

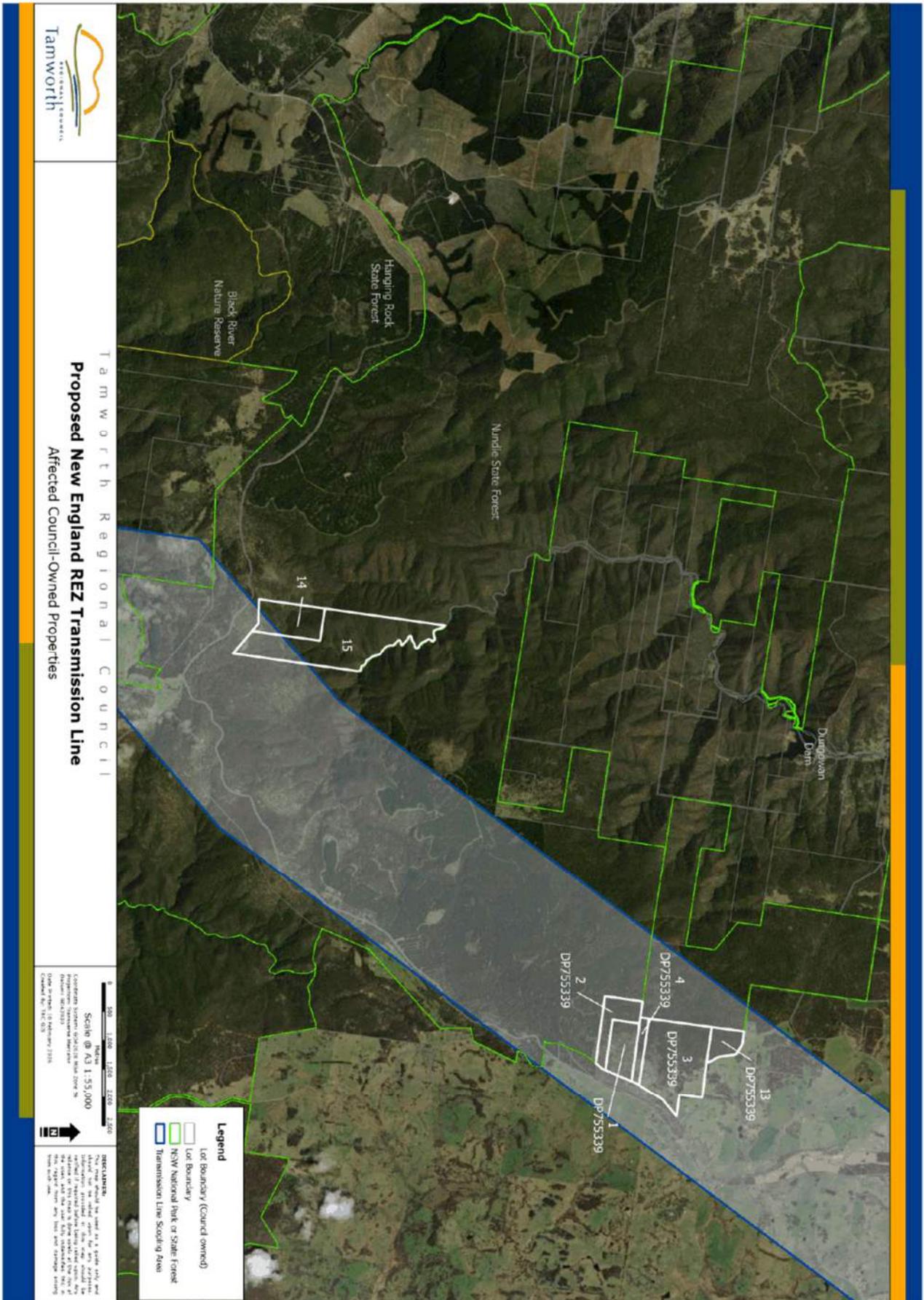
TAMWORTH REGIONAL COUNCIL

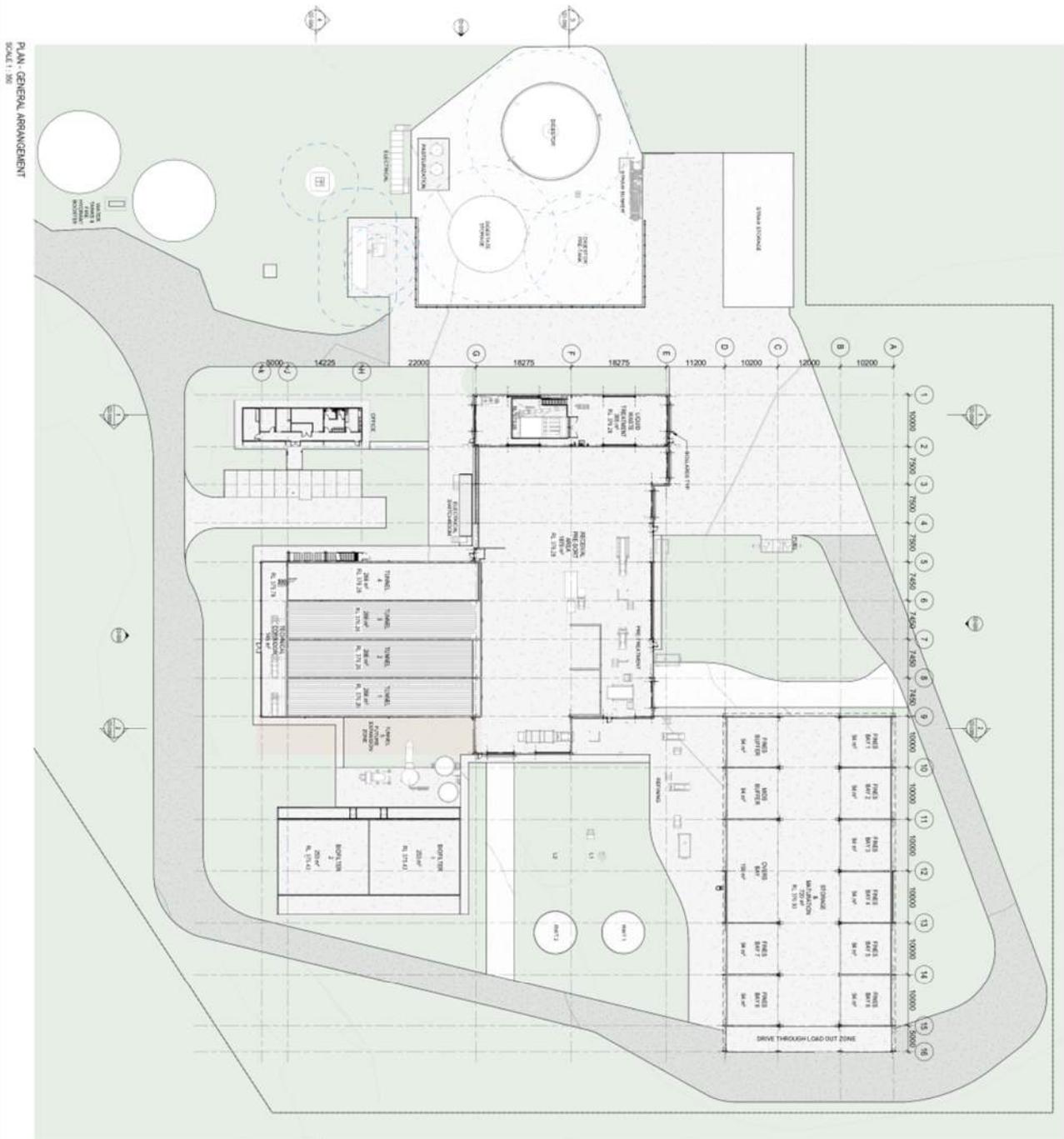
ANNEXURES for ORDINARY COUNCIL AGENDA

24 FEBRUARY 2026

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
7.1	Proposed Route of the New England Renewable Energy Zone Transmission Lines - Impact on Council Owned Properties in Infrastructure and Services	
	Annexure 1 Proposed NE REZ Transmission Line Map.....	2
7.2	Organics Recycling Facility - Recommendation following Stage 1 of D&C Contract in Infrastructure and Services	
	Annexure 1 Plan.....	3
8.1	Annual Operational Plan 2025/2026 Budget Variation Report - December 2025 and January 2026 in Governance, Strategy and Finance	
	Annexure 1 December 2025 Budget Adjustments.....	4
	Annexure 2 January 2026 Budget Adjustments.....	5
8.3	Council Investments December 2025 and January 2026 in Governance, Strategy and Finance	
	Annexure 1 Investments Register December 2025.....	9
	Annexure 2 Investments Register January 2026.....	11
8.4	Tamworth Regional Council Draft Night Time Economy Strategy 2026-2031 in Governance, Strategy and Finance	
	Annexure 1 DRAFT Night Time Economy Strategy - 2026-2031 - Tamworth Regional Council.....	13
8.6	2025/2026 Quarterly Budget Review Statements to 31 December 2026 in Governance, Strategy and Finance	
	Annexure 1 Quarterly Budget Review Statements.....	57
	Annexure 2 Financial Summary Tamworth Global Gateway Park 2025.....	74





PLAN - GENERAL ARRANGEMENT
SCALE: 1:500

NOTES

1. All dimensions are in millimetres unless otherwise stated.
2. All dimensions are to the face of the work unless otherwise stated.
3. All dimensions are to the centre of the work unless otherwise stated.
4. All dimensions are to the edge of the work unless otherwise stated.
5. All dimensions are to the top of the work unless otherwise stated.
6. All dimensions are to the bottom of the work unless otherwise stated.
7. All dimensions are to the front of the work unless otherwise stated.
8. All dimensions are to the back of the work unless otherwise stated.
9. All dimensions are to the left of the work unless otherwise stated.
10. All dimensions are to the right of the work unless otherwise stated.
11. All dimensions are to the inside of the work unless otherwise stated.
12. All dimensions are to the outside of the work unless otherwise stated.
13. All dimensions are to the top of the work unless otherwise stated.
14. All dimensions are to the bottom of the work unless otherwise stated.
15. All dimensions are to the front of the work unless otherwise stated.
16. All dimensions are to the back of the work unless otherwise stated.

LEGEND

- ASPHALT / GRASS / DRIVEWAYS
- GRAVEL / ACCESS DRIVE
- CONCRETE SLAB

SCALE

1:1. SITE PLAN FROM PREVIOUS PLAN
1:2. PLAN AND ELEVATION WITH NOTES 1:20 & 1:50
1:3. EXPLANATION SHEET

SA
Sherston Architects
Placed & Class
TAMMORTH ORGANICS
RECYCLING FACILITY
284 GIDLEY AVE, EBURY RD, GIDLEY
NSW 2340

tonkin
Engineer
Faculty
PREZ

ISSUE FOR TENDER

Drawing Title
SITE PLAN - GENERAL ARRANGEMENT

Scale: As Indicated @ A1

20240165 - CD-1100

December 2025 Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Reserves	Grants/Contributions	Loans
Central Northern Regional Library							
CHRL - Waikato Donation	Donation	Op Inc NR	(1,000)	0	0	(1,000)	0
CHRL - Waikato Donation	Expend Donation	Op Exp NR	1,000	0	0	1,000	0
	Sub Total		0	0	0	0	0
Aviation Precinct							
Airport - Depot Building	Exp Decrease	Op Exp R	(8,000)	0	(8,000)	0	0
Employee Overhead	Exp Increase	Op Exp OH	38,430	0	38,430	0	0
Airport - Operations	Exp Increase	Op Exp R	136,168	0	136,168	0	0
Airport Cde - Expenses	Exp Decrease	Op Exp R	(1,183)	0	(1,183)	0	0
Airport Cde - Income	Exp Increase	Op Inc R	43,056	0	43,056	0	0
Quartz Charic Parking Project - Inc	Income Increase	Op Inc NR	(12,660)	0	(12,660)	0	0
	Sub Total		193,831	0	193,831	0	0
International Flight Training Tamworth							
Employee Overhead	Exp Increase	Op Exp OH	13,960	0	13,960	0	0
Residential Complex - Expenses	Exp Decrease	Op Exp R	(27,048)	0	(27,048)	0	0
Technical Centre - Expenses	Exp Decrease	Op Exp R	(27,048)	0	(27,048)	0	0
IFT - Administration	Exp Increase	Op Exp R	52,780	0	52,780	0	0
	Sub Total		12,249	0	12,249	0	0
Project Costing							
Swan Street Depot - Future Works	New Proj	Op Exp NR	15,312	0	15,312	0	0
Replace Driftblasts - Civil	Exp Inc	Op Exp NR	14,100	0	14,100	0	0
	Sub Total		29,412	0	29,412	0	0
W&W - General Fund Activities							
Manilla Public Park - Bicycling Sign	New Project	Cap Exp	26,430	0	26,430	0	0
	Sub Total		26,430	0	26,430	0	0
Water & Wastewater							
New Durgowan Pipeline Easement Acquisition	Contribution Inc	Cap Inc NR	(100,000)	0	(100,000)	0	0
New Durgowan Pipeline Easement Acquisition	Contribution Exp	Cap Exp	100,000	0	100,000	0	0
	Sub Total		0	0	0	0	0
	Grand Total		261,916	0	261,916	0	0

January 2026 - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Revenues	Grants Contributions	Loans
General Purpose Income							
General & Annual Charges - Net Rate Levy	Inc Increase	Op Inc R	(85,887)	(85,887)	0	0	0
Sub Total			(85,887)	(85,887)	0	0	0
DigiTech							
Employee Overheads	Exp Decrease	Op Exp OH	(17,886)	(17,886)	0	0	0
Information Management Services - Management	Exp Decrease	Op Exp R	(57,379)	(57,379)	0	0	0
Employee Overheads	Exp Decrease	Op Exp OH	(19,668)	(19,668)	0	0	0
IT Section	Exp Decrease	Op Exp R	(81,382)	(81,382)	0	0	0
Applications Development	Cyber, backups	Op Exp R	356,942	356,942	0	0	0
Backup Servers	New Servers	Cap Exp	65,000	16,250	48,750	0	0
Cont From WAS IT projects	Inc Increase	Op Exp NR	(105,485)	(105,485)	0	0	0
Sub Total			140,142	92,895	48,750	0	0
Financial Services							
Operating Overheads	Exp Increase	Op Exp OH	825	825	0	0	0
Cash Management	Bank Fee Increase	Op Exp R	5,000	5,000	0	0	0
Revenue Management - Expenses	VGS Reduction	Op Exp R	(41,211)	(41,211)	0	0	0
Revenue Management - Income	SG03 Increase	Op Inc R	(30,000)	(30,000)	0	0	0
Sub Total			(66,386)	(66,386)	0	0	0
People & Culture							
People & Culture Management	Wage Savings	Op Exp R	(40,000)	(40,000)	0	0	0
People & Culture Operations	Exp Increase	Op Exp R	32,123	32,123	0	0	0
Workers Compensation WHS Incentive	Inc Increase	Op Inc R	(13,000)	(13,000)	0	0	0
Sub Total			(20,877)	(20,877)	0	0	0
Entertainment Venues							
Ticketing - Expenses	Inc Expenditure	Op Exp R	19,000	19,000	0	0	0
Ticketing - Income	Inc Income	Op Inc R	(40,000)	(40,000)	0	0	0
Revolve Live - Inc	New Grant	Op Exp NR	(140,750)	0	0	(140,750)	0
Revolve Live - Exp	New Grant	Op Exp NR	140,750	0	0	140,750	0
Sub Total			(21,000)	(11,000)	0	0	0
Development							
Register of Significant Cultural Heritage Sites - Inc	New Grant	Op Inc NR	10,000	0	0	10,000	0
Register of Significant Cultural Heritage Sites - Exp	Op Exp NR	Op Exp NR	(10,000)	0	0	(10,000)	0
Sub Total			0	0	0	0	0

