including community consultation.

### ANNUAL AND USER CHARGES FOR SERVICES

A combination of annual and user charges is applied to ensure the full cost recovery of Council's operations for water, sewer and waste services. An annual charge is made for stormwater infrastructure in areas covered by an Urban Stormwater Management Plan.

Annual charges are applied to properties that are deemed to receive a direct or indirect benefit from the availability of the service and are largely designed to cover the fixed costs of the service. User charges are applied to the extent that individual use can be measured and are largely designed to reflect the variable load placed on the service.

### DISTRIBUTION OF CORPORATE OVERHEADS

The Council's Annual Operational Plan provides for the full distribution of corporate overheads to reflect the real cost of providing services and facilities to the community. The Council's corporate overheads, other than governance (local democracy), have been distributed to all services and facilities provided to the community.

## USER FEES

The following describes the main factors that influence the setting of user fees for the provision of all other services and facilities.

## COMMUNITY SERVICE OBLIGATIONS

A community service obligation arises where Council provides a function or service that has general community benefits beyond those received by direct users. Councils mainly exist to provide services that are considered to have community importance but are not viable or practical to be provided on a commercial basis. The extent to which direct users can or should be charged is a fundamental consideration when determining a pricing policy for the delivery of community services and facilities.

Council's community service obligation is reflected in the pricing structure for the hire and use of services and facilities such as public halls, community centres, public swimming pools, libraries, art galleries and museums, parks, gardens, as well as fields, facilities and venues for sporting, recreation and entertainment activities. Council reviews the levels of community service obligations as they relate to fees and charges for use of Council facilities throughout the Council annually.

## COST RECOVERY

Council applies the principle of full cost recovery to determine the total cost of services. This includes all direct (avoidable), indirect (allocated) and accrual (e.g. depreciation) costs involved in the provision of a service. Capital costs are only applied however where actual loan repayments (interest component) exist. Full cost attribution will be applied in respect of all services and facilities provided to the community for the purpose of enabling the Council to determine:

- current and future priorities;
- service and pricing levels;
- resource allocation;
- service delivery planning; and
- the level of community service obligation.

## THE USER-PAYS PRINCIPLE

The user-pays principle involves pricing the provision of goods, services and facilities that require the user/consumer to pay the actual cost of the service provided. The Council's pricing policy for the supply of water and private works embodies this principle.

## NATIONAL COMPETITION POLICY

In accordance with the National Competition Policy Principles, Council has identified and categorised its business activities. Category 1 business activities have an annual gross operating income over \$2m per year and Category 2 business activities have an annual gross operating income under \$2m per year.

The following Council-owned and operated activities have been categorised as Category 1 businesses:

- Tamworth Pilot Training Facility;
- Tamworth Regional Airport;
- Tamworth Regional Council Water Supply;
- Tamworth Regional Council Wastewater Services; and
- Tamworth Regional Council Waste Management Services.

Council has adopted a Corporatisation Model with full cost attribution in respect of Category 1 business activities including:

- tax equivalent regime payments;
- debt guarantee fees, where the business benefits from Council's borrowing position by comparison with commercial rates;
- return on capital invested;
- identifying any subsidies paid to the business; and
- operating within the same regulatory framework as private businesses.

Council has no Category 2 business activities.

## COMPETITIVE NEUTRALITY

Competitive neutrality is one of the principles of National Competition Policy applied throughout Australia at all levels of Government, including Local Government.

Competitive neutrality is based on the concept of a "level playing field" for competitors in a market, be they public or private sector competitors. All government business organisations should operate without net competitive advantages over businesses as a result of their public ownership.

Where Tamworth Regional Council competes in the market place with other private businesses, Council will do so on the basis that it does not utilise its public position to gain an unfair advantage over private businesses that may be in competition with Council.

## GOODS AND SERVICES TAX

The Federal Government's Goods and Services Tax (GST) must be applied to non-exempt fees and charges. The current rate of the GST is 10% and is included in the price paid by the recipient of the service. The GST indicators (GST exempt or not) in the list of fees and charges are subject to change at any time from changes that occur in the GST Act and/or regulations.

## ORDINARY RATES TO BE LEVIED 2026/27

Ordinary rates are mandatory and are to be categorised as one of the following four categories as per the Act:

|                    |  |
|--------------------|--|
| <b>FARMLAND</b>    | includes any parcel of rateable land valued as one assessment and the dominant use of the land is for farming. The farming activity must have a significant and substantial commercial purpose or character and must be engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made). Subcategories are determined according to the intensity of land use or economic factors affecting the land.                     |
| <b>RESIDENTIAL</b> | includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land is zoned or otherwise designated for use for residential purposes under an environmental planning instrument or is rural residential land. Sub-categories are determined on whether the land is rural residential land, within a centre of population, or whether the land is in a residential area or in part of a residential area. |
| <b>MINING</b>      | includes any rateable parcel of land valued as one assessment with the dominant use being for a coal or metalliferous mine.  |
| <b>BUSINESS</b>    | is rateable land that cannot be classified as farmland, residential or mining. Sub-categories are determined on whether the land is located within a defined centre of activity.   |

The distribution of the total rate revenue between the categories is at the discretion of Council. As an option, Council may levy special rates on those ratepayers who receive a benefit from works, services, facilities, or activities provided.

### METHODOLOGY

Annual rate liability shall be calculated based on the latest valuations received from the NSW Valuer-General according to the 'date valuation made'.

### LAND RATES

Land rates on deposited plan and strata plan titling systems will be calculated based from the registration date of any new plans. Land that is subdivided and a new plan registered after 30 June of the prior financial year will be recalculated as provided below.

Upon notification of a new plan being registered all land rates (ordinary and special) will be waived proportionate to the number of days in the financial year after the registration date.

The principal property or pre subdivision property is commonly referred to as the parent property and the new properties created are referred to as child properties.

If rates have been paid in advance any credit will be refunded to the current land owner. In the event that rates have not been paid or an amount remains due after an adjustment this amount will be apportioned across the child properties in accordance with the recommendation of the Valuer-General or in the case of strata developments the unit entitlement.

### CATEGORISATION CHANGES

If we receive an application to change the rateable category or have on reasonable grounds information to believe that the rateable category should be changed it may do so at any time.

When declaring the effective date of a category change and consequentially any adjustments to land rates shall be as at 1 July, 1 October, 1 January or 1 April.

## VALUATIONS

Land values have a direct influence on the rating burden and distribution. Their movements and effect on rate calculations are therefore extremely important to us. The Local government area was re-valued on 1 July 2025 and these values will be used for the first time to calculate the annual rate distribution in 2026/27.

New valuations or supplementary values continue to be received and updated; these will have a minor effect on the permissible yield and ad-valorem rates. Provided these adjustments do not significantly alter the rating structure, valuation and ad-valorem rate changes may be made reflecting the effect of new supplementary values when adopted in June.

## RATE PEGGING

The NSW Government introduced rate pegging in 1977, making several modifications to the methodology until May 2021. Rate pegging limits the amount Council can increase its total annual rate revenue from one year to the next.

The Minister for Local Government is empowered by legislation to specify the percentage by which a Council may vary its general income from land rates. In 2010, IPART was delegated responsibility for determining the allowable annual increase in general rates income, otherwise known as the rate peg.

Changes have been made to the Act that allow different rate pegs to apply to each council. Following a review of the rate peg methodology IPART will now set individual rate pegs due to differences in base cost changes, population growth and Emergency Services Levy contributions. The IPART will now determine three components, that combined, will result in the annual rate peg for each council.

The first component is the Base Cost Change (BCC), to measure the percentage change in a basket of cost components that reflect the key costs councils incur in providing services to their communities. These three components are employee costs, asset costs and other costs based on forecast cost factors rather than past CPI. The second component is the population factor, calculated for each council and is equal to the annual change in its residential population, adjusted for revenue received from supplementary valuations. The third factor is the Emergency Services Levy (ESL), calculated for each council and is equal to the annual change in the ESL invoices that councils receive from Revenue NSW.

The IPART maximum general income for 2026/27 for our council is 3.2% and is made up of, the BCC 3.0% plus a population factor 0.0% plus an ESL factor 0.2% which was announced by IPART on 30 September 2025.

IPART has not deducted a productivity factor as in previous years.

## PENSIONER CONCESSIONS

Council provides a rate reduction to eligible pensioners under Sections 575 and 582 of the Local Government Act.

The rebates are as follows:

- 50% of the combined ordinary rates and domestic waste management charges up to a maximum of \$250.00;
- 50% of water charges up to a maximum of \$87.50; and
- 50% of sewerage charges up to a maximum of \$87.50.

Under the State's mandatory Pensioner Concession Scheme, the State Government reimburses council 55 per cent of the rates and charges written off and we fund the remaining 45 per cent.

With the approval of the 2024/25 SV application, in addition to the Statutory Pensioner Rebate, Council will grant a Voluntary Pensioner Rebate to a maximum of \$100. This voluntary rebate will apply to pensioners who are eligible for the Statutory Rebate. It will be granted to all eligible pensioners on the same basis as the Statutory Pensioner Rebate. The granting of the Council's Voluntary Pensioner Rebate to eligible pensioners will be assessed annually.

## RATING STRUCTURE

In determining its rating structure, Council considers the need for equity amongst all ratepayers within the Local Government Area. In setting its 2026/27 rating structure Council considered the three options available under the Act. These are as follows:

- Ad Valorem – land Value of each property x Rate in Dollar (ad valorem) = Rates;
- Ad Valorem plus Minimum Rate – land value of each property x Rate in Dollar (ad valorem) = Rates. Unless rates are below a predetermined minimum rate, in which case the minimum rate applies (Council sets a minimum rate charge for all categories); and
- Ad Valorem plus Base Charge – up to 50% of income collected by base charge with the remaining income collected on ad valorem basis.

For 2026/27 Council will maintain its existing rating structure, being ad valorem plus base charge. This is considered an equitable way for residents to pay a reasonable amount towards the core services provided by Council, regardless of the land value on their property.

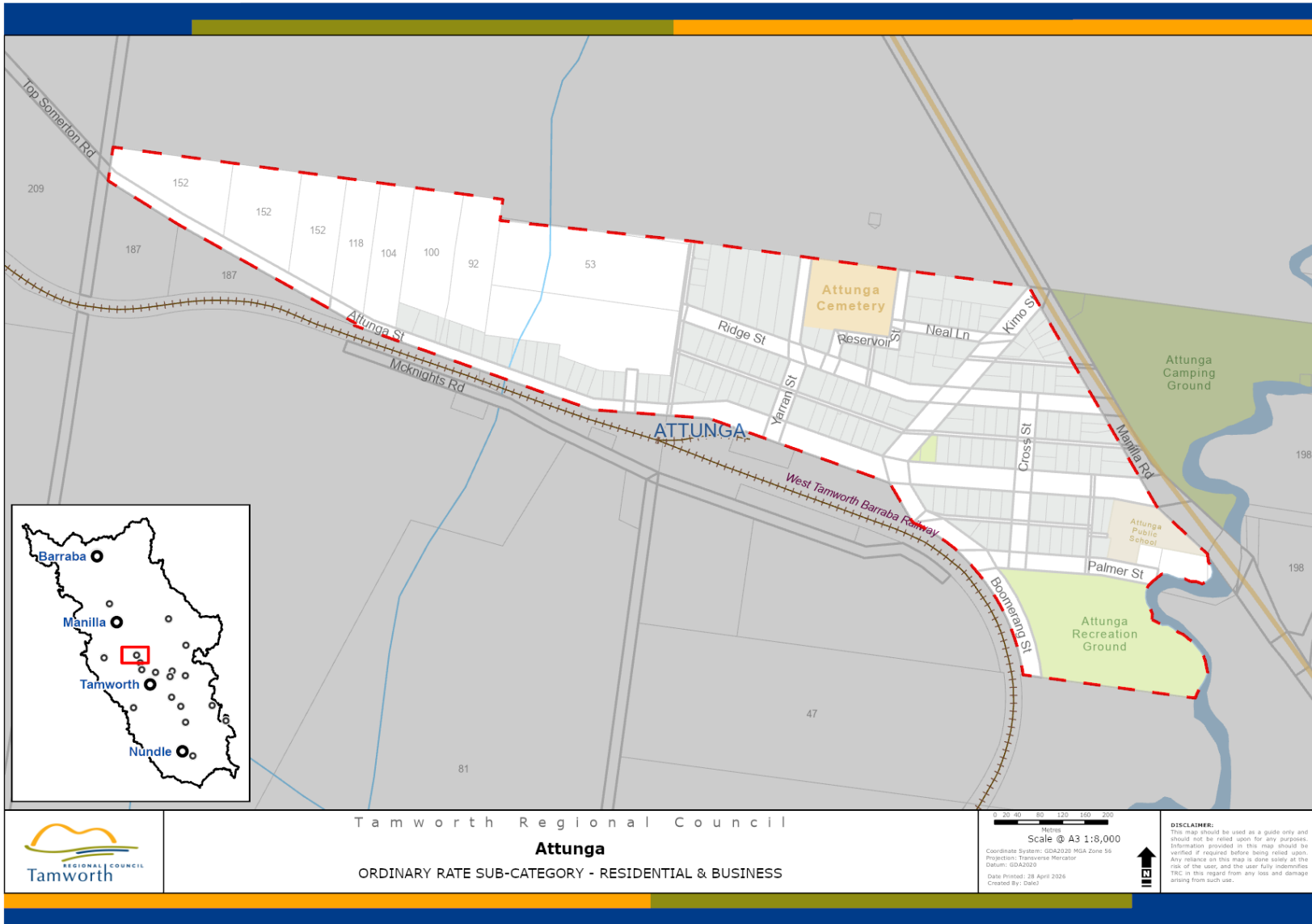
The Ad Valorem rates in the \$ included in the following table is applied to the latest property valuations provided by the Valuer General's office for rating purposes. The base date for the current valuations to be used for 2026/27 is 1 July 2025. The total land value to apply for 2026/27 is approximately \$11.327 billion.

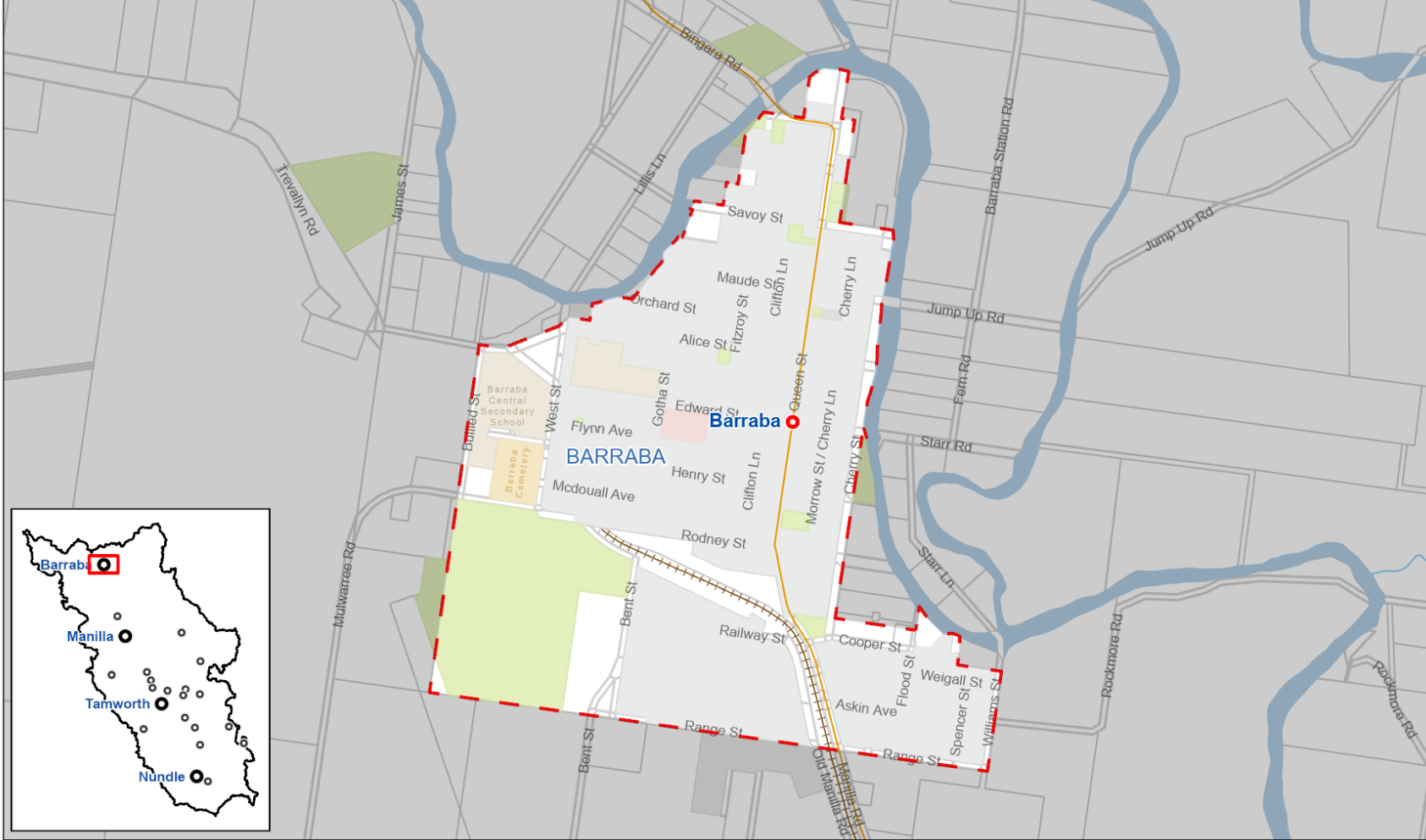
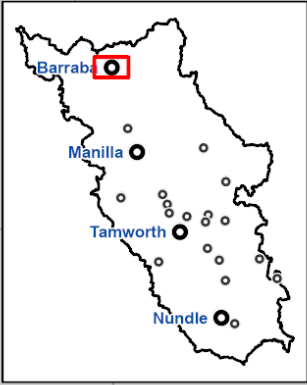
The overall income to be derived from Ordinary Rates is to be increased by the 3.2% rate peg. This will provide total rate yield of \$61,350,931.

*In accordance with Section 494 of the Act the following Ordinary Rates will be levied as per the tables below:*

| Ordinary Rate Category / Sub-Category   | Levied Under | Ordinary Rate Sub-Category Definition  | Base Amount \$ | Ad Valorem rate in \$ | Estimated Yield \$ | Base as % of Yield |
|---|--------------|--|----------------|-----------------------|--------------------|--------------------|
| Ordinary Residential Rate               | s516         | Will be levied against all residential land not within a sub-category                                  | 160.00         | 0.409219              | 3,689,175          | 12.3               |
| Ordinary Residential - Barraba          | s516         | Will be levied against all residential properties within the town of Barraba                           | 160.00         | 2.744012              | 567,151            | 18.1               |
| Ordinary Residential - Kootingal/Moonbi | s516         | Will be levied against all residential properties within the towns of Kootingal and Moonbi             | 160.00         | 0.428582              | 717,002            | 22.5               |
| Ordinary Residential - Manilla          | s516         | Will be levied against all residential properties within the town of Manilla                           | 160.00         | 0.889924              | 868,082            | 18.4               |
| Ordinary Residential - Village          | s516         | Will be levied against all residential properties within the villages of Attunga, Bendemeer and Nundle | 160.00         | 0.797603              | 349,745            | 18.8               |
| Ordinary Residential - Tamworth         | s516         | Will be levied against all residential properties within the City of Tamworth                          | 160.00         | 0.917655              | 35,076,970         | 8.6                |
| Ordinary Business Rate                  | s518         | Will be levied against all business land not within a sub-category                                     | 160.00         | 1.0867100             | 64,049             | 16.0               |
| Ordinary Business - Barraba             | s518         | Will be levied against all business land within the town of Barraba                                    | 160.00         | 4.210022              | 112,471            | 10.2               |
| Ordinary Business - Kootingal/Moonbi    | s518         | Will be levied against all business land within the towns of Kootingal and Moonbi                      | 160.00         | 0.612333              | 42,166             | 12.5               |
| Ordinary Business - Manilla             | s518         | Will be levied against all business land within the town of Manilla                                    | 160.00         | 2.737379              | 180,561            | 7.1                |
| Ordinary Business - Village             | s518         | Will be levied against all business land within the villages of Attunga, Bendemeer and Nundle          | 160.00         | 0.927463              | 30,489             | 18.9               |
| Ordinary Business - Tamworth            | s518         | Will be levied against all business land within the City of Tamworth                                   | 160.00         | 1.413066              | 10,464,485         | 2.4                |
| Ordinary Farmland Rate                  | s515         | All Farmland (no sub-categories defined)   | 160.00         | 0.205056              | 9,133,073          | 5.3                |
| Ordinary Mining Rate                    | s517         | All Mining (no sub-categories defined)   | 160.00         | 2.893494              | 55,512             | 0.9                |
|   |              | <b>Total Yield \$</b>  |                |                       | <b>61,350,931</b>  |                    |