January 2026 - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Revenues	Grants Contributions	Loans
Development Engineering							
Employee Overheads	Exp Increase	Op Exp CH	44,786	44,786	0	0	0
Development Engineering - Management	Exp Decrease	Op Exp R	(100,786)	(100,786)	0	0	0
Sub Total			(56,000)	15,000	0	0	0
Future Communities							
Tamworth - NLP - Sac 24 Subdivision	Inc Income	Cap Inc R	(25,000)	0	0	(25,000)	0
Tamworth Regional 5/4 (Direct) - Calais Roads	Inc Decrease	Cap Inc R	50,000	0	0	50,000	0
Tamworth Urban 5/4 - Administration/Studies	Inc Income	Cap Inc R	(5,000)	0	0	(5,000)	0
Tamworth Urban 5/4 - Community Facilities	Inc Income	Cap Inc R	(22,000)	0	0	(22,000)	0
Tamworth Urban 5/4 - Cycleways	Inc Income	Cap Inc R	(5,000)	0	0	(5,000)	0
Tamworth Urban 5/4 - Open Space Embellishment	Inc Income	Cap Inc R	(40,000)	0	0	(40,000)	0
Strategic Plans	Inc Income	Op Exp R	(19,404)	(19,404)	0	0	0
Bural Lands Strategy (Oyde)	Exp Increase	Op Exp NR	5,500	5,500	0	0	0
Structure Plans (Oyde)	Exp Increase	Op Exp NR	13,904	13,904	0	0	0
Sub Total			(47,000)	0	0	(47,000)	0
Aviation Precinct							
Tamworth Airport - Car Park Equipment Upgrade	Inc Works 15/26	Cap Exp	(130,000)	0	0	(130,000)	0
Tamworth Airport - IT Cabling Project	Inc Works 25/26	Cap Exp	(60,000)	0	0	(60,000)	0
Airport - Hangar 6 Refurbishment	Inc Works 15/26	Cap Exp	(41,515)	0	0	(41,515)	0
Airport - Hall Venting Refurbishment	Inc Works 15/26	Cap Exp	(60,000)	0	0	(60,000)	0
Airport - Overlay/Taxiway Alpha/Charlie	Inc Works 15/26	Cap Exp	(396,550)	0	0	(396,550)	0
Airport 04 Hangar Feasibility - 7/ie Works	Comp underbud	Op Exp NR	(7,758)	0	0	(7,758)	0
Airport Website Development	Comp underbud	Op Exp NR	(6,174)	0	0	(6,174)	0
Airport - Regional Airport Program Round 4 - Inc	Inc Works 15/26	Cap Inc NR	149,350	0	0	149,350	0
Airport P755 Investigation - Exp	Exp Increase	Op Exp NR	2,044	2,044	0	2,044	0
Operating Overhead	Exp Increase	Op Exp CH	19,000	19,000	0	19,000	0
Sub Total			(533,603)	0	0	(442,678)	(50,925)
International Flight Training Tamworth							
FTT - Fire Rated Door Accommodation Works	Proj Deferred	Cap Exp	(45,000)	0	0	(45,000)	0
FTT - Main Residential Building/HVAC Works (Air-Con)	Proj Deferred	Cap Exp	(100,000)	0	0	(100,000)	0
FTT - Site CCTV Project	Proj Deferred	Cap Exp	(60,000)	0	0	(60,000)	0
FTT - Site Security Upgrade	Proj Deferred	Cap Exp	(30,000)	0	0	(30,000)	0
FTT - Sluice Tag System Upgrade (Sailgiver)	Proj Deferred	Cap Exp	(40,000)	0	0	(40,000)	0
FTT - Technical Centre/HVAC Works (Air-Con)	Proj Deferred	Cap Exp	(86,000)	0	0	(86,000)	0
FTT - Wash Bay	Inc Works 15/26	Cap Exp	(11,484)	0	0	(11,484)	0
FTT - Major Kitchen Refurbishment	Exp Increase	Cap Exp	5,722	0	0	5,722	0
FTT - SOFC FTT Admin/Training Facility Works - Stg 1	Exp Decrease	Cap Exp	(15,724)	0	0	(15,724)	0
FTT - House Renovation Works	Exp Increase	Cap Exp	4,675	0	0	4,675	0
FTT - Fibre Optic Cabling Upgrade - Exp	Exp Increase	Cap Exp	2,355	0	0	2,355	0
Hangar Facility - Income	Inc Increase	Op Inc R	(19,222)	0	0	(19,222)	0
FTT Caring - Expenses	Budg Not Beg	Op Exp R	(1,594,757)	0	0	(1,594,757)	0
Residential Complex - Block A - Income	Inc Decrease	Op Inc R	1,037	1,037	0	1,037	0
Residential Complex - Block B - Income	Inc Decrease	Op Inc R	1,037	0	0	1,037	0

January 2026 - Monthly Budget Variations

Description	Reason	Budget Type	Budget Variation	Revenue	Revenues	Grants Contributions	Loans
Residential Complex - Block C - Income	Inc Decrease	Op Inc R	95,445	0	95,445	0	0
Residential Complex - Block D - Income	Op Inc R	Op Inc R	378,557	0	378,557	0	0
Residential Complex - Block F - Income	Inc Decrease	Op Inc R	(150,000)	0	(150,000)	0	0
Residential Complex - Expenses	Inc Increase	Op Inc R	80,000	0	80,000	0	0
SFC Technical Centre - Income	Inc Electricity	Op Inc R	13,578	0	13,578	0	0
Residential Complex - Block G - Casual Users Income	Inc Increase	Op Inc R	(10,000)	0	(10,000)	0	0
FTT - Other Operating Income	Inc Increase	Op Inc R	(2,000)	0	(2,000)	0	0
FTT Catering - Income	Budg Not Req	Op Inc R	1,552,552	0	1,552,552	0	0
Sub Total			(29,239)	0	(29,239)	0	0

Project Costing

River Road - Mahony Gully Bridge Replacement	New Project	Cap Exp	196,232	0	196,232	0	0
Chalal Lane Shared Path- Road safety Program Exp	New Grant	Cap Exp	170,000	0	170,000	0	0
Bundhmer School Carpark- Road safety Program- Inc	New Grant	Cap Inc NR	(414,000)	0	(414,000)	0	0
Bundhmer School Carpark- Road Safety Program- Exp	New Grant	Cap Exp	55,000	0	55,000	0	0
Bundhmer School Carpark- Road Safety Program- Inc	New Grant	Cap Inc NR	(71,000)	0	(71,000)	0	0
Powerstation - Collection Care & Conserye/ Digstation	Exp Increase	Cap Exp	50,000	0	50,000	0	0
Tamworth Regional Aquatic Centre - Construction	Inc Comp Works	Cap Exp	(2,000,000)	0	(1,066,667)	(933,333)	0
Tamworth Regional Aquatic Centre - Loan Raised Income	Inc Comp Works	Cap Exp	933,333	0	0	933,333	0
Sub Total			(1,080,435)	0	246,232	(1,326,667)	0

Sports & Recreation

Manilla Pool - Photometer Renewal	Exp Decrease	Op Exp NR	(826)	0	(826)	0	0
Pool All - Hazardous Chemical Compliance	Exp Increase	Op Exp NR	2,158	0	2,158	0	0
Barraba Pool - Chemical Storage Renewal	Exp Decrease	Cap Exp	(123)	0	(123)	0	0
South & West Tamworth Pool - Lane Rope Roller	Exp Decrease	Cap Exp	(7,870)	0	(7,870)	0	0
Pool All - Signage Renewal	Exp Decrease	Cap Exp	(588)	0	(588)	0	0
Tamworth Pools - Security Cameras	Exp Increase	Cap Exp	180	0	180	0	0
South Tamworth Pool-Renew RA speakers	Exp Increase	Cap Exp	2,700	0	2,700	0	0
South Tamworth Pool-Renew RA speakers	Exp Increase	Cap Exp	4,091	0	4,091	0	0
Parks & Reserves Administration	Exp Decrease	Op Exp R	(6,641)	0	(6,641)	0	0
Sport & Recreation - Community Projects	Exp Decrease	Op Exp R	(4,540)	0	(4,540)	0	0
Esmworth Street - Install Bollards	Exp Increase	Op Exp NR	4,540	0	4,540	0	0
Sub Total			(6,919)	0	(6,641)	(278)	0

W&W - General Fund Activities

Laboratory - Private Works	Inc Increase	Op Inc R	(35,982)	0	(35,982)	0	0
Laboratory - Private Works	Exp Increase	Op Exp R	20,000	0	20,000	0	0
Laboratory - Water - Retention - Expenses	Exp Increase	Op Exp R	80,000	0	80,000	0	0
Sub Total			64,018	0	64,018	0	0

January 2026 - Monthly Budget Variations

Description	Reason	Budget Type	Budget Vortion	Revenue	Revenues	Grants Contributions	Loans
Water & Wastewater							
Wastewater Access - Residential	Inc Increase	Op Inc R	(42,605)	(42,605)	0	0	0
Tread Waste - Income	Inc Increase	Op Inc R	(38,000)	(38,000)	0	0	0
TBC Sewer - Main's Reconstruction Control	Reduce Spend	Cap Exp	(969,700)	0	(969,700)	0	0
Manila Sewer - Pump/Electrical Refurbishment	Op Decrease	Cap Exp	(80,000)	0	(80,000)	0	0
Low Pressure Sewer Stream Renewals	New Proj	Cap Exp	200,000	0	200,000	0	0
Wastable WWTP - Ferric Dosing System Renewal	Op Increase	Cap Exp	1,202	0	1,202	0	0
Effluent Reuse Farm Crop Trial	Exp Increase	Op Exp NR	(2,451)	0	(2,451)	0	0
Cont to GR - IT Purchases	Exp Increase	Op Exp NR	52,743	0	52,743	0	0
Cont to GR - IT Purchases	Exp Increase	Op Exp NR	52,742	0	52,742	0	0
Property - 252 Wallmore Road - Income	Inc Increase	Op Inc R	(3,000)	(3,000)	0	0	0
Property - 252 Wallmore Road - Expenses	Op Increase	Op Exp R	1,000	1,000	0	0	0
Kooitongal Sewer - WWTP/Effluent Reuse Augmentation	Op Decrease	Cap Exp	(89,991)	(89,991)	(75,000)	(200,000)	0
Kooitongal Sewer - WWTP/Effluent Reuse Augmentation	Inc Works 15/26	Cap Exp	(134,827)	(134,827)	0	0	50,182
Tamworth Sewer - SPS Outlay Vial Bling Main to WWTP	Inc Works 15/26	Cap Exp	(500,000)	(500,000)	0	0	0
Tom Water - OTH 24ML Reservoir - Design	Inc Works 15/26	Cap Exp	(63,697)	0	(63,697)	0	0
Waterwater Access - Non Residential	Inc Increase	Op Inc R	(1,886)	(1,886)	0	0	0
Water Charges - Service Availability	Inc Increase	Op Inc R	(32,278)	(32,278)	0	0	0
Sub Total			1,750,748	(1,678,99)	(1,481,161)	0	(149,118)
Waste & Resource Recovery							
Arungra Landfill - Soil Erosion Works	Proj Cancelled	Cap Exp	(60,000)	0	(60,000)	0	0
Buraba Landfill - Construction of SVTS	Inc Works 15/26	Cap Exp	(756,500)	0	(756,500)	0	0
Manila Landfill - SVTS Waste Deposit Area Structure	Inc Works 15/26	Cap Exp	(392,439)	0	(392,439)	0	0
Rural Landfill - Asset Renewal	Proj Cancelled	Cap Exp	(890,266)	0	(890,266)	0	0
Rural Landfill - CCTV Security System/Repairs	Inc Works 15/26	Cap Exp	(64,000)	0	(64,000)	0	0
Rural Landfill - Commencement - Digital Radio Network	Proj Cancelled	Cap Exp	(200,000)	0	(200,000)	0	0
Rural Landfill - CCTV Upgrades	Inc Works 15/26	Cap Exp	(50,000)	0	(50,000)	0	0
Rural Landfill - CCTV Upgrades	Inc Works 15/26	Cap Exp	(60,000)	0	(60,000)	0	0
Forest Road Landfill - CCTV Upgrades	Inc Works 15/26	Cap Exp	(100,000)	0	(100,000)	0	0
Forest Road 5AHR - Road Sealing	Inc Works 15/26	Cap Exp	(30,000)	0	(30,000)	0	0
Waste Strategic Planning	Reduce Budget	Op Exp NR	(6,102)	0	(6,102)	0	0
Buraba Landfill - Office Conversion	Move 26/26	Cap Exp	(375,000)	0	(375,000)	0	0
Forest Road Landfill - Buffer Area Remediation/ Revegetation	Work complete	Cap Exp	584	0	584	0	0
Randemer Landfill - WTS Electricity Supply/Installation	Work complete	Cap Exp	1,243	0	1,243	0	0
Duri Landfill - WTS Electricity Supply/Installation	Work complete	Cap Exp	709	0	709	0	0
Watsons Creek Landfill - WTS Electricity Supply/Installation	Work complete	Cap Exp	1,639	0	1,639	0	0
Nangala Landfill - WTS Electricity Supply/Installation	Work complete	Cap Exp	622	0	622	0	0
Business Waste Charges	Op Inc R	Op Inc R	(20,764)	0	(20,764)	0	0
Domestic Waste Charges - Collection	Income Increase	Op Inc R	(154,926)	0	(154,926)	0	0
Sub Total			(3,115,200)	0	(3,115,200)	0	0
Grand Total			(6,608,124)	(215,647)	(4,816,564)	(1,424,592)	(1,49,818)

TAMWORTH REGIONAL COUNCIL INVESTMENT REGISTER AS AT 31 DECEMBER 2025

Investment Type: Term Deposit

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Investment Date	Maturity Date	No of Days	Interest Rate	Term Deposit Value
NAB	A-1+	Held to Maturity	Term Deposit	19/03/2025	13/01/2026	300	4.65%	8,000,000
BOQ	A-2	Held to Maturity	Term Deposit	24/06/2025	20/01/2026	210	4.39%	10,000,000
BOQ	A-2	Held to Maturity	Term Deposit	13/05/2025	27/01/2026	259	4.36%	4,000,000
BOQ	A-2	Held to Maturity	Term Deposit	10/06/2025	27/01/2026	291	4.35%	5,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	18/02/2025	17/02/2026	364	4.76%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	20/02/2025	24/02/2026	369	4.78%	6,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	8/03/2023	10/03/2026	1098	4.70%	2,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	16/04/2025	7/04/2026	356	4.23%	8,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	13/05/2025	13/05/2026	365	4.35%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	20/05/2025	19/05/2026	364	4.35%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	27/05/2025	26/05/2026	364	4.19%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	27/05/2025	26/05/2026	364	4.15%	10,000,000
NAB	A-1+	Held to Maturity	Term Deposit	26/08/2025	9/06/2026	287	4.05%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	27/06/2025	16/06/2026	354	4.11%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	29/07/2025	23/06/2026	329	4.14%	6,000,000
BOQ	A-2	Held to Maturity	Term Deposit	24/11/2025	23/06/2026	211	4.35%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	8/07/2025	7/07/2026	364	4.10%	3,000,000
NAB	A-1+	Held to Maturity	Term Deposit	23/09/2025	7/07/2026	287	4.15%	6,000,000
NAB	A-1+	Held to Maturity	Term Deposit	12/08/2025	14/07/2026	336	4.10%	4,000,000
RAB	A-2	Held to Maturity	Term Deposit	15/07/2025	15/07/2026	365	4.20%	5,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	19/08/2025	18/08/2026	364	4.12%	8,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	9/09/2025	8/09/2026	364	4.13%	10,000,000
RAB	A-2	Held to Maturity	Term Deposit	9/09/2025	9/09/2026	365	4.14%	5,000,000
NAB	A-1+	Held to Maturity	Term Deposit	23/09/2025	22/09/2026	364	4.15%	6,000,000
NAB	A-1+	Held to Maturity	Term Deposit	22/10/2025	6/10/2026	349	4.10%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	6/11/2025	10/11/2026	369	4.30%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	12/11/2025	12/11/2026	365	4.32%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	24/11/2025	24/11/2026	365	4.37%	10,000,000
CBA	A-1+	Held to Maturity	Term Deposit	19/12/2025	17/12/2026	363	4.51%	11,000,000
Westpac	AA-	Held to Maturity	Term Deposit	26/08/2025	22/08/2030	1822	4.15%	4,000,000
TOTAL							4.29%	\$ 180,000,000

Investment Type: Floating Rate Note, Fixed Rate Bond

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Investment Date	Maturity Date	No of Days	Interest Rate	Purchase Value	# Maturity Value
Bendigo	A-2	Held to Maturity	Floating Rate Note	15/05/2023	15/05/2026	1096	BBSW+1.25%	3,000,000	3,000,000
Suncorp	A-1+	Held to Maturity	Floating Rate Note	19/01/2023	15/09/2026	1335	BBSW+0.48%	5,000,000	5,000,000
NAB	AA-	Held to Maturity	Fixed Rate Bond	4/03/2024	25/02/2027	1088	2.90%	5,000,228	5,241,000
CBA	AA-	Held to Maturity	Floating Rate Note	18/10/2022	18/08/2027	1765	BBSW+1.02%	1,000,000	1,000,000
ANZ	AA-	Held to Maturity	Floating Rate Note	8/11/2022	4/11/2027	1822	BBSW+1.20%	4,000,000	4,000,000
TOTAL								\$ 18,000,228	\$ 18,241,000

Floating Rate Notes can be purchased at a premium or a discount. The difference between the Purchase Value and Market Value is recognised by Council on a monthly basis as interest.

Investment Type: On Call, On Hold

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Date Invested	Due Date	No of Days	Interest Rate	Market Value at 31 December 2025
NAB	A-1+	N/A	On Call	N/A	N/A	N/A	3.70%	19,585,545
Westpac	A-1+	Held to Maturity	On Hold		90 Day Maturity		4.15%	6,037,559
TOTAL								\$ 25,623,103

TOTAL INVESTMENT REGISTER \$ 223,864,103

Comparative Rates
RBA Cash Rate: 603755882.00%
BBSW: 3.74%

I, Sherrill Young, Tamworth Regional Council Manager of Financial Services (Responsible Accounting Officer) certify as required under Section 16(1)(b) of the Local Government (Financial Management) Regulations 1999, that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Tamworth Regional Council Investment Policy.

Signed:  Rodan Barnes Acting Finance Manager.

Investment By Rating (excluding cash accounts) as at

31 December 2025

S&P Credit Rating		Portfolio Limit	Counterparty Limit	Bank	Amount invested as at 31 December 2025 (\$)	% of Total Investments	Maturity	
Short Term	Long Term						Less than 12 months (\$)	One to five years (\$)
A-1+	AAA	100%	100%		-	0.00%	-	-
A-1+	AA+ to AA-	100%	100%	ANZ	4,000,000	2.02%	-	4,000,000
				CBA	12,000,000	6.06%	11,000,000	1,000,000
				NAB	54,000,228	27.27%	49,000,000	5,000,228
				Suncorp	5,000,000	2.53%	5,000,000	-
				Westpac	87,000,000	43.94%	83,000,000	4,000,000
A-1	A+ to A	100%	30%		-	0.00%	-	-
A-2	A-	40%	20%	Bendigo	3,000,000	1.52%	3,000,000	-
				BOQ	23,000,000	11.62%	23,000,000	-
				RAB	10,000,000	5.05%	10,000,000	-
A-2	BBB+	30%	10%		-	0.00%	-	-
					\$ 198,000,228	100.00%	\$ 184,000,000	\$ 14,000,228

The General Manager or his delegated representative is authorised to approve variations to Council's investment policy if the investment is to Council's advantage or due to revised legislation.