In accordance with Section 405 (4) of the Act the maps defining the Ordinary Rate Sub-categories, as detailed in the tables above, are as follows:



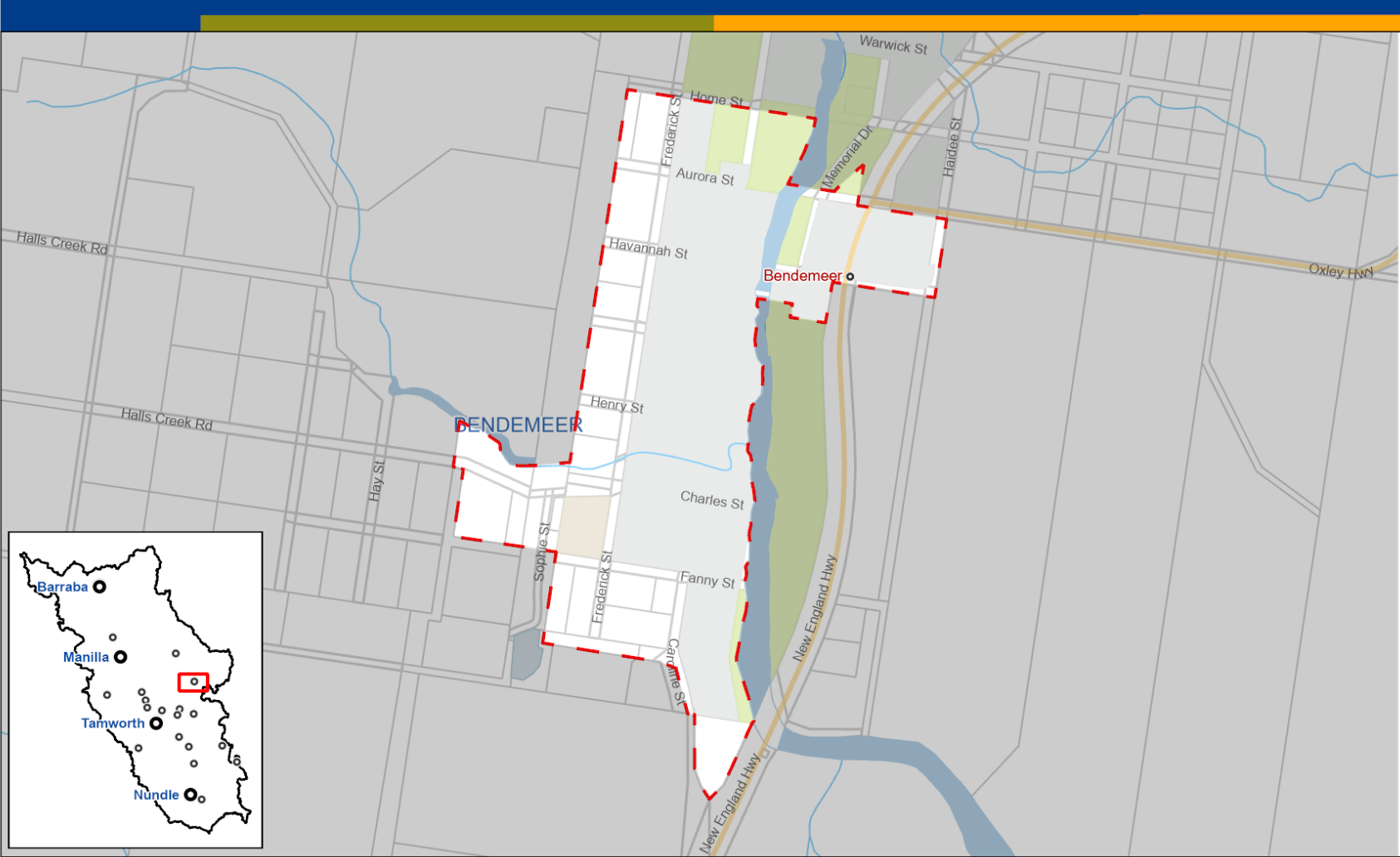
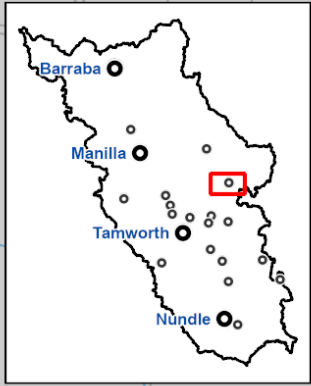


Tamworth Regional Council  
**Barraba**  
ORDINARY RATE SUB-CATEGORY - RESIDENTIAL & BUSINESS

0 45 90 180 270 360 450  
Metres  
Scale @ A3 1:17,000  
Coordinate System: GDA2022 MGA Zone 56  
Projection: Transverse Mercator  
Datum: GDA2020  
Date Printed: 28 April 2026  
Created By: David



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Tamworth Regional Council

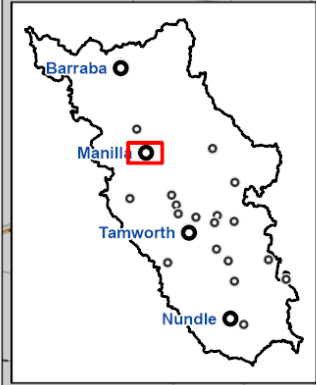
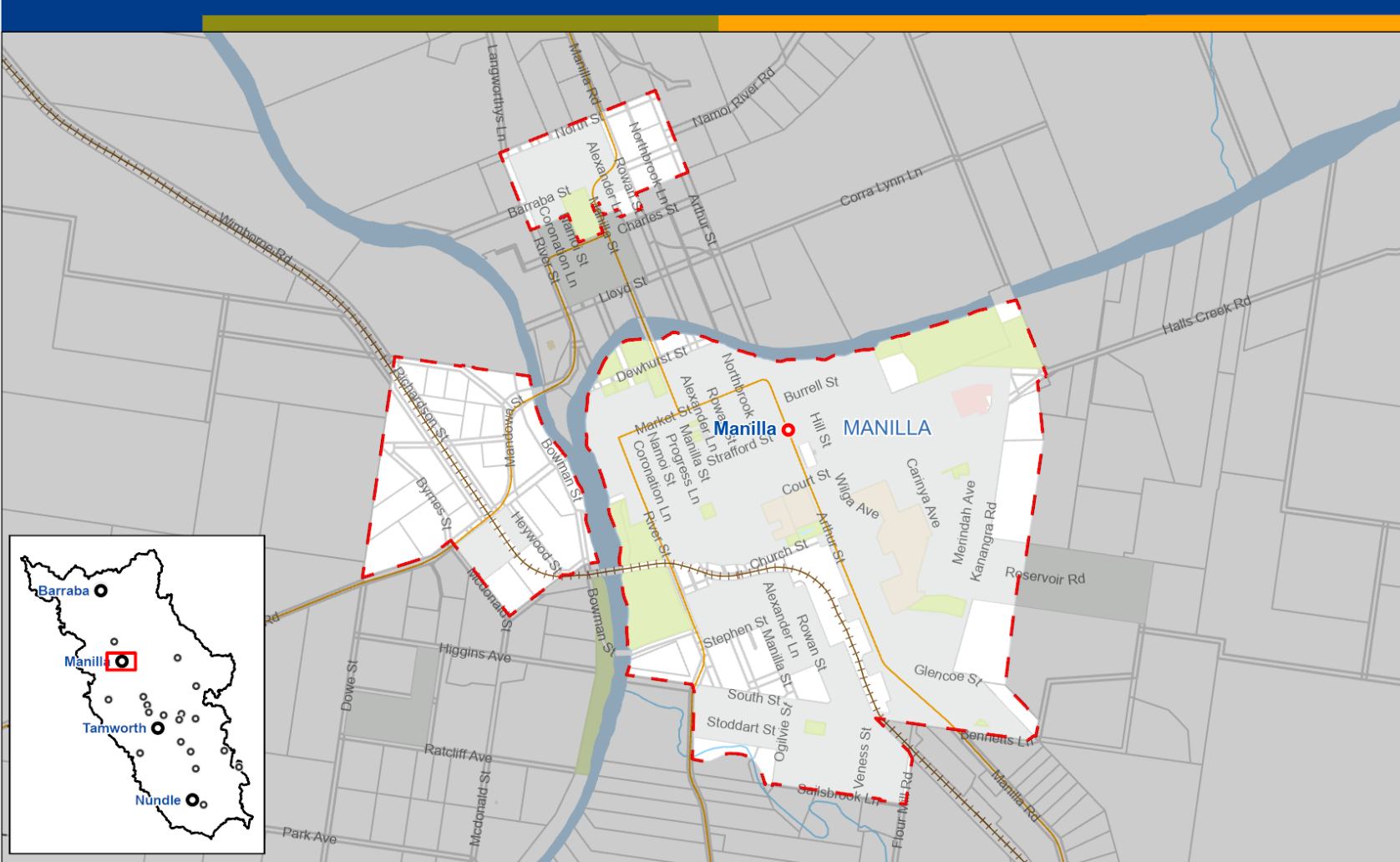
**Bendemeer**

ORDINARY RATE SUB-CATEGORY - RESIDENTIAL & BUSINESS

0 375 75 150 225 300 375  
Metres  
Scale @ A3 1:14,000  
Coordinate System: GDA2020 MGA Zone 56  
Projection: Transverse Mercator  
Datum: GDA2020  
Date Printed: 28 April 2026  
Created By: Dale J



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Tamworth Regional Council

**Manilla**

ORDINARY RATE SUB-CATEGORY - RESIDENTIAL & BUSINESS

0 95 110 220 330 440 550

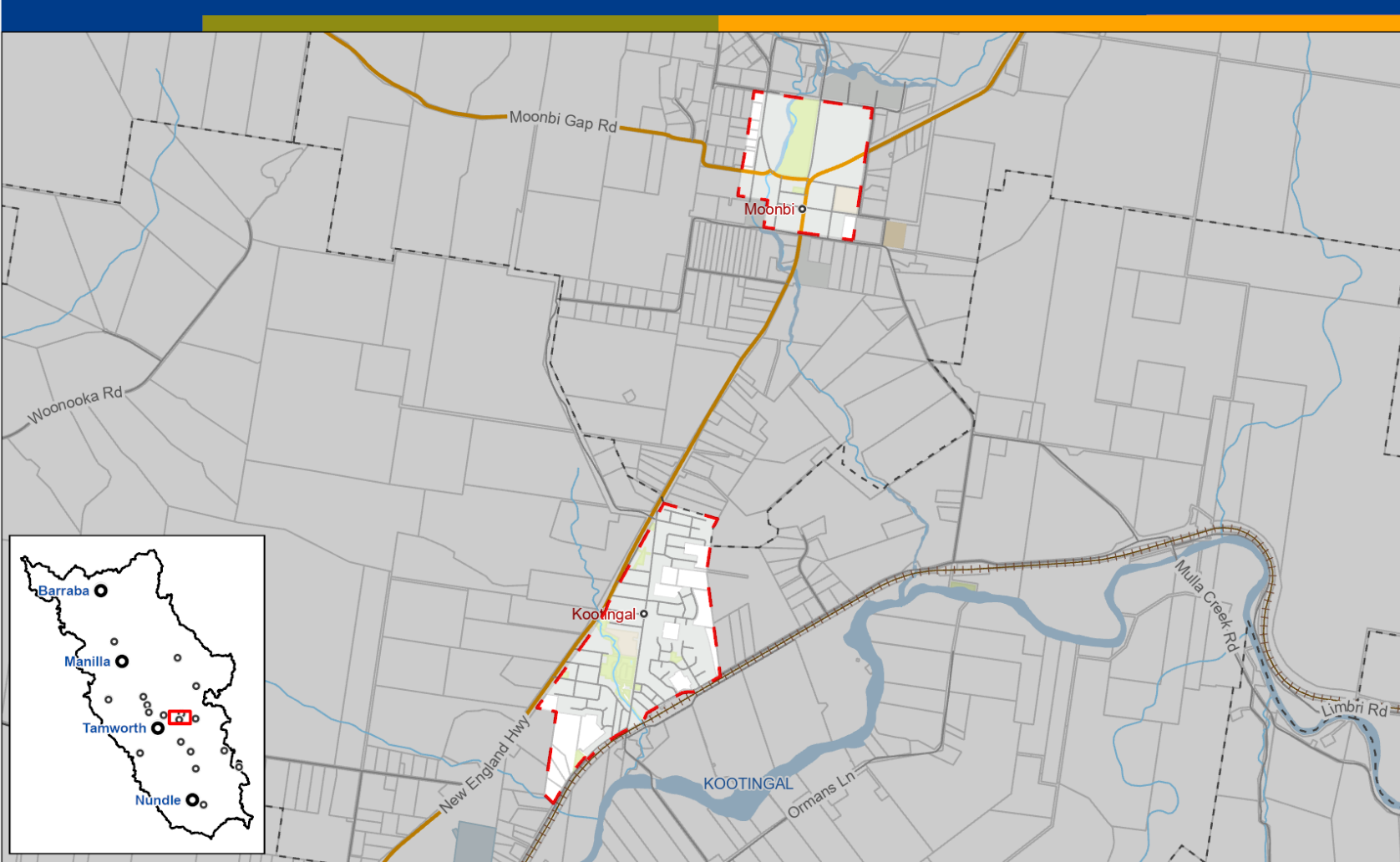
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Coordinate System: GDA2020 MGA Zone 56  
 Projection: Transverse Mercator  
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Tamworth Regional Council

### Moonbi and Kootingal

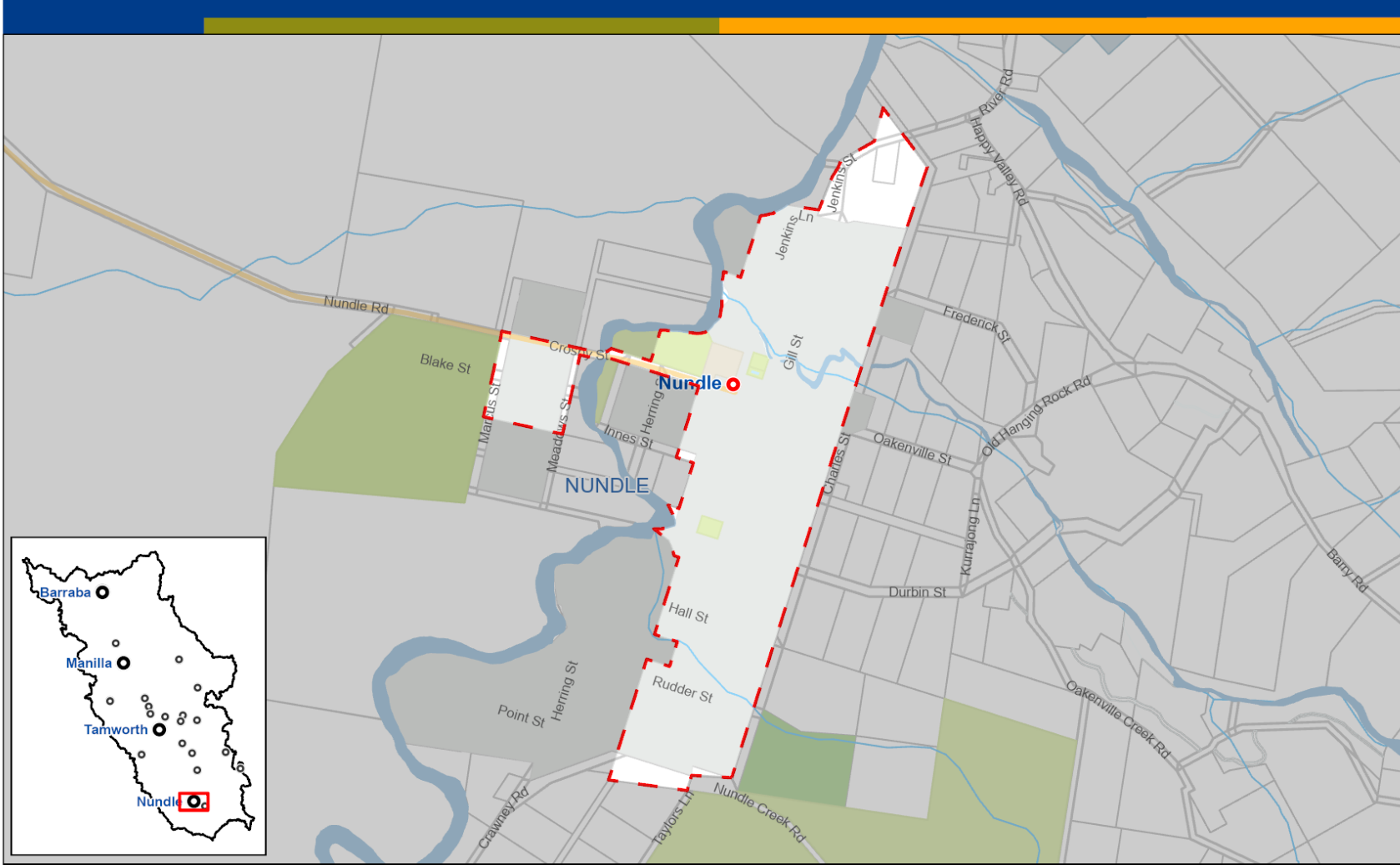
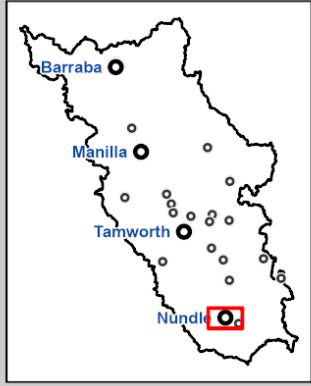
ORDINARY RATE SUB-CATEGORY - RESIDENTIAL & BUSINESS

0 110 220 440 560 880 1 100

Meters  
Scale @ A3 1:41,000  
Coordinate System: GDA2020 MGA Zone 56  
Projection: Transverse Mercator  
Datum: GDA2020  
Date Printed: 28 April 2026  
Created By: Dale