Council's investments are mostly comprised of restricted funds that have been received for specific purposes or funds held for future renewal works. The following table provides an indicative summary of investments held by each fund. The figures provided are based on opening balances from the last completed and audited financial year. The figures provide a guide on the proportion of total cash that is restricted in use:

Investments Held by Fund (including cash accounts)

Fund	Restriction	Amount	%
General	Unrestricted	12,994,360	5.80%
	Internally Restricted	50,997,233	22.78%
	Externally Restricted	33,015,958	14.75%
General Fund Total		\$ 97,007,551	43.33%
Water	Unrestricted	2,131,655	0.95%
	Internally Restricted	19,347,595	8.64%
	Externally Restricted	15,578,502	6.96%
Water Fund Total		\$ 37,057,752	16.55%
Sewer	Unrestricted	2,187,583	0.98%
	Internally Restricted	68,540,200	30.62%
	Externally Restricted	19,071,017	8.52%
Sewer Fund Total		\$ 89,798,800	40.11%
Total Investments		\$ 223,864,103	100.00%

TAMWORTH REGIONAL COUNCIL INVESTMENT REGISTER AS AT 31 JANUARY 2026

Investment Type: Term Deposit

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Investment Date	Maturity Date	No of Days	Interest Rate	Term Deposit Value
Westpac	A-1+	Held to Maturity	Term Deposit	18/02/2025	17/02/2026	364	4.78%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	20/02/2025	24/02/2026	369	4.78%	6,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	9/03/2023	10/03/2026	1098	4.70%	2,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	15/04/2025	7/04/2026	356	4.23%	8,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	13/05/2025	13/05/2026	365	4.35%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	20/05/2025	19/05/2026	364	4.35%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	27/05/2025	26/05/2026	364	4.19%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	27/05/2025	26/05/2026	364	4.15%	10,000,000
NAB	A-1+	Held to Maturity	Term Deposit	26/08/2025	9/06/2026	287	4.05%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	27/01/2026	15/06/2027	504	4.78%	6,000,000
NAB	A-1+	Held to Maturity	Term Deposit	27/06/2025	16/06/2026	354	4.11%	7,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	23/07/2025	23/06/2026	329	4.14%	6,000,000
BOQ	A-2	Held to Maturity	Term Deposit	24/11/2025	23/06/2026	211	4.35%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	8/07/2025	7/07/2026	364	4.10%	3,000,000
NAB	A-1+	Held to Maturity	Term Deposit	23/09/2025	7/07/2026	287	4.15%	6,000,000
NAB	A-1+	Held to Maturity	Term Deposit	12/08/2025	14/07/2026	336	4.10%	4,000,000
RAB	A-2	Held to Maturity	Term Deposit	15/07/2025	15/07/2026	365	4.20%	5,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	19/08/2025	18/08/2026	364	4.12%	8,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	9/09/2025	8/09/2026	364	4.13%	10,000,000
RAB	A-2	Held to Maturity	Term Deposit	9/09/2025	9/09/2026	365	4.14%	5,000,000
NAB	A-1+	Held to Maturity	Term Deposit	23/09/2025	22/09/2026	364	4.15%	6,000,000
NAB	A-1+	Held to Maturity	Term Deposit	22/10/2025	6/10/2026	349	4.10%	4,000,000
NAB	A-1+	Held to Maturity	Term Deposit	13/01/2026	20/10/2026	280	4.50%	8,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	6/11/2025	10/11/2026	369	4.80%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	12/11/2025	12/11/2026	365	4.32%	4,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	24/11/2025	24/11/2026	365	4.37%	10,000,000
CBA	A-1+	Held to Maturity	Term Deposit	19/12/2025	17/12/2026	363	4.51%	11,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	13/01/2026	12/01/2027	364	4.56%	5,000,000
Westpac	A-1+	Held to Maturity	Term Deposit	20/01/2026	25/01/2027	370	4.59%	5,000,000
Westpac	AA-	Held to Maturity	Term Deposit	26/08/2025	22/08/2030	1822	4.15%	4,000,000
TOTAL							4.31%	\$ 177,000,000

Investment Type: Floating Rate Note, Fixed Rate Bond

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Investment Date	Maturity Date	No of Days	Interest Rate	Purchase Value	# Maturity Value
Bendigo	A-2	Held to Maturity	Floating Rate Note	15/05/2023	15/05/2026	1096	885W+1.25%	3,000,000	3,000,000
Suncorp	A-1+	Held to Maturity	Floating Rate Note	10/01/2023	15/09/2026	1335	885W+0.48%	5,000,000	5,000,000
NAB	AA-	Held to Maturity	Fixed Rate Bond	4/03/2024	25/02/2027	1088	2.90%	5,000,228	5,241,000
CBA	AA-	Held to Maturity	Floating Rate Note	18/10/2022	18/08/2027	1765	885W+1.02%	1,000,000	1,000,000
ANZ	AA-	Held to Maturity	Floating Rate Note	8/11/2022	4/11/2027	1822	885W+1.20%	4,000,000	4,000,000
TOTAL								\$ 18,000,228	\$ 18,241,000

Floating Rate Notes can be purchased at a premium or a discount. The difference between the Purchase Value and Market Value is recognised by Council on a monthly basis as interest.

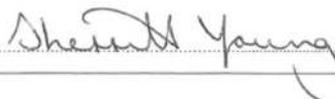
Investment Type: On Call, On Hold

Financial Institution	S&P Credit Rating	IFRS Classification	Investment Type	Date Invested	Due Date	No of Days	Interest Rate	Market Value at 31 January 2026
NAB	A-1+	N/A	On Call	N/A	N/A	N/A	3.95%	18,212,320
Westpac	A-1+	Held to Maturity	On Hold		90 Day Maturity		4.15%	6,058,153
TOTAL								\$ 24,270,473

TOTAL INVESTMENT REGISTER \$ 219,511,473

Comparative Rates
RBA Cash Rate: 605815268.00%
885W: 3.84%

I, Sherrill Young, Tamworth Regional Council Manager of Financial Services (Responsible Accounting Officer) certify as required under Section 16(1)(b) of the Local Government (Financial Management) Regulations 1999, that Council's investments have been made in accordance with the Local Government Act 1993, Regulations and Tamworth Regional Council Investment Policy.

Signed: 

Investment By Rating (excluding cash accounts) as at							31 January 2026	
S&P Credit Rating		Portfolio Limit	Counterparty Limit	Bank	Amount invested as at 31 January 2026 (\$)	% of Total Investments	Maturity	
Short Term	Long Term						Less than 12 months (\$)	One to five years (\$)
A-1+	AAA	100%	100%		-	0.00%	-	-
A-1+	AA+ to AA-	100%	100%	ANZ	4,000,000	2.05%	-	4,000,000
				CBA	12,000,000	6.15%	11,000,000	1,000,000
				NAB	54,000,228	27.69%	49,000,000	5,000,228
				Suncorp	5,000,000	2.56%	5,000,000	-
				Westpac	103,000,000	52.82%	99,000,000	4,000,000
A-1	A+ to A	100%	30%		-	0.00%	-	-
A-2	A-	40%	20%	Bendigo	3,000,000	1.54%	3,000,000	-
				BOQ	4,000,000	2.05%	4,000,000	-
				RAB	10,000,000	5.13%	10,000,000	-
A-2	BBB+	30%	10%		-	0.00%	-	-
					\$ 195,000,228	100.00%	\$ 181,000,000	\$ 14,000,228

The General Manager or his delegated representative is authorised to approve variations to Council's investment policy if the investment is to Council's advantage or due to revised legislation.

Council's investments are mostly comprised of restricted funds that have been received for specific purposes or funds held for future renewal works. The following table provides an indicative summary of investments held by each fund. The figures provided are based on opening balances from the last completed and audited financial year. The figures provide a guide on the proportion of total cash that is restricted in use:

Investments Held by Fund (including cash accounts)			
Fund	Restriction	Amount	%
General	Unrestricted	12,994,360	5.92%
General	Internally Restricted	46,644,603	21.25%
General	Externally Restricted	33,015,958	15.04%
General Fund Total		\$ 92,654,921	42.21%
Water	Unrestricted	2,131,655	0.97%
Water	Internally Restricted	19,347,595	8.81%
Water	Externally Restricted	15,578,502	7.10%
Water Fund Total		\$ 37,057,752	16.88%
Sewer	Unrestricted	2,187,583	1.00%
Sewer	Internally Restricted	68,540,200	31.22%
Sewer	Externally Restricted	19,071,017	8.69%
Sewer Fund Total		\$ 89,798,800	40.91%
Total Investments		\$ 219,511,473	100.00%

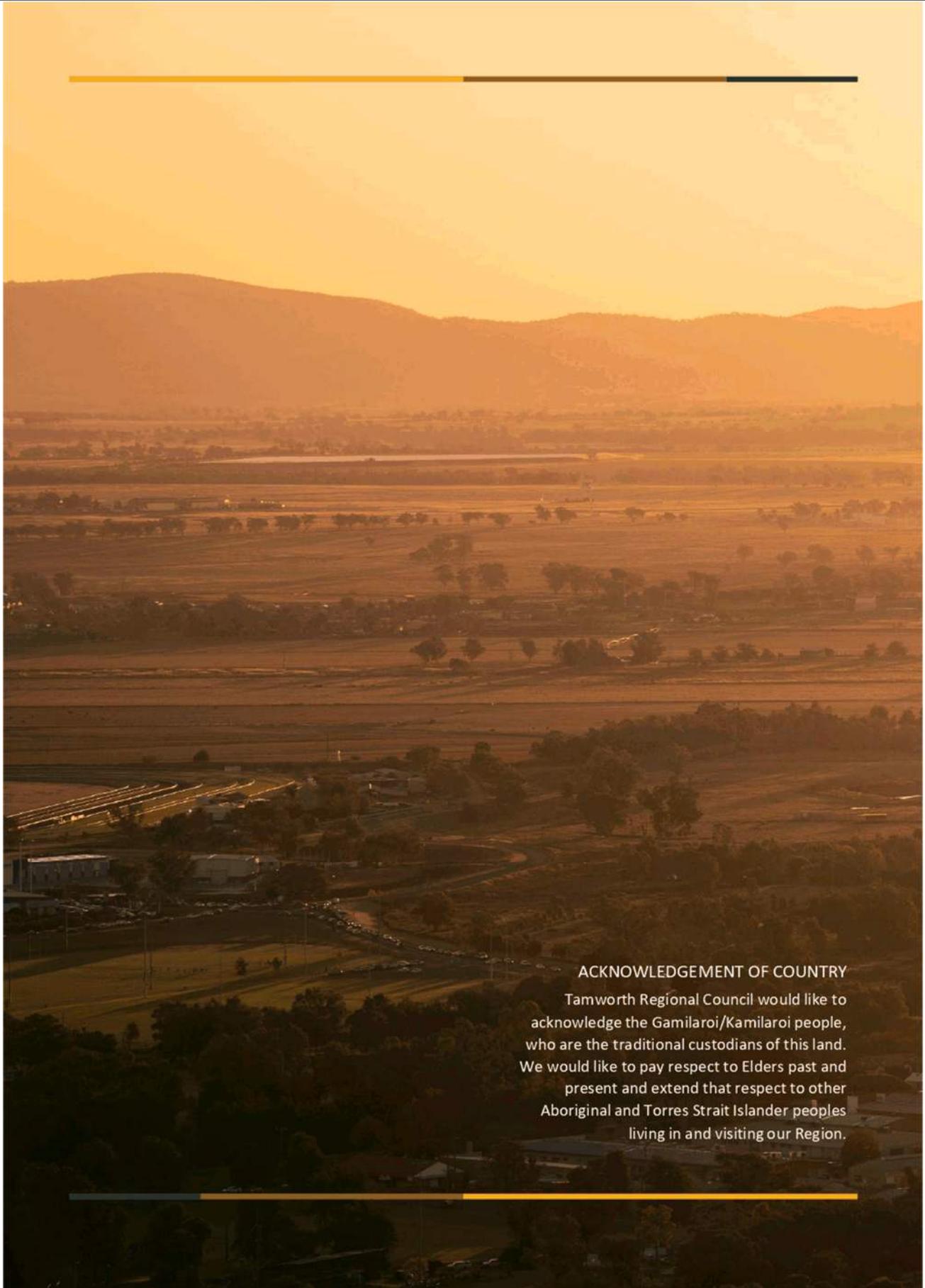


FEBRUARY 2026

A nighttime photograph of a large outdoor event stage. The stage is illuminated with purple and blue lights. Two large projection screens are visible, one on the left and one on the right. The left screen displays a map of Australia. The right screen displays the word "TAMWORTH". Above the screens, there are large speakers and lighting rigs. In the foreground, a large crowd of people is visible, mostly in silhouette. The overall atmosphere is that of a major nighttime festival or concert.

TAMWORTH NIGHT TIME ECONOMY STRATEGY 2026 - 2031

Prepared by Urban Enterprise for Tamworth Regional Council.



ACKNOWLEDGEMENT OF COUNTRY

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

Contents

EXECUTIVE SUMMARY	5
1 INTRODUCTION	8
2 EXISTING SITUATION	11
3 STRATEGIC CONTEXT	18
4 CONSULTATION OUTCOMES	23
5 STRATEGIC FRAMEWORK	27
6 ACTION PLAN	28
APPENDICES	42

Authors

Danielle Phyland, Associate (Urban Enterprise)
Mike Ruzzene, Executive Director (Urban Enterprise)
Irfan Hrelja, Analyst (Urban Enterprise)

Image Credit

All images have been supplied by Destination NSW.

Disclaimer

Neither Urban Enterprise Pty. Ltd. nor any member or employee of Urban Enterprise Pty. Ltd. takes responsibility in any way whatsoever for any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein. In the course of our preparation of this report, projections have been prepared on the basis of assumptions and methodology which have been described in the report. It is possible that some of the assumptions underlying the projections may change. Nevertheless, the professional judgement of the members and employees of Urban Enterprise Pty. Ltd. have been applied in making these assumptions, such that they constitute an understandable basis for estimates and projections. Beyond this, to the extent that the assumptions do not materialise, the estimates and projections of achievable results may vary.

www.urbanenterprise.com.au





What is the Night Time Economy?

The Night Time Economy (NTE) refers to the network of social, cultural and commercial activities that occur between 6pm and 6am, shaping the vibrancy and character of cities and towns after dark. A thriving NTE contributes to local employment, community wellbeing and tourism while providing an accessible and safe space to share and celebrate the destinations' cultural identity.

The New South Wales State Government has adopted a proactive approach to the NTE, defining it as "social or business activities that occur between 6:00 pm and 6:00 am."

Within these activities three primary drivers of the NTE have been identified:

- Entertainment – performing arts, live music and cultural events, sports, amusement parks and centres, casinos, and other gambling activities.
- Food – cafés, restaurants, and takeaway food services.
- Drink – liquor retailing, pubs, taverns, clubs, bars, and hotels.

It is important to recognise that the NTE is highly diverse and extends beyond these core sectors. Supporting activities such as transport, accommodation, education, and retail services also play a vital role in creating a vibrant and dynamic night-time environment.

EXECUTIVE SUMMARY

About the Strategy

Tamworth Regional Council is committed to fostering a vibrant and sustainable night-time economy that complements the development of two designated Special Entertainment Precincts, one in the Tamworth CBD and one in the Tamworth Sport and Entertainment Precinct.

This Night Time Economy Strategy aims to strengthen Tamworth's 24-hour economic framework, enhancing opportunities for entertainment, hospitality, and cultural experiences. The strategy seeks to reinforce Tamworth's standing as the Capital of Country including the Country Music Capital of Australia, while driving economic growth and creating a dynamic environment for residents and visitors alike.

This strategy has been designed to align with the NSW Government 24-Hour Economy Strategy which aims to build flourishing, thriving and connected communities across NSW through activation the nocturnal landscape. The 24-hour economy has the ability to deliver social and economic benefits to the community.

Informing the Strategy

This Strategy was informed by a robust stakeholder engagement process, analysis of the current situation, research and best practice initiatives across Australia.

Key insights included:

- 300+ businesses currently positioned for night time activation.
- Majority of visitors are in the region for holidays and visiting friends and relatives undertaking social activities that align with night time economy.
- Overnight visitors will inject more funds into the local economy and night time activities.
- Rural areas have capacity and interest in night time activities.
- Night time spend is consistent outside peak event period mostly on grocery.
- Business visitors pose an opportunity as a high yield audience due to overnight visitation.
- 180,282 total passenger movements through the Tamworth Airport in 2024.



Tamworth Regional Council
Night Time Economy Strategy

EXECUTIVE SUMMARY

Strategic Framework

Vision



To grow the Tamworth region into a destination where culture and commerce flourish after dark.

Objectives



Create a safe, inclusive and accessible night time economy that showcases the Tamworth region as the capital of country.



Support business and community to collaborate and deliver activities that appeal to residents and visitors.



Reduce the barriers to night time activity and proactively seek investment to support growth in the night time economy.



Build upon the foundations of night time infrastructure creating inviting, vibrant places and spaces.

Themes



Safety,
Diversity and
Inclusion



Dynamic
Programming
and Activations



Strong
Leadership and
Governance



Supporting
Facilities and
Infrastructure



Tamworth Regional Council
Night Time Economy Strategy

1. INTRODUCTION

1.1. Background

Tamworth Regional Council is committed to fostering a vibrant and sustainable night-time economy that complements the development of two designated Special Entertainment Precincts, one in the Tamworth CBD and one in the Tamworth Sport and Entertainment Precinct. This Night Time Economy Strategy aims to strengthen Tamworth's 24-hour economic framework, enhancing opportunities for entertainment, hospitality, and cultural experiences. The strategy seeks to reinforce Tamworth's standing as the Capital of Country including the Country Music Capital of Australia, while driving economic growth and creating a dynamic environment for residents and visitors alike.

This strategy has been designed to align with the NSW Government 24-Hour Economy Strategy which aims to build flourishing, thriving and connected communities across NSW through activation the nocturnal landscape.

The following process was undertaken to inform the development of the five-year NTE Strategy.



1.2. What is the Night Time Economy?

The Night Time Economy (NTE) refers to the network of social, cultural and commercial activities that occur between 6pm and 6am, shaping the vibrancy and character of cities and towns after dark. A thriving NTE contributes to local employment, community wellbeing and tourism while providing an accessible and safe space to share and celebrate the destinations' cultural identity.

The New South Wales State Government has adopted a proactive approach to the NTE, defining it as "social or business activities that occur between 6:00 pm and 6:00 am."

Within these activities three primary drivers of the NTE have been identified:

- **Entertainment** – performing arts, live music and cultural events, sports, amusement parks and centres, casinos, and other gambling activities.
- **Food** – cafés, restaurants, and takeaway food services.
- **Drink** – liquor retailing, pubs, taverns, clubs, bars, and hotels.