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Tamworth Regional Council

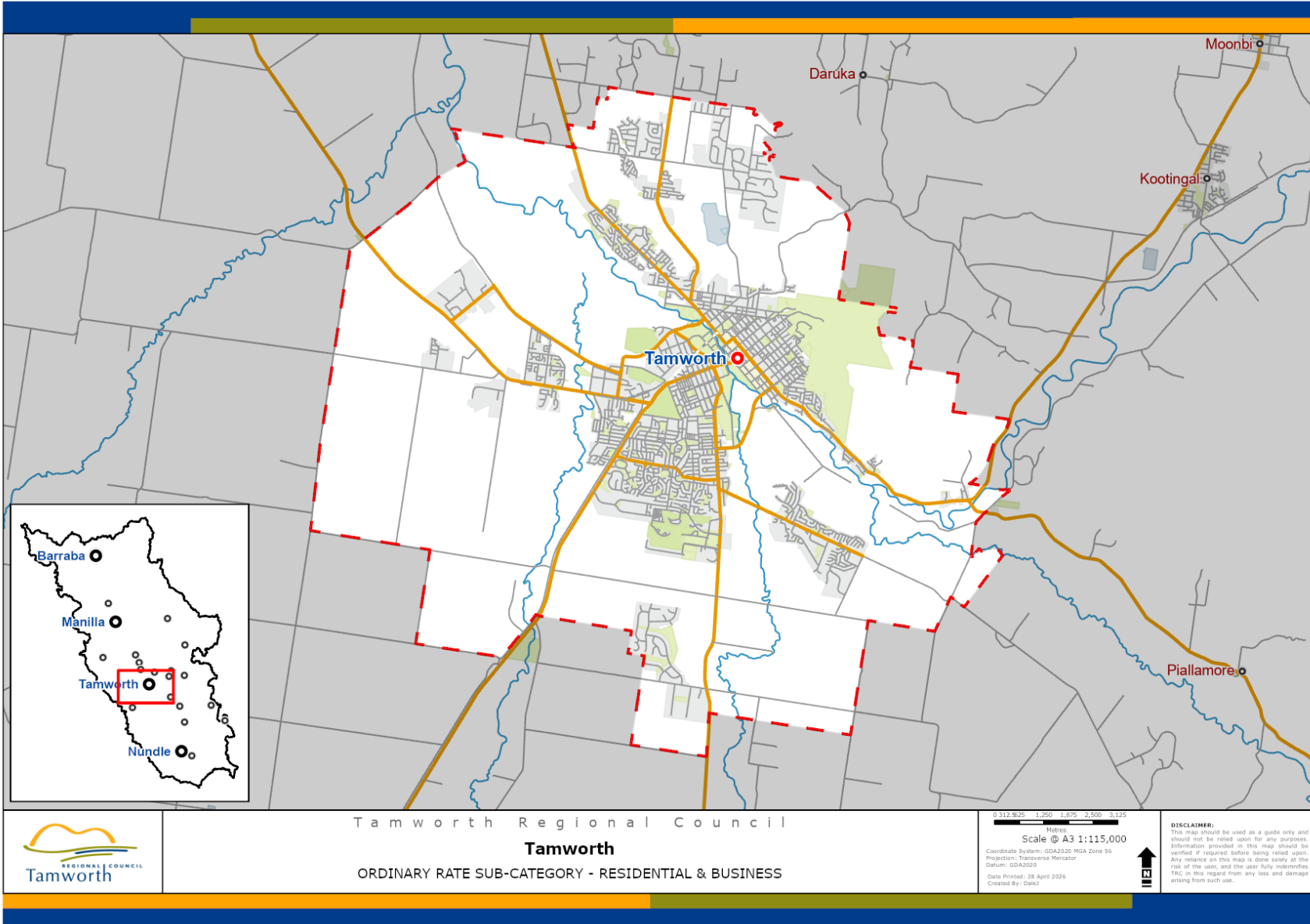
**Nundle**

ORDINARY RATE SUB-CATEGORY - RESIDENTIAL & BUSINESS

0 40 80 160 240 320 400  
North  
Scale @ A3 1:15,000  
Coordinate System: GDA2020 MGA Zone 56  
Projection: Transverse Mercator  
Datum: GDA2020  
Date Printed: 28 April 2026  
Created By: Dalec



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## WATER AND SEWER CHARGES POLICY

Tamworth Regional Council uses the Department of Climate Change, Energy, the Environment and Water (DCCEEW) Guidelines to inform water and sewerage pricing. Council recovers the costs to operate the water and sewerage systems and minimises the cross subsidies between the Business and non-Business sectors.

Water and sewer service availability charges are applied to all properties with connections to the services. The Act provides that properties not connected may be charged for availability if the property is within the prescribed distance from service mains. Charging for such properties is determined in accordance with the conditions outlined below.

## LEVYING OF FEES AND CHARGES TO PROPERTY NOT CONNECTED TO WATER AND/OR SEWER

The Act allows Council to levy fees and charges associated with the connection of a property to reticulated water and/or sewer in certain circumstances even if that property is not connected to either/both of these services. Clause 522 of the Local Government Act 1993 provides the following:

- 1) A special rate or charge relating to water may be levied on:
  - a) land that is supplied with water from a water pipe of the Council, and
  - b) land that is situated within 225 metres of a water pipe of the Council whether that land has a frontage or not to the public road (if any) in which the water pipe is laid, and although the land is not actually supplied with water from any water pipe of the Council.
- 2) A special rate or charge relating to water supply may not be levied on land unless water could be supplied to some part of the land from a standpipe at least 1 metre in height from the ground level, if such a pipe were laid and connected to Council's mains.
- 3) A special rate or charge relating to sewerage may be levied on all land except:
  - c) land which is more than 75 metres from a sewer of the Council and is not connected to the sewer, and
  - d) land from which sewage could not be discharged into any sewer of the Council.

Notwithstanding the above provisions Council will levy the following fees and charges in the following circumstances (see following).

## WATER

*Property not connected to Council reticulated water mains but having frontage to a reticulated water main.  
Charges whilst not connected to Council reticulated water:*

### Water – Service Availability Charges

Will be levied on a property when that property has frontage to a Council-owned reticulated water main, provided the water main is not part of a Development Servicing Plan;

- the water main is not a dedicated trunk main;
- the water main has sufficient capacity to supply the appropriate flow and pressure to the property;
- it is practical and cost-efficient for the property to be connected and;
- the water main is not one of the following where additional Developer Contribution Charges and/or other special provisions apply:
  - Nundle Road - from O'Briens Lane to Oaklands Development
  - Moore Creek Road - north from Bournes Lane
  - Thornbill Road - north from Bournes Lane
  - Property within the Kingswood Estate development
  - Manilla Road - from 127 Glen Garvin Drive towards Manilla

### Water – Consumption Charges

Council cannot levy water consumption charges on property not connected to the reticulated supply.

### Charges applicable on connection

In the event that the owner of a property having frontage to a Council-owned reticulated water main and is therefore levied Service Availability Charges but is not connected, then elects to connect to the reticulation main the following fees and charges will apply:

- **Water Headworks Charges:** Headworks charges will not apply
- **Other Charges and Fees:** The full cost associated with provision of a water service from the reticulation main to the property including the meter connection.

Following connection appropriate fees and charges will also be payable.

*Property not connected to Council reticulated water mains and not having frontage to a reticulated water main.*

### Water – Service Availability Charges

Nil

### Water – Consumption Charges

Nil

### Charges applicable on connection

In the event that the property owner of a property not having frontage to a Council-owned reticulated water main and therefore not levied any charges elects to connect to the reticulation main the following fees and charges will apply:

- **Water Headworks Charges:** Appropriate headworks charges will apply.
- **Other Charges and Fees:** The full cost associated with:
  - the provision of a reticulation water main sized and constructed in accordance with Council's requirements and to meet the demand of the property and any other property with frontage to the water main after it has been constructed;
  - a water service from the reticulation main to the property; and
  - meter connection charges.

Following connection appropriate fees and charges will also be payable.

## SEWER

*Property not connected to Council sewer but which can be connected without extension of an existing sewer. Charges whilst not connected to Council sewer:*

### Sewer connection charges

Will be levied on a property if there is a sewer main within 75 metres of the property boundary and all of the following apply:

- it is practical and cost-efficient for the property to be connected;
- access is available to the sewer through, for example, private property
- there is sufficient capacity in the sewer to allow connection;
- the sewer is less than 300 mm in diameter;

May also be levied if there is a sewer main within 75 metres of the property and the following apply:

- there are health considerations with the property not being connected to the sewer; and/or
- there are environmental considerations with the property not being connected to the sewer – e.g. adjacent to a water course.

### Charges applicable on connection

In the event that the owner of a property which can be connected to a Council sewer without extension of an existing sewer and is therefore levied Sewer Connection Charges, but is not connected, then elects to connect to the sewer, the following fees and charges will apply:

- **Sewer Headworks Charges:** Sewer headworks charges will not apply.
- **Other Charges and Fees:** The full cost associated with provision of the connection of the property to the existing sewer in accordance with Council's requirements.

Following connection appropriate fees and charges will also be payable.

*Property not connected to Council sewer and which cannot be connected without extension of the existing sewer.*

### Sewer connection charges

Nil

### Charges applicable on connection

In the event that the property owner of a property not connected to a Council sewer and unable to be connected without extension of an existing sewer and therefore not levied any charges elects to connect to the sewer the following fees and charges will apply:

- **Sewer Headworks Charges:** Appropriate headworks charges will apply.
- **Other Charges and Fees:** The full cost associated with the provision of the extension of the sewer to meet the demand by the property and any other property which could be connected to the extended sewer after it has been constructed.

Following connection appropriate fees and charges will also be payable.

### Refunds to property previously paying charges and not connected.

The above provisions were introduced from the 2017/18 Financial Year. No refunds will be provided to property owners of property where charges not in accordance with these provisions were levied prior 1 July 2017.

## WATER SUPPLY CHARGES – SERVICE AVAILABILITY CHARGE

In 2026/27, Council will increase income from Water Supply Service Availability Charges by 3.2%. This increase is considered the minimum necessary to maintain current levels of service, meet cost increases as a result of inflation and fund required capital works. In accordance with Sections 501 and 502 of the Act, Council will levy a charge on all consumers connected to, or capable of being connected to, the Council's water supply service systems for water services provided, based on the table below.

The following Water Service Availability Charges will be imposed for 2026/27:

| Multiple Occupancy                             | 2025/26 charge \$   | 2026/27 charge \$ | Variance \$ |
|--|---|-------------------|-------------|
| Strata Lots                                    | 233.00  | 240.00            | 7.00        |
| Residential Units (Non-Strata Lots) - per unit | 233.00  | 240.00            | 7.00        |
| <b>Service Size per Connection</b>             |   |                   |             |
| 20mm or ¾" or meter not connected              | 348.00  | 359.00            | 11.00       |
| 25mm or 1"                                     | 543.00  | 560.00            | 17.00       |
| 25mm or 1" - reduced pressure                  | 348.00  | 359.00            | 11.00       |
| 30/32mm or 1.25"                               | 896.00  | 925.00            | 29.00       |
| 40mm or 1.5"                                   | 1,400.00  | 1,445.00          | 45.00       |
| 50/65mm or 2"                                  | 2,191.00  | 2,261.00          | 70.00       |
| 80mm   | 5,600.00  | 5,779.00          | 179.00      |
| 100mm  | 8,749.00  | 9,029.00          | 280.00      |
| 150mm  | 19,688.00   | 20,318.00         | 630.00      |
| 200mm  | 0.00  | TBC               | TBC         |
| Dungowan Dam Main – traversing property        | 50% (rounded) of the applicable service availability charge |                   |             |

The estimated yield from the service availability charges will be \$10,262,057.

## WATER SUPPLY CHARGES - CONSUMPTION CHARGE

Council will make a charge under Section 502 of the Act for the rating year 2026/27 for the consumption of water under a Three Tier Tariff System for all consumers except food processors and home dialysis patients. The charge per kilolitre is billed quarterly based on a per annum consumption except for food processors and home dialysis patients' tariffs, which are both based and billed on individual accounts. The kilolitre allowance for each tier for all Business and non-Business water consumers, except food processors and home dialysis patients, is as follows:

- Tier 1 0 to 400kLs per annum
- Tier 2 401 kLs to 800kLs per annum
- Tier 3 801 kLs and above per annum

The water consumption tariffs for 2026/27 are as follows:

| Property Type   | 2025/26 Charge per kilolitre \$ | 2026/27 Charge per kilolitre \$ | Variance Charge per kilolitre \$ |
|---|---------------------------------|---------------------------------|----------------------------------|
| <b>Potable Water charges</b>  |                                 |                                 |                                  |
| <b>All residential properties except where home dialysis patients reside &amp; multiple units (per annum)</b> |                                 |                                 |                                  |
| 1st Tier - 0 to 400kLs  | 1.95                            | 2.01                            | 0.06                             |
| 2nd Tier - 401 to 800kLs  | 2.93                            | 3.02                            | 0.09                             |
| 3rd Tier - above 800kLs   | 4.41                            | 4.53                            | 0.12                             |
| <b>All multiple units residential properties (per annum)</b>  |                                 |                                 |                                  |
| 1st Tier - 0 to 400kLs  | 1.95                            | 2.01                            | 0.06                             |
| 2nd Tier - 401 to 800kLs  | 2.93                            | 3.02                            | 0.09                             |
| 3rd Tier - above 800kLs   | 4.41                            | 4.53                            | 0.12                             |

Where there are 3 or more units connected via a single water meter and the unit size is less than 450 square metres, the kilolitre allowance for each tier will be increased by multiplying the allowance by 0.6 for each unit serviced by a single meter.

|   |      |      |      |
|---|------|------|------|
| <b>All residential properties where home dialysis patients reside (per annum)</b> |      |      |      |
| Above 100kLs  | 1.95 | 2.01 | 0.06 |
| <b>All non-residential properties except those listed below (per annum)</b>       |      |      |      |
| 1st Tier - 0 to 400kLs  | 1.95 | 2.01 | 0.06 |
| 2nd Tier - 401 to 800kLs  | 2.16 | 2.21 | 0.05 |
| 3rd Tier - above 800kLs   | 2.38 | 2.43 | 0.05 |

| Property Type  | 2025/26 Charge per kilolitre \$ | 2026/27 Charge per kilolitre \$ | Variance Charge per kilolitre \$ |
|--|---------------------------------|---------------------------------|----------------------------------|
| <b>Food Processors (per account)</b>                                 |                                 |                                 |                                  |
| Charge per kL  | 1.52                            | 1.57                            | 0.05                             |
| Calala Backwash Water  | 0.48                            | 0.50                            | 0.02                             |
| AEEC Precinct backwash & Water Harvesting Scheme Treated Water       | 1.65                            | 1.70                            | 0.05                             |
| Raw groundwater delivered from a council bore per kL                 | 0.28                            | 0.29                            | 0.01                             |
| <b>Raw Water (per annum)</b>   |                                 |                                 |                                  |
| 1st Tier - 0 to 400kLs   | 1.35                            | 1.39                            | 0.04                             |
| 2nd Tier - 401 to 800kLs   | 1.48                            | 1.53                            | 0.05                             |
| 3rd Tier - above 800kLs  | 1.63                            | 1.68                            | 0.05                             |
| <b>Dungowan Dam Raw Water – main traversing property (per annum)</b> |                                 |                                 |                                  |
| 1st Tier - 0 to 400kLs   | 0.68                            | 0.70                            | 0.02                             |
| 2nd Tier - 401 to 800kLs   | 1.48                            | 1.53                            | 0.05                             |
| 3rd Tier - above 800kLs  | 1.63                            | 1.68                            | 0.05                             |

The estimated yield from the consumption charges, including consumption charges for the Dungowan Dam Gravitation Main, will be \$15,167,809.

## SEWERAGE SERVICES - CONNECTION SERVICES

In 2026/27 Council will not be increasing income from Sewerage Services. The below charges are considered the minimum necessary to maintain current levels of service, meet cost increases as a result of inflation and provide for planned capital works.

In accordance with Sections 501 and 502 of the Act, Council will levy a charge for the rating year 2026/27 on all consumers connected to, or capable of being connected to, the Council's sewerage service systems for sewerage services provided, based on the following categories of service users:

| Category                                  | 2025/26 Charge \$ | 2026/27 Charge \$ | Variance Charge \$ |
|---|-------------------|-------------------|--------------------|
| <b>Residential</b>                        |                   |                   |                    |
| Availability                              | 885.00            | 885.00            | 0.00               |
| Strata Lot Availability                   | 885.00            | 885.00            | 0.00               |
| Additional Residential Unit               | 885.00            | 885.00            | 0.00               |
| <b>Non-Residential</b>                    |                   |                   |                    |
| Availability (meter not connected)        | 885.00            | 885.00            | 0.00               |
| Strata Lot Availability                   | 885.00            | 885.00            | 0.00               |
| <b>Availability Charge per Connection</b> |                   |                   |                    |
| 20mm or ¾"                                | 573.00            | *885.00           | *312.00            |
| 25mm or 1"                                | 893.00            | 893.00            | 0.00               |
| 25mm or 1" – reduced pressure             | 573.00            | *885.00           | *312.00            |
| 30/32mm or 1.25"                          | 1,283.00          | 1,283.00          | 0.00               |
| 40mm or 1.5"                              | 2,277.00          | 2,277.00          | 0.00               |
| 50/65mm or 2"                             | 3,557.00          | 3,557.00          | 0.00               |
| 80mm                                      | 9,097.00          | 9,097.00          | 0.00               |
| 100mm                                     | 14,211.00         | 14,211.00         | 0.00               |
| 150mm                                     | 31,965.00         | 31,965.00         | 0.00               |
| 200mm                                     | 0.00              | TBC               | TBC                |
| <b>Sewer Usage Charge</b>                 |                   |                   |                    |
| 20mm or ¾" 0 to 232 kLs                   | 1.35 per kL       | 1.35 per kL       | 0.00 per kL        |
| 20mm or ¾" above 232 kLs                  | \$78 per quarter  | *\$0              | -\$78.00           |
| 25mm or above                             | 1.35 per kL       | 1.35 per kL       | 0.00               |

\*Previously levied as \$78.00 per quarter via a water notice totalling \$312.00

On 27 November 2007, Council adopted a policy to provide an exemption equal to one (1) 20mm sewer availability charge for each property owned by local public charity that is not used for Business purposes. Copies of this policy are available from Council on request.

The estimated yield from the sewerage availability service charges will be \$21,702,633. Charges apply to various property categories as follows:

## SEWERAGE SERVICES – NON-RESIDENTIAL

All business/commercial activities will be levied an Annual Availability Charge and other charges as appropriate.

### SEWERAGE SERVICES - NON-RESIDENTIAL – NO TRADE WASTE

Annual Availability Charge based on size of water connection, multiplied by the sewer discharge factor (SDF) and quarterly sewer usage charge based on the quantity of water consumed in the quarter multiplied by the SDF made up to the Residential annual availability charge if less.

### SEWERAGE SERVICES - NON-RESIDENTIAL – WITH TRADE WASTE

Annual Availability Charge based on size of water connection, multiplied by the sewer discharge factor (SDF) and quarterly sewer usage charge based on the quantity of water consumed in the quarter multiplied by the SDF made up to the Residential annual availability charge if less.

*plus*

- charging category (1) for dischargers requiring nil or minimal pre-treatment -- Trade Waste Category 1 Annual Fee;
- charging category (2) for dischargers with prescribed pre-treatment – Trade Waste Category 2 Annual Fee:
  - if compliant, the Quarterly Charge – Trade Waste Usage Charge – Compliant multiplied by water consumption multiplied by Trade Waste Discharge Factor;
  - if non-compliant (established by inspection and could be failure to maintain grease trap or inadequate pre-treatment) the Quarterly Charge
  - Trade Waste Usage Charge – Non-Compliant multiplied by water consumption multiplied by Trade Waste Discharge Factor;
- charging category (3) for large dischargers and industrial waste dischargers:
  - trade waste Category 3 Annual Fee;
  - sampling and monitoring costs – varies depending on the site;
  - excess mass charges (charge per kilogram of chemical discharged in excess of deemed domestic sewerage strength). Charges are calculated by regular monitoring of discharge usually on a weekly/ fortnightly basis, testing the results of that monitoring and using these results as representative of the discharge since the last monitoring multiplied by the quantity discharged multiplied by the Excess Mass Charges applicable to each parameter e.g., BOD, SS etc.
  - quantity is measured at the discharge point;
  - if non-complaint – strength or volume of discharge does not comply with the Trade Waste Agreement;
  - non-compliant excess mass charges (charge per kilogram of chemical discharged in excess of agreed sewerage strength or volume allowed as set down in the Trade Waste Agreement). Charges are calculated by regular monitoring of discharge usually on a weekly/ fortnightly basis, testing the results of that monitoring and using these results as representative of the discharge since the last monitoring multiplied by the quantity discharged multiplied by the Non-Compliant Excess Mass Charges applicable to each parameter e.g., BOD, SS etc.
  - quantity is measured at the discharge point.

All sewerage discharge factors adopted by Council have been recommended by Department of Climate Change, Energy, the Environment and Water (DCCEEW) and can be found within Council's General Policy Register on Council's website.