It is important to recognise that the NTE is highly diverse and extends beyond these core sectors. Supporting activities such as transport, accommodation, education, and retail services also play a vital role in creating a vibrant and dynamic night-time environment.

INTRODUCTION

1.3. What are the benefits of the NTE?

A prosperous night time economy provides economic and lifestyle benefits to residents, businesses and visitors. Some of the key advantages include:

- 1. Economic growth, diversification and job creation.** Extended trading hours provide for a boost in business and increased revenue generation. This in turn creates job opportunities not only in traditional night time industries such as hospitality but also security, transport, arts and culture, events and entertainment. Vibrant precincts tend to attract investment in infrastructure and services and encourage new business ventures.
- 2. Visitor appeal and destination development.** An active night time economy enhances the visitor experience encouraging increased spending and length of stay. For regional cities like Tamworth this can also strengthen the destination identity and reinforce cultural positioning i.e. Capital of Country.
- 3. Community and cultural benefits.** Night time activations encourage arts, creative pursuits and live performance with cultural programming opportunities. Providing this type of inclusive activity see the community engaged and regularly building connections.
- 4. Activation and safety.** Passive and active interventions such as lighting and more people interacting and present in public spaces can reduce anti social behaviour and improve perceptions of safety.

1.4. Councils Role in the NTE

Local and State Government have a central role to play in the growth and development of the NTE. Activity does not necessarily need to be always led by Council but guidance and facilitation is critical to support and shape a vibrant NTE.

As part of this strategy, Tamworth Regional Council will take the lead on several key priority areas:

- Measurement of NTE activity informs targeted intervention – consider actions such as extending public transport later into the evening, adjusting city planning controls or improving lighting and safety infrastructure.
- Funding and incentives – a percentage of Council's resources such as staff time and events and other activation funds should be allocated to supporting and invigorating the NTE.
- Infrastructure improvement and development that supports and adds to the NTE must be a consideration for Council in all projects.

INTRODUCTION

1.5. Special Entertainment Precincts and the NTE

Special Entertainment Precincts (SEPs) are a mechanism for Council to grow the night time economy.

They are a planning instrument that Councils have the power to designate the rules of operation for night time activity with consideration to community, businesses and visitors.

The application of an SEP can help new venues and precincts to grow and prosper and support event attraction and development.

According to the NSW State Government Guidelines SEPs aim to:

- Reduce the administrative burden on Councils.
- Deliver more live music and performance opportunities.
- Attract investment and redevelopment.
- Give greater certainty to both businesses and residents.
- Improve quality, coordination and diversity of going out districts.
- Enhance tourism and economic outcomes with unique cultural experiences and activities.

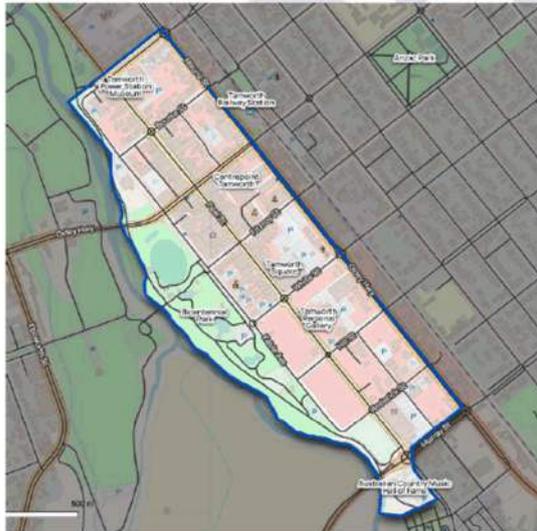
In Tamworth, SEPs will allow Council to identify and manage designated areas where trading hours and sound conditions can be tailored to support live music and entertainment. This approach encourages the growth of vibrant, well-managed precincts that enhance nightlife, foster cultural experiences, and strengthen Tamworth’s reputation as the Country Music Capital of Australia.

There have been two SEPs identified, the Tamworth CBD and the Tamworth Sports and Entertainment Precinct (see figure 1 and 2).

It is important to note that designating an SEP is not going to automatically create a vibrant night time economy, it is simply providing the regulatory framework to allow for activation and events to take place outside of standard regulatory requirements. The establishment of an SEP is governed by the Local Government Act and there are mandatory processes that must be undertaken to establish and endorse an SEP.

The two Tamworth SEPs are currently in a trial phase and will be implemented subject to Council approval in 2026/27.

FIGURE 1: SEP 1 - TAMWORTH CBD



Source: Urban Enterprise, 2025.

FIGURE 2: SEP 2 - TAMWORTH SPORTS AND ENTERTAINMENT PRECINCT



Source: Urban Enterprise, 2025.

2. EXISTING SITUATION

2.1. Overview

Tamworth Regional Council is located in the New England region of New South Wales, approximately 410 kilometres north-west of Sydney and 580 kilometres south of Brisbane.

The region is well connected, with primary access via the New England Highway and air services through Tamworth Regional Airport, which is commercially serviced by QantasLink. In 2024, there were 180,282 total passenger movements through the Tamworth Airport.

Tamworth is part of the NSW Regional Train and Coach Network, with daily train services from Sydney taking approximately 6 hours. These services increase during the Country Music Festival.

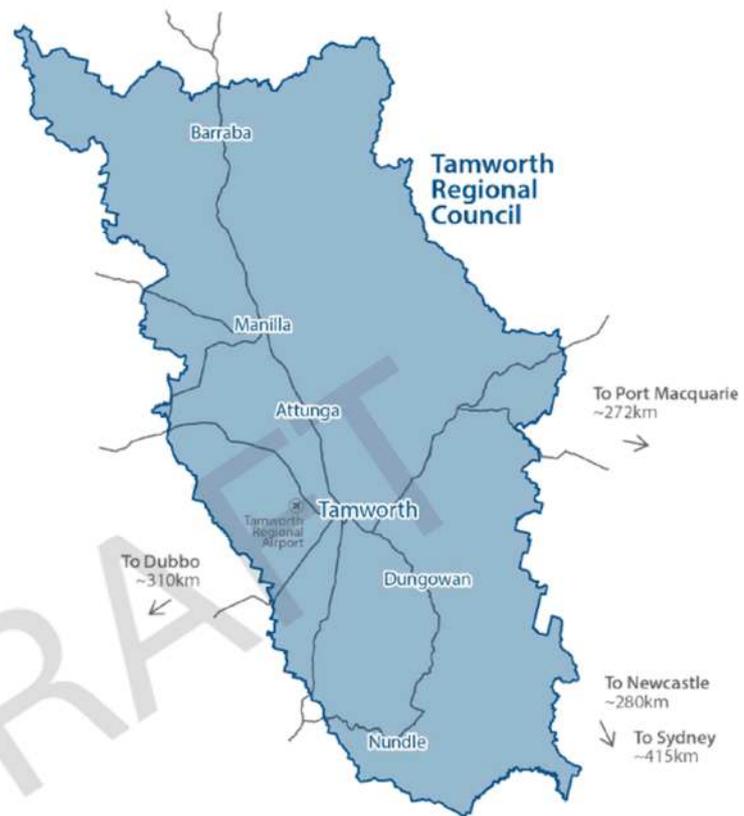
The municipality has an estimated population of 65,908 and is strategically positioned near other regional centres, including Armidale, Gunnedah, Glen Innes, and Inverell.

In 2024, Tamworth welcomed approximately 1.4 million visitors, with day-trip visitors accounting for 60% (814,125) and overnight visitors making up 40% (538,598).

International visitation represented a small proportion, with 9,693 arrivals, around 1% of total visitation.

Leisure travel was the primary driver, with 47% of visitors coming for holiday purposes, while only 15% (125,580) indicated visiting friends and relatives. This highlights a significant opportunity to enhance the visitor experience through a vibrant and well-developed night-time economy, ensuring that Tamworth continues to attract and engage both residents and tourists beyond daylight hours.

FIGURE 3: TAMWORTH REGIONAL COUNCIL CONTEXT MAP



Source: Urban Enterprise, 2025.

EXISTING SITUATION

2.2. Demographic Snapshot

Figure 4 provides a snapshot of the Tamworth region demographic profile.

As of 2024, the Tamworth region was home to 65,908 people. By 2041, the total population of Tamworth Regional Council is projected to grow to 80,769 people, which represents an average annual growth rate of 1.2% per year.

In the last Census, 12.7% of the population were counted as First Nations residents. The median age was 39 years, which is lower than that of Regional NSW (43). Additionally, the average annual unemployment rate in 2024 (2.2%) was lower than the rest of Regional NSW.

Core NTE businesses across the Tamworth region showed strong performance in 2024, generating a total output of \$344.9 million. This output was supported by 324 Core NTE businesses and 2,405 Core NTE jobs.

FIGURE 4: TAMWORTH REGIONAL COUNCIL DEMOGRAPHIC SNAPSHOT



Source: Various sources, compiled and analysed by Urban Enterprise, 2025.



EXISTING SITUATION

2.3. Visitor Economy Profile

The Tamworth visitor economy attracts an average of 1.3M based on data from Tourism Research Australia. These visitors spend an estimated \$364M in the region.

A large proportion of visitors are in the region for leisure purposes (60%) with strong seasonal dispersal throughout the year highlighting Spring as the most popular time of year.

The average length of stay is 2.6 nights demonstrating that visitors are in region long enough to engage with the night time economy. There is an opportunity to enhance the visitor experience through offering an attractive night time economy, which encourages increased spend and has the potential to increase the length of stay.

With just over one quarter of visitors (26%) being in the region for the purpose of visiting friends and relatives there is an opportunity to engage and educate the local audience in the night time economy. This is likely to lead to increased participation as they will engage their guests in the local night time experiences.

FIGURE 5: TAMWORTH REGIONAL COUNCIL VISITOR ECONOMY SNAPSHOT



Visitor Breakdown and Spend



Purpose of Visit



Seasonality



Source: Tourism Research Australia, National and International Visitor Survey, 3-year average 2022 to 2024.

EXISTING SITUATION

2.4. Night Time Economy Business Audit

A desktop audit was undertaken to establish the number of businesses open between 6pm and 6am, which fit the NTE definition. This audit was also supplemented with Council data.

Entertainment & Dining

Across the Tamworth region, there are 157 venues which could be leveraged to activate the NTE. These businesses are shown in Figures 6 and 7.

98 of these businesses already operate between 6:00 PM and 6:00 AM.

Of importance to the NTE, there are:

- 25 pubs/hotels/inns;
- 16 RSLs/clubs/leagues clubs;
- 14 arts and culture venues; and
- 4 live music establishments.

Accommodation

There are 120 accommodation venues throughout the Tamworth region that could be utilised to further support NTE activation.

These accommodation operators are likewise highlighted in Figures 6 and 7.

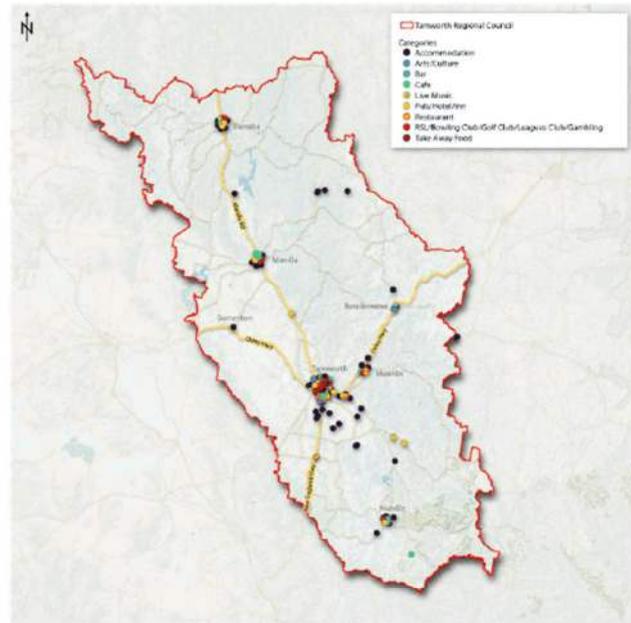
Notably, there are:

- 33 caravan, camping and holiday parks;
- 29 motels/motor inns;
- 18 self-contained accommodation venues; and
- 10 hotels.

Business Gaps

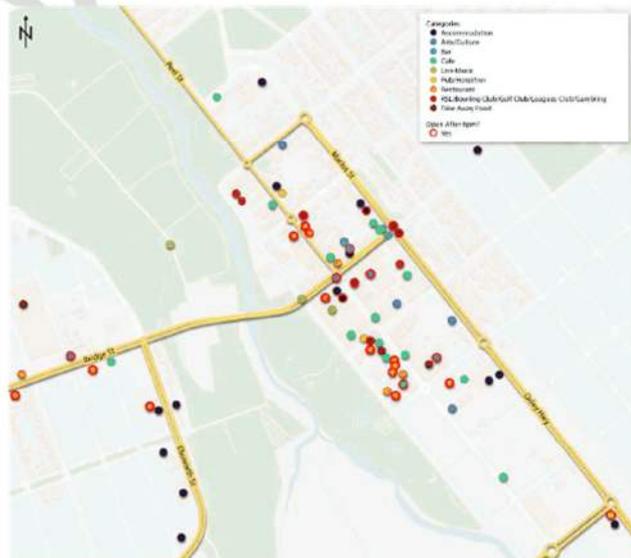
Notable gaps identified included high-quality restaurants, boutique accommodation, inner city accommodation, leisure and entertainment venues and niche food and drink venues. These types of businesses can be encouraged through proactive investment attraction and pilot programs.

FIGURE 6: TAMWORTH REGION BUSINESS AUDIT



Source: Urban Enterprise, 2025.

FIGURE 7: TAMWORTH URBAN AREA BUSINESS AUDIT



Source: Urban Enterprise, 2025.

EXISTING SITUATION

2.5. Night Time Economy Spend Analysis

In the 2024-2025 Financial Year, night time spending in the Tamworth region peaked in December and January and tapered off in June. This is likely driven by increased activity over the festive season and the Tamworth Country Music Festival. Total spend broken down into day time and night time spend is shown in Figure 8.

Night time spending includes:

- Discretionary retail;
- Food retailing (grocery and other food); and
- Tourism and Entertainment, which includes:
 - Attractions, Events and Recreation;
 - Breweries and Wineries;
 - Cafes;
 - Food Delivery Services;
 - Online Entertainment;
 - Pubs, Taverns and Bars;
 - Restaurants; and
 - Takeaway and Fast Food Outlets.

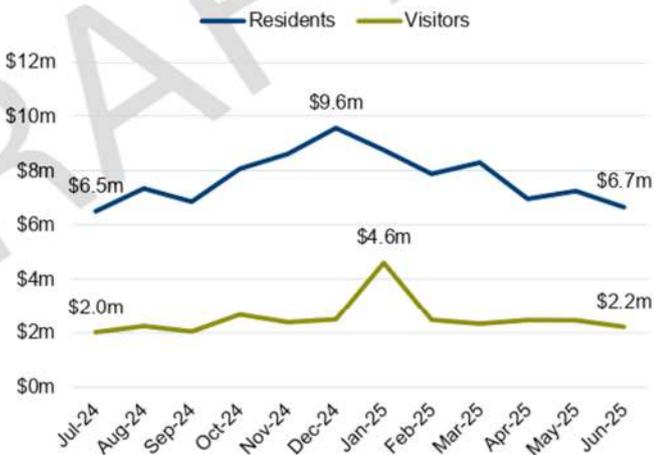
Figure 9 shows the split for night time spend between visitor and resident spend for each month in the 2024-2025 Financial Year. Resident night time spend peaked in December, while visitor night time spend peaked in January. In each month, resident night time spend accounted for a greater share of total night time spend relative to visitor night time spend.

FIGURE 8: DAY VS NIGHT SPEND, FY 2024/25



Source: Tamworth Regional Council CommBank ID Data (residents and visitors), Financial Year 2024/25.

FIGURE 9: VISITOR VS RESIDENT NIGHT TIME SPEND, FY 2024/25

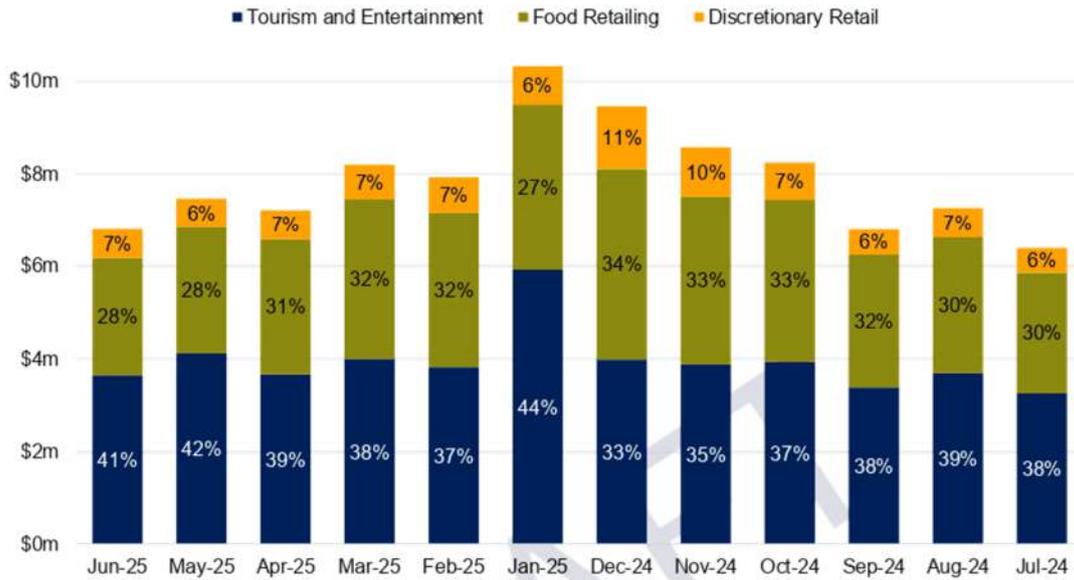


Source: Tamworth Regional Council CommBank ID Data (residents and visitors), Financial Year 2024/25.

EXISTING SITUATION

Over the 2024-25 Financial Year, Tourism and Entertainment was consistently the largest contributor to night time spend in the Tamworth region, followed by Food Retailing. The breakdown of sub-category spend is illustrated in Figure 10.