All discharge categories can be charged non-compliance charges for failing to install and maintain adequate pre-treatment. All fees and charges adopted by Council for non-compliance charges have been recommended by DCCEEW. A summary of the types of fees and charges applicable to each category is below:

| Fee/Charge Type   | Category 1 | Category 2 | Category 3 |
|---|------------|------------|------------|
| Application Fee Applicable  | Yes        | Yes        | Yes        |
| Annual non-residential sewerage bill with appropriate sewer usage charge/kL | Yes        | Yes        | Yes        |
| Annual Trade Waste fee  | Yes        | Yes        | Yes        |
| Re-Inspection Fee   | Yes        | Yes        | Yes        |
| Trade Waste Usage Charge/kL   | No         | Yes        | No         |
| Excess Mass Charges/ kL   | No         | No         | Yes        |
| Non-Compliance Excess Mass Charges (if required)                            | No         | No         | Yes        |
| Non-compliance Penalty Applicable   | Yes        | Yes        | Yes        |

| Charge and Fee Description                            | Unit of Measure | 2025/26 Charge \$ | 2026/27 Charge \$ | Variance Charge \$ |
|---|-----------------|-------------------|-------------------|--------------------|
| Annual Trade Waste Fee – Category 1                   | Per annum       | 167.00            | 167.00            | 0.00               |
| Annual Trade Waste Fee – Category 2                   | Per annum       | 167.00            | 167.00            | 0.00               |
| Annual Trade Waste Fee – Category 3                   | Per annum       | 722.00            | 722.00            | 0.00               |
| Trade Waste Usage Charge (Category 2) – Compliant     | Per kilolitre   | 2.00              | 2.00              | 0.00               |
| Trade Waste Usage Charge (Category 2) – Non-Compliant | Per kilolitre   | 16.38             | 16.38             | 0.00               |

## WASTE MANAGEMENT CHARGES

The Local Government Act 1993 (NSW) (The Act) includes the following provisions

- Council must levy an annual charge for the provision of 'domestic waste management services' for each parcel of rateable land for which the service is 'available' (see s 496(1));
- Council may levy an annual charge for the provision of 'waste management services (other than domestic waste management services)' for each parcel of rateable land for which the service is 'provided or proposed to be provided' (see s 501(1)); and
- Council may levy either of these charges, under s 496 or s 501, based on the actual use, rather than provision, of the service (see s 502).

Further The Act defines domestic waste management services as services comprising the periodic collection of domestic waste from individual parcels of rateable land and services that are associated with those services. Domestic waste is defined as waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled but does not include sewage.

The provisions of The Act and the guidelines from the Office of Local Government encourage user pay revenue raising methods. It also requires that income obtained from charges for domestic waste management services must not exceed the 'reasonable cost' to Council for providing those services.

For the Tamworth Regional Council Local Government Area;

- Domestic waste management services are made up of an annual base charge and a collection charge, where collection services are offered and vary depending on the type of collection services available.
- Property owners levied domestic waste management services charges under s496 of The Act cannot opt out of this service. That is, a property owner must pay the applicable base charge and the waste collection charges, where collection services are offered, even if the service is not used.
- The determining factors whether a domestic waste management services charge must be applied includes the kind of waste that is generated at the property and the collection service that Council makes available to the property.
- Where a property generates different kinds of waste, for example, because it is used for both residential and non-domestic (for example commercial or farm) use, Council may determine appropriate charges based on the particular circumstances for each property.
- Charges for non-domestic waste management services will be levied on property where there is little to no domestic waste generated. These properties will pay the appropriate annual base charge. If a collection service is offered by Council, the property owner may elect to use this service.
- The "standard" domestic collection service is one Recycling (yellow lid) bin, one General (red lid) bin and, where available, one Garden Organics (green lid) bin. Property owners may request additional services provided they pay the associated fees for servicing each additional bin.
- Properties that fall under s-555 and s-556 of The Act as non-rateable will have a charge levied under s502 for the actual use of a domestic or non-domestic waste management service however the owner is able to opt out of the charge by electing not to use the service.
- For the purpose of the base charge, all property in the Local Government Area have been allocated to one of the following service areas;

|                        |  |
|------------------------|--|
| <b>Urban</b>           | Generally includes Tamworth, Attunga, Moonbi and Kootingal |
| <b>Regional Centre</b> | Generally includes Nundle, Manilla and Barraba             |
| <b>Regional Remote</b> | Generally includes All other areas                         |

The annual base charge, is calculated based on the cost of providing the following:

| item   | Percentage of cost Recovered from Base Charge | Urban | Regional Centre | Regional Remote | Commercial |
|--|---|-------|-----------------|-----------------|------------|
| Community Recycling Drop   | 100%  | X     |                 |                 |            |
| Small Material Recovery Facility Cost  | 50%   | X     | X               | X               | X          |
| Landfill Operation Cost  | 35%   | X     | X               |                 | X          |
| Recycling Processing Cost  | 100%  | X     | X               | X               | X          |
| Green Waste Processing Cost  | 50%   | X     | X               | X               |            |
| Food Organics / Garden Organics (FOGO) Cost  | 100%  | X     | X               |                 |            |
| Landfill Remediation & Management Forest Road  | 40%   | X     |                 |                 | X          |
| Landfill Remediation & Management Barraba, Manilla, Kootingal, Nundle                          | 60%   |       | X               |                 |            |
| Landfill remediation & Management Somerton, Duri, Dungowan, Bendemeer, Watsons Creek, Niangala | 70%   |       |                 | X               |            |
| Public Place Bins  | 50%   | X     | X               |                 | X          |
| Event Waste Management Fees  | 70%   | X     | X               |                 | X          |
| Street Sweeping Service  | 50%   | X     | X               |                 |            |
| Litter Service   | 50%   | X     |                 |                 |            |
| Sanitation   | 40%   | X     |                 |                 |            |
| Operation and maintenance of Niangala and Watsons Creek Small Vehicle Transfer Stations        | 100%  |       |                 | X               |            |

The standard kerbside waste collection service is based on the following:

| Waste Service and Waste Area | General Red Bin | Recycling Yellow Bin | Garden Organics Green Bin |
|------------------------------|-----------------|----------------------|---------------------------|
| Regional Remote              | X               | X                    |                           |
| Regional Centre              | X               | X                    |                           |
| Urban                        | X               | X                    | X*                        |
| Commercial                   | X               | X                    |                           |

\* Please note, Garden Organics collection services may not be provided to all properties in the "Urban" area

The servicing frequency of waste collection services is:

- General waste (red lid) bin – weekly;
- Recycling (yellow lid) bin – fortnightly; and
- Garden organics (green lid) bin – fortnightly.

Recycling (yellow lid) and garden organics (green lid) bins are serviced on alternating weeks, on the same day as your general waste (red lid) bin collection.

In 2026/27, Council will increase income from annual waste management charges levied via the rate notice by 3.2%.

Council will levy the following annual charges for the rating year 2026/27 for waste management services. The estimated yield via rate notices is \$14,403,190.

| Area            | Long Description   | Short Description<br><i>Domestic Waste (DW)<br/>Non-Domestic Waste (NDW)<br/>No Collection Service (NCS)</i> | Levied Under | 25/26 | 26/27 | Variance |
|-----------------|--|--|--------------|-------|-------|----------|
| Urban           | <b>Domestic Waste Base Charge</b><br>Will be levied against all domestic land within the service areas of Tamworth, Attunga, Kootingal and Moonbi.   | DW Base Charge - Urban   | s496         | \$266 | \$275 | \$9      |
|                 | <b>Domestic Waste Collection Service Charge – Urban</b><br>Domestic Waste Collection service charge will be levied against all domestic land within the service areas of Tamworth, Attunga, Kootingal and Moonbi that can receive a collection service regardless of if the service is to be used.           |  | s496         |       |       |          |
|                 | 3 bin service - General waste, recycling and garden organics   | DW Collect - Urban 3 Bin (Red/Yellow/Green)  |              | \$206 | \$213 | \$7      |
|                 | 2 Bin service - General waste and Recycling applies only where garden organics bins are not available  | DW Collect - Urban 2 Bin (Red/Yellow)  |              | \$170 | \$177 | \$7      |
| Regional Centre | <b>Domestic Waste Base Charge – Regional Centre</b><br>Will be levied against all domestic land within the service areas of Barraba, Manilla, Nundle and located along the routes used by council's kerbside collection contractor to service these areas.   | DW Base Charge - Regional Centre   | s496         | \$146 | \$151 | \$5      |
|                 | <b>Domestic Waste Collection Service Charge – Regional Centre</b><br>Domestic Waste Collection service charge be levied against all domestic land within the service areas of Barraba, Manilla, Nundle and located along the routes used by council's kerbside collection contractor to service these areas. |  | s496         |       |       |          |
|                 | 2 Bin service - General waste and Recycling  | DW Collect - Regional Centre 2 Bin (Red/Yellow)  |              | \$288 | \$298 | \$10     |
| Regional Remote | <b>Domestic Waste Base Charge – Regional Remote</b><br>Will be levied against all domestic land not within the service areas of regional centre or urban that receive a collection service.  | DW Base Charge - Regional Remote   | s496         | \$60  | \$62  | \$2      |
|                 | <b>Domestic Waste Collection Service Charge – Regional Remote</b><br>Domestic Waste Collection service charge will be levied against all domestic land not within the service areas of regional centre or urban that receive a collection service.   |  | s496         |       |       |          |
|                 | 2 Bin service - General waste and Recycling  | DW Collect - Regional Remote 2 Bin (Red/Yellow)  |              | \$335 | \$346 | \$11     |

|              |   |  |      |       |       |      |
|--------------|---|--|------|-------|-------|------|
|              | <b>Domestic Waste Base Charge - Regional Remote - No Collection Service</b><br>Will be levied against all domestic land located outside the service areas of regional centre or urban and that does not receive a collection service.   | DW Base Charge - Regional Remote (NCS) | s496 | \$173 | \$179 | \$6  |
| All Areas    | <b>Additional Domestic Waste Collection Service Charge</b><br>Domestic Waste Collection service charge will be levied against all domestic land within the service areas of regional remote, regional centre and or urban that receive a collection service.  |  | s496 |       |       |      |
|              | Additional Waste Collection - Red Bin   | DW Collect - Additional Red Bin        |      | \$369 | \$382 | \$13 |
|              | Additional Recycling Collection - Yellow Bin  | DW Collect - Additional Yellow Bin     |      | \$67  | \$70  | \$3  |
|              | Additional Garden Organic Collection - Green Bin  | DW Collect - Additional Green Bin      |      | \$36  | \$38  | \$2  |
| Non-Domestic | <b>Non-Domestic Waste Management Base Charge</b><br>Will be levied against all non-domestic (commercial) rateable land within the waste collection areas.   | NDW Base Charge                        | s501 | \$154 | \$159 | \$5  |
|              | <b>Non-Domestic Waste Management Collection Charge</b><br>Will be levied against all non-domestic (commercial) land receiving a Council waste and recycling collection service including land located along the routes used by Council's kerbside collection contractor to service these areas that receive a collection service and the property owner has elected to utilise the service. | NDW Collect - 2 bin (Red/Yellow)       | s501 | \$347 | \$359 | \$12 |
|              | Additional Waste Collection - Red Bin   | NDW Collect - Additional Red Bin       |      | \$434 | \$448 | \$14 |
|              | Additional Recycling Collection - Yellow Bin  | NDW Collect - Additional Yellow Bin    |      | \$67  | \$70  | \$3  |
|              | <b>Non-Domestic Waste Management Collection Charge - Garden Organic Collection</b><br>Will be levied against all non-domestic (commercial) land able to receive a Council garden organic collection service and the property owner has elected to utilise the service.  | NDW Collect - Green Bin                | s501 | \$36  | \$38  | \$2  |
|              | <b>Non-Domestic Waste Management Base Charge - No Collection Service</b><br>Will be levied against all non-domestic land located outside the service areas of regional centre or urban and that does not receive a collection service.  | NDW Base Charge (NCS)                  | s501 | \$173 | \$179 | \$6  |

## MULTIPLE UNIT RESIDENTIAL POLICY

Owners of residential premises containing more than four (4) self-contained residential units may apply for a reduction in the number of waste collection services rendered to the premises in accordance with Council's policy titled "Waste Collection Services – Multiple Unit Residential Developments". The policy contains a formula that allows a calculation to be made to determine the number of services required for any complex. Council will apply charges for waste management services based on all the units paying a base domestic waste management charge and a collection service fee for the number of services calculated as being applicable to the number of units in the complex.

The service fee will vary based on the category of services available to the complex. The collection service fee for the purpose of the formula is calculated by subtracting the base charge from the full Domestic Waste Management Service Charge that is applicable for the respective category of service available to the property.

## STORMWATER MANAGEMENT SERVICES

In accordance with Section 496A of the Act, Council will make and levy a Stormwater Management Service Charge on land identified in Council's Urban Stormwater Management Plan(s) that is categorised residential or business for rating purposes. Income from the Stormwater Management Service Charge will be applied only for the purpose of construction of Stormwater Management Services identified in Council's Urban Area Stormwater Management Plan(s).

Council proposes to make and levy the following charges in 2026/27:

- residential - \$25.00 per property; and
- business - \$25.00 per 350m<sup>2</sup> or part thereof per property.

The estimated yield from Stormwater Management Charges is \$649,875.

## INTEREST ON OVERDUE RATES AND CHARGES

Council will charge interest on overdue rates and charges in accordance with Section 566 (3) of the Local Government Act 1993 using the maximum rate of interest as set by the Office of Local Government.

The interest rate for 2025/26 is 10.5% and Council will charge the applicable maximum interest rate that is yet to be released by The Minister for Local Government for 2026/27.

## SALE OF ASSETS DURING THE YEAR 2026/27

During the Financial Year 2026/27, Council will receive approaches for the sale of available lands within the Tamworth region. Council will negotiate the sale conditions based on the relative merits of any development proposed on the land and the purchase price will be based on current valuations. Large items of plant and equipment will be replaced during the year in accordance with the Council's annual Plant and Equipment Replacement Program.

## FINANCIAL ASSISTANCE

In accordance with Section 356 of the Act, Council may decide to contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions. A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days public notice of the Council's proposal to pass the necessary resolution has been given.

However, public notice is not required if:

- the financial assistance is part of a specific program; and
- the program's details have been included in the Council's Annual Operational Plan for the year in which the financial assistance is proposed to be given; and
- the program's proposed budget for that year does not exceed 5% of Council's proposed income from the ordinary rates levied for that year; and
- the program applies uniformly to all persons within the Council's area or to a significant group of persons within the area.

The Annual Operational Plan 2026/27 provides for a number of specific programs that provide financial assistance for the purpose of tourism, sporting, recreational, cultural, social and economic development activities. In addition, during the year, economic development proposals seeking financial assistance from the Council are submitted for consideration.

Proposals of this nature are considered on their individual merits having regard to such factors as positive impact on the local and regional economy, new industry, employment growth and overall economic worth to the Tamworth Regional Council area.

## FEES FOR SERVICE

### APPROVED FEES FOR SERVICE

Section 608 of the Act provides that the Council may charge and recover an approved fee for any service it provides, other than a service provided, or proposed to be provided on an annual basis for which it is authorised or required to make an annual charge under Section 496 or 501 of the Act.

Section 609 of the Act provides that when determining the approved fee, the Council must take into account the following factors:

- the cost of the Council providing the service;
- the price suggested for that service by any relevant industry body or in any schedule of charges published, from time to time, by the Division of Local Government;
- the importance of the service to the community; and
- any factors specified in the regulations under the Act.

The schedule of all Fees for Service charges applicable for 2026/27 is included in this document. The schedule identifies the type and amount of fee approved by the Council to be charged for a service provided in the 2026/27 financial year.

### CREDIT CARD SURCHARGE

Council imposes a credit card surcharge on all payments made via credit card in accordance with Reform of Credit Card Schemes in Australia (iv) and Final Reforms and Regulation Impact Statement August 2002. These charges will cease being imposed as of 1 October 2026.

### PRIVATE WORKS

Council may carry out any kind of work that may lawfully be carried out, on any private land in agreement with its owner, in accordance with Section 67 of the Act. Private works may include paving, road making, kerbing, guttering, ditching, tree planting, excavation, land clearing, water, sewerage and drainage connections etc. Private work will be carried out on the basis of a charge representing full cost recovery of the work carried out plus a margin for profit. The profit margin is dependent on and subject to market forces applying at the time.

## EXTERNAL BORROWINGS

The following is to be expended from borrowings in the 2026/27 Financial Year. New loans to be borrowed from financial institutions, will be secured by mortgage over the income of the Council. The loan program will be subject to approval by the Minister for Local Government.

|   |                   |
|---|-------------------|
| Projected Unexpended Loan Balance as at 30 June 2026        | 1,133,000         |
| Add New loans:  |                   |
| Aquatic Centre  | 11,932,000        |
| Digitech  | 2,200,000         |
| <b>Total New Loans</b>                                      | <b>14,132,000</b> |
| Less Project Expenditure:                                   |                   |
| Aquatic Centre  | 11,932,000        |
| Digitech  | 2,142,000         |
| Kootingal Sewerage Augmentation                             | 200,000           |
| <b>Total Project Expenditure</b>                            | <b>14,274,000</b> |
| <b>Projected Unexpended Loan balance as at 30 June 2027</b> | <b>991,000</b>    |

## INCOME STATEMENT BY TYPE FOR 2026/27

|   | <i>Full Estimate</i> | <i>Internal Eliminations</i> | <i>Adjusted Estimate</i> |
|---|----------------------|------------------------------|--------------------------|
| <b>Income from Continuing Operations</b>                              |                      |                              |                          |
| Rates & Annual Charges  | 107,540,552          | 755,522                      | 106,785,030              |
| User Charges & Fees   | 54,011,655           | 1,725,681                    | 52,285,974               |
| Other Revenues  | 3,551,197            | 0                            | 3,551,197                |
| Grants & Contributions - Operating                                    | 27,144,812           | 1,089,581                    | 26,055,231               |
| Grants & Contributions - Capital                                      | 36,984,448           | 0                            | 36,984,448               |
| Interest & Investment Revenue   | 10,060,698           | 367,887                      | 9,692,811                |
| Other Income  | 4,625,526            | 195,392                      | 4,430,134                |
| <b>Total Income from Continuing Operations</b>                        | <b>243,918,888</b>   | <b>4,134,063</b>             | <b>239,784,825</b>       |
| <b>Expenses from Continuing Operations</b>                            |                      |                              |                          |
| Employee Benefits & On-costs  | 79,048,864           | 0                            | 79,048,864               |
| Materials & Services  | 58,658,655           | 3,766,176                    | 54,892,479               |
| Borrowing Costs   | 3,844,337            | 220,887                      | 3,623,450                |
| Depreciation & Amortisation   | 55,802,253           | 0                            | 55,802,253               |
| Other Expenses  | 4,441,833            | 147,000                      | 4,294,833                |
| <b>Total Expenses from Continuing Operations</b>                      | <b>201,795,942</b>   | <b>4,134,063</b>             | <b>197,661,879</b>       |
| <b>Net Operating Result - Surplus/(Deficit)</b>                       | <b>42,122,946</b>    |                              | <b>42,122,946</b>        |
| <b>Net Operating Result before Capital Income - Surplus/(Deficit)</b> | <b>5,138,498</b>     |                              | <b>5,138,498</b>         |

Internal eliminations are rates and charges levied on Council property or user fees and charges raised on Council activities. The income and expense for these must be eliminated in the Annual Financial reports and the above figures will be used in the 2026/27 reports for comparison to actual results.

CONSOLIDATED INCOME STATEMENT BY FUNCTION  
FOR 2026/27 (AFTER INTERNAL ELIMINATIONS)

| Income Statement by function for 2026/27        | Income             | Expenses           | Operating Result    |
|---|--------------------|--------------------|---------------------|
| Our Water Security                              | 61,627,351         | 49,047,744         | 12,579,607          |
| A Liveable Built Environment                    | 16,547,938         | 19,898,675         | (3,350,737)         |
| Prosperity and Innovation                       | 12,726,282         | 17,598,994         | (4,872,712)         |
| Resilient and diverse communities               | 3,385,502          | 13,292,906         | (9,907,404)         |
| Connecting our Region and its Citizens          | 38,471,552         | 50,502,094         | (12,030,542)        |
| Working with and protecting our environment     | 24,341,740         | 27,481,462         | (3,139,722)         |
| Celebrate our cultures and heritage             | 2,443,511          | 7,518,364          | (5,074,853)         |
| A Strong and Vibrant Identity                   | 466,034            | 2,899,942          | (2,433,908)         |
| Open and Collaborative Leadership               | 2,222,567          | 9,421,698          | (7,199,131)         |
| <b>Total of Functions – Surplus/(Deficit)</b>   | <b>162,232,477</b> | <b>197,661,879</b> | <b>(35,429,402)</b> |
| General Purpose Income                          | 77,552,348         | 0                  | 77,552,348          |
| <b>Net Operating Result – Surplus/(Deficit)</b> | <b>239,784,825</b> | <b>197,661,879</b> | <b>42,122,946</b>   |