FIGURE 10: NIGHT TIME SPEND BY SUB-CATEGORY, FY 2024/25



Source: Tamworth Regional Council CommBank ID Data (residents and visitors), Financial Year 2024/25.



EXISTING SITUATION

2.6. Summary

Tamworth's NTE is in a strong position for continued growth and development. Current visitation levels are steady and the seasonal peaks of spring and summer lend themselves to night time activation when the weather is most conducive. A high proportion of overnight visitors (42%) supports opportunities for increased engagement in night time and activity and provides the potential for increased spend.

Demographically the region has a strong age profile for night time activation and a suite of businesses to support this growth.

Following the NSW Government's Night-Time Economy Maturity and Capability Framework, Tamworth is currently positioned in the "Growing" stage, moving toward "Developing" as strategic actions are implemented. Key priorities include:

- Governance: Transitioning from internal organization to supporting external actors.
- Strategy: Evolving from vision-setting to aligning policy and investing in growth foundations.
- Place: Enhancing existing assets and planning for new opportunities.
- Data: Moving from outcome evaluation to data convergence and design insights.

This progression reflects a pathway toward a more mature and sustainable night-time economy that leverages governance, strategic planning, placemaking, and data-driven decision-making.

FIGURE 10: NIGHT TIME ECONOMY MATURITY AND CAPABILITY FRAMEWORK, NSW GOVERNMENT 2023

	Emerging	Growing	Developing	Maturing	Established
Governance	Get the right people talking	Get your house in order	Support external actors	Formalise external governance	Enable co-creation and innovation
Strategy	Create a shared vision	Develop a NTE strategy	Align policy and strategy	Invest in foundations for growth	Consolidate and leverage for the future
Place	Understand what you have	Enhance the Existing	Plan for the new	Diversify the offering	Scale the opportunities
Data	Develop a baseline	Evaluate outcomes	Converge data	Design with data	Leverage actionable insights

Source: NSW Government, 2023

3. STRATEGIC CONTEXT

3.1. Strategic Alignment

Related strategies and plans at a National, State, Regional and Local level were reviewed to assess and ensure alignment with this Strategy.

Guiding all activity is Council's Community Plan 2023-2033 developed by the community for the future. This plan references liveable built environments with the priority to have vibrant city centres that encourage night time social connection. Alongside this the plan references an ambition that the Tamworth region is Country Australia's leading and most vibrant destination with a sustainable and dynamic visitor economy which aligns with NTE activity.

TABLE 1: STRATEGIC ALIGNMENT

	Key Document/Description	Alignment
NATIONAL	<p>Thrive 2030 Strategy</p> <p>Thrive 2030 is an Australian Government strategy that sets the long-term plan for growing Australia's visitor economy. The strategy is organised around three guiding themes of collaborate, modernise and diversify. The strategy aims to return the sector to pre-pandemic visitor spend levels and reach \$230 billion by 2030.</p>	<p>This national strategy aligns with the objectives of the plan to diversify and attract new markets, increase collaboration between industry and government and build unique and high-quality products.</p>
STATE	<p>NSW 24-Hour Economy Strategy</p> <p>The Strategy builds on previous success where NSW celebrated the unique and authentic stories of Greater Sydney across the 24-hour spectrum. It also recognises alignment and commitment from the NSW Government across the portfolio of arts and culture, tourism and live performance.</p> <p>The aim is to elevate Sydney and NSW as a global night-time economy leader. Underpinned by a revised strategic framework, the Strategy organises opportunities and incorporates measures for success. Its five strategic pillars set out key actions and outcomes to grow NSW's 24-hour economy.</p>	<p>There is strong alignment with this strategy and all its pillars and actions but most specifically pillars 1 and 2 along with their actions align which align to the establishment of the Special Entertainment Precincts in Tamworth. Pillars 3, 4 and 5 are also relevant.</p>
REGIONAL	<p>Destination Country and Outback NSW Dark Skies Concept Plan</p> <p>This plan provides direction for operators and other key stakeholders to make improvements or develop new products relates to 'Night Skies' Tourism Experiences.</p>	<p>Tamworth Regional Astronomy Club (TRAC) is reference in this document as an opportunity for growth and proposes concepts to grow night skies visitation.</p>
	<p>Blueprint 100</p> <p>The Blueprint 100 is an overarching strategy that provides a roadmap to take the Tamworth Region towards its vision of a prosperous economy and high living standards with a population of 100,000 people. The plan aligns with state and regional plans and policies and aims to provide a tool for advocacy. There are 6 priority themes which each have an extensive set of action beneath them.</p>	<p>Under priority 2.3 there is reference to creating the critical mass required for a stronger NTE which support this strategy development.</p>
LOCAL	<p>Tamworth Regional Council Visitor Economy Plan (2022-2027)</p> <p>This Plan has four high level goals:</p> <ol style="list-style-type: none"> 1. Sustainably grow visitation to the Tamworth region. 2. Increase visitor yield. 3. Encourage greater regional dispersal. 4. Contribute to the liveability and vibrancy of the Tamworth region <p>Beneath these goals sit a series of themes with related actions with a strong focus on events, infrastructure and marketing.</p>	<p>This Plan align with the development of the NTE Strategy, specifically actions:</p> <ul style="list-style-type: none"> • 3.1.1 Prioritise investment and funding of Tier 1 precincts which include the Country Music Precinct. • 3.2.4 Promote the revitalisation and enhancement of the region's accommodation offering. • 3.2.6 In collaboration with the Tamworth Regional Astronomy Club, activate the business case for the Tamworth Regional Astronomy & Science Centre.

STRATEGIC CONTEXT

3.2. Trends in Night Time Economies

Throughout Australia the NTE is shaped by a mix of economic drivers, shifting consumer behaviours and ever-changing cultural trends. In most regions, seasonal spending peaks in December and dips mid year, and the costs of doing business continue to rise including insurances, licenses and permits, wages and event delivery and infrastructure which challenges profitability.

Technology adoption, including streaming services and online delivery compete with drawing people from their home for traditional entertainment, while changes in lifestyle (remote work, reduced alcohol consumption and post pandemic travel aspirations) influence where consumers invest their time and money.

Experience-led and 'instagrammable' venues and locations are continuing to prove to be popular and drive traffic, alongside a growing desire for human connection and organised social meet ups. However, across the NTE there are challenges with workforce shortages, increased penalty rates and general cost of living pressures impacting discretionary spend. Safety considerations are critical for night time activity be they perceived or real. Events and live performances are facing increasing delivery costs and financial uncertainty as consumer behaviours shift to last minute ticket purchases and a general lack of public funding to support creative sector development. These trends indicate the need for a strategic, collaborative approach to NTE delivery driven by experiences and innovative interventions.



Tamworth Regional Council
Night Time Economy Strategy

STRATEGIC CONTEXT

3.3. Trends in Night Time Economies

This section provides some case studies from across Australia that are relevant to the Tamworth NTE. These are an insight into what could be introduced or enhanced to elevate the existing NTE.

There is growing recognition of the economic, social, cultural, and community benefits that a vibrant and well managed NTE can bring to a community, and many LGAs have begun developing and implementing strategies to increase activity after dark.

Case studies have been explored in the following areas that align with the Tamworth regions strengths and demographic position:

- Visual amenity
- Safety
- Arts and culture
- Lifestyle (food, beverage and retail)
- Events

Visual Amenity

City of Geelong, Women in Street Art Program has generated a day/night installing with the introduction of neon and LED lights to activate and create excitement in the street. The installation of the work is supported by a local team of specialists and funded by the City through \$30,000 from the Public Art Budget.



Phillip Lane was once a drab service laneway in Parramatta's famed Eat Street until it was transformed into a creative public space through the introduction of art and lighting. The space attracts passers by to the bright, vibrant space. This also serves as a day time activation with coloured polycarbonate sheets reflecting the sun light on the laneway walls.



STRATEGIC CONTEXT

Safety

City of Melbourne initiated Project Night Justice, a two-year partnership between the City of Melbourne, Victoria Police, Crime Stoppers Victoria, Full Stop Australia and the University of Melbourne. It seeks to improve safety for women and gender diverse people in the city at night through awareness, training and encouraging reporting of sexual harassment and assault. One of the initiatives was a campaign to encourage bystanders, anyone who witnesses or knows someone who is being sexually harassed or assaulted, to step up and speak up to help stop sexual violence against women and gender diverse people at night. Through posters and social media posts and videos.



Purple Flag is an international accreditation programme that aims to reward those who achieve this in their destinations after dark. Purple Flag strives to help create safe and thriving locations at night for all users. Purple Flag is administered by the Office of the 24-Hour Economy Commissioner, in partnership with the UK Association of Town and City Management (ATCM). The program will also work closely with other state government agencies, local government, police, healthcare professionals, business, industry groups and consumers.

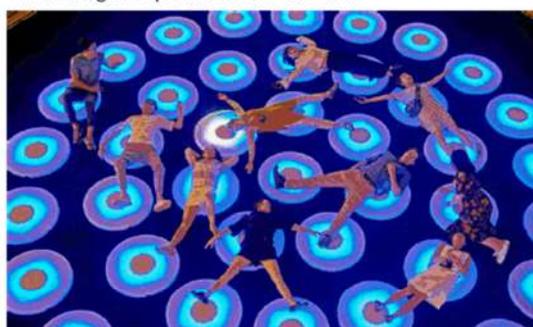


Arts and Culture

Gertrude Street Projections Festival began in 2008 activating civic spaces in suburban Melbourne. The event is free and takes place for 12-night activation through the winter months of July and August. The project focuses on a diverse mix of local artists to activate the streets and encourage visitation to an otherwise quiet time. Businesses are encouraged to open late and offer event attendees a reason to stay longer and spend more. The event is volunteer led and attracts an estimated 55,000 people each year.



Illuminate Adelaide and the Government of South Australia, through the South Australian Tourism Commission, have partnered with the City of Mount Gambier and award-winning artists to shine a light on regional South Australia. The event is an extension of Illuminate Adelaide and reimagines the cultural centre of Mount Gambier with captivating installations, projections, and interactive lighting. Transforming Cave Garden/Thugi with a series of experiences from renowned local and international artists, Digital Garden lights up winter for 2 weeks.



STRATEGIC CONTEXT

Lifestyle (Food, Beverage and Retail)

The City of Sydney has waived all permit fees for alfresco dining. Since the pandemic more than 800 businesses have applied for alfresco dining permits. The permit allows businesses to consider street front activation and also allows approved take overs of car parks where safe to do so. This initiative has created vibrancy in the city and added 13,000 square meters of additional trade space. This has led to extra staff being employed and more than a third of businesses seeing a 20 percent increase in turnover.



City of Melbourne collaborated with the Australian Retailers Association to showcase new pathways for businesses to thrive, optimising retail and commercial activities during twilight hours and tapping into Melbourne's bustling after-dark economy. To realise opportunities, the Australian Retailers Association advocated for mainstream adoption of twilight trade Monday, Tuesday, Wednesday to 7pm and Friday and Saturday until 9pm to align with pedestrian traffic data. This has been trialled and is delivering positive results for traders.



Events

The Big Chill Festival in Armidale has been running at the Armidale Showgrounds since 2020. The festival is a family-friendly celebration of the town's culture, showcasing local businesses, especially the food and drink of the region. In 2025, the festival sold out with more than 5,000 attendees at the event, 45% of them travelled from outside the region. It is estimated the event drives \$3.5M in total economic benefit, including \$2.3M in direct visitor expenditure.



'Daylesford - Borealis on the Lake' is an event that merges art, technology, and nature in a mesmerising display of lights and colours. This ticketed event drives overnight visitation during the quieter winter months July – October to this regional Victorian town. Packaging is encouraged by local accommodation operators. The event was delivered by a private partnership of event organisers and managers and liaised with Council to secure suitable permits and ensure impact to wildlife and public space was minimised.



4. CONSULTATION OUTCOMES

4.1. Consultation Summary

The development of the NTE Strategy has been informed by in-depth stakeholder engagement, which enabled a comprehensive understanding of the current local conditions, challenges and opportunities for the Tamworth NTE.

The stakeholder engagement was conducted in October and November 2025 and included face to face and virtual interactions, supported by a business and community survey.

Format	Engagement
Business and Community Survey	198 Responses
Rural Drop-In Sessions (2)	12 Interactions
Stakeholder Interviews	4 Discussions
Stakeholder Workshops (3)	39 Attendees

Challenges

- Access to staff and penalty rates impact small business' ability to support NTE.
- General red tape and compliance requirements.
- Changing consumer behaviours – online shopping, drinking at home or not at all.
- Collaboration hindered by time and capacity.
- Limited marketing and promotion.
- Poor transport and accessibility.
- Safety concerns.
- High expectation on Council to deliver everything.
- Lack of residents in CBD.
- Cost of living.
- Dispersed precincts fragment building vibrancy.
- Seasonality and extreme weather (hot or cold).

Opportunities

- Increased diversity into the NTE offering.
- Incentivise activity and lead by example.
- Better utilisation of existing facilities and activities.
- A NTE coordinator to help get things happening and define Council's role.
- Rural towns included in activities.
- Start small and leverage what is already happening.
- Investment attraction in events and infrastructure.
- Focus on resident engagement first, then visitors.
- Future projects – University of New England, Skywalk, Adventure Pool, Performing Arts Centre and Cultural Precinct.
- SEP to unlock ability to trade effectively after dark.
- Extended trading for CBD businesses multiple days per week.
- Accessible transport connections at night.

4.2. Survey Outcomes

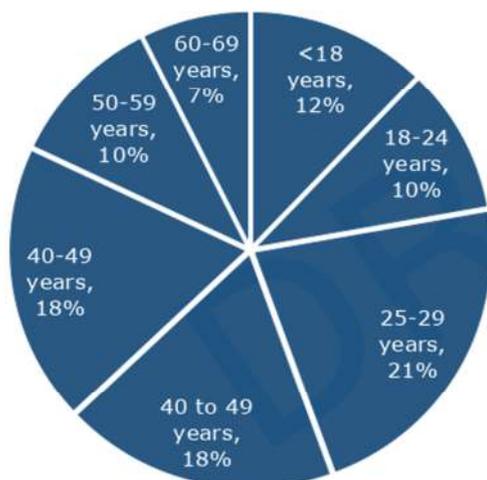
The NTE Community Survey was open between 30 September to 6 November 2025 and received 198 responses.

Of these, 169 respondents (86%) live in Tamworth Regional Council and 28 (3%) owned a business in the local area.

The majority of respondents (57%) fell into the 30 to 60 year age bracket. Respondents felt Council's role should be:

- Reducing red tape;
- Supporting businesses;
- Delivering events;
- Improving public spaces; and
- Providing funding.

FIGURE 11: AGE OF SURVEY RESPONDENTS



Source: Tamworth Night Time Economy Business and Community Survey, 2025. Note: Respondents aged under 18 years or 80 years and above are excluded from this chart.

The following key findings were extracted from the survey:

40% Go out after 6pm once a week

Dining out
is the number one reason for going out at night



Barriers to engaging in NTE

- Limited options
- Cost
- Safety

Preferred activities

- Live entertainment
- Night Markets
- Meet ups

Top 3 things to encourage NTE

- Live entertainment
- Safer Streets
- Extended Business Hours

Top 3 NTE supports

- More events
- Better collaboration (businesses)
- Increased marketing & promotion

Top 3 improvements in rural areas

- Events
- Improved public spaces
- Improved public transport

Top 3 overall improvements

- Increased activity and events
- Diverse offering of businesses
- Improvements to public spaces

3.3. SWOT

This SWOT analysis is extracted from the research, stakeholder engagement and data and highlights the strengths and weaknesses of Tamworth's NTE, as well as opportunities and threats. These findings have been utilised to identify strategies for sustainable growth and enhanced vibrancy in the region.

<p>Strengths</p> <ul style="list-style-type: none"> Existing businesses offering existing night time activities. A cohort of businesses open between 6pm and 6am. Leading events throughout the year. Planned developments incorporating night time economy features. 	<p>Weaknesses</p> <ul style="list-style-type: none"> Transport services are limited. Lack of residential properties in the CBD. Safety concerns real and perceived deterring people from going out after dark. Population is widely dispersed and fragmented from the activation hubs. Business engagement and support is minimal.
<p>Opportunities</p> <ul style="list-style-type: none"> Leverage current programming and activations. Link to existing major events. Rural night time activities. Community led initiatives. Greater marketing and promotion of existing events. Clustering of NTE businesses. 	<p>Threats</p> <ul style="list-style-type: none"> Extreme weather impacting night time activities. Safety concerns escalate. Natural disasters (i.e. drought, flood) that have a significant effect on infrastructure, visitation, economic activity, consumer confidence and community spirit. Sole reliance on events to deliver results for the NTE.



Tamworth Regional Council
 Night Time Economy Strategy



Tamworth Regional Council
Night Time Economy Strategy

5. STRATEGIC FRAMEWORK

5.1. Vision



To grow the Tamworth region into a destination where culture and commerce flourish after dark.

5.2. Objectives

The following objectives have been identified to drive the development of the Tamworth region NTE.



Create a safe, inclusive and accessible night time economy that showcases the Tamworth region as the capital of country.



Support business and community to collaborate and deliver activities that appeal to residents and visitors.



Reduce the barriers to night time activity and proactively seek investment to support growth in the night time economy.



Build upon the foundations of night time infrastructure creating inviting, vibrant places and spaces.

5.3. Themes

Four themes have been identified for the NTE Strategy. These are the focus areas that will enable Tamworth region to reach the above vision and objectives.



**Safety,
Diversity and
Inclusion**



**Dynamic
Programming
and Activations**



**Strong
Leadership and
Governance**



**Supporting
Facilities and
Infrastructure**

6. ACTION PLAN

6.1. Action Plan Framework

The following provides a guide for interpreting the action plan for the Tamworth NTE Strategy.

Priority

The priority level for each strategy has been identified by determining their level of importance, logical staging, as well as which actions can deliver immediate impact. The following priority levels have been used:

- **High.** Actions or initiatives that will deliver an immediate and significant impact on the night-time economy. These are critical steps that address urgent needs or unlock major opportunities, such as regulatory changes, infrastructure improvements, or programs that directly increase activity and participation.
- **Medium.** Actions that will have a meaningful impact over time but are not urgent. These may include initiatives that build capacity, strengthen partnerships, or enhance existing services. While important, they can be scheduled after high-priority actions are underway.
- **Low.** Actions that will contribute positively to the night-time economy but are long-term or supplementary. These initiatives often focus on refinement, innovation, or enhancements that improve the overall experience but do not require immediate implementation.

Time Frame

The Strategy has a five-year life span to align with other Council strategies and the anticipated delivery time of actions. Hence, the following time frames have been established for delivery:

- Short Year 1-2
- Medium Year 3-4
- Long Year 5+
- Ongoing Activity does not cease

Partners

Partners have been identified for each strategy to deliver the action in .

Investment

The investment identified for each action has been classified as funded from existing budget or additional budget.

ACTION PLAN

6.2. Theme 1. Safety, Diversity and Inclusion

Strategy	Action	Priority	Time Frame	Partners	Investment
1.1. Interventions that improve safety and access for all	Work with the Tamworth Crime Prevention Working Group and NSW Police to deliver interventions and programs that support safety at night such as:	High	Short	NSW Police	Existing
	• CCTV program				
	• Piped music in public spaces				
	• Lighting				
• Police education programs for business and community					
1.2. Develop accessible Special Entertainment Precincts	Undertake an audit of all transport connections in and around the SEPs and identify improvements that enhance accessibility, safety and inclusion and develop a staged action plan to improve access.	High	Short	Transport NSW	Existing
1.3. A diverse and inclusive calendar of Council-led programming and activations	Enhance existing programming with diverse value adds and inclusive activities that attract and welcome a wider audience. This may include low-cost options for ticketed events, local days at attractions and facilities, all abilities services where needed such as Auslan and language interpretation, hearing loops, and physical aids.	High	Medium	Event organisers	Existing
1.4. Promote dark sky experiences to diversify the night time offering	Partner with Destination NSW and the regional tourism organisation, Destination Country and Outback, to promote Dark Sky Experiences such as the Tamworth Astronomy and Science Centre in line with the Night Skies Concept Plan.	Medium	Medium	Destination NSW Industry	Additional

ACTION PLAN

6.2. Theme 1. Safety, Diversity and Inclusion

Strategy	Action	Priority	Time Frame	Partners	Investment
1.5. Enhanced sense of welcome and safety in rural townships	Improve lighting and pedestrian access in rural townships between activity centres and parking include treatments such as street art to increase vibrancy and interest.	Medium	Medium	Community groups	Existing
1.6. Foster dispersal and community pride through rural night time activations	Partner with community groups to undertake rural activations such as outdoor cinema, small halls program and twilight picnic events. Consider a portion of the funds for marketing event support be allocated for twilight/night time events.	Medium	Ongoing	Event organisers Community Groups	Existing



Tamworth Regional Council
 Night Time Economy Strategy

ACTION PLAN

6.3. Theme 2. Dynamic Programming and Activations

Strategy	Action	Priority	Time Frame	Partners	Investment
2.1. Establish a collection of permanent night time spaces that align with the SEPs.	<p>Develop selected locations with permanent passive activations. These sites can be easily enhanced by adding elements such as musicians, performers, food vendors and retail elements. For example:</p> <ul style="list-style-type: none"> Fitzroy Street - Projections and Lighting Golden Guitar – Seasonal Illuminations Tamworth Regional Skywalk - 'Lights on the Hill' 	High	Medium		Existing
2.2. Encourage outdoor dining and on-street retailing	<ul style="list-style-type: none"> Simplify and fast track permitting for outdoor dining and on- street retailing. Waive fee for a pilot period to encourage uptake. Improve the online application process for permits. 	High	Short	Tamworth and District Liquor Accord	Existing
2.3. Introduce annual busking permits	<ul style="list-style-type: none"> Continue to promote Tamworth's year-round busking permit. Support busking at night to enhance public spaces and create atmosphere: <ul style="list-style-type: none"> Add decals and signage to year-round key locations for 'busk spots' to manage dispersal and noise. Create bookable timeslots using a simple free, mobile-friendly online system. 	Medium	Short	Community Groups Local Musicians	Existing

ACTION PLAN

6.3. Theme 2. Dynamic Programming and Activations

Strategy	Action	Priority	Time Frame	Partners	Investment
2.4. Incentivise businesses and community to generate night time activity	<ul style="list-style-type: none"> Incentivise businesses and shoppers to engage in twilight/late night shopping to encourage retail spend. Target one specific night for critical mass retail activation. Create an incentive program that covers a capped portion of night time entertainment cost in the SEPs. Encourage business-led activity such as workshops, come and try nights, food and beverage tastings after dark. 	Medium	Medium	Industry	Existing
2.5. Foster relationships between clusters of night time businesses	<ul style="list-style-type: none"> Work with the Tamworth Business Chamber, other regional business and individual businesses to build collaborative relationships between night time operators. Proactively support networking events, night time economy workshops and business tours. Council to partner with the Tamworth Business Chamber and other regional business groups to encourage businesses to leverage off large events. 	Medium	Medium	Community groups	Existing

ACTION PLAN

6.3. Theme 2. Dynamic Programming and Activations

Strategy	Action	Priority	Time Frame	Partners	Investment
2.6. Leverage the success of the Tamworth Country Music Festival	<ul style="list-style-type: none"> Use the Tamworth Country Music Festival as a proving ground for night time activation ideas and trial activities and measure success. Attract more country artists to the region beyond January and the Country Music Festival through incentives and partnerships. Monitor and measure transport services during this period with a view to long term replication. 	High	Medium	Tamworth Country Music Festival Committee	Existing
2.7. Pre and post event activation across the municipality	Coordinate opportunities to generate broader economic benefit from large events to disperse patrons pre and post event i.e. dinner and drinks packages before a show, supper and night caps post event.	High	Short	Venue operators Industry Event organisers	Existing
2.8. Focus on vibrancy and revitalisation across Council's works programs	Ensure night time activation is considered in all of Council's infrastructure projects including lighting, safety interventions, accessibility, power, connectivity, street furniture and street art.	Medium	Medium	Council Officers	Existing

ACTION PLAN

6.4. Theme 3. Strong Leadership and Governance

Strategy	Action	Priority	Time Frame	Partners	Investment
3.1. Administer two Special Entertainment Precincts	Continue to implement the two identified Special Entertainment Precincts – Tamworth CBD and Tamworth Sport and Entertainment Precinct	High	Medium		Existing
3.2. Allocate resources to successfully deliver the NTE Strategy	<ul style="list-style-type: none"> Council to allocate annual budget to deliver NTE Strategy. Budget could be staged over the life of the Strategy . Appoint a dedicated Night Mayor and a casual Night Shift Crew to coordinate and facilitate night time activity. Introduce the strategy through Council to encourage ownership across all departments. 	High	Short		Existing
3.3. Council to proactively attract businesses that have an offering that can contribute to the night time economy	Council to develop a dedicated element to the investment strategy that speaks to specific businesses that will grow the night time economy including but not limited to accommodation, restaurants, entertainment venues, event organisers.	Medium	Long	Invest NSW	Existing
3.4. Support businesses who test new night-time activities	Provide support to businesses who are proactively contributing to the night time economy. This may take the form of grant opportunities, marketing and promotional support, regulatory support and other Council advice.	High	Short	Event organisers	Existing
3.5. Promote Tamworth as a regional destination for business and sporting events	Work with Business Events NSW and other like organisations to attract mid-scale events to Tamworth during off peak periods.	High	Medium	Event organisers Business Events NSW	Existing

ACTION PLAN

6.4. Theme 3. Strong Leadership and Governance

Strategy	Action	Priority	Time Frame	Partners	Investment
3.6. Reduce barriers to businesses seeking to undertake night time activations	Introduce an element of 'Night Time Business Concierge' into existing economic development led concierge program, that will guide businesses through the regulatory requirements in Council.	High	Short		Existing
3.7. Empower the Tamworth Business Chamber to develop and deliver night time activities	Work with the Tamworth Business Chamber to understand the requirements and needs of delivering night time activities. This may include the provision of fact sheets, regular meetings with Council officers and grant opportunities.	Medium	Ongoing	Tamworth Business Chamber	Existing
3.8. Reward collaboration among business and community groups	Establish a quick response small grant program with specific criteria that encourages partnerships between businesses and groups creating night time activation.	High	Ongoing		Existing
3.9. Understand and address staffing challenge for NTE businesses	Integrate night time work force challenges into Economic Development Workforce planning projects.	High	Ongoing		Existing
3.10. Communicate Council's role in growing the night time economy	Develop and communicate a framework of roles and responsibilities for growing the Night Time Economy.	High	Short		Existing
3.11. Deliver business education about the value of night time economy	Council to deliver workshops and forums to provide education and practical tips on how get involved and benefit from the night time economy.	High	Short	24-hour Commissioner	Existing

ACTION PLAN

6.5. Theme 4. Supporting Facilities and Infrastructure

Strategy	Action	Priority	Time Frame	Partners	Investment
4.1. Prioritise transport improvements to support the night time economy	<ul style="list-style-type: none"> Leverage existing services such as courtesy vehicles, taxi and ride share. Advocate for increased public bus services within Tamworth and also between rural towns after 6pm. Address cycle and pedestrian connections in and around SEPs. Deliver rideshare education workshops to encourage more drivers. 	High	Medium		Existing
4.2. Incorporate lighting into relevant streetscape improvements	Ensure that all Council projects consider lighting elements for public spaces for safety and vibrancy.	Long	Ongoing	Capital Works Major Projects	Existing
4.3. Advocate for the Tamworth Adventure Pool	Continue to seek support for the Tamworth Adventure Pool proposal, build night time uses into the operating model.	Medium	Medium		Existing
4.4. Proactively seek private investment that contributes to the night time economy	Develop an investment prospectus that details some of the opportunities such as accommodation, restaurants, housing, transport etc.	Medium	Medium		Existing
4.5. Create adaptable spaces with relevant infrastructure for activation	Consider power, water, waste and access for all public places to be able to accommodate activation such as market stalls, food trucks, performers.	Long	Ongoing		Existing

ACTION PLAN

6.5. Theme 4. Supporting Facilities and Infrastructure

Strategy	Action	Priority	Time Frame	Partners	Investment
4.6. Proactively seek funding opportunities to contribute to the night time economy	Council to apply for grants that can fund night time economy projects and activities. Be prepared with investments ready and key elements of funding applications.	High	Ongoing		Additional
4.7. Leverage the University of New England campus development	Support the campus development with a lens of night time activation. Partner with the University to develop an initial action plan for night time activation once in operation.	Long	Long	University of New England	Existing
4.8. Advocate and plan for Shop top living and inner-city residential developments	Continue to proactively advocate and support an increase in residential accommodation in the Tamworth CBD.	Long	Long	Invest NSW	Existing
4.9. Enhance pedestrian and cycling networks for night time access	Continue to deliver improvements for pedestrian and cyclists in line with the Planned Shared Paths and Cycleway Network consider lighting treatments in high traffic areas near SEPs.	Medium	Medium		Existing
4.10. Tamworth Regional Skywalk Lighting Project	Position the Regional Skywalk as a night time activity with attractive lighting treatments that drive visitation.	High	Medium		Existing
4.11 Tamworth Performing Arts Centre and Cultural Precinct	Continue to advocate for funding and support for the development of a Performing Arts Centre and Cultural Precinct in Tamworth.	High	Long	NSW Government	Existing

ACTION PLAN

6.6. Project 1. Night Rider Transport Pilot

This pilot program proposes to generate all the data and information to demonstrate the demand for a permanent night time public transport service in Tamworth. It is proposed that this pilot program would run over a year to capture activity across all times of year. It is proposed that the service would test the busier nights of Thursday, Friday and Saturday between 6pm and midnight. The details would be established in consultation with a project working group and community need.

The stops would be planned based around existing infrastructure and alignment with night time venues. The findings of the year long pilot program would be compiled into a report and an economic impact assessment that could be used as an advocacy document to leverage funding for an ongoing service. Strong consideration in setting up the pilot project should be given to safety and accessibility.

Case Study

FlexiRide is Victoria's on demand bus service provided by Transport Victoria across various services in regional and suburban areas that are not readily serviced by public transport. FlexiRide services do not have a fixed route. Passengers are able to book a seat via the FlexiRide app or phone, be directed to their closest bus stop – either a physical or appropriate alternative location – and be picked up and transported to dedicated hubs. The busses operate on limited service times established according to community need. Normal public transport fares apply and passengers are able to purchase a full fare or concession one-way or return fare. When there are no bookings the service does not run saving costs and reducing emissions.

Key Stakeholders

- Tamworth Regional Council
- Local bus companies
- Transport NSW
- Local businesses
- Community groups

Estimated Funding

\$1M (est.)

Next Steps

- Consider approvals from governing authorities and convene a working group.
- Determine funding amount.
- Begin route mapping and detailed planning for data collection.
- Develop a marketing campaign to raise local awareness.
- Engage with businesses to promote the service.

Potential Funding Streams

This is a selection of potential funding sources that could be explored to support project development. Please note that funding programs are subject to change, and this list represents a snapshot of currently available opportunities.

- Transport for NSW
- Community Safety Fund (NSW Government)
- Stronger Communities Programme (Federal Government)
- Regional Development Australia



Source: Pixabay Stock Image

ACTION PLAN

6.7. Project 2. Tamworth Busk Stops

Leveraging the success of the strong busking interest during the Tamworth Country Music Festival this proposed program establishes a year-round busking opportunity for performers and the chance for locals and visitors to hear live music any day of the week, day and night.

With dedicated permits easily available online at a low-cost performers will have the opportunity to showcase their talents and test material in a public forum particularly in the evening.

This project will see a dedicated number of spaces allocated for busking that could complement the existing street dining activity.

The busk stops may be identified using signage and footpath decals and would be bookable for set timeslots via an online booking system making the programs as simple and automated as possible.

Case Study

The Forks Market Winnipeg offers buskers a dedicated space for providing acoustic music. A registration and licensing process is undertaken to ensure that the performers are suitable for family viewing. Successful applicants are granted a license for 1 year. Performances are only permitted in the dedicated locations for 30-minute sets. A maximum of two performances per day are allowed. The fees for an annual busk pass are minimal (approx. \$50 per year). The stream on buskers provides regular entertainment for visitors to the market and gives the artist the opportunity to earn some money and honing their craft and adding to the vibrancy of the space.

Key Stakeholders

- Tamworth Regional Council
- Local businesses
- Community groups
- Local musicians
- Tamworth Country Music Festival

Estimated Funding Minimum

\$20,000 (est.)

Next Steps

- Develop guidelines for digital busking permit.
- Engage with performers to co-design the program.
- Develop and test the booking process.
- Develop a design for the stops.
- Seek supporting funding from various sources to enhance the program.

Potential Funding Streams

This is a selection of potential funding sources that could be explored to support project development. Please note that funding programs are subject to change, and this list represents a snapshot of currently available opportunities.

- Creative Australia
- Create NSW
- Regional Arts NSW
- NSW Government
- Destination NSW
- Regional Arts Fund
- Arts North West



ACTION PLAN

6.8. Project 3. Illumination Event

Illumination events create vibrant, visually captivating experiences that transform public spaces and encourage community engagement. By using light as a medium, these events draw visitors after dark, extending activity beyond traditional daytime hours and stimulating the night-time economy. Leveraging the trends in night time events and these events are a popular way to achieve night time activation. They foster a sense of place and identity, showcasing landmarks and cultural assets in a new light while promoting local businesses through increased foot traffic and activities. Illumination events also generate significant social and economic benefits, including enhanced safety through activated spaces, increased visitation and spend, and opportunities for creative expression, making them powerful tools for destination marketing and community revitalisation. These events can be scheduled to drive visitation in quieter periods when the days are shorter and the temperature is often cooler.

An event could be delivered in Tamworth that is led by Council with a few anchor installations and events over a set period of time. Community groups could be invited to contribute to populate the program by running their own events. This model disperses the responsibility and grows the ownership and engagement in the event target a range of different cohorts.

Case Study

Illuminate Adelaide was held first in 2021 during the COVID -19 pandemic and has since established itself as one of the country's fastest growing events. The event takes place in Winter for the month of July for 17 days. In 2025, 173 artists, 134 ticketed and free events attracted 1.5 million visitors. Almost 100,000 of these were interstate and international visitors. The event generated \$74.7M in economic activity and created 20,000 employment opportunities. The event is supported by the State Government and the State Tourism Body, South Australian Tourism Commission. Research has shown that 84% of visitors will return to South Australia and 96% would recommend the event to family and friends.

Key Stakeholders

- Tamworth Regional Council
- Local bus companies
- Transport NSW
- Local businesses
- Community groups

Estimated Funding

\$150,000 (scalable)

Next Steps

- Develop a skeleton.
- Begin exploratory, conceptual discussion with artists.
- Develop a detailed concept.
- Develop a business case for the project.
- Seek funding from various sources.

Potential Funding Streams

This is a selection of potential funding sources that could be explored to support project development. Please note that funding programs are subject to change, and this list represents a snapshot of currently available opportunities.

- Regional Event Fund (NSW Government)
- Creative Australia
- Creative Australia
- Create NSW
- Regional Arts NSW
- NSW Government
- Destination NSW
- Regional Arts Fund
- Arts North West
- Event Development Fund
- Multicultural NSW
- NSW Aboriginal Land Council
- Regional Development Australia
- Music NSW

ACTION PLAN

6.9. Project 4. Tamworth Performing Arts Centre and Cultural Precinct

Tamworth Regional Council has plans for an arts and culture community asset that has the ability to support the NTE. A new performing arts centre is proposed next to the Tamworth Regional Gallery and Tamworth Library at 468 - 474 Peel Street, Tamworth and will create a cultural precinct. The facility is proposed to include:

- 600 seat main theatre
- 200 seat studio theatre
- 2 large rehearsal/breakout/function rooms
- 150 seat café/restaurant
- Open air forecourt

A facility of this calibre would be a game changer for the NTE activating a central location in the city and providing a state-of-the-art venue that is attractive to touring performers and local groups.

Its integration with the existing Tamworth Regional Gallery and Tamworth City Library will create a vibrant and exciting Cultural Precinct which is of national significance.

Case Study

Ulumbarra Theatre in Bendigo Victoria is the largest dedicated regional Grade A Commercial Theatre in Victoria, and is the main commercial event venue for Capital Theatres in Bendigo which hosts performances from major national and international performing artists and touring companies. At a cost of \$25M the re development project was an adapting reuse of the Bendigo Goal presenting heritage and preservation challenges in the built and fit out. Strong Council leadership saw this project come to fruition and for the 1,000 seat auditorium, break out spaces and studios and modern meeting rooms.

Key Stakeholders

- Tamworth Regional Council
- NSW Government
- Tamworth Music Society
- Local businesses
- Community groups

Estimated Funding

\$90M

Next Steps

- Update 2019 Business Case and Develop detailed designs
- Awaiting notification of Federal RPPP funding to contribute to the development of the detailed design
- Council to develop an internal funding plan for its contribution
- Seek funding from various sources in all tiers of government

Potential Funding Streams

This is a selection of potential funding sources that could be explored to support project development. Please note that funding programs are subject to change, and this list represents a snapshot of currently available opportunities.

- Federal Government



Source: Tamworth
Regional Council

APPENDICES

Appendix A: Acronyms

Acronym	Expanded
Tourism, Economy & Financial Acronyms	
ABS	Australian Bureau of Statistics
ALOS	Average Length of Stay
IVS	International Visitor Survey
LGA	Local Government Area
NTE	Night Time Economy
NVS	National Visitor Survey
SEP	Special Entertainment Precinct
SA	Statistical Area
TRA	Tourism Research Australia

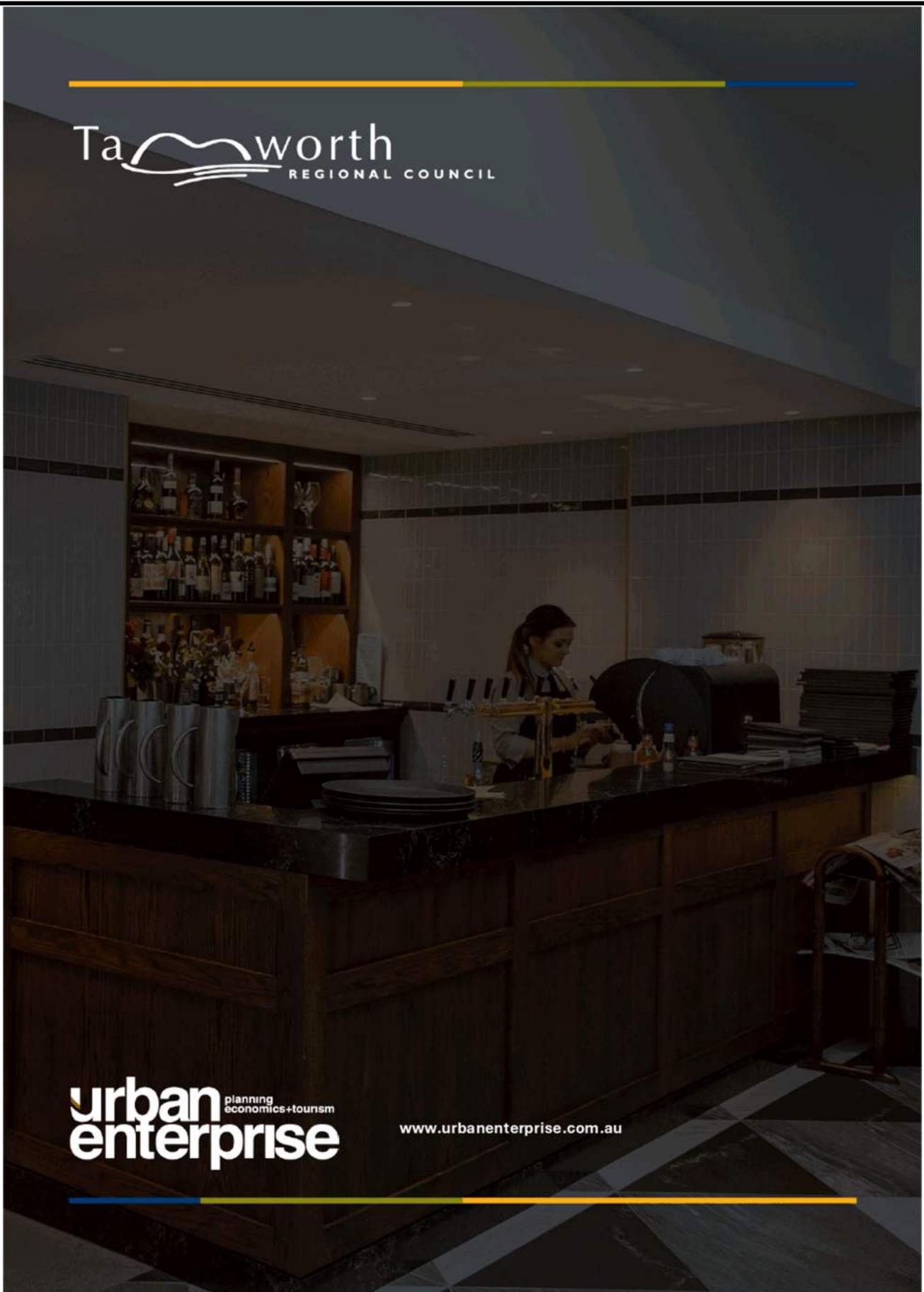
DRAFT

APPENDICES

Appendix B: Glossary of Terms

Term	Definition
Tourism Terms	
Domestic Daytrip Visitor	TRA define domestic day trips (visitors) as those that must have a round trip distance of at least 50 kilometres from the respondent's usual place of residence and a minimum duration of four hours.
Domestic Overnight Visitor	TRA define domestic overnight trips (visitors) as trips involving a stay away from home for at least one night, at a place at least 40 kilometres from home. Only those trips where the respondent is away from home for less than 12 months are in scope.
International Visitor	TRA define international visitors as short-term travellers aged 15 years and over who have been visiting Australia for a period of less than 12 months.
Room Nights	Total number of rooms multiplied by the number of nights in those rooms.
Visitor Nights	The number of nights spent away from home in association with individual visits.

DRAFT



urban planning
enterprise economics+tourism

www.urbanenterprise.com.au



**Quarterly Budget Review
Statement**
Quarter Ending
31st December 2025

QARS FINANCIAL OVERVIEW Tamworth Regional Council												
Budget review for the quarter ended 31/12/25												
DESCRIPTION	Previous Year 2024/25 Actual	Current Year 2025/26 Budget	Approved Changes Q 1 2025	Approved Changes Q 2 2025	Approved Changes Q 3 2025	Revised Budget	Recommended changes	Proposed Total End Result	ORIGINAL Budget v PTT	ACTUAL 2024/25		
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Not Quarterly Result before grants and contributions, interest for capital purposes												
General Fund	-16,104	3,375	-2,876	0	0	-288	-1,076	-1,372	-4,850	24,561		
Water Fund	-6,445	-2,424	-1,480	0	0	-3,034	206	-2,738	-1,274	4,374		
sewer Fund	9,425	9,438	-32	0	0	8,921	-268	8,548	-708	16,018		
Consolidated	-13,124	11,217	-6,699	0	0	5,518	-1,230	4,288	-6,529	48,158		
Operating Result from activities operations with capital grants and contributions including depreciation, amortisation and impairment of non-financial assets												
Consolidated	121,295	100,675	-16,066	0	0	84,609	1,690	86,299	-16,396	83,265		
Borrowings												
Total Borrowings												
General Reservations	199,040	206,998	-10,226	0	0	196,462	9,120	201,782	-1,216	6,277		
General Allocations	19,624	11,204	-1,980	0	0	9,384	1,552	10,206	-328	-1,408		
Unallocated	1,820	1,878	-764	0	0	1,114	54	1,168	-710	-1,711		
Total Cash, Cash Equivalents and Inves	219,184	220,180	-13,080	0	0	207,130	10,726	211,856	-2,324	-2,892		
Capital Funding	108,464	147,407	-6,722	0	0	140,484	-7,232	131,432	-12,976	29,291		
Capital Expenditure	108,464	147,407	-6,722	0	0	140,484	-7,232	131,432	-12,976	29,291		
Net Capital	0	0	0	0	0	0	0	0	0	0		
Developer Contributions												
Total Developer Contributions	60,265	3,281	1,272	799	0	64,017	0	0	0			

HOW TO READ YOUR QUARTERLY FINANCIAL OVERVIEW

QBRS FINANCIAL OVERVIEW
(Name) Council

Budget review for the quarter ended - XX XXXXXXXX 20XX

DESCRIPTION	Previous Year		Current Year		Approved Changes		Approved Changes		Revised Budget	Recommended changes for council resolutions	Projected Result	VARIANCE	ACTUAL YTD
	Actual 20xxxx	Budget 20xxxx	Original Budget 20xxxx	0	Review Q1 20xxxx	Review Q2 20xxxx	Review Q3 20xxxx	Budget 20xxxx					
General Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
Water Fund	0	0	0	0	0	0	0	0	0	0	0	0	0
Sewer Fund	0	0	0	0	1	0	0	0	0	0	0	0	0
Consolidated	0	0	0	0	0	0	0	0	0	0	0	0	0
Operating Result from continuing operations (with special funds and consolidated including depreciation, amortisation and impairment of non financial assets)													
Revenues:													
Total Borrowings	0	0	0	0	0	0	0	0	0	0	0	0	0
External restrictions	0	0	0	0	0	0	0	0	0	0	0	0	0
Internal Allocations	0	0	0	0	0	0	0	0	0	0	7	0	0
Unallocated	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash and Cash Equivalents	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital													
Capital Funding	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Capital	0	0	0	0	0	0	0	0	0	0	0	0	0

- 1. Approved changes – Review – Q1**
These are the changes for Q1 that were approved by a previous council resolution. The original budget amount plus the approved changes determine the revised budget in this QBRS.
 - 2. Revised budget**
This figure is the original budget plus prior quarter approved changes.
 - 3. Recommended changes for council resolution**
Any change to the budget must be approved by council. By resolving to accept this QBRS, Councilors are approving the recommended changes.
 - 4. Projected year end result**
This figure is the revised forecast position of the fund at financial year end. The projected year end result is the original budget plus the approved and recommended budget changes.
- The Consolidated Fund is the combination of the General, Water and Sewer funds. Some councils do not provide water or sewer to their communities.
- 5. Variance**
This column shows the variance between the original adopted budget and the revised projected year result. Councilors should be aware of the reasons behind the variance.
 - 6. Actual YTD**
Actual year to date is the result from 1st July up until the end of the quarter being reported.
 - 7. Internal allocations and unallocated reserves**
Internal allocations and unallocated reserves demonstrate the level of liquidity of Council. Specifically, the Council's ability to cover short term liabilities such as employee entitlements.
 - 8. Capital**
The capital overview should inform council as to whether the capital works program is on track to deliver programs outlined in the IP&R documentation.
- The funds are reported separately to ensure council, and the community have a clear picture of how the respective infrastructure and service delivery streams are performing – independent of councils broader (consolidated) account.

Income and Expenses Budget Review Statement
Tamworth Regional Council
Budget review for the quarter ended 31/12/2025
Consolidated Fund

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual 2024/25 \$000's	Budget Original 2025/26 \$000's	Changes Review \$000's	Changes Review \$000's	Changes Review \$000's					
INCOME										
Rates and Annual Charges	94,075	102,695	212			102,907	715	103,622	927	103,416
User Charges and Fees	55,645	49,462	5,265			54,727	1,827	56,554	7,092	26,219
Other Revenue	4,252	3,285	1,785			5,070	-1,545	3,525	240	1,699
Grants and Contributions - Operating	21,961	23,372	2,171			25,543	231	25,874	2,502	5,626
Grants and Contributions - Capital	82,254	41,901	-10,365			31,536	2,820	34,356	-7,545	10,539
Interest and Investment Income	11,379	9,156	219			9,375	0	9,375	219	5,602
Other Income	3,363	5,164	-625			4,539	-278	4,261	-903	1,884
Net gain from disposal of assets	0	0	0			0	0	0	0	0
Total Income from continuing operations	272,929	235,035	-1,238	0	0	233,797	3,770	237,567	2,532	155,085
EXPENSES										
Employee benefits and on-costs	65,550	73,443	-90			73,353	22	73,375	-68	34,421
Materials & Services	70,134	52,863	14,623			67,486	2,114	69,600	16,737	33,058
Borrowing Costs	4,151	3,631	77			3,708	0	3,708	77	2,024
Other Expenses	4,813	4,423	218			4,641	-56	4,585	162	2,317
Net Loss from Disposal of Assets	6,986	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	151,634	134,360	14,828	0	0	149,188	2,080	151,268	16,908	71,820
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	121,295	100,675	-16,066	0	0	84,609	1,690	86,299	-14,376	83,265
Depreciation, amortisation and impairment of non financial assets	50,269	47,557	-2			47,555	0	47,555	-2	27,571
Operating result from continuing Operations	71,026	53,118	-16,064	0	0	37,054	1,690	38,744	-14,374	55,694
Net Operating Result before grants and contributions provided for capital purposes	-11,228	11,217	-5,699	0	0	5,518	-1,130	4,388	-6,829	45,155

Notes
Original Budget +/- approved budget changes in previous quarters = REVISED Budget
Revised Budget +/- recommended changes this quarter = PROJECTED year results

Income and Expenses Budget Review Statement
Tamworth Regional Council
Budget review for the quarter ended 31/12/2025
General Fund

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	Budget \$000's	for council resolution \$000's	Year End Result 2025/26 \$000's	ORIGINAL budget v BTE \$000's	2025/26 \$000's
INCOME										
Rates and Annual Charges	64,103	72,517	212			72,729	262	72,991	474	72,368
User Charges and Fees	34,968	30,977	5,265			36,242	1,788	38,030	7,053	16,130
Other Revenue	4,168	3,220	1,833			5,053	-1,545	3,508	288	1,693
Grants and Contributions - Operating	22,923	24,418	1,224			25,642	231	25,873	1,455	5,508
Grants and Contributions - Capital	43,894	36,196	-10,365			25,831	2,720	28,551	-7,645	8,630
Interest and Investment Income	5,013	3,711	0			3,711	0	3,711	0	2,573
Other Income	3,433	5,121	-673			4,448	-316	4,132	-989	1,845
Net gain from disposal of assets	0	0	0			0	0	0	0	0
Total Income from continuing operations	178,502	176,160	-2,504	0	0	173,656	3,140	176,796	636	108,747
EXPENSES										
Employee benefits and on-costs	59,353	66,523	-55			66,468	9	66,477	-46	31,425
Materials & Services	47,553	31,711	11,696			43,407	1,529	44,936	13,225	21,543
Borrowing Costs	2,524	2,185	74			2,259	0	2,259	74	1,129
Other Expenses	4,276	2,767	24			2,791	-44	2,747	-20	1,538
Net Loss from Disposal of Assets	781	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	114,484	103,186	11,739	0	0	114,925	1,494	116,419	13,233	55,635
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	64,018	72,974	-14,243	0	0	58,731	1,646	60,377	-12,597	53,112
Depreciation, amortisation and impairment of non financial assets	36,228	33,200	-2			33,198	0	33,198	-2	15,921
Operating result from continuing Operations	27,790	39,774	-14,241	0	0	25,533	1,646	27,179	-12,595	33,191
Net Operating Result before grants and contributions provided for capital purposes	-16,104	3,578	-3,876	0	0	-298	-1,074	-1,372	-4,950	24,561

Notes
Original Budget +/- approved budget changes in previous quarters = REVISED Budget
Revised Budget +/- recommended changes this quarter = PROPOSED year results

Explanations – Recommended changes for Council Resolution

Income & Expenses Statement – General Fund	\$,000	\$,000	
Income			
Rates and Annual Charges			
Adjustments for general rates	-\$86		
Waste Charges	-\$176		
		-\$262	Income Increase
User Charges and Fees			
Transport for NSW - new / additional works	-\$1,613		
Storm Damage Claim	-\$50		
Additional Ticketing Income	-\$40		
Laboratory - Private Works Income	-\$36		
Finance - Additional Revenue	-\$35		
Airport Income	-\$13		
IFTT Income	-\$2		
		-\$1,788	Income Increase
Other Revenue			
IFTT Catering Income - reduced and offset by Materials	\$1,553		
Workers Compensation Increased Rebate	-\$13		
Finance - Decreased Revenue	\$5		
		\$1,545	Income Decrease
Grants and Contributions - Operating			
Revive Live Grant	-\$141		
Winton RFS Station	-\$85		
Australia Day Community Events Grant	-\$10		
Regional Youth Holiday Break Summer Grant	-\$4		
CNRL Donation	-\$1		
Register of Significant Cultural Heritage Sites - reversal of Income	\$10		
		-\$231	Income Increase
Grants and Contributions Capital			
Tamworth Regional Aquatic Centre - Grant State	-\$2,375		
Road Safety Program Calala Lane Shared Path	-\$414		
Road Safety Program Bendmeer School Carpark	-\$71		
Developer Contributions	-\$47		
Sports Dome Court Fans Grant	-\$35		
Sports Dome Court Fans Contribution	-\$9		
CPTIGS Round 2 - part withdrawal of round	\$84		
Grant - to match carry over for Regional Airport Round 4	\$147		
		-\$2,720	Income Increase
Other Income			
IFTT Revised Lease Income	\$291		
Airport revised income	\$43		
Sports Dome increase rental income	-\$18		
		\$316	Income Decrease

Income & Expenses Statement – General Fund		\$,000	\$,000	
Expenses				
Employee Costs				
			\$9	 Expense Increase
Various net employee costs		\$9		
Materials and Contracts				
			\$1,529	 Expense Increase
Transport for NSW - State Roads		\$1,351		
Roads Maintenance		\$571		
IT Purchases		\$251		
Grant projects - new		\$231		
Staff Costs		\$124		
Additional Expenses Laboratory		\$100		
Marathon St Farmstead Demolition		\$90		
Electricity		\$80		
Storm damage to be claimed		\$50		
Ticketing Expenses		\$19		
Bank Fees		\$5		
Incomplete Works carried forward to 2026/2027		-\$30		
IFTT Catering - reduced and offset by Income		-\$1,595		
Other Expenses				
			-\$44	 Expense Decrease
Reduced charge from Valuer General		-\$41		
Sports Event Fee Subsidy		-\$3		

Income and Expenses Budget Review Statement
Tamworth Regional Council
Budget review for the quarter ended 31/12/2025

Water Fund

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual 2024/25 \$000's	Budget Original 2025/26 \$000's	Changes Q 1 \$000's	Changes Q 2 \$000's	Changes Q 3 \$000's					
INCOME										
Access Charges	9,319	9,637	0			9,637	142	9,779	142	9,600
User Charges	17,596	15,501	-1			15,500	0	15,500	-1	7,622
Fees	649	595	0			595	0	595	0	421
Grants & Contributions - Operating	16	0	0			0	0	0	0	116
Interest and Investment Income	1,843	1,529	75			1,604	0	1,604	75	827
Other Income	17	13	1			14	0	14	1	7
Net gain from disposal of assets	0	0	0			0	0	0	0	0
Total Income from continuing operations	29,390	27,275	75	0	0	27,350	142	27,492	217	18,593
EXPENSES										
Employee benefits and on-costs	3,459	3,909	-18			3,891	-2	3,889	-20	1,706
Materials & Services	15,521	14,962	1,447			16,409	-150	16,259	1,297	7,129
Borrowing Costs	798	703	3			706	0	706	3	351
Water purchase charges	1,431	1,647	0			1,647	0	1,647	0	679
Calculated taxation equivalents	512	0	0			0	0	0	0	0
Debt guarantee fee	98	0	0			0	0	0	0	0
Other Expenses	234	0	123			123	-12	111	111	64
Net Loss from Disposal of Assets	5,917	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	28,040	21,221	1,555	0	0	22,776	-164	22,612	1,391	9,929
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	1,350	6,054	-1,480	0	0	4,574	306	4,880	-1,174	8,664
Depreciation, amortisation and impairment of non financial assets	7,798	7,668	0			7,668	0	7,668	0	4,090
Surplus / (Deficit) from continuing operations before capital amounts	-6,448	-1,614	-1,480	0	0	-3,094	306	-2,788	-1,174	4,574
Grants and Contributions - Capital	34,635	4,703	0			4,703	100	4,803	100	1,404
Surplus / (Deficit) from continuing operations after capital amounts	28,237	3,089	-1,480	0	0	1,609	406	2,015	-1,074	5,978

Notes
Original Budget +/- approved budget changes in previous quarters = REVISED Budget
Revised Budget +/- recommended changes this quarter = PROPOSED year results

Income & Expenses Statement – Water Fund

Income

Rates and Annual Charges

Water Charges - \$142 **-\$142** ↑ Income Increase

Grants and Contributions - Capital

Contribution - Dungowan Pipeline - \$100 **-\$100** ↑ Income Increase

Expenses

Employee Costs

Ledger Coding Changes - \$0 Budget adjustments - \$2 **-\$2** ↑ Expense Decrease

Materials and Services

IT Purchases \$53 **-\$150** ↑ Expense Decrease

Variatio to project - Bendemeer Raw Water Intake Erosion Repairs \$15

Variation to project - Dungowan Dam -\$60

Contribution to Telecommunications Building -\$160

Ledger Coding Changes \$2

Other Expenses

Adjustment - Dam Safety NSW project complete -\$12 **-\$12** ↑ Expense Decrease

Income and Expenses Budget Review Statement
Tamworth Regional Council
Budget review for the quarter ended 31/12/2025
Sewer Fund

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual 2024/25 \$000's	Budget 2025/26 \$000's	Changes Q 1 \$000's	Changes Q 2 \$000's	Changes Q 3 \$000's	Budget \$000's	for council resolution \$000's	Year End Result 2025/26 (\$'s)	ORIGINAL budget v FTE 2025/26 \$000's	2025/26 YTD \$000's
INCOME										
Access charges	21,372	21,299	0			21,299	312	21,611	312	21,447
User charges	3,943	2,889	0			2,889	38	2,927	38	1,719
Liquid trade-waste charges	149	260	0			260	0	260	0	117
Fees	59	1,156	0			1,156	0	1,156	0	310
Grants and contributions - Operating	82	0	0			0	0	0	0	2
Interest and Investment Income	5,006	4,260	144			4,404	0	4,404	144	2,202
Other Income	67	94	0			94	37	131	37	37
Net gain from disposal of assets	0	0	0			0	0	0	0	0
Total Income from continuing operations	31,278	29,958	144	0	0	30,102	387	30,489	531	25,834
EXPENSES										
Employee benefits and on-costs	2,731	3,010	-17			2,993	15	3,008	-2	1,290
Materials & Services	9,738	9,910	43			10,343	735	11,078	1,168	4,386
Borrowing Costs	1,212	1,088	0			1,088	0	1,088	0	544
Calculated taxation equivalents	791	0	0			0	0	0	0	0
Debt Guarantee fee	97	0	0			0	0	0	0	0
Other Expenses	253	9	70			79	0	79	70	36
Net Loss from Disposal of Assets	288	0	0			0	0	0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	15,210	14,017	486	0	0	14,503	750	15,253	1,236	6,256
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	16,068	15,941	-342	0	0	15,599	-363	15,236	-705	19,578
Depreciation, amortisation and impairment of non financial assets	6,443	6,688	0			6,688	0	6,688	0	3,560
Surplus / (Deficit) from continuing operations before capital amounts	9,825	9,253	-342	0	0	8,911	-363	8,548	-705	16,018
Grants and Contributions - Capital	3,675	1,003	0			1,003	0	1,003	0	504
Surplus / (Deficit) from continuing operations after capital amounts	13,500	10,256	-342	0	0	9,914	-363	9,551	-705	16,522

Notes
Original Budget +/- approved budget changes in previous quarters = Revised Budget
Revised Budget +/- recommended changes this quarter = 2025/26 year results

Income & Expenses Statement – Sewer Fund

Income

Rates and Annual Charges

Wastewater User Charges -312 **-\$312** ↑ Income Increase

User Charges and Fees

Trade Waste -38 **-\$38** ↑ Income Increase

Other Income

New rental property -37 **-\$37** ↑ Income Increase

Expenses

Employee Costs

Project Management Costs for new project \$15 **\$15** ↓ Expense Increase

Materials and Services

Sewer Main cleaning \$516 **\$735** ↓ Expense Increase

Legal Costs \$100

Ledger Coding Change - (offset appears in Capital) \$68

IT Purchases \$53

Adjustment for completed projects -\$3

Operating costs property \$1

**Capital Budget Review Statement
Tamworth Regional Council**

Budget review for the quarter ended 31/12/2025

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual 2024/25 \$'000's	Budget Original 2025/26 \$'000's	Changes Review Q 1 \$'000's	Changes Review Q 2 \$'000's	Changes Review Q 3 \$'000's	Budget \$'000's	changes for council resolution \$'000's	Result Year End (PYE) 2025/26 \$'000's	ORIGINAL budget v PYE 2025/26 \$'000's	TD 2025/26 \$'000's
CAPITAL FUNDING										
Rates & other unified funding	561	1,373	-736			637	46	683	-690	307
Capital Grants & Contributions	74,613	45,386	-9,819			35,567	-1,080	34,487	-10,899	15,461
Reserves - External Restrictions	9,079	15,079	6,907			21,986	-4,944	17,042	1,963	2,429
Reserves - Internally Allocated	19,960	31,106	-18			31,088	-125	30,963	-143	14,082
New Loans	4,251	54,463	-3,057			51,406	-1,150	50,256	-4,207	3,012
Proceeds from sale of assets	0	0	0			0	0	0	0	0
Other	0	0	0			0	0	0	0	0
Total Capital Funding	108,464	147,407	-6,723	0	0	140,684	-7,253	133,431	-13,976	35,291
CAPITAL EXPENDITURE										
WIP	18,780	0	0			0	0	0	0	0
New Assets	62,594	85,354	-6,713			78,641	-3,762	74,879	-10,475	15,168
Asset Renewal	27,090	62,053	-10			62,043	-3,491	58,552	-3,501	20,123
Other	0	0	0			0	0	0	0	0
Total Capital Expenditure	108,464	147,407	-6,723	0	0	140,684	-7,253	133,431	-13,976	35,291
Net Capital Funding - Surplus / (Deficit)	0	0	0	0	0	0	0	0	0	0

Notes
Original Budget +/- approved budget changes in previous quarters = REVISED Budget
Revised Budget +/- recommended changes this quarter = PROJECTED year results

Capital Budget – Consolidated

Capital Expenditure

Note: Total Recommended changes for council resolution are \$6,723k expense decrease for combined New/Renewal expenditure. Explanations have been split by Directorate and entities to increase relevance to the reader.

General Fund Assets

Office of the General Manager

	\$609	↓	Expense Increase
IT Workstation upgrade	\$634		
Aquisition of Backup Servers	\$65		
Digitech Project	-\$90		

Regional Services

		↑	Expense Decrease
Incomplete Works carried forward to 2026/2027	-\$2,000		
Removal of Grant Funded project	-\$84		
Community Projects	\$8		
Adjustment for Completed Projects	\$26		
Additional budget- Powerstation	\$50		
New Project - Sports Dome Court Fans	\$66		
New Projects - Road Safety	\$225		

Airport

		↑	Expense Decrease
Incomplete Works carried forward to 2026/2027	-\$688		
Adjustment for Additional Project	-\$15		

International Flight Training Tamworth

		↑	Expense Decrease
Projects returned to Reserve - funding for approved Grant program	-\$364		
Incomplete Works carried forward to 2026/2027	-\$11		

Laboratory/Sustainability

		↓	Expense Increase
New project - Manilla Public Places Recycling Bins	\$26		

Waste Management

		↑	Expense Decrease
Incomplete Works carried forward to 2026/2027	-\$2,339		
Adjustment for Projects not proceeding	-\$575		
Projects carried forward from 2025/2026	\$5		
Kootingal Landfill	\$100		
Adjustment for Projects completed	-\$277		

Sewerage

		↑	Expense Decrease
Adjustment for Projects not proceeding	-\$870		
Sewer Main Cleaning & CCTV Condition Assesss - T061/2026	-\$531		
Incomplete Works carried forward to 2026/2027	-\$725		
Adjustment to Project - Manilla Sewer	-\$80		
Adjustment for Projects completed	\$6		
Barraba Sewer -Reuse Augmentation	\$23		
Ledger Coding Change - (offset appears in Operating)	-\$68		

Water

		↓	Expense Increase
Incomplete Works carried forward to 2026/2027	-\$64		
Adjustment for Projects completed	\$5		
Additional funding - Dungowan Dam - Debris Broom Replacement	\$60		
Contribution DCCEEW - New Dungowan Pipeline Easement	\$100		
New Project - Tam water - OTH Telecommunications Building	\$160		

**Cash and Investments Budget Review Statement
Tamworth Regional Council
Budget review for the quarter ended 31/12/2025**

Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE		ACTUAL
	Actual 2024/25 \$000's	Budget Original 2025/26 \$000's	Changes 0.1 \$000's	Changes 0.2 \$000's	Changes 0.3 \$000's	Budget \$000's	for council resolution \$000's	Result (ITE) 2025/26 \$000's	ORIGINAL budget v FYR 2025/26 \$000's	2025/26 \$000's	YTD
Total Cash, Cash Equivalents & Invest	219,194	220,190	-13,050			207,130	10,726	217,856	-2,324	-2,999	
EXTERNALLY RESTRICTED											
Water Fund	20,428	19,258	-3,407			15,851	146	15,997	-3,261	-550	
Sewer Fund	81,912	83,395	595			83,980	1,882	85,862	2,477	8,567	
Developer contributions - General	22,086	24,190	-201			23,989	47	24,036	-154	1,694	
Developer contributions - Water	19,759	23,365	-759			22,606	0	22,606	-759	1,756	
Developer contributions - Sewer	18,418	20,207	-1,144			19,063	0	19,063	-1,144	304	
Transport for NSW Contributions	0	0	0			0	0	0	0	0	
Domestic waste management	24,233	28,638	-5,982			22,656	3,292	25,948	-2,690	5,267	
Stormwater management	0	0	0			0	0	0	0	0	
Other	11,204	7,955	562			8,517	3,753	12,270	4,315	-10,761	
Total Externally Restricted	198,040	206,998	-10,336	0	0	196,662	9,120	205,782	-1,216	6,277	
Cash, cash equivalents & investments not subject to external restrictions	21,144	13,182	-2,714	0	0	10,468	1,606	12,074	-1,108	-9,176	
INTERNAL ALLOCATIONS											
Employee entitlements	2,552	2,552	0			2,552	0	2,552	0	0	
Internal Reserves - General Fund	17,072	8,752	-1,950			6,802	1,552	8,354	-398	-7,405	
Indicative nature of allocation	0	0	0			0		0	0	0	
Indicative nature of allocation	0	0	0			0		0	0	0	
Indicative nature of allocation	0	0	0			0		0	0	0	
Indicative nature of allocation	0	0	0			0		0	0	0	
Other	0	0	0			0		0	0	0	
Total Internally Allocated	19,624	11,304	-1,950	0	0	9,354	1,552	10,906	-398	-7,405	
Unallocated	1,520	1,878	-764	0	0	1,114	54	1,168	-710	-1,771	

External Restrictions - must be used for a specific purpose and are not to be used for general operations. The funds are bound by legislation or third party agreement that restricts their use.
Internal Allocations - Council have allocated by resolution or policy to identified programs of work and any forward plans identified by Council. These allocations are at the discretion of council.

Funding Source Statement – Consolidated

Total Externally Restricted		-\$9,120		Funds Increase
Unrestricted cash - Water				
Increased Water Charges		-\$142		
Dams Levy		-\$12		
Unrestricted Cash - Sewer				
Increased Wastewater Access Charges		-\$312		
Increased Trade Waste Income		-\$38		
Property Income		-\$37		
Unexpended Loans Adjustment		-\$127		
Additional Grant Income		-\$3,754		
Incomplete Works / Projects completed		-\$4,699		
Total Internally Allocated		-\$1,552		Funds Increase
New Capital Works offset by Incomplete works carried over to 26/27 and Increased Land Sales TGGP.		-\$1,552		
Unallocated (Unrestricted Funds)				
				-\$55
IT Structural change request		-\$176		Funds Increase
Increased Rates & Annual Charges		-\$86		
Finance - decreased expenses		-\$65		
Ticketing Income		-\$21		
People & Culture - decreased expenses		-\$21		
Increased rental revenue		-\$18		
Economic Activation & Analysis -decreased expenses		-\$7		
Builders Wages - adjustment		-\$5		
New Project - Sports Dome		\$12		
Laboratory - increased expenses		\$64		
IT Software purchases		\$268		

Investments – Statement by Responsible Accounting Officer

'All funds have been invested in accordance with Council's investment policies.'

Cash – Statement by Responsible Accounting Officer

'A bank reconciliation is undertaken on a daily basis. Cash funds were reconciled with the Bank Statement on 31 Dec'

Cash and Investments – Reconciliation

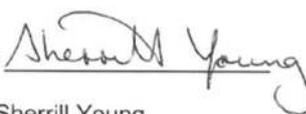
Actual YTD total Cash & Investments	- \$ 2,899,084
Plus: Opening balances 01-07-2025	\$ 218,415,414
Balance as at 31-12-2025	<u>\$ 215,516,330</u>
Investment Register balance 31-12-2025	\$ 223,864,103
Bank Reconciliation as at 31-12-2025	- \$ 8,347,773
Reconciliation Total	<u>\$ 215,516,330</u>

Statement by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2021.

This statement provides an opinion on the impact of the identified variations for the quarter only, not on council's projected financial position.

It is my opinion that the Quarterly Budget Review Statement for Tamworth Regional Council for the quarter ended 31 December 2026 indicates that the budget adjustments identified for approval in this quarter are satisfactory in regard to the variance of the projected estimates to the original budget.

Signed: 

Date: 16/02/2026

Sherrill Young

Responsible Accounting Officer, Tamworth Regional Council

Tamworth Global Gateway Park
Income and Expenses 31/12/2025
Phase 1

	Stage 1 Actuals	Stage 1 Budget	Total Cost of Development to Date
Sales	20,624,828.35	28,940,000.00	
Acquisition Costs	* 1,978,099.18	1,978,099.18	16,006,986.81
Holding Costs	* 33,634.59	48,971.92	272,124.54
Debt Service Internal Loan	* 491,340.55	603,062.22	3,975,247.14
Debt Service External Loan	870,890.38		870,890.38
Master Plan	276,034.08		276,034.08
Substation	5,297,839.00	8,150,521.00	5,297,839.00
Goddard La Development Costs	6,995,021.73	6,916,973.00	6,995,021.73
Business Park Initial	3,233,476.96	3,320,697.00	3,233,476.96
Selling Costs	938,808.26	2,894,000.00	938,808.26
Intermodal Access	2,660,256.72	3,583,980.00	2,660,256.72
Slashing	51,523.37		51,523.37
Contingency	40,052.10	198,350.00	40,052.10
Marketing	25,761.39	35,000.00	25,761.39
Total Expenditure	22,892,738.31	27,729,654.32	40,644,022.48
Profit/(Loss)	-2,267,909.96	1,210,345.68	

* Costs allocated using land area

Tamworth Global Gateway Park
Income and Expenses 31/12/2025
Entire Precinct

Sales	20,624,828.35
Total Sales	20,624,828.35
Acquisition Costs	16,006,986.81
Holding Costs	272,124.54
Debt Service Internal Loan	3,975,247.14
Debt Service External Loan	870,890.38
Substation	5,297,839.00
Master Plan	276,034.08
Boundary Fencing	40,052.10
Stage 1	13,879,087.04
Marketing	25,761.39
Landscaping	757,376.52
Trunk Drainage Channels	118,714.00
Trunk Stormwater Main	1,192,175.00
Cottage Demolition	32,297.93
Precinct Management	837,928.29
Precinct Ext Auth Svces & St Lighting	74,029.07
Phase 2 Design Plans	633,782.84
Total Expenditure	44,290,326.